



CoC NY-511: Binghamton/Uniontown, Broome, Chenango, Cortland, Delaware, & Tioga Counties

Policies & Procedures

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CoC NY-511 Mission

The Coalition is dedicated to improving the lives of individuals and families at-risk of or experiencing homelessness by advocating for and providing permanent solutions for the problems of homelessness with a focus on racial equity in the Southern Tier of New York State. The values of racial equity and centering voices of people with lived experience are integral to the work of the Coalition.

Value Statement

To accomplish this mission, the Coalition has adopted a set of values that guide its actions, orienting the Coalition in specific ways towards its mission. The Coalition (through the Board and its committees) will endeavor to make funding, program, and policy actions that are aligned with its stated values. These values will guide the actions of all Coalition Committees established under these Policies & Procedures:

- Recommendations and decisions will reflect the population of people experiencing homelessness.*
- The Coalition will promote equity for communities of color disproportionality affected by homelessness.*
- Decisions and recommendations made by the Board and Committees will reflect a cross-sector and regional approach.*
- The Coalition will operate with transparency and inclusiveness.*
- Members of the Coalition take shared responsibility and accountability for addressing unconscious biases in decision-making.*
- Coalition leadership will establish clearly defined roles and responsibilities and communicate decisions clearly and widely.*

Ending homelessness for all requires creating a homelessness response system that centers client voices, responds to community needs, and eliminates inequities.



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Article 1: Coalition Structure, Membership, and Meetings

Section 1: Purpose:

The Coalition is responsible for ensuring the strategic and successful application for and utilization of funding to operate homeless service programs focused on promoting client self-sufficiency and efficient use of resources; assessing the performance of its homeless service programs; ensuring compliance of the homeless service programs to funding requirements, designing programs to meet the service needs of those experiencing homelessness, and the reallocation of funding to high performing and new programs, as appropriate, within the geographic boundaries of STHC.

Section 2: Planning:

STHC will develop a plan that includes:

1. Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:
 - a. Outreach, engagement, and assessment;
 - b. Shelter, housing, and supportive services;
 - c. Prevention strategies.
2. Planning for and conducting, at least biannually, a point-in-time count of homeless persons within the geographic area that meets the following requirements:
 - a. Homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans must be counted as unsheltered homeless persons.
 - b. Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons.
 - c. Other requirements established by HUD by Notice.
3. Conducting an annual gaps analysis of the homeless needs and services available within the STHC CoC geographic area;
4. Providing information required to complete the Consolidated Plan(s) covered by the STHC CoC geographic area;
5. Consulting with State and local government Emergency Solutions Grants (ESG) program recipients within the STHC's CoC's geographic area on the plan for allocating ESG program funds and reporting on and evaluating the performance of ESG program recipients and subrecipients.



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Section 3: Coalition Membership

The Coalition shall be composed of community representatives that are organized to plan for and provide a system of outreach, engagement, and assessment; emergency services; rapid re-housing; transitional housing; permanent housing; and prevention strategies to address the various needs of persons at-risk or experiencing homelessness within the Coalition's geographic area. The Coalition strives to ensure that its membership is representative of the populations being served through this continuum of care.

Membership in the STHC is open to everyone and may include individuals and representatives of relevant public and private organizations committed to the mission and purpose of the STHC. Relevant individuals, and public and private organizations may include nonprofit providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, legal services providers, mental health agencies, hospitals, other health care providers and related entities, universities, nonprofit and public affordable housing developers, law enforcement, veteran service organizations, Department of Social Services, Emergency Solutions Grant program providers, employment and workforce agencies, and homeless and formerly homeless individuals.

Section 4: Public Invitation

At least once annually, the STHC will issue a public invitation to new members.

Section 5: Application/Renewal Process

Individuals interested in joining the STHC will submit an application to the Collaborative Applicant. The Governance Committee will provide all orientation materials and welcome new members on behalf of the CoC. All current members are required to submit an application to the Collaborative Applicant on an annual basis to renew their membership. The annual membership application will include a Code of Conduct that must be reviewed and accepted by members each year upon submitting the STHC application. Membership applications will be valid for one year from the date of submission.

STHC members or prospective members can complete their annual [membership application](#) on the NY-511 website, housed through CARES of NY, Inc. Applications are accepted on a rolling basis.

In addition to the membership application, the Membership Assessment Tool will be administered to new members as part of their onboarding in effort to ensure that the membership is representative of the populations being served. All members will be



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requested to retake the Membership Assessment Tool annually. Completion is strongly encouraged but will not impact membership standing.

Section 6: Code of Conduct

STHC Members shall maintain the highest standard of conduct; act with fairness, integrity, and dignity, and in a manner not detrimental to the interest of the public, their employer or the STHC. Members shall not violate any laws in the performance of their duties within the STHC.

STHC (Coalition) Members shall:

- Serve their Coalition faithfully, respect confidentiality, and avoid conflicts of interest and activities for personal gain at the expense of the Coalition or fellow members.
- Communicate in a manner that is respectful and honest, and refrain from making disparaging remarks toward or about fellow Coalition members.
- Foster an environment where the interaction among members is conducted fairly, and avoid discrimination, harassment and/or abuse of any sort.
- Serve all members of the Coalition impartially, provide no special privilege to any individual member, and accept no personal compensation from a member except with the knowledge and consent of the Coalition's governing Board.
- Maintain competence in promoting Coalition objectives through continued professional development.
- Support the Coalition in its efforts to advance the profession of housing and services for the homeless
- Advise the Coalition Board President and Vice President regarding any contemplated actions or decisions which they know to be illegal or unethical; and shall further advise the Board President and Vice President of the possible consequences of proceeding with such actions or decisions.

This Code of Conduct serves to enhance public confidence in the integrity and service of the Southern Tier Homeless Coalition members. Adherence to this Code is required for Membership in the Coalition, and the Coalition shall interpret and enforce the Code in the manner set out in the Coalition's formal discipline process.



