



SAN DIEGO
Regional Task Force
on Homelessness

San Diego Continuum of Care Board

Governance Charter

Operational Responsibilities and Authorities

Version 9.0

Corresponding Board Policy Number: CoCBP4

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Table of Contents

1.	Introduction	4
2.	Overview	4
2.1	Mission.....	5
2.2	Geographic Boundaries.....	5
2.3	Emergency Solutions Grant Entitlement Areas.....	5
3.	Assumptions/Constraints/Risks.....	5
3.1	Assumptions.....	5
3.2	Constraints.....	6
3.3	Risks.....	6
4.	Purpose & Responsibilities	6
4.1	Purpose.....	6
4.1.2	Role of Lead Agency	6
4.2	Roles & Responsibilities.....	7
4.3	Full Membership.....	7
4.4	CoC Board.....	8
4.5	CoC Board Policies.....	9
4.6	Board Officers.....	9
4.7	Board Executive Committee.....	9
4.8	Board Committees.....	10
4.9	Ad Hoc Committees.....	12
4.10	Management and Operations: CoC Lead Agency MOU.....	12
	Appendix A: Record of Changes.....	14
	Appendix B: Acronyms.....	15
	Appendix C: Glossary.....	16
	Appendix D: Referenced Documents.....	19
	Appendix E: CoC Board Organizational Chart.....	20
	Appendix F: CoC Board Structure.....	21
	Appendix G: CoC Roles & Responsibilities.....	23
	Appendix H: Board Policies	26

Introduction

The purpose of the San Diego Continuum of Care Board's Governance Charter (Charter) is to describe the structure, composition, roles, responsibilities and committee formation of the Continuum of Care. On an annual basis, the Charter will be updated to reflect the San Diego Continuum of Care Board's response to environmental, regulatory, and strategic issues.

In 2009, the U.S. Department of Housing and Urban Development (HUD) enacted the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) that established a Continuum of Care (CoC) program to address homelessness and created specific rules, regulations and procedures to be competitive for federal dollars. The HEARTH Act also includes a provision to establish a "governance structure" that ensures an opportunity for all stakeholders to be included and participate in the CoC program. Subsequently HUD released the 2012 Interim Rule detailing the requirements for CoC implementation of HEARTH.¹

Serving as the San Diego City and County HUD-designated CoC 601, the RTFH develops strategic policy and serves as San Diego City and County's Continuum of Care as defined in Section 578.5 of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) published in July 2012.

The CoC is the central collective impact organization addressing homelessness in San Diego through the coordination of resources; evaluation of the crisis response system; and the development of strategies and implementation of best practices for dramatically reducing and ending homelessness. The Board is responsible for:

- Advocating for policies and essential services that promote fair housing, client well-being, and rights/protections under the law;
- Promoting a community-wide commitment to the goal of ending homelessness;
- Providing funding for efforts to quickly re-house individuals, youth, older adults, and families who are homeless, which minimizes the trauma and dislocation caused by homelessness;
- Promoting access to and integration with mainstream programs and resources; and
- Optimizing self-sufficiency among individuals, youth, older adults, and families experiencing homelessness.

Overview

This Charter memorializes the purpose of the collective impact initiative to end homelessness using the federally-defined CoC responsibilities, outlines the primary work of the Board, and promotes partnership among the various leadership bodies. An organizational chart of the CoC Board may be found in Appendix E.

¹ 24 CFR 578 HUD Interim Rule, CoC Program, effective August 30, 2012

2.1 Mission

The mission of the Board is to engage stakeholders in a community-based process that works to end homelessness for all individuals, youth, and families throughout the San Diego County region, address the underlying causes of homelessness, and to lessen the negative impact of homelessness on individuals, youth, families and communities.

2.2 Geographic Boundaries

The Continuum of Care includes the entire geographic boundaries of San Diego county, including all cities and unincorporated communities. These boundaries contain other HUD designated program components, including Housing Authorities, HUD geocode areas, local Emergency Solutions Grant (ESG) Areas, communities eligible for State ESG funds, as well federally designated Community Development Block Grant (CDBG) entitlement areas, Housing Opportunities for Persons With AIDS (HOPWA), HOME Investment Partnerships Program (HOME), and U.S. Department of Veterans Affairs (VA) service areas. This geography is referred as the San Diego Region (Region). Various sub-regional areas are recognized such as Central, East, South, North Inland, and North Coastal areas.

