# GOVERNANCE CHARTER

## of the

# ANCHORAGE HOMELESS PREVENTION AND RESPONSE SYSTEM ADVISORY COUNCIL (CONTINUUM OF CARE)

#### ARTICLE I - PURPOSE AND FUNDAMENTAL PRINCIPLES

#### 1.1 PURPOSE OF GOVERNANCE CHARTER

This Governance Charter sets out the roles and responsibilities of the Anchorage Homeless Prevention and Response System (HPRS) Advisory Council (HPRSAC), which has jurisdiction over the Continuum of Care (CoC) serving the Municipality of Anchorage geographic area as mandated by the Housing and Urban Development (HUD) per Title 24, Part 578 of the Code of Federal Regulations. For more details on jurisdiction and oversight, reference <u>Appendix A, Part 578 – Continuum of Care Program</u>.

The Anchorage Coalition to End Homeless (ACEH) Board of Directors established the Advisory Council and delegated CoC oversight to them as described in the ACEH Bylaws. *Appendix A, ACEH Board of Directors Bylaws*.

This Charter provides, at a minimum, the fundamentals required for operation of the Advisory Council, and its volunteers, acting on behalf of the Anchorage CoC. The Advisory Council recognizes that this is a living document and may be revised as the CoC matures to further define roles and responsibilities of stakeholders throughout the geographic area. This document will be reviewed by the Advisory Council at minimum one time per year. Additional documentation for policy and procedures will be drafted to address and support specific details required to execute the operations of the CoC.

#### 1.2 PURPOSE OF THE CONTINUUM OF CARE

The purpose of the Advisory Council is to create a collaborative community-based process for managing and planning the allocation, and delivery of homeless prevention and assistance resources and programs efficiently, while meeting the needs of the community's vulnerable populations and prioritizing those experiencing, or at-risk of experiencing, homelessness. CoCs are designed to: Promote a community-wide commitment to the goal of ending homelessness; Provide funding for efforts for rapidly re-housing homeless individuals and families; Promote access to and effective use of mainstream programs; Optimize self-sufficiency among individuals and families experiencing homelessness. More information on the purpose, responsibilities, and structure of the CoC shall be found in <u>Appendix A, Part 578 – Continuum of Care Program</u>.

#### 1.3 CoC DESIGNEES

The Advisory Council is responsible for designating a Collaborative Applicant, the entity designated to apply for a grant for Continuum of Care planning funds on behalf of the Continuum. The organization designated as the Collaborative Applicant for the Anchorage CoC is The Anchorage Coalition to End Homelessness (ACEH). For more details on Continuum designees, reference <u>Appendix A, Part 578 – Continuum of Care Program</u>.

The Advisory Council is responsible for designating a Homeless Management Information System (HMIS) Lead to manage the Continuum's HMIS on its behalf. The organization designated as the HMIS Lead for the Anchorage CoC is ACEH. ACEH may delegate HMIS operations to a qualified third party. For more details on Continuum designees, reference *Appendix A*, *Part 578 – Continuum of Care Program*.

## 1.4 EQUAL OPPORTUNITY

Equal opportunity for all persons, regardless of race, color, religion, gender, national origin, age, height, weight, marital status, sexual preference, or disability, is a fundamental policy of ACEH and the Advisory Council. The Advisory Council

is also committed to assuring equal opportunity and non-discrimination in all aspects of volunteering. The Advisory Council recognizes an ethical and legal imperative to go beyond the letter of the law in designing and implementing programs that ensure equality of treatment for all persons in our Continuum of Care. Clients, contractors, employees, and volunteers who experience any discrepancy between this policy and actual practice are encouraged to address their concerns in writing to the Chair of the Advisory Council or the Executive Director of ACEH.

#### ARTICLE II - ADVISORY COUNCIL

#### 2.1 ADVISORY COUNCIL BODY

The Anchorage Coalition to End Homelessness (ACEH) is the designated lead organization for the Anchorage CoC and is solely governed by its Board of Directors (herein known as "the Board" or "ACEH Board") per the ACEH Bylaws. The ACEH Board ensures the operational health of ACEH as an organization. For more details on how the board engages with the Advisory Council, see <u>Appendix A, ACEH Board of Directors Bylaws</u>. The Advisory Council shall work collaboratively with the ACEH Board Members and ACEH Staff to fulfill its mission.