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Section 7: Coalition Member Responsibilities

Coalition member responsibilities include, but are not limited to, attendance of at least nine (9) Coalition meetings per year with no more than 3 unexcused absences and active participation in at least one (1) committee to remain in good standing. Coalition member agencies are responsible for designating an agency representative to cast votes on Coalition business at Meetings of the Membership and for ensuring an agency representative is in attendance at Coalition and committee meetings. Additionally, Coalition members are responsible for:

Ensuring the operation of the Coalition: The Coalition shall, on an annual basis and in accordance with voting policy and procedure, ensure the operation of the Coalition by establishing, reviewing, and updating The STHC Policies and Procedures. The Coalition shall, on an annual basis and in accordance with voting policy and procedure, designate a Coalition Board of Directors to function as its leadership board. Coalition Membership will work to maintain a level of representation that is proportional to the population served in NY-511 among the membership of its Board of Directors. Functioning as HUD Continuum of Care (CoC) NY-511 and maintaining HUD compliance as such.

- A) Membership designates and the Board monitors a Collaborative Applicant: The Coalition shall, on an annual basis and in accordance with voting policy and procedure, designate and establish monitoring policies and procedures for an eligible entity to act as its Collaborative Applicant. The Coalition shall, on an annual basis, enter into a formal, written contract with the Collaborative Applicant for services.
- B) Designating and monitoring an HMIS Lead Agency: The Coalition shall, on a triannual basis and in accordance with voting policy and procedure, designate and establish monitoring policies and procedures for an eligible entity to act as its HMIS Lead Agency. The Coalition shall, on a triannual basis, enter into a formal, written agreement with the HMIS Lead for HMIS services and shall:
 - a. Establish HMIS Policies and Procedures: The Coalition shall, on an annual basis and in accordance with its committee structure and voting policy and procedure, review, update, and authorize HMIS policies and procedures, including privacy, security, and data quality standards and their associated monitoring/improvement plans.
 - b. Ensure HMIS compliance: The Coalition shall, on an annual basis and in accordance with its committee structure and voting policy and procedure, monitor, review, update, and authorize HMIS activities to ensure compliance with HUD and other federal state, and local requirements.
 - c. Ensure HMIS Participation: The Coalition shall monitor that all recipients of financial assistance under the Coalition and ESG programs and any programs funded previously through McKinney-Vento Act (SHP, SPC, SRO) are using the HMIS to collect client-level data on persons served.

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- d. Designate the HMIS software: The Coalition shall, on a triannual basis and in accordance with voting policy and procedure, designate a single software solution as its HMIS software.
- C) Designating and monitoring a Coordinated Entry (CE) Lead Agency: The Coalition shall, on a triannual basis and in accordance with voting policy and procedure, designate and establish monitoring policies and procedures for an eligible entity to act as its CE Lead Agency. The Coalition shall, on a triannual basis, enter into a formal, written agreement with the CE Lead for CE services and shall:
- a. Establish CE Policies and Procedures: The Coalition shall, on an annual basis and in accordance with its committee structure and voting policy and procedure, review, update, and authorize CE policies and procedures, including privacy, security, and data quality standards and their associated monitoring/improvement plans.
 - b. Ensure CE compliance: The Coalition shall, on an annual basis and in accordance with its committee structure and voting policy and procedure, monitor, review, update, and authorize CE activities to ensure compliance with HUD and other federal state, and local requirements.
 - c. Ensure CE Participation: The Coalition shall monitor that all recipients of financial assistance under the Coalition and ESG programs are using the CE in accordance with the regulations set forth by their funding source.
- D) Conducting Strategic Planning: The Coalition shall establish a strategic plan for preventing and ending homelessness within its geographic boundaries. The Coalition shall establish an evidence-based system for system monitoring and evaluation to support strategic planning and reporting. The Coalition will monitor, review, and update the goals outlined in the Strategic Plan on an annual basis.
- E) Establishing a performance-based program evaluation system for conducting a fair and transparent funding allocation procedure: To ensure that funding allocation is conducted in a manner to support the Coalition's strategic planning, the Coalition shall, on an annual basis and in concert with the data-evidenced needs of persons at-risk or experiencing homelessness within its geographic boundaries, establish an HMIS data-dependent, performance-based policy and procedure for determining funding allocations. The funding allocation procedure will include:
- a. Ensuring integrated strategic planning with ESG and the Con Plan
 - b. Establishing and monitoring performance measures and targets for the Coalition's broader homeless service system, in accordance with the Coalition's strategic plan

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- c. Establishing and monitoring performance measures, targets, and outcomes for Coalition programs, including HUD CoC and ESG programs, in accordance with the Coalition's strategic plan
 - d. Establishing policies and procedures for reallocation discussions with HUD CoC and ESG projects that perform poorly.
- F) Establishing and operating a system of coordinated entry: The Coalition shall establish and operate a system of coordinated entry, assessment, and referral for persons at-risk of and experiencing homelessness within its geographic boundaries.
- G) Establishing Written Standards: The Coalition shall establish written standards that ensure all persons at-risk of or experiencing homelessness gain access to, are assessed for, and referred to needed services in a consistent, fair, and equitable, manner. The Written Standards also include the Emergency Transfer Plan¹ for Victims of Domestic Violence, Dating Violence, Sexual Assault or Stalking. STHC will review the Written Standards as need to remain in compliance with HUD regulations.
- H) Report the outcomes of ESG and CoC projects to HUD annually: The Coalition shall ensure that its programs meet all requirements for reporting outcomes to HUD, other federal, state, and local entities in an accurate, complete, and timely manner.
- I) In partnership with the Collaborative Applicant, the CoC will remain current with and knowledgeable about all federal, state, and local funding and policy change: The Coalition shall establish a policy and procedure for ensuring that its members stay current and knowledgeable about all applicable federal, state, and local funding requirements and policy.
- J) Adherence to the Code of Conduct outlined in *Section 1.06* below.
- K) Coalition members and staff are encouraged to complete the Membership Assessment Tool annually, and new members and staff are encouraged to complete the Membership Assessment Tool as part of the membership application form, as it is essential that the CoC tracks its strengths and deficits to provide the most effective leadership.