2.3 Emergency Solutions Grant Entitlement Areas

Emergency Solutions Grant (ESG) funds are awarded to the San Diego ESG entitlement areas by HUD for the purpose of providing Essential Services, Shelter Operations, and assistance to persons who are homeless or at-risk of being homeless in the Region. The Continuum of Care directly participates with jurisdictions that receive ESG funds. In each case, the Continuum of Care consults with the jurisdiction to develop cooperative plans and strategies that leverage ESG and other resources to provide emergency shelter, prevention, and rapid re-housing services.

The Continuum of Care and ESG entitlement areas are responsible for reporting and evaluating the performance of ESG program recipients and sub-recipients. In response, the Continuum of Care has prepared an ESG Guide that includes information about the responsibilities of the Continuum of Care and ESG area, HUD regulations, cross-jurisdiction strategies, and policy statements.

Because the Guide is updated periodically, the most recent Guide is incorporated in its entirety in the Charter by reference.

Assumptions/Constraints/Risks

3.1 Assumptions

For the purpose of this Charter, the Board is maintaining the structure that was in place prior to 2017, and re-instituted in 2019.

3.2 Constraints

Implementation of this Charter is reliant on volunteer participation from members of the community and continued funding from HUD and other sources such as those providing match and leverage to Continuum of Care programs.

3.3 Risks

Should no stakeholders agree to participate in the Continuum of Care, the Region may not meet HUD HEARTH regulations. Non-compliance with federal regulations places current and future federal and state funding at risk.

Purpose & Responsibilities

4.1 Purpose

The purpose of the Continuum of Care is to establish a Board and to plan for how the region will achieve the requirements as specified by HEARTH through the coordination, development, and evaluation of services and housing for populations at-risk of and experiencing homelessness through planning, education and advocacy. To achieve this purpose, the Board will:

- Implement the Regional Community Action Plan to Prevent and End Homelessness in San Diego, and evaluate the achievement of measures set forth in the Plan.
- Reinforce a Housing First philosophy for all homeless housing and service providers;
- Advocate on issues related to homelessness and for resources to support preventing and ending homelessness throughout San Diego;
- Create capacity in communities throughout the Region to take ownership of and incorporate evidence-based practices to prevent and end homelessness; and
- Increase access to permanent housing through various means including rapid re-housing, permanent supportive housing, and other viable forms of permanent housing;
- Establish accountability with the appropriate stakeholders to resolve each case of homelessness in a timely manner as documented in HMIS

4.1.2 Role of the Lead Agency

- Ensure all of the HUD requirements of a high performing Continuum of Care are met by the lead agency
- Create written standards guiding evidence-based approaches to ending homelessness in communities throughout the Region;
- Evaluate performance of services within the Region through data collection, analysis, and monitoring;
- Monitor the system for coordinated assessment and housing prioritization for the most chronic and vulnerable homeless individuals, youth, and families in need of permanent housing options; and
- Plan for and conduct an annual Point-In-Time Count (PITC) of persons experiencing homelessness within the Region;

4.2 Roles & Responsibilities

The Continuum of Care is, at minimum, responsible for all duties assigned by HUD and specified through the HEARTH Act under the CoC Program. This section defines the basic roles, responsibilities, and committee structures required for operation of the Continuum of Care Board. Appendix G provides a detailed overview of the Board's roles and responsibilities.

Board members shall adhere to the Conflict of Interest definitions and requirements as set forth in CFR Section 578.95, and further described in CoC Board Policy #5: Conflict of Interest. (Appendix H).

4.3 Full Membership

The Continuum of Care garners community-wide commitment to ending and preventing homelessness by engaging stakeholders in all parts of the Region. In addition to the entities identified by HEARTH as required to participate in the Board, the Full Membership includes a variety of community partners to the extent they are invested in ending homelessness and present in the Region. Examples of additional stakeholders include private foundations, philanthropists, employment development, and health service organizations. The CoC Board Policy #1: Full Membership-Enrollment, provides additional information (Appendix H).

A CoC member can be an individual or agency who is concerned with and/or providing services to the various homeless subpopulations furthering the direction of the CoC. An agency and/or department with more than one individual representing that organization will be recognized as one member.

- Individual Members – CoC full individual membership is designed for those interested in and committed to ending homelessness, including consumers, students, educators, San Diego residents, and others. Individuals who care about the quality of services provided to persons experiencing homelessness, who want to ensure they are meeting their needs to the greatest extent possible are individual CoC members.
- Organization Members – CoC Organizational Membership is open to public, private, non-profit and for-profit organizations, corporations and agencies interested in supporting the CoC's commitment to ending homelessness. Each Organizational Member may annually designate up to three (3) individuals to serve as its representative to the corporation, however there is only one vote per agency on voting matters.