The Advisory Council governs the work and policies of the entire Homeless Response and Prevention System as the Anchorage CoC. The work of the Advisory Council is supported by ACEH staff. The body of the Advisory Council shall adhere to the following, but is not limited to:

- The Advisory Council shall be composed of no more than twenty (20) "Advisors", but no less than eleven (11) per ACEH Bylaws.
- A sitting <u>Advisory Council Member</u> must maintain General Membership and be a member in good standing through the entirety of their term; more information is detailed in *Appendix B, Responsibilities Matrix*.
- Appointments for Advisory Council Members are governed by ACEH Bylaws.
- The Advisory Council will meet at least quarterly per ACEH Bylaws and provide ample opportunity for General Membership participation. Regular meeting dates, times, and locations to be determined by the elected body.
- The Advisory Council will report community recommendations to the ACEH Board of Directors on a quarterly basis, at minimum, having protected time on the agenda of the ACEH Board to ensure direct communication between the two governing bodies.
- The Advisory Council Chair will hold the only designated seat on the ACEH Board (during the first two years
  of the Advisory Council FY20 and FY21, the Chair and the Vice-Chair will hold designated seats) per ACEH
  Bylaws.
- The Advisory Council may choose to have an Executive Committee which will consist of the Chair, Vice-Chair and current Committee Chairs.
- In the event of <u>Advisory Council Member</u> conflict, concern shall be brought to the Advisory Council Chair or Vice-Chair, more details on potential conflicts of interest are found in <u>Section 4.4</u> of this charter.

#### 2.2 DESIGNATED SEATS

To ensure that the Advisory Council is representative of the relevant organizations and of projects serving Anchorage's homeless subpopulations at least one member shall be a person who has experienced, or is experiencing, homelessness and currently lives in the Municipality, as recommended in ACEH Bylaws.

The Advisory Council will be comprised of members from the nonprofit, private and government sector, relevant organizations, and representing projects servicing homeless subpopulations and the general community within the Municipality; details of representatives to be included in the makeup of the Advisory Council can be found in <u>Appendix A, Part 578 – Continuum of Care Program</u> and/or <u>Appendix A, ACEH Board of Directors Bylaws</u>.

The Advisory Council must represent all subpopulations within the CoC to the extent that someone is available and willing to represent that subpopulation on the Council. An <u>Advisory Council Member</u> may represent more than one subpopulation or affiliation.

#### 2.3 ADVISORY COUNCIL ELECTIONS AND TENURE

Elections for the Advisory Council will be held at the time of an annual ACEH general membership meeting. Elections will be directed by the outlined structure in <u>Appendix A, ACEH Board of Directors Bylaws</u>. Advisory Council Members shall serve until they resign, are removed or their successors are qualified and elected; more details on term limits are outlined and detailed in <u>Appendix A, ACEH Board of Directors Bylaws</u>.

Advisory Council Officers, at minimum, will consist of a Chair and Vice-Chair. There with no term limits for Councilors. Designated seats and supporting roles to the ACEH Board of Directors details can be found in <u>Appendix A, ACEH Board of Directors Bylaws</u>.

A Councilor may be removed upon the affirmative vote of two-thirds (2/3rds) of the Councilors then serving on the Advisory Council at a meeting of the Advisory Council duly noticed and called for such purpose. A Councilor may resign at any time by giving written notice to the Chair or the Advisory Council.

In the event of a vacancy, the Advisory Council Executive Committee will provide recommendations to Advisory Council for appointment to fill the interim role. The person(s) appointed shall serve until the time of the Annual General Membership Meeting where they will be subject to re-election as detailed within <u>Appendix A, ACEH Board of Directors</u> <u>Bylaws:</u>

#### 2.3 QUORUM

A majority of the <u>Advisory Council Members</u>, as the representatives of the CoC, will constitute a quorum at all meetings; if 51% of the <u>Advisory Council Members</u> are not in attendance at a meeting, no votes shall take place during the meeting.

No proxy vote will be recognized to meet quorum, nor will it count towards the final count of the Advisory Council vote. No <u>Advisory Council Member</u> shall vote on any item which presents a real or perceived Conflict-of-Interest, as defined in <u>Appendix A</u>, <u>Conflict of Interest Policy</u>.