Section 8: Membership Recruitment and Outreach

The Coalition will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders. The Community Awareness Committee will recruit members to ensure that it meets all membership requirements set forth in its by-laws, including representation of certain populations and certain organizations. At least

¹ STHC's Emergency Transfer Plan is clearly outlined in the CoC's Written Standards and meets the requirements under 24 CFR 578.99(j)(8). (24 CFR 578.7(d)).



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annually, the STHC will issue a public invitation for new members. Each member agency will be encouraged to have an active representative on at least one (1) committee.

Section 9: Voting

STHC Members are entitled to vote for the annual Board of Directors, as well as on the amendments to these Policies and Procedures and the annual application for Continuum of Care Funds.

Each individual member shall have one vote; however, representatives of organizations shall have one vote to be cast by the designated representative or alternate designated in the organization's application unless the Governance Committee have determined the representative to be part of the same organization as another voting member.

The Membership may host an electronic meeting and vote (i.e. via email, telephone, or video conference) to pass a motion during a meeting. A meeting conducted by electronic means must be a deliberative assembly, providing, at a minimum, conditions of opportunity for simultaneous communications among all participating members equivalent to those of meetings held in one room or area. Under such conditions, an electronic meeting is treated as though it were a meeting at which all the members who are participating are actually present. Motions may be proposed via email and may be voted on by membership via email/virtual ballot, providing, at a minimum, conditions for members to participate in communications and engage in debate before casting a vote (such as an email thread).

1. An electronic meeting is only valid if the invitation is sent to all current Coalition Members
2. A motion must be proposed by electronic means.
3. Discussion must be made available via electronic means.
4. A quorum is defined as 50% plus one voting members.
5. A motion will be passed by a majority vote of those casted votes.
6. Votes will be counted and/or verified by the Board Secretary or the Collaborative Applicant.

Where a matter of procedure is in question, the Membership shall defer to Robert's Rules of Order.

Membership will have the right to vote on items such as, but not limited to:

1. Annual Board Slate
2. Annual Policies and Procedures



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3. Updates to the Written Standards

When a vote is held electronically, it will be recorded at the following meeting by announcement and in the minutes to appropriately capture the vote.

Section 10: Removal

Removal from the membership shall be authorized, for cause, by majority vote of the Board at any Regular or Special Meetings of the Board called for that purpose.

Article 2: Membership Meetings

Section 1: Coalition Meetings

Meetings of the Membership will be held monthly. As a courtesy, a written notice of and agenda for each regular meeting shall be posted to the Coalition Membership and list serves,

Section 2: Annual Meeting

The STHC Membership shall meet once per year for the purpose of electing the Board of Directors; receiving reports from the Board of Directors, Board officers and all committees; reviewing the STHC Policies and Procedures, Written Standards and other policies and procedures as required by HUD; and for any other business that may arise. A written notice of and agenda for the Annual Meeting shall be posted to the website and the listserv 7 calendar days prior to the scheduled meeting, this posting shall constitute sufficient notice of the meeting.

Section 3: Special Meetings

Special Meetings may be called by the President of the Board of Directors, or a majority of the Board of Directors, or written request by ten members of the STHC. The purpose of the meeting shall be specified in the call for the meeting, which shall be sent to all members before the meeting. The posting of the special meeting notice and agenda will constitute sufficient notice of the special meeting. A quorum of the full membership is required in order to take action on any item.

Section 4: Quorum

At any duly called Meeting of the Membership, 50% +1 of eligible voting members entitled to vote, present by either physical attendance and/or use of telephone/video conferencing technology



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and/or use proxy shall constitute a quorum. When a quorum is once present to organize a meeting, it is not broken by the subsequent withdrawal of any Member(s).

Section 5: Agendas and Minutes

Agendas and prior meeting minutes shall be distributed electronically at least one week in advance of a regularly scheduled meeting.

Section 6: Attendance

STHC members in good standing are defined as attending at least nine (9) Coalition meetings per year with no more than 3 unexcused absences as well as active participation in at least one CoC committee

Article 3: Board of Directors

Section 1: Purpose and Powers of Board of Directors

The Board of Directors shall conduct any and all business necessary to the implementation of the STHC mission and purpose, including setting objectives and plans for the achievement of the STHC purpose and mission, implementing HUD Continuum of Care requirements, recommending the Collaborative Applicant, Coordinated Entry Lead, and HMIS lead, designing and implementing a collaborative process for the development, submission and approval of the annual application for HUD funding and ensuring that planning, systems development and implementation, and program performance reviews occur and are conducted in a collaborative and constructive manner.

The Board of Directors is primarily responsible for developing a plan for the coordinated implementation of a housing and service system that meets the needs of homeless individuals and families.

The Board of Directors shall report to the Membership at Membership Meetings; and shall solicit input and advice from the Membership on matters affecting the Membership.

The Board of Directors shall have the right to vote on but not limited to:

1. Annual CoC application including the Priority Listing and Planning Grant
2. Annual Ranking and Tiering
3. CE Policies and Procedures Manual
4. HMIS Policies and Procedures Manual



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Section 2: Board of Directors Composition

The Governance Committee will consider any and all candidates recommended as nominees for Board of Directors by any members of the CoC, provided that in the case of member recommendations, such recommendations comply with the noted requirements set forth in the CoC Policies and Procedures for a member's nomination to be properly brought before an annual meeting of members and any other applicable notice requirements set forth in the CoC Policies and Procedures. This process will be completed by making available year-round nominations form to all members requesting interest to serve and nominate others. This written process to select the Board will be reviewed, updated, and approved by the CoC at least once every 5 years.