Individual and organizational members whose annual membership dues are current are eligible to vote on items that come before the Full Membership, such as annual update to the Governance Charter, the CoC Board Slate, and the selection of service provider representatives on the Board. In addition, participation on standing and ad-hoc committees is limited to individuals who have a currently active individual or organizational CoC membership.

It is the responsibility of the Continuum of Care's Full Membership (FM) to:

- Promote, support and implement strategic initiatives and activities that align with the *Regional Community Action Plan to Prevent and End Homelessness in San Diego*;
- Establish a Board to act on behalf of the Continuum of Care. This Board must be representative of the relevant organizations and projects serving homeless sub-populations and include at least two individuals currently experiencing homelessness or who have experienced homelessness;
- Adopt and follow a written process for selection of Board Members and review this process

- at least once every five years;
- Elect Homeless Service Provider seats and ratify a full slate of Board members annually;
- Participate on Standing and Ad-Hoc Board Committees;
- Follow and annually ratify a Governance Charter;
- Attend meetings of the FM, with published agendas, at least quarterly and an annual meeting;
- Facilitate sharing of provider expertise and intervention strategies through Learning Collaboratives, as needed; and
- Inform and support the development of regional plans and strategies.

4.4 CoC Board

The Board is representative of the relevant organizations and projects serving people experiencing homelessness within the Region, including at least two individuals who are currently experiencing homelessness or have previously experienced homelessness. This cross-sector representative Board enhances the Region's capacity to coordinate and leverage resources from various sectors and carry out its responsibilities. The Board's members shall represent the sub-populations included in Appendix F. Per HUD direction, one Board member may represent the interests of more than one homeless subpopulation, and the Board must represent all subpopulations within the Continuum of Care to the extent that someone is available and willing to represent that subpopulation on the Board. CoC Board Policy #2: Board and Committee Recruitment & Selection, describes the process for recruiting and seating the Board on an annual basis (Appendix H).

It is the responsibility of the **Board** to:

- Select Board Members annually and fill vacancies as needed;
- Establish policies for Continuum of Care operations including but not limited to written standards for providing homeless assistance;
- Ensure the Board's obligations and responsibilities are performed successfully, whether conducted directly by the Board or delegated/assigned to other entities;
 - Monitor the achievement of the goals and measures identified within the *Regional Community Action Plan to Prevent and End Homelessness in San Diego*;
- Use data to inform planning processes, make decisions, and set appropriate system and program level performance goals at local and regional levels;
- Ensure relevant organizations, funders and projects serving sub-populations of people who are homeless are represented in planning and decision making;
- Build community awareness and collaboration to meet the diverse needs of all people experiencing homelessness;
- Review, update, and approve annual Charter, which is further described in CoC Board Policy #4: Updates to Governance Charter (Appendix H);
- Issue an annual report of homelessness in the region;
- Designate through an MOU a CoC Lead Agency to act as the Collaborative Applicant and Administrative Entity, a single Homeless Management Information System (HMIS) lead agency to operate the regional HMIS, and a Coordinated Entry System (CES) lead agency; and
 - Establish regional funding priorities for funding that comes to the Continuum of Care, at minimum for the HUD NOFO

With regard to CoC matters, the Board should hold at least four (4) open and public meetings per

year, and should endeavor to operate in an open and transparent manner to the extent practicable. In those rare instances in which a Board member is unable to attend a meeting, the Board member may designate a proxy. Board member proxies are identified at the time of application to the Board, as defined in CoC Board Policy #6: Board Member Proxies (Appendix H).

4.5 Board Policies

The Continuum of Care's Board develops policy and promotes the adoption of standards and best practices for the Continuum of Care. Continuum of Care Board policies complement the Governance Charter and outline practices of the Board that are not included within the Governance Charter. All Board Policies are incorporated by reference in the Governance Charter, and are contained in Appendix H.

As part of the annual Charter review, the Governance Advisory Committee identifies additional Board policies that are needed to support the work of the Board and its committees. The development of Board Policies is further described in CoC Board Policy 3: Board Policy Development.