#### 2.4 ADVISORY COUNCIL ROLES AND RESPONSIBILITIES

The Advisory Council is responsible for ensuring that the CoC completes all relevant and required geographic area tasks, more details and information can be found in <u>Appendix A, Part 578 – Continuum of Care Program</u>.

The Advisory Council is also responsible for compliance with established HUD regulations pertaining to the CoC including, but not limited to:

#### 2.4.1 Initial activities needed to establish the Advisory Council:

- Adopting and following the written process for selecting an Advisory Council to represent the Anchorage CoC, more details and information can be found in <u>Appendix A, ACEH Board of Directors Bylaws</u> as well as <u>Appendix A, Part 578 – Continuum of Care Program</u>
- Developing and implementing written policies and procedures for the Advisory Council
- Reviewing, modifying and implementing written standards for the CoC as per HUD regulation, including but not limited to:
  - o Outreach, Shelter, Supportive Housing standards;
  - HMIS governance and policy, in partnership with the Alaska Coalition on Housing and Homelessness;
  - Coordinated Entry policy and procedures;
- Develop and maintain a community-wide standards for programs working within the CoC including, but not limited to, Emergency Solutions Grants (ESG) and CoC-funded programs within the geographic area

#### 2.4.2 Annual Responsibilities:

- Holding a minimum of semi-annual General Membership meetings, one of which shall include voting upon Advisory Council Members;
- Extending invitation for new <u>General Members</u> to join from within the Municipality of Anchorage CoC geographic area at least annually; making the invitation publicly available and working to ensure that invitations

are made accessible for minority populations, including those currently experiencing homelessness and person(s) with disabilities; ensuring that an updated membership roster is obtained;

- Reviewing and updating the written Advisory Council Governance Charter;
- Reviewing and updating the CoC Written Standards, and offer support as needed to help CoC partners follow Written Standards;
- Reviewing and updating the community evaluation processes and data output identifying community areas of strength and opportunities for development;
- Monitoring recipient and subrecipient performance, and evaluate outcomes;
- Completing a CoC-wide Gap Analysis, sharing recommending community priorities to the General Membership and sharing agreed upon priorities with policy makers and funders for advocacy purposes;
- Maintain and operate a coordinated entry and assessment system, in consultation with the recipients of CoC and ESG program funds;
- At least biennially, or as required by NOFA, a CoC must plan for and conduct a point-in-time count of homeless persons within its geographic area.

#### 2.4.3 As-needed and Ongoing Responsibilities:

- Appointing additional Committees, Subcommittees, or Task Groups as needed or identified to address community developments.
- Responding to developing community events and/or changes that cause changes to the Homeless Prevention and Response System's ability to make homeless rare, brief and one-time.
- Adopt and follow a written process to select a CoC body (in this case the Advisory Council) to act on behalf of the CoC, the CoC must review, update, and approve the selection process at least once every five years.

#### 2.5 GENERAL MEMBERSHIP

Membership is maintained for an entire year, July 1 through June 30. Members must sign a Memorandum of Understanding and a Statement of Support with ACEH upon joining and must abide by the ACEH Bylaws. Further details about the General Membership shall be described in *Appendix A, ACEH Bylaws*.

#### 2.6 ATTENDANCE

Active participation in the Advisory Council activities, including committee meetings and monthly Council meetings, is expected. Any <u>Advisory Council Member</u> who has two (2) or more unexcused absences in the most recent four (4) Advisory Council meetings shall no longer be considered in good standing. In case of absence, verbal or written notice shall be requested to the Advisory Council Chair and/or to the ACEH designated staff member within 24 hours prior to the meeting to be considered excused. <u>Advisory Council Members</u> failing to meet attendance requirements shall be subject to removal and/or replacement.

#### 2.7 ADVISORY COUNCIL COMMITTEES

The Advisory Council will stand up and support the following Committees:

- Community Priorities Committee
- Data Committee
- Compliance Committee

Each Committee must adopt a written charter, to be reviewed annually by the Committee, and approved by the full Advisory Council, and must maintain written documentation of Committee activities. Each Committee will also provide written and/or verbal updates monthly to the Advisory Council.