The Board of Directors shall be composed of no fewer than seven (7) members and no more than sixteen (16) members, including officers elected by a majority vote of the members at the Annual Meeting. Per the CoC Interim Rule, a CoC Board must be (1) representative of the relevant organizations and of projects serving homeless subpopulations; and (2) include at least one homeless or formerly homeless individual. Per current HUD requirements the board will include (3) Elected Officials, (2) members of Law Enforcement, and (1) for-profit business representative. Only one person from an individual agency may serve on the Board at any given time.

The Board must work to ensure that its membership maintains a level of representation that is proportional to the population it serves. Annually all Board members will complete a survey to build the Board Matrix. The Board Matrix is a strategic tool designed to document the demographics, knowledge, skills, and abilities of current board members. This tool helps identify gaps in board representation and informs the recruitment process to ensure a representative and competent board. It is the responsibility of the Board of Directors to complete and maintain the Board Matrix annually. Each board member is expected to provide accurate and up-to-date information regarding their demographics, professional background, skills, and areas of expertise that they represent in the space. The Board Matrix shall be reviewed and updated at completion of board slate vote. The insights gained from the Board Matrix will be used to guide the recruitment and nomination process, ensuring that new board members bring the necessary representation and expertise to the board. All personal information collected through the Board Matrix will be kept confidential and used solely for the purpose of board development and recruitment.

The proposed Board of Directors slate will be voted on at the Annual Meeting.

This slate will be provided to the members one week prior to the Annual Meeting with all other materials for said meeting.



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The Board of Directors takes office at the close of the Annual Meeting.

Section 3: Ex Officio Directors

The majority of the Board of Directors may vote to appoint *Ex Officio*, non-voting Directors, to serve on the Board if deemed to be in the best interest of the STHC.

Ex Officio Directors shall not be entitled to:

- Be counted for purposes of determining quorum for any meeting of the Board.
- Vote on any matter being considered by the Board.
- Hold elective office with the STHC.

Section 4: Terms

The term of office for a Director shall be three (3) years in duration. Approximately one-third (1/3) of the Directors shall be selected every three (3) years. In the event of a fully newly elected Board, an Officer and Director shall be determined to serve one (1) year, an Officer and Director shall be determined to serve two (2) years, and the remaining two (2) Officers and Director shall be determined to serve three (3) years. In no single year may the President and Vice President simultaneously conclude their terms. The terms of office for all Directors shall begin following the Annual Meeting and shall conclude upon the election of their successors.

Section 5: Board of Directors Meetings

The Board of Directors, in accordance with a schedule to be determined by resolution of the Board, shall endeavor to convene at least six Regular Meetings annually. Reasonable advance notice of the Regular Meeting, including time, date and location, shall be given by means of advance scheduling of meeting dates, publishing the dates of the Meetings on the website, regular mail, facsimile, electronic communication, telephone or personal delivery.

Section 6: Voting

Motions shall be approved by a majority of the board, if a quorum exists to consider a motion at that time. The exception to the majority rule for motions is when the Board must vote on removing a Board member. This action requires a two-thirds majority vote by the Board to move forward.

The Board may host an electronic meeting and vote (i.e., via email or telephone) to pass a motion. A meeting conducted by electronic means must be a deliberative assembly, providing, at a minimum, conditions of opportunity for simultaneous communications among all participating members equivalent to those of meetings held in one room or area. Under such conditions, an

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electronic meeting is treated as though it were a meeting at which all the members who are participating are actually present. A majority vote passes the motion. Additionally, motions may be proposed via email and may be voted on by the board via email or virtual ballot, providing, at a minimum, conditions for members to participate in communications and engage in debate before casting a vote (such as an email thread).

Section 7: Special Meetings of the Board of Directors

Special meetings of the Board of Directors may be called by any six members of the Board. The purpose of the meeting shall be specified in the call for the meeting, which shall be sent to all Board members in writing. A quorum of the BOD must be present in order to take action on any item.

Section 8: Quorum

A majority of the Board of Directors present shall constitute a quorum. The quorum is fifty percent (50%) plus one (1) of the total voting members.

Section 9: Attendance

Members of the Board of Directors may participate in any meetings by conference telephone, electronic video screen communication or similar communications equipment. Participation by such means shall constitute presence in person at a meeting of the Board of Directors.

A Director who has missed the majority of the Meetings of the Board of Directors within the calendar year shall be asked to resign. In the event it is determined that a given Director will not fulfill the majority meeting requirement if he or she is not present at the next scheduled Regular Meeting of the Board, the Secretary shall submit a notice, by regular mail, facsimile and/or electronic mail, to such a Director advising him/her that if he/she does not attend said Meeting, a motion to this effect will be made for his/her permanent removal.

Section 10: Vacancies and Removal

A vacancy in office shall arise upon the resignation, removal, incapacitation, or death of a Director. A vacancy on the Board of Directors occurring in the interim between Annual Meetings may be filled by an interim successor appointed by the Board of Directors. At the next Annual Meeting following the vacancy, the Membership may elect, by majority vote, a permanent successor for the vacant position.

Directors elected to fill vacancies shall hold office for the remainder of the term of the vacated position and until their successors have been elected and qualified.

Any Director may be temporarily suspended, for cause, by a two-thirds majority vote of the Board of Directors at any Regular Meeting or Special Meetings of the Board called for that purpose. The period of suspension can last only until such time as the next Annual Meeting. At



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any meeting where a vote is to be taken to suspend a Director, the Director in question may attend and shall be given a reasonable opportunity to argue his/her defense.