4.6 Board Officers

The Board shall have the following Board Officers:

- The **Chair** is responsible for facilitating the Board meetings and all duties incident to the Office of the Chair and such other duties as may be prescribed by the Board from time to time. The Chair is additionally responsible to define and update the Management and Operations MOU, and to sign it on behalf of the Continuum of Care.
- The **Vice-Chair** shall perform all duties of the Chair in the event that the Chair is absent or unavailable. When so acting, the Vice-Chair shall have all powers of and be subject to all restrictions on the Chair. The Vice-Chair shall have such other powers and perform such other duties as the Board or this Charter may require.
- The **2nd Vice Chair** (or Immediate Past Chair), shall perform all duties of the Chair and Vice-Chair in the event that both are unavailable. When so acting, the 2nd Vice-Chair (or Immediate Past Chair) shall have all powers of, and be subject to, all restrictions on the Chair. The 2nd Vice-Chair (or Immediate Past Chair) shall have such other powers and perform such other duties as the Board or this Charter may require.
- **Person with Lived Experience** who shall have been elected to the CoC Board from one of the designated Lived Experience seats
- **Service Provider Representative** who shall have been elected to the CoC Board from one of the designated Service Provider seats

The Board's Governance Advisory Committee shall nominate Board Officers, to be approved by the Board Chair and the CoC Lead Agency CEO (as an Ex-Officio Board member), prior to approval by the full Board. Board Officers shall serve two-year terms to coincide with their Board member terms.

4.7 Board Executive Committee

The Executive Committee is comprised of the Board Officers (Chair, Vice Chair, 2nd Vice Chair (or Immediate Past Chair), a Person with Lived Experience, and a Service Provider Representative, Chairs of Standing Committees, and the CoC Lead Agency CEO (as an Ex Officio Board member). The Board's Executive Committee is a mechanism to engage, within the limits set by Board policy and the Charter, in decision making, oversight, and communication on important Continuum of Care matters.

The Executive Committee has meetings during the year separate from the Board and are convened as needed by the Chair. The Executive Committee's actions are reported no later than the next full meeting of the Board.

The **Executive Committee** has the responsibility to:

- Act for the Board and make decisions on matters which:
 - Require action before the next Board meeting;
 - Have been specifically delegated by the Board to the Executive Committee; and
 - Approve the CoC Board's agendas
- Act for the Board in the administration of established policies and programs, and make recommendations to the Board with respect to matters of policy and operations.

4.8 Board Committees

The Board establishes Standing and Ad-Hoc Committees to provide recommendations on its primary activities, key issues or community initiatives. Committees are authorized to complete activities as designated in the Charter and those that are requested by the Board, except no committee may:

- Fill vacancies on the Board or any committee of the Board;
- Amend or repeal the Charter or adopt a new Charter;
- Create any other committees of the Board or appoint the members of committees of the Board.

As further described in CoC Board Policy #7: Standing and Ad Hoc Committees (Appendix H), each committee shall include a minimum of two (2) Board members, and may include non- Board members, who are members of the Full Membership. The Committee Chair shall be designated by the CoC Board, and shall be a Board member. The Committee Chair shall be designated by the CoC Board, and shall be a Board member. At the beginning of each Calendar Year, each Committee will identify a Co-Chair to assist the Chair in the facilitation of committee meetings, working with the committee to achieve the items set forth in the annual work plan, and performance of duties as the Board may assign from time to time.

Committee member terms shall be one year in length. In the early Fall of each year, the Committee Chair shall assess the current member's participation, engagement and support of the committee work plan to determine those members who will be invited to apply to continue participation on the Committee in the upcoming year. The Chair will notify the CoC Board Chair and the CoC Lead Agency CEO of those members who are recommended to discontinue participation, and consult with them on potential candidates to fill resulting Committee vacancies. A new committee slate shall be proposed by the Committee Chairs to the CoC Board Chair and CoC Lead Agency CEO by the end of October each year. Unless emergent circumstances arise, Committees will take a hiatus during the period of November through the end of January, to allow time for proposed annual Workplans and Rosters to be reviewed, and planning for the upcoming year.

The following Committees are established as Standing Committees and may only be disbanded by a change to the Charter.

