Polk County Continuum of Care
Board Operations Guide
DRAFT SEPT 2017
Introduction

The Polk County Continuum of Care Board (CoCB) Operations Guide is a supplement to the organization’s bylaws. The bylaws are the governing rules of the organization. The operations guide outlines more specific process and procedural details as a companion to the bylaws. The operations guide serves as a working document for the operational aspects of the Continuum of Care Board.

Polk County Continuum of Care Board Purpose:
- To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of the CoCB so as to support the organization’s mission and needs.

CoCB Organizational Statements:
Mission: Our mission is to end homelessness in Polk County by marshaling community resources and facilitating and managing effective partnerships focused on providing services, supports and solutions to create a safe home for everyone.

Vision: Everyone in Polk County will have a safe place to call home.

Values:

1. **Collaboration.** We will cultivate relationships and effective partnerships to identify and allocate diverse resources for our homeless community.
2. **Impact.** We will strengthen and support our homeless delivery systems with a focus on transforming the lives of our most vulnerable populations.
3. **Empowerment.** We will empower our community to function at the highest levels of service to develop safe places to call home.

Board Roles and Responsibilities: See Appendix 1
- Implement and oversee the Strategic Plan.
- Be legally accountable for all aspects of the organization’s operations.
- Organization of the Board of Directors, officers, and committees.
- Formulation and oversight of policies and procedures.
- Financial management, including adoption and oversight of the annual budget.
- Oversight of program planning and evaluation.
- Personnel evaluation and staff development.
- Review of organizational and programmatic reports.
- Fundraising and outreach.
- Recruit new board members.
- Visit at least one CoCB member agency site for every year of board service.
- Measure the board’s performance against board responsibilities.
- Respect the authority and action of the board.

*Members of the board share these responsibilities while acting in the interest of CoCB. Each member is expected to make recommendations based on his or her experience and vantage point in the community.

**Governance Documents:** See Appendix 2
- By-Laws
- Articles of Incorporation
- 501 (c)(3) Filing
- Governance Charter
- Committee List
- Strategic Plan
- Anti-Discrimination Policy

**Board Orientation:** See Appendices 1, 2, 3
All new board members will participate in a board and organization orientation that is coordinated by the Board Chair and the Executive Director, the orientation consists of:
- Introduction to Board members and staff
- Review of the organization and governance documents: history, mission, vision, values, and strategic plan (see Appendix 2)
- Review of Board Roles and Responsibilities – attendance, engagement, and committee participation (see Appendix 1)
- Board meetings: Board meetings are held the 2nd Monday of every month from 12:00 PM to 1:30 PM at Polk County River Place, 2309 Euclid Avenue in Room 1A. See Appendix 3 to review the annual planning calendar for the organization.

**Compact for Excellence: Communication Standards:** see Appendix 4
- To support our shared work together, Polk County Continuum of Care Board (CoCB) has developed Communication Standards. These Standards are intended to guide and inform CoCB’s board, work group, and taskforce meetings for continued success and professionalism.
Conflict of Interest and Code of Conduct: See Appendix 5

Programs Managed or Facilitated by CoCB: See Appendices 7, 8, 9

- Emergency Solutions Grant: All items related to applying and managing this grant are located within Appendix 7.
- Housing of Urban Development Continuum of Care Grant: All items related to applying and managing this grant are located within Appendix 8.
- Centralized Intake: All items related to this program are located within Appendix 9.

Performance Data: See Appendices 10, 11

- CoCB Dashboard, see Appendix 10
- Agency Scorecards, see Appendix 11
Appendices

Appendix 1: Board Job Description, Application
Appendix 2: By-laws, Articles of Incorporation, 501 (c) (3) filing, Governance Charter, Committee List, Strategic Plan, and Anti-Discrimination Policy
Appendix 3: Annual Planning Calendar
Appendix 4: Communication Standards
Appendix 5: Code of Conduct and Conflict of Interest
Appendix 6: Evaluation for staff
Appendix 7: Emergency Solutions Grant
Appendix 8: Housing of Urban Development Continuum of Care Grant
Appendix 9: Centralized Intake
Appendix 10: CoCB Dashboard
Appendix 11: Agency Scorecard example