Any, or all, of the Director(s) may be permanently removed for cause by a two-thirds majority vote of the Board of Directors at any Regular Meeting or Special Meeting of the board called for that purpose, or without cause, by a majority vote of the Membership at any Annual Meeting or Special Meeting of the Membership called for that purpose. At any meeting where a vote is to be taken to remove a Director, the Director in question may attend and shall be given a reasonable opportunity to argue in his/her defense.

Section 11: Resignation

A Director may resign, at any time, by giving written notice to the Board of Directors, the President, or the Secretary. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof by the Board of Directors, the President or Secretary, and the acceptance of the resignation shall not be necessary to make it effective. Two weeks' notice would be preferred.

Section 12: Conflict of Interest Statement

STHC is committed to maintaining the highest standard of conduct in pursuing its mission. The Membership must be aware of and fully abide by the policies of STHC. The purpose of this conflict-of-interest policy is to protect STHC's interests whenever contemplating entering into a transaction or arrangement that might benefit the private interests of a board Member/Member Agency that might result in a possible excess benefit transaction.

STHC must disclose all interest(s) that may result in a conflict. Full disclosure of any situation in doubt should be made so as to permit an impartial and objective determination. Every member of the CoC with the authority to vote must, on an annual basis, file in writing a conflict-of-interest statement with the collaborative applicant (CARES of NY, Inc.).

For any transaction in which a board member or agency member has a financial or personal interest, the conflicted member shall recuse and abstain from participating in the board's discussion and vote on the issue.

The minutes of meetings at which such votes are taken shall record such disclosure, abstention and rationale for approval.

All STHC Members shall annually sign a Conflict-of-Interest form when they complete their annual membership application.

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Article 4: Board of Directors Officers

Section 1: Officers and Duties

- **President:** The President shall be the principal volunteer executive officer of the STHC and shall in general monitor and supervise the affairs of STHC. He/she shall preside at all meetings of the Board of Directors and shall be a voting member of all Committees of the Board. The President is responsible for signing Letters of Support or any Memorandum of Understanding (MOU) on behalf of STHC.
- **Vice President:** In the absence of the President, or in the event of his/her inability or refusal to act, the Vice President shall perform the duties of President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform other duties as from time-to-time may be assigned to him/her by the President and/or the Board.
- **Secretary:** The Secretary shall generally be responsible for assuring that the records of the STHC are properly recorded, documented, and stored. The Secretary shall ensure that the minutes of the meeting of the Board of Directors, and Committees of the Board, if any, are properly recorded, documented and stored. The Secretary will also be responsible for tallying and verifying votes of the CoC.
- **Treasurer:** The Treasurer shall be responsible to keep the Board of Directors informed on all pertinent financial matters and provide collaboration with HUD grantees.

Section 2: Selection Process

The Board of Directors shall appoint by majority vote a President, Vice-President, Secretary and Treasurer, and such other Officers as it may determine are needed from time-to-time. Officers will be selected at the Board Meeting directly following the Annual Meeting.

Section 3: Terms of Office

Officers shall be appointed to hold office for one year from the date of appointment. Each Officer shall hold office for the term for which he/she is appointed and until his or her successor has been appointed.

Section 4: Officer Position Removal

Officers serve at the discretion of the Board of Directors. Any Officer appointed by the Board may be suspended or removed by a majority vote of the Board. In the event of the resignation, suspension, removal, incapacitation or death of an Officer, the President of the Board shall appoint an acting successor to fill the un-expired term. This appointment shall be confirmed by a majority vote of the Board with the next two regular meetings.



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Article 5: Committees

Section 1: General Authority and Responsibilities

The Board of Directors may permissibly charge committees to perform various functions on behalf of the STHC in either of the two available types: Standing Committees and Ad Hoc Committees. Each Committee of the Board, and every member thereof, shall serve at the pleasure of the Board. All Committees will be lead by both a Chair and Co-Chair that meet the requirements of being a “member in good standing”. All Committees shall keep minutes of all proceedings, to be regularly submitted to the Secretary for subsequent distribution to the Entire Board, and report to the Board, at its next scheduled Regular Meeting, all activities and determinations.

Section 2: Standing and Ad Hoc Committees

There shall be an Executive Committee, Governance Committee and Standing Committees as set forth in this Article and other special, ad hoc committees as may be established by the Board of Directors to carry out specific activities to further the purpose of the STHC. Ad hoc committees will be reviewed on an annual basis to determine continuation. All such Committees shall report regularly to the Board of Directors and at the Annual Meeting of the membership, unless directed to report otherwise by the Board of Directors.

Section 3: Executive Committee

The Executive Committee shall be comprised of the elected Officers of The Board of Directors and any additional members of the Board of Directors that may be appointed to serve on the Committee from time to time. The President shall serve as the Chair of the Executive Committee. The Executive Committee shall distribute minutes of its meetings to the Entire Board of Directors prior to the next meeting of the Board.

Section 4: Governance Committee

A Governance Committee shall facilitate development and monitoring of policies and procedures; revisions of the Written Standards; processing of Board of Director applications; facilitate elections; encourage leadership, and collaboration in all STHC activities.

Section 5: Standing Committees

The following Standing Committees shall be composed of people or representatives of entities who are both members and non-members of the STHC. All committees will strive to include individuals with previous experience of homelessness as well as representation from each county. All such



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committees shall report regularly to the Board of Directors and at the Membership Meetings, unless directed to report otherwise by the Board of Directors.