Evaluation Advisory Committee:

The Evaluation Advisory Committee is responsible for advising the CoC Board on the performance and recommended improvements to the Continuum of Care, the review and recommendation of Community Standards, and monitoring progress toward the achievement of goals as identified in the *Regional Community Action Plan to Prevent and End Homelessness*. This is completed through a review of performance data obtained from various sources. Recommendations are developed for the Board of appropriate system and program level performance targets, and local and regional goals. The Evaluation Advisory Committee includes two sub-committees, the Data Sub-Committee and the Rating & Ranking Sub-Committee. Recommendations from the sub-committees are approved by the Evaluation Advisory Committee prior to being brought forward to the CoC Board. Agencies receiving CoC funding are unable to participate in the Rating & Ranking Sub-Committee, and are prohibited from any discussion within the Evaluation Advisory Committee of recommendations generated from the Rating & Ranking Committee. The responsibilities of the sub-committees are below:

Data Sub-Committee

- Conduct an annual analysis including gaps of homeless systems needs and services available within the Region.
- Monitor the effectiveness of Coordinated Entry System
- Support the Homeless Management Information System (HMIS) Team through policy and procedure review and guidance, data quality review and recommendations, providing input on opportunities to improve the capturing of data and its public display, identify necessary updates to data standards, and assist RTFH in promoting messaging on the role of HMIS and the importance of using the system.

Rating & Ranking Sub-Committee

- Support of HUD NOFO competitive process and collaborative applications

Veteran's Consortium: The purpose of this group is to continue to provide regional leadership on the issue of Veteran homelessness, review data and address challenges, and coordinate the effort to end Veteran homelessness across San Diego County. The committee aligns its work with the strategies within the United States Interagency Council on Homelessness's Federal Criteria and Benchmarks for Achieving the Goal of Ending Veteran Homelessness. These include identifying all Veterans experiencing homelessness, providing shelter immediately to any Veteran experiencing unsheltered homelessness who wants it, providing service-intensive transitional housing only in limited instances, building capacity to quickly move Veterans into permanent housing, and addressing Veterans who are at-risk of homelessness. The committee also coordinates efforts with the CoC's involvement and activities within the national Built for Zero initiative focused on measuring an end state on Veteran homelessness across the CoC.

Governance Advisory Committee: The committee evaluates and recommends changes to improve the Continuum of Care's structure and ensure it is meeting the mission. The Governance Advisory Committee reviews Board member nominations and provides recommendations to the Board; annually reviews the Charter and provides recommendations to the Board and FM; and reviews Board policies and makes recommendations to the Board.

4.9 Ad Hoc Committees:

Periodically, the Board needs to complete specific, time limited tasks in order to comply with regulatory demands or to advance its goals and objectives. At the request of the Board, a temporary Ad Hoc Committee may be formed to complete the identified task or address a specific need identified by the Board. These groups perform specific functions associated with completion of the task and are guided by and report to the Board. As of the Spring of 2023, the following Ad-Hoc Committees have been established:

Youth Action Board (YAB) was formed in 2016 and adopted into the CoC in 2019 to advise the CoC on policies related to preventing and ending youth homelessness and to ensure a continuous youth voice within the CoC to support the Youth Homelessness Demonstration Program (YHDP) and the San Diego County Coordinated Community Plan to Prevent and End Homelessness (CCP). This committee is currently inactive as the youth community reviews the CCP and reestablishes priorities moving forward.

Ad Hoc Committee on Addressing Homelessness Among Black San Diegans was formed in 2020. According to the 2022 Point-In-Time count, Black persons accounted for 24% of the unsheltered and sheltered population, while only accounting for 5.6% of the general population in San Diego County (2021 U.S Census Bureau). The purpose of the Ad Hoc Committee is to explore the factors contributing to disparities among Black persons experiencing homelessness, listen and engage in extensive public dialogue with community stakeholders, and to develop a series of recommendations that the CoC can take to better address the impacts of systemic racism and its effects within the homeless crisis response system.

Health and Homelessness Ad-Hoc Committee was formed in 2021 to address issues related to the interaction of health and homelessness and further integrate best practices among housing, social service and health providers that benefit people who are unsheltered. The Committee is specifically working on identifying mechanisms to streamline housing and care coordination, enhancing cross-sector communication and referral pathways, and identifying opportunities through CalAIM to further integrate the health and homeless community.

Aging and Homelessness Ad-Hoc Committee was formed in 2021 to address the unique needs of older adults experiencing homelessness, and have focused their efforts on identifying accessible shelter options, the promotion of shallow subsidies and flexible funding opportunities, establishing regional training for homeless service providers on best practices in working with older adults, and fostering employment opportunities for those who are able to enter the workforce.

4.10 Management and Operations – CoC Lead Agency MOU:

The Designated CoC Lead Agency management and staff provide infrastructure support to the Board, Full Membership and Committees. The CoC Lead Agency CEO is responsible for the direct management of staff and execution of the MOU, and the Board Chair is responsible to define, update, and sign the MOU on behalf of the Continuum of Care. The Vice Chair may fulfill any of these functions in the event that the Chair is absent or unavailable.