Advisory Council Members are expected to chair, and staff other committees as needed. Each committee representing the Anchorage CoC shall select a Chair elected by Committee Members annually. Each committee shall be responsible for establishing regular recurring meetings and making their calendar available to the Advisory Council.

Requirements and best practice standards include, but are not limited to:

• A minimum of one (1) Advisory Council Member must sit on the Standing Committees;

- Committee Chair will be responsible for reporting risks and progress to the Advisory Council;
- Each committee shall select a committee secretary to record Committee activity (e.g., meeting minutes) of
  each official committee meeting and provide monthly summaries to the Advisory Council in the format
  identified by ACEH staff;
- Documentation shall be electronically delivered to ACEH for records and archival purposes, and CoC distribution:
- Each committee will be responsible for distributing a written agenda to committee members at least 48 hours
  prior to the scheduled meeting, and make them available to the Advisory Council upon request;
- General Members may be invited to participate to serve on committees and/or task groups.

The Advisory Council, by a majority vote of the quorum, may eliminate a task group, except for the Advisory Council itself and established Committees, if it is determined to be unnecessary to support the work of the Anchorage CoC.

On occasion, the Advisory Council, as representative of the Anchorage CoC, will need to complete specific, timesensitive tasks for compliance and advancement of the goals, priorities, and scope of work for the CoC.

Based on CoC priorities, ACEH Staff may augment and support specific Committees.

#### ARTICLE III - REQUEST FOR PROPOSAL & SERVICE AGREEMENTS

#### 3.1 ACEH GRANT PASS-THROUGH FUNDING

As the convener or homeless services and providers, ACEH supports partners and members in their critical work to address homelessness. ACEH, as a part of routine business, may be awarded pass-through funds from government and/or philanthropic partners. When ACEH is awarded grants and/or contracts that require direct client facing housing and/or homeless services, unless aligned to a strategic activity or the core ACEH mission, ACEH will engage in a Request for Proposal (RFP) process to identify local program partners to sub-contract the work to organizations whose core mission includes direct services to clients experiencing homelessness. Participation on the Advisory Council does not exclude an organization from RFP consideration (see recusal details below).

#### 3.2 ACEH REQUESTS FOR PROPOSALS AND CONTRACTS

To manage this process transparently and ethically, the Advisory Council's Compliance Committee may participate as appropriate when a grant is deemed by the ACEH Finance Committee to be sub-contracted. The Compliance Committee may appoint a Ranking and Review Committee to review submitted RFPs in partnership with ACEH staff to generate a recommendation for awards with the pre-defined scoring criteria by ACEH. These recommendations will be reviewed with the full HPRS Advisory Council for awareness. The HPRS Advisory Council Chair will then bring these recommendations to the ACEH Board to vote to approve the recommended awards.

#### 3.3 RECUSAL

Any Advisory Councilor and/or ACEH Member who wishes to respond to an RFP will be required to recuse themselves and organizational staff from participating in the RFP drafting, Ranking and Review Committee and selection review process. All participating parties in the RFP process must adhere to the Organization's *Conflict of Interest Policy*, for details reference Appendix A, *Conflict of Interest Policy*.

#### 3.3 MINIMUM QUALIFICATIONS FOR APPLICANTS

Any organization interested in responding to an ACEH RFP will be required to meet minimum standards for the application to be considered for review. Additional details and requirements will be outlined in the RFP/Service Agreement. The minimum qualifications for applicants shall adhere to the AK-500 Anchorage CoC Community Written Standards requirements and policy.

#### **ARTICLE IV - KEY POLICIES AND PROCEDURES**

#### 4.1 COMMITMENT TO A RESPECTFUL AND SAFE WORK ENVIRONMENT

The Anchorage Coalition to End Homelessness and the Advisory Council are committed to providing staff, volunteers, and other stakeholders with an environment that is free from discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, sexual orientation, or any other legally protected characteristic will not be tolerated.

In addition, ACEH and the Advisory Council strive to maintain a respectful workplace and public service environment that is free from violence, bullying, discrimination and other offensive behavior. Such behavior can create an offensive work environment, adversely affect positive working relationships, and decrease productivity. Maintaining a respectful and safe work environment is a shared responsibility of management, employees, and volunteers.

ACEH and the Advisory Council encourages volunteers to bring any incidents of harassment, discrimination, or bullying to the immediate attention of the Council Chair, or the Executive Director of ACEH.