- 1.) **Community Awareness Committee:** The Community Awareness Committee shall focus on educating the community on the activities of the STHC, keeping the community aware of homeless issues, enhancing membership by recruiting new members and encouraging current members to participate fully in STHC functions. The Community Awareness Committee shall also be responsible for assessing current housing and homeless service availability and recommending housing and program development through legislative advocacy.
- 2.) **NOFO Committee:** The NOFO Committee shall develop and ensure accurate and timely submission of the annual CoC Program Competition Consolidated Application and CoC Priority Listing including the development of performance-based ranking and scoring criteria and review procedures. The NOFO Committee will also oversee the unsheltered PIT process, and monitoring tools.. Will oversee funding recommendations for City of Binghamton ESG.
- 3.) **The Coordinated Entry Advisory Committee:** The Coordinated Entry Advisory Committee shall focus on the development of and compliance with Policies and Procedures related to Coordinated Entry. The Committee will review all rejection decisions utilizing case conferencing to discuss interventions used to date and resolve barriers to securing permanent housing.
- 4.) **The HMIS Advisory Committee:** The HMIS Advisory Committee shall focus on HMIS user issues, HMIS compliance concerns and expanding the Homeless Management Information System. The HMIS Committee has created separate HMIS Policies and Procedures which include the following policies:
 - HMIS access, use, and data dissemination
 - Agency participation requirements
 - Ensuring security and confidentiality of information within the system
 - Ensuring that only trained, designated staff have access to the data
 - Monitoring security and confidentiality requirements for participating agencies
 - Reviewing the quality of client-level and program-level data
 - Assessing compliance with HMIS Data and Technical Standards
 - Conducting trainings on privacy/ethics, data security, data quality, and HMIS software
 - Developing streamlined, user-friendly means for collecting and inputting data
 - Conducting trainings to help agencies implement HMIS policies

The HMIS Committee will provide ongoing outreach to agency and community leadership to cultivate and maintain support and understanding of the HMIS initiative.



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Section 6: Quorum

Unless otherwise provided by the resolution of the Board of Directors, 50%+ 1 of the members of a committee shall constitute a quorum for the transaction of business and the vote of the majority of all of the members of the Committee shall be the act of the Committee.

Section 7: Participation

All members of the Coalition will be strongly encouraged to identify, on an annual basis, which committee(s) of which they will be an active member.

Each member of the Coalition will be strongly encouraged to participate in at least one committee annually. Coalition member agencies are responsible for ensuring an agency representative is in attendance at Coalition and committee meetings.

Section 8: Meetings and Action of Committees

All committees will meet on a regular basis. All Committees shall take meeting minutes and attendance. Committees may be given roles, responsibilities, and authorities at the discretion of the Coalition Board of Directors. A committee may nominate and approve its chair and co-chair without the approval of the Coalition Board. If a committee chair or co-chair is not nominated and approved within the committee structure, the Coalition Board may appoint one. All meetings of committees are subject to the Open Meetings Act and all provisions thereof.

Meetings of Committees, of which no formal notice shall be necessary, shall be held at such time and place as may be fixed by the President or the Chair of the applicable Committee or by majority vote of the members of the Committee.

Section 9 Voting:

Only one member from each participating agency can vote at the committee level.

Section 10 Terms:

The term of a standing Committee Chair or Ad Hoc Committee Chair will be determined by the committee.

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Article 6: Amendment of Policies and Procedures

The Policies and Procedures may be amended at any regular meeting of the membership of the STHC by a two-thirds vote, provided the proposed amendment/s are shared with Membership at least 10 business days prior to the meeting when voting is scheduled.

Article 7: Letter of Support Policy

The Policy and Procedure for the Southern Tier Homeless Coalition (STHC) regarding requests and approvals for Letters of Support is as follows:

1. The Agency must submit a completed Request Form and drafted Letter of Support to the CARES Collaborative Applicant, Board President, and Board Vice President, allowing up to 7 days for review and return.
 - a. If an MOU is requested the Agency will be required to attach a copy of the RFP.
2. The Governance Committee will review the Agency's request and determine whether the proposed project aligns with the mission of the STHC: to improve the lives of individuals and families at-risk of or experiencing homelessness by advocating for and providing permanent solutions for the problems of homelessness in the Southern Tier of New York State.
3. CARES Collaborative Applicant will verify the Applicant as an STHC member in good standing*
4. If the requesting Agency is *not* a member of the STHC, or not a member in good standing, they *must* provide the following information as part of their Letter of Support request:
 - a. Agency description (history, mission, location, target population) of no more than two pages.
 - b. A copy of the completed membership application including what committees they would like to become a part of.
 - c. If letters of support are requested by both an STHC Member and a Non-member for the same funding project, preference may be given to the STHC Member.
5. The Governance Committee must reach a majority to approve the Letter of Support.
6. The Governance Committee may edit the drafted Letter of Support.
7. Upon approval by the Governance Committee, the CARES Collaborative Applicant will format the draft Letter of Support on STHC letterhead, send it to the STHC Board President and Vice President for signature, and notify the agency of the approved request.
8. The letter (or decision of denial) will be returned to the agency within 7 days of receipt of the original request.



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*STHC membership in good standing is defined as attendance of at least nine (9) Coalition meetings per year with no more than 3 unexcused absences.

Article 8: Data Request Procedure

The Procedure for the Southern Tier Homeless Coalition (STHC) regarding requests and approvals for HMIS data reports for those members outside of the CoC membership is as follows:

1. The Agency must submit a completed Request Form to the CARES Collaborative Applicant, Board President, and Board Vice President, allowing up to 7 days for review and return. A request also must be made to the HMIS lead using their data request form found on their website. [Custom Reports Request – Institute for Community Alliances](#)
2. The Board will review the Agency's request and determine whether the use of the requested data aligns with the mission of the STHC: to improve the lives of individuals and families at-risk of or experiencing homelessness by advocating for and providing permanent solutions for the problems of homelessness in the Southern Tier of New York State.
3. The Board must reach a majority to approve the Data Request.
4. The Board may edit what is to be released in the Data Request.
5. Upon approval by the Board, the CARES Collaborative Applicant will notify the HMIS lead so that the requested report can be generated and delivered to the individual making the request.
6. The data request (or decision of denial) will be returned to the agency within 7 days of receipt of the original request.