Examples of areas addressed in the MOU of the Management and Operations contracted responsibilities include but are not limited to:

- Provide leadership and guidance on regional homelessness issues

- Collaborative Applicant
- HMIS Lead
- CES Administration & Oversight
- Performance Monitoring and Evaluation
- Point-in-Time Count Coordination
- Full Membership Coordination
- Support to Board, Executive Officers, and Committees
- Website & Document Portal Management
- General Point-of-Contact
- Facilitate Communities of Practice, Learning Collaboratives and TA to programs
- Conduct Community Outreach & Education
- Develop Data Dashboards
- Compile and submission of all required reports for the CoC which include but are not limited to; PITC, HIC, LSA, and HUD performance measures
- Publish Written Standards
- Provide training on Evidence Based Best Practices and Emerging Promising Practices
- Function as the Point of Contact for CoC
- Serve as the State of California Administrative Entity for state funds directed to CoC
- Provide subject matter expertise of homeless policies, practices and regulations

Appendix A: Record of Changes

The Board Governance Charter will be updated annually. The table below is used to provide the version number, the date of the version, the author/owner of the version, and a brief description of the reason for creating the revised version should any changes be made.

Table 1: Record of Changes

Version Number	Date	Author/Owner	Description of Change
1.0	4/28/15	RCCC	Administrative changes
2.0	3/28/16	N&S Charter Sub-Committee	New format, condensed verbiage, added by-laws, governance structure modification
3.0	5/4/2017	N&S Committee	Changes to align with merging of RCCC & RTFH
4.0	5/11/2018	N&S Committee	Administrative changes
5.0	6/27/2019	Governance Advisory Committee	Administrative changes
6.0	6/15/2020	Governance Advisory Committee	Administrative changes
7.0	5/13/21	Governance Advisory Committee	Changes to align with bifurcation of the Continuum of Care Board and the CoC Lead Agency Board of Directors; increased number of people with lived experience from two to three; added Veteran's Consortium as a Standing Committee; Administrative changes
8.0	4/25/22	Governance Advisory Committee	Administrative changes, replacement of the Board Secretary with a 2 nd Vice Chair (or Immediate Past Chair), and added a Person with Lived Experience and a Service Provider Representative to the Executive Committee, updated the roles of the Evaluation Advisory Committee, expansion of Ad Hoc Committee descriptions, and made adjustments to the Board seats
9.0	5/11/23	Governance Advisory Committee	Incorporated the role of the Board in supporting the <u>Regional Community Action Plan to Prevent and End Homelessness</u> throughout the document; updated Committee information to align with the CoC Board Policy on Committees; updated Appendix G: Roles and Responsibilities to clarify how functions support specific responsibilities of the CoC, increase the minimum number of Full Membership meetings from twice per year to at least quarterly and clarifying changes; overall administrative changes

Appendix B: Acronyms

Acronym	Literal Translation
CA	Collaborative Applicant
CalAIM	California Advancing and Innovating Medi-Cal
CES	Coordinated Entry System
CDBG	Community Development Block Grant
CoC	Continuum of Care
ESG	Emergency Solutions Grant
FM	Full Membership
HEARTH	Homeless Emergency Assistance and Rapid Transition to Housing Act
HIC	Housing Inventory Count
HMIS	Homeless Management Information System
HOME	HOME Investment Partnerships Program
HOPWA	Housing Opportunities for Persons With AIDS
HUD	U.S. Department of Housing & Urban Development
IO	Infrastructure Organization
LSA	Longitudinal System Analysis
MOU	Memorandum of Understanding
NOFO	Notice of Funding Opportunity
PITC	Point-in-Time Count
SPM	System Performance Measures
VA	U.S. Department of Veterans Affairs