#### 4.2 POLITICAL ACTIVITIES

Advisory Council Members are encouraged to take an active interest and to participate in the political and governmental process. However, except for registered lobbyists and others authorized to act on behalf of ACEH and/or the Advisory Council, Councilors (and volunteers) participating do so as individuals and not as representatives of ACEH and/or the Advisory Council. To avoid any inference of support or sponsorship by ACEH and/or the Advisory Council, a volunteer must never represent that his or her political donation, endorsement or other political activity was made or engaged in with the approval, or on behalf, of ACEH and/or the Advisory Council. Likewise, volunteers must not engage in political activities during their volunteer service on behalf of ACEH and/or the Advisory Council.

#### 4.3 CODE OF CONDUCT

ACEH staff, the Board of Directors, the Advisory Council, and all ACEH volunteers must, at all times, comply with all applicable laws and regulations. ACEH will not condone the activities of employees, Directors, Councilors and/or Volunteers who achieve results through violation of the law or unethical business dealings. This includes any payments for illegal acts, indirect contributions, rebates, and bribery. ACEH does not permit any activity that fails to stand the closest possible public scrutiny. All business conduct should be well above the minimum standards required by law.

Accordingly, Employees, Directors, Councilors and/or Volunteers must ensure that their actions cannot be interpreted as being, in any way, in contravention of the laws and regulations governing the ACEH's operations. Those uncertain about the application or interpretation of any legal requirements should refer the matter to the Chair or Vice-Chair, who, if necessary, should seek appropriate legal advice.

The ACEH expects its Employees, Directors, Councilors and/or Volunteers to always conduct themselves in a businesslike manner. Drinking, gambling, fighting, swearing, and similar unprofessional activities are strictly prohibited while on the job. Employees, Directors, Councilors and/or Volunteers must not engage in sexual harassment or conduct themselves in a way that could be construed as such, for example, by using inappropriate language, or sharing inappropriate materials in electronic communications.

All Employees, Directors, Councilors and/or Volunteers will be required to sign the code of conduct to show they have read and understand the expectations outlined by the ACEH. For more details, see <a href="Appendix A, ACEH Code of Conduct">Appendix A, ACEH Code of Conduct</a>.

#### 4.4 CONFLICT OF INTEREST POLICY

The ACEH expects that its Employees, Directors, Councilors and/or Volunteers will perform their duties conscientiously, honestly, and in accordance with the best interests of the ACEH. No one must use their positions, or the knowledge gained as a result of their positions for private or personal advantage.

A conflict of interest exists when an actual or perceived interest by a Homeless Prevention & Response System Advisory Council Member causes them to participate in an action that results in, or has the appearance of resulting in, personal, organizational, or professional gain. No Advisory Council Member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the Advisory Council Member represents. All voting Advisory Council Members shall have the right to recuse themselves from voting on a matter without providing excuse.

Any Advisory Council Member who is aware of a potential conflict of interest with respect to any matter coming before the Board, Advisory Council, or any Committee is obligated to disclose such a conflict of interest to the entire Advisory Council. Council Members are required to carefully read ACEH's Conflict of Interest Policy and sign the document confirming receipt and understanding. Advisory Council Members must adhere to the *Conflict of Interest Policy*, for details reference *Appendix A, ACEH Conflict of Interest Policy*.

#### **ARTICLE V - AMENDMENTS**

#### 5.1 AMENDMENTS

The Governance Charter of the Anchorage Homeless Prevention and Response System Advisory Council shall be reviewed annually. Periodically, the Governance Charter may be altered, amended or repealed and a new Governance Charter may be adopted by the Anchorage HPRS Advisory Council with established quorum.

# APPENDIX A - REFERENCED RESOURCES

The ACEH Board of Director Bylaws document can be found on the ACEH webpage.

https://aceh.org/aceh-governance-boards/

The ACEH Code of Conduct can be found on the ACEH Webpage.