*** The data request policy does not apply to the Collaborative Applicant**

Article 9: Grievance Policy

This Grievance Procedure shall not apply to:

- a. Grievances involving neither a CoC Funded Agency nor a CoC Member.
- b. Grievances related to a CoC Funded Agency's compliance with the terms of its grant agreement with HUD or other contractual obligations, unless the grievance is filed by or on behalf of a consumer or consumers.

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- c. Grievances filed by an employee or volunteer of a CoC Funded Agency regarding the agency's actions or inactions related to the employee or volunteer.
- d. Any issue that has been previously decided in another proceeding, including a previously filed and resolved grievance or an issue that has been decided through legal processes; or
- e. Any grievance that is pending before a court of law.

Section 1 Grievance Policy:

The CoC is committed to providing a transparent process to address problems as they arise within CoC Funded Agencies, as well as among CoC Members. All consumers and CoC members should feel comfortable that their complaints will be addressed promptly, fairly, and without fear of retaliation. Problems are best addressed as close to the source as possible, and the CoC encourages resolution of problems through internal processes. All CoC Funded Agencies are expected to maintain internal grievance processes that ensure prompt and fair attention to issues as they arise, and that guard against retaliation. To the extent issues are not able to be resolved within individual agencies, the CoC has established this policy to govern how grievances may be brought to the CoC.

- a. The CoC will post this policy on the CoC website, along with a fillable Grievance Form and information about how to submit grievances through other methods. [STHC-Grievance-Policy.pdf \(caresny.org\)](#)
- b. All CoC Funded Agencies must have an internal grievance policy in place that (1) provides for an initial response to all grievances within two working days, (2) explicitly ensures that no retaliation or loss of services will result from filing a grievance, and (3) notifies consumers of their right to file a grievance with the CoC. They must also have grievance forms available for consumer use.
- c. All CoC Funded Agencies must post non-discrimination, Equal Opportunity, and Fair Housing notices in locations where consumers are likely to see them.
- d. All CoC Members are encouraged to comply with the requirements listed in subparts B and C above. All CoC Members are required to comply with the *Coalition Member Responsibilities* and *Code of Conduct* (Sections 1.5 & 1.6 of Coalition Operating Policies & Procedures) and the CoC will enforce compliance to the extent a grievance indicates that a CoC Member has failed to comply.

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Section 2 Procedure:

- a. Any person wishing to file a grievance with the CoC may do so by (1) filling out the Grievance Form on pages 5-7 of this policy or available at the following website: [STHC-Grievance-Policy.pdf \(caresny.org\)](#) (2) obtaining a Grievance Form from a CoC Funded Agency and delivering it to the President of the STHC Board of Directors in-person or via e-mail; or (3) calling the President of the STHC Board of Directors. In the event that a grievance involves the President of the STHC Board of Directors, the grievance may be filed with the Vice President of the STHC Board of Directors. Unless it is futile to do so, people must first attempt to resolve the grievance internally with the CoC Funded Agency or CoC Member Agency against whom the grievance is filed, as soon as possible after the event in question occurred.
- b. Any CoC member who is approached by someone wishing to file a grievance should provide them with a grievance form and refer them to the President or Vice President of the STHC Board of Directors, as appropriate.
- c. The CoC Board representative will acknowledge the filing of a grievance within 5 (five) business days. All grievances will be reviewed by the STHC Board of Directors in Executive Session and Board members will determine if the grievance is appropriate to be resolved through the CoC process. If it is not, the CoC representative will assist in making a proper referral.
- d. If the grievance is properly brought to the CoC process, the representative will gather relevant information from the person filing the grievance and the CoC Funded Agency or CoC Member Agency indicated. Based on the facts and any supporting documentation, the STHC Board of Directors will take steps to resolve the grievance, including but not limited to: resolving the grievance immediately; interviewing further people; arranging a meeting of the CoC representative, the person filing the grievance, and the agency against which the grievance was filed to attempt to reach a mutually agreeable resolution. If no mutually agreeable resolution is possible, the CoC representative will call a special meeting of the STHC Board of Directors to determine a proper resolution to the grievance. At all times, the CoC representative will keep the person filing the grievance aware of the progress of the grievance.
- e. The CoC representative will inform the person filing the grievance of the resolution of the grievance and will involve the person in the resolution to the extent this is possible and appropriate. The CoC representative will advise the person filing the grievance of their right to be free from retaliation and should advise them to report any retaliation



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they encounter.

- f. If the person filing the grievance is not satisfied with the outcome of the grievance, they
- g. may appeal to the STHC Board of Directors for further review. All outcomes determined by the STHC Board of Directors upon further review will be considered final.

Section 3 Reporting:

Board discussions regarding a grievance should be held in a closed, executive session.

Section 4 Training:

The Governance Committee will propose further trainings or policies/procedures to address problems identified through grievance process.



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Appendix A: Board Conflict of Interest Statement

Representatives from relevant organizations within a geographic area shall establish a Continuum of Care for the geographic area to carry out the duties of this part. Relevant organizations include nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.

The Continuum of Care must establish a Board to act on behalf of the Continuum using the process established as a requirement by § 578.7(a)(3) and must comply with the Conflict-of-Interest requirements at § 578.95(b). Board members will be required to sign the following Conflict of Interest statement on an annual basis, and/or at the start of their next term.

Conflicts of Interest:

(a) Procurement. For the procurement of property (goods, supplies, or equipment) and services, the recipient and its subrecipients must comply with the standards of conduct and conflict-of-interest requirements under 2 CFR 200.317 and 200.318.

(b) Continuum of Care board members. No Continuum of Care board member may participate in decision making concerning direct financial benefits to the organization that the member represents, or any personal benefits that financial decisions made by the CoC board may yield. Board members shall identify potential conflicts of interest that may arise at the start of each term year.