Appendix C: Glossary

Term	Definition
Collaborative Applicant	The Collaborative Applicant is the entity that submits the annual CoC Consolidated Application for funding and is charged with collecting and combining the application information from all applicants for all projects within the RTFH's geographic area.
Collective Impact	Commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communications, and mutually reinforcing activities among all participants.
Community Development Block Grant (CDBG)	CDBG, one of the longest-running programs of the U.S. Department of Housing and Urban Development, funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
Consolidated Plan	The Consolidated Plan is designed to help states and local jurisdictions to assess their affordable housing and community development needs and market conditions, and to make data- driven, place-based investment decisions. The consolidated planning process serves as the framework for a community- wide dialogue to identify housing and community development priorities that align and focus funding from the CPD formula block grant programs: CDBG, HOME, ESG, and HOPWA. The Consolidated Plan is carried out through Annual Action Plans, which provide a concise summary of the actions, activities, and the specific federal and non-federal resources that will be used each year to address the priority needs and specific goals identified by the Consolidated Plan. Grantees report on accomplishments and progress toward Consolidated Plan goals in the Consolidated Annual Performance and Evaluation Report (CAPER).
Continuum of Care (CoC)	A CoC is a regional or local planning body that coordinates housing and services funding for homeless families and individuals.
Continuum of Care Board	The CoC Board is a cross-sector stakeholder group established to develop strategic policy as well as coordinate resources needed to effectively address homelessness.
Continuum of Care Lead Agency	The CoC Lead Agency is responsible for operationalizing the requirements identified through HUD, and is currently fulfilled by the Regional Task Force on Homelessness.

Term	Definition
Continuum of Care Member	CoC members can be an individual, agency and/or department within a political subdivision who are concerned with and/or providing services to the various homeless sub-populations furthering the direction of the CoC. An agency and/or department with more than one individual representing that organization will be recognized as one member.
Continuum of Care Individual Member	CoC individual membership is designed for those interested in and committed to ending homelessness, including consumers, students, educators, San Diego residents, and others. Individuals who care about the quality of services provided to persons experiencing homelessness, who want to ensure they are meeting their needs to the greatest extent possible are individual CoC members.
Continuum of Care Organizational Member	CoC Organizational Membership is open to organizations, corporations and agencies interested in supporting the CoC's commitment to ending homelessness.
Coordinated Entry System (CES)	CES is a system designed to coordinate program participant intake, assessment, and provision of referrals for housing placement. The system covers the Region, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.
Emergency Solutions Grant (ESG)	The ESG program provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless.
Geo Code Area	A particular geographic location identified with a six-digit number by HUD and used for annual allocation of funds. The characterization is based on population statistics such as the average age or income of its inhabitants.
Geographic Boundaries	Includes all geography within the County of San Diego, including (un)incorporated cities and areas.
Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009	On May 20, 2009, President Obama signed the HEARTH Act of 2009. The HEARTH Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including a consolidation of HUD's competitive grant programs.
HOME Investment Partnerships Program (HOME)	HOME is a type of United States federal assistance provided by HUD to States in order to provide decent and affordable housing, particularly housing for low- and very low-income Americans.
Homeless Management Information System (HMIS)	HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.
Homeless Management Information System (HMIS) Lead	Entity designated by the CoC in accordance with HEARTH to operate HMIS.

Housing Opportunities for Persons with AIDS (HOPWA)	To help take care of the housing needs of low-income people who are living with HIV/AIDS and their families.
Housing Authority	A housing authority is generally a governmental body that governs some aspect of a region's housing, often providing low rent or free apartments to qualified residents.
Housing First	Housing First is a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed.
Memorandum of Understanding (MOU)	An MOU is a formal agreement between two or more parties. Companies and organizations can use MOUs to establish official partnerships. MOUs are not legally binding but they carry a degree of seriousness and mutual respect.
Permanent Supportive Housing (PSH)	PSH is a program that helps eligible people find a permanent home and also get local mental health services but only if and when they need that help.
Point-in-Time Count (PITC)	The PITC is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that CoCs conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night and unsheltered at least biennially.
Prevention Programs	Homeless Prevention Programs provide rental assistance, utility assistance and supportive services directly related to the prevention of homelessness to eligible individuals and families who are in danger of eviction, foreclosure or homelessness.
Rapid Re-Housing (RRH)	RRH is an intervention, informed by a Housing First approach that is a critical part of a community's effective homeless crisis response system. It quickly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.
Recipient	An eligible entity that signs a grant agreement for a specified funding source.
Sub-population (homeless)	For the purpose of the Charter, sub-populations are referring to categories of individuals with related, yet distinct, needs that can be addressed through a CoC. Representation of sub-populations as required by HEARTH must be reflected on the Board.
Sub-recipient	Eligible entity that receives a sub-grant from the recipient to carry-out a project.
U.S. Department of Housing & Urban Development (HUD)	A U.S. Government agency created in 1965 to support community development and increase home ownership.
U.S. Department of Veterans Affairs (VA)	The VA is a government-run military veteran benefit system with Cabinet-level status.