• <a href="https://aceh.org/aceh-governance-boards/">https://aceh.org/aceh-governance-boards/</a>

The ACEH Conflict-of-Interest Policy can be found on the ACEH webpage.

https://aceh.org/aceh-governance-boards/

The details for referenced *Part 578 – Continuum of Care Program HUD Regulations* can be found at the following URL:

https://www.govinfo.gov/content/pkg/CFR-2017-title24-vol3/xml/CFR-2017-title24-vol3-part578.xml#segnum578.7

The details for referenced Continuum of Care (CoC) Written Standards can be found on the ACEH webpage.

https://aceh.org

# Appendix B – Responsibilities Matrix

Role	Responsibilities
ACEH Board Member  ACEH Board of Directors  Organizational oversight of ACEH	<ul> <li>Responsible for overall ACEH organizational oversight, as depicted in the ACEH Board of Director's Bylaws</li> <li>Responsible for providing annual recommendations to the CoC general membership for Advisory Council seats</li> <li>Responsible for annual confirmation of CoC priorities based upon recommendations of the Advisory Council</li> <li>Responsible for advocacy and fundraising efforts around CoC priorities</li> <li>ACEH Board of Director Membership roles are defined and identified in Appendix A, ACEH Board of Directors Bylaws</li> <li>Oversees ACEH Executive Director</li> <li>Supports Advisory Council</li> </ul>
ACEH Staff	<ul> <li>Employed by the ACEH organization</li> <li>Oversight administered by the ACEH Board of Directors</li> <li>Manage and staff the day to day operations of the CoC including providing facilitation and support to the ACEH board and Advisory Council</li> </ul>
Homeless Prevention and Response System (HPRS) Advisory Council Member  HPRS Advisory Council  Representing the Anchorage Continuum of Care	<ul> <li>Appointed and elected Advisory Council Member serves in the interest of the Anchorage CoC geographic area community-wide priorities</li> <li>Collaborates with Advisory Council Members, General Members, Board of Director Members, and community members to facilitate and streamline services to best serve individuals experiencing homelessness or at risk of homelessness</li> <li>Acts on behalf of the CoC including General Membership and those experiencing homelessness</li> <li>Responsible for analyzing community needs, developing community priorities and communicating those priorities to the ACEH Board of Directors with the goal of making homelessness rare, brief and one-time</li> <li>Responsible for designating a CoC Collaborative Applicant to coordinate the HUD Annual Application with responsibilities as identified in Appendix A, Part 578 – Continuum of Care Program HUD Regulations</li> <li>Responsible for designating an HMIS Lead with responsibilities as identified in Appendix A, Part 578 – Continuum of Care Program HUD Regulations</li> </ul>
General Member	<ul> <li>Open to any natural person who is a resident of the Municipality of Anchorage, and any Anchorage area nonprofit or private sector entity or any governmental agency who is interested in becoming a member and who (except for an individual who is under 18 years of age) signs a Memorandum of Understanding and a Statement of Support</li> <li>Annual application renewal and dues payment is required to remain in good standing</li> <li>Membership is maintained for an entire year, July 1 through June 30,</li> <li>Membership roles are identified in Appendix A, ACEH Board of Directors Bylaws</li> </ul>

# **Document Control Information**

#### **Document Information**

Document Information	Homeless Prevention and Response System Advisory Council Governance Charter		
Document Name	Governance Charter of Anchorage Homeless Prevention and Response System (Continuum of Care) Advisory Council		
Project Name	Anchorage Continuum of Care		
Participants	Anchorage Coalition to End Homelessness (ACEH) Board, Anchorage Continuum of Care (CoC)		
Document Author	Jasmine Boyle		
Document Version	V2.0		
Document Status	Approved by Advisory Council		
Approved Date	02/25/2021		
File Name	HPRS Advisory Council Governance Charter_V2.0		

# **Document Edit History**

Version	Date	Additions / Modifications	Prepared / Revised By
1.0	11/08/2019	N/A	Jasmine Boyle
2.0	02/09/2021	Edits document in track changes version	Jasmine Boyle

# **Document Review / Approval History**

Version	Date	Name	Organization / Title	Comments
1.0	11/08/2019	Lisa Aquino	ACEH Board Chair	Adopted by transitioning ACEH Board. To be reviewed upon the establishment and implementation of Advisory Council body.
2.0	02/25/2021	Katie Scovic	Advisory Council Chair	One-year revisions

# **Distribution of Final Document**

The following individuals are designated recipients of the final version of this document.

Name	Organization
Anchorage CoC	ACEH Board of Directors, Advisory Council