Please describe any potential conflicts of interest you anticipate in your role as a board member for the Southern Tier Homeless Coalition in the space below:

Conflict of Interest Statement

Check one in this section

- I am not a recipient/subrecipient of CoC Funding. I will not influence discussions or resulting decisions concerning other financial benefits to the organization I represent. *
- I am a recipient/subrecipient of CoC Funding. I will not influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization I represent. *



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Check this box if you agree to the following statement

- I will recuse myself from voting on matters that may be deemed as conflicts of interest for myself or my organization.

Name

Organization

Signature

Date

*Board members can participate in discussion and vote on issues related to CoC funding, including Ranking & Tiering, the Rank & Review process, and other funding decisions related to the CoC. Board members should recuse themselves from votes that pertain directly and/or solely to the organization they represent. If a board member is unsure whether to recuse themselves from a vote, they should consult with the rest of the board before voting.



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Appendix B: Membership Code of Conduct

STHC Members shall maintain the highest standard of conduct; act with fairness, integrity and dignity, and in a manner not detrimental to the interest of the public, their employer or the STHC. Members shall not violate any laws in the performance of their duties within the STHC.

STHC (Coalition) Members shall:

- Serve their Coalition faithfully, respect confidentiality, and avoid conflicts of interest and activities for personal gain at the expense of the Coalition or fellow members.
- Communicate in a manner that is respectful and honest, and refrain from making disparaging remarks toward or about fellow Coalition members.
- Foster an environment where the interaction among members is conducted fairly, and avoid discrimination, harassment and/or abuse of any sort.
- Serve all members of the Coalition impartially, provide no special privilege to any individual member, and accept no personal compensation from a member except with the knowledge and consent of the Coalition's governing Board.
- Maintain competence in promoting Coalition objectives through continued professional development.
- Support the Coalition in its efforts to advance the profession of housing and services for the homeless
- Advise the Coalition Board Co-Chairs regarding any contemplated actions or decisions which they know to be illegal or unethical; and shall further advise the Co-Chairs of the possible consequences of proceeding with such actions or decisions.

This Code of Conduct serves to enhance public confidence in the integrity and service of the Southern Tier Homeless Coalition members. Adherence to this Code is required for Membership in the Coalition, and the Coalition shall interpret and enforce the Code in the manner set out in the Coalition's formal discipline process (as specified in the Coalition's Operating Policies & Procedures).

As a Member of this Coalition, I agree to abide by this Code.

Signature:

Agency:

Date:

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Appendix C: Group Norms and Expectations

1. Communicate in a manner that is respectful and honest, and refrain from making disparaging remarks toward or about fellow Coalition members.
 - Speak clearly, listen carefully and respect the opinions of other CoC participants.
 - Only one member speaks at a time. Do not talk over other participants.
 - Listen actively to other participants without interrupting.
2. Foster an environment where the interaction among members is conducted fairly, avoids discrimination, harassment or abuse of any sort and promotes an open dialect among members.
 - Promote collaboration and partnership among all CoC participants.
 - Develop respect and an ability to listen and consider outlying opinions or ideas.
3. Respect the work and recommendations of committees, which are duly charged and have convened and deliberated accordingly.
 - Remain “solution focused”, offering criticism only in a constructive manner.
4. Constructively and appropriately bring any questions, personal views, opinions, and comments of significance on relevant matters related to meeting topics or discussion.
5. Refrain from filibustering or engaging in activities during meetings that are intended to impede or delay the progress and work of the CoC because of differences in opinion or other personal reasons.
 - No one knows everything, together we know a lot.
 - If you tend to speak a lot, step back. If you tend not to speak up, lean in.
6. Everyone is responsible for helping meetings remain on topic. Members should feel empowered to speak up if they feel a meeting is getting off track.



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Appendix D: Grievance Form

Grievance Form

Name of Person or entity filing complaint:

Name of CoC Funded Agency or CoC Member filing grievance against:

I have attempted to address this complaint with the agency: Yes No

If No, would talking to the agency be futile? Yes No

COMPLAINT:

Who at the agency was the grievance first reported to? Please provide name and contact information if you have it (documentation is not required):

What date was the grievance first made?

What was the resolution of the grievance? Please provide written documentation if you have it.

Grievance: Please provide details of your complaint here and be as specific as you can.

Attach any documentation you think would be helpful in understanding your grievance.

ADDRESS:

TELEPHONE NUMBER:

E-MAIL:

COMPLAINANT'S REPRESENTATIVE, if any:

Submit to:

Justin Roberts, President, STHC Board of Directors

Email: jroberts@seppmanagement.com

Phone: 607-723-8989

OR

Kimberly Lorraine, Vice President, STHC Board of Directors

Email: kimberly@chenangohealth.org

Phone: 607-337-4171

Appendix E: Letter of Support Request Form

The electronic letter of support request can be found here: [Letter of Support Request Form](#)

To request a letter of support from the Southern Tier Homeless Coalition, the requesting Agency must complete the entirety of the following form.

Agency Name:

Email Address:

Mailing Address:

I, on behalf of _____ am requesting a letter of support from the Southern Tier Homeless Coalition for a project being proposed to:

Is the agency requesting the letter a member in good standing of the STHC? Yes No

For members of the STHC:

1. Please provide a brief summary of the project. (250-word limit)

Appendix F: Data Request Form

STHC Data Request Form

(please allow up to 7 business days for the fulfillment of this request)

Stakeholder Name:

Agency Making the Request:

Data Being Requested:

Target Audience:

Objective of the Request:

Key Questions to be answered with this data:

What are you trying to learn? What are the key outcomes of interest?

Target Subgroup:

Time frame of the data being requested:

Contact Information:

Have you filled out the ICA data report request?

Request should be submitted to Taylor Gillespie at tgillespie@caresny.org to be reviewed by the STHC Board for approval. Please allow 7 business days to process your request.