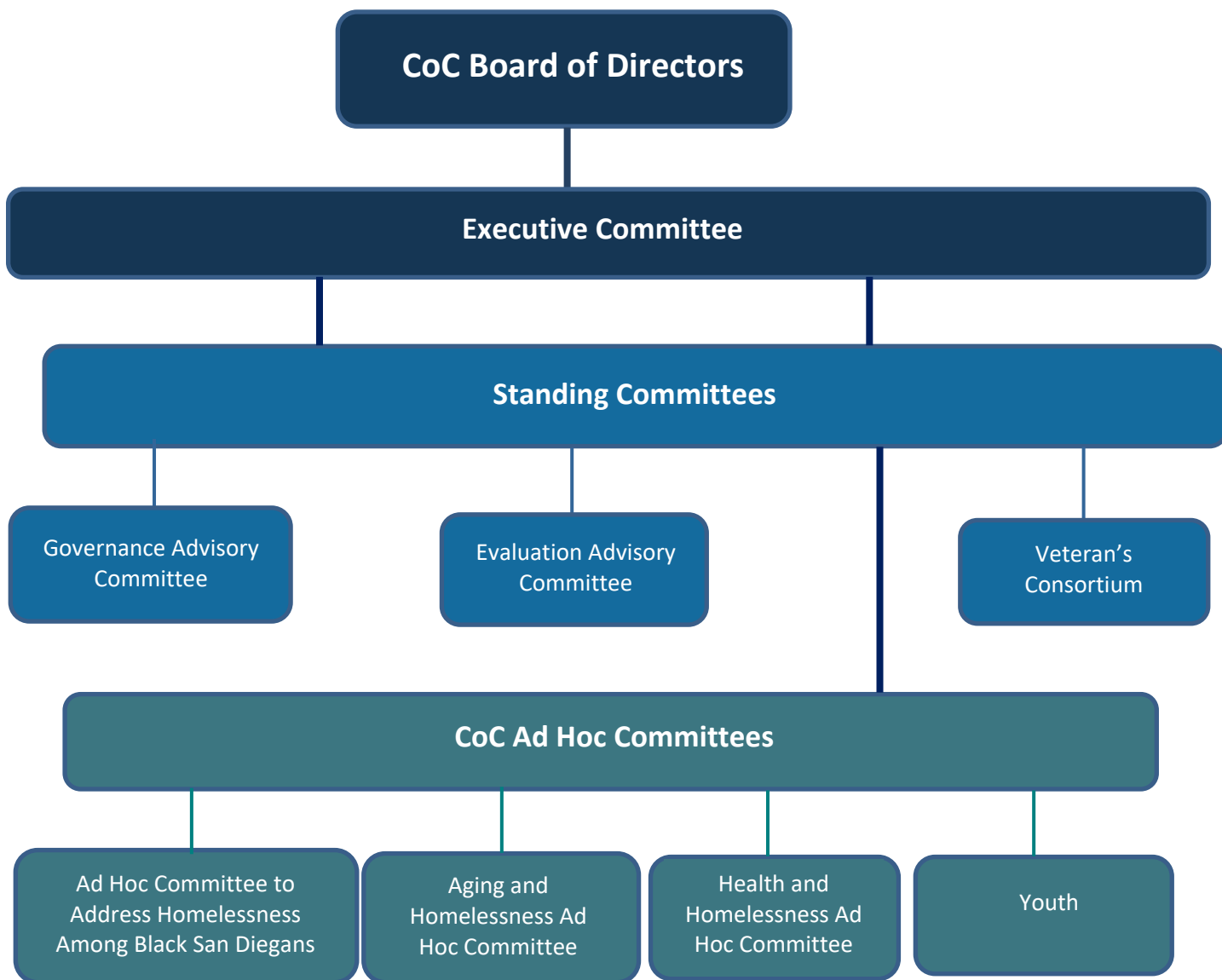
Appendix D: Referenced Documents

This table summarizes the relationship of the Charter to other relevant documents. Identifying information for all documents used to arrive at and/or referenced within this document are provided (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

Table 4: Referenced Documents

Document Name	Document Location and/or URL	Issuance
Continuum of Care Duties	https://files.hudexchange.info/resources/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf	NA
ESG Guide	https://www.hudexchange.info/resource/5740/homelessness-programs-toolkit-for-state-esg-recipients/	August 2018
HEARTH Act	https://www.hudexchange.info/resource/1717/s-896-hearth-act/	May 2009
HUD Interim Rule	https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/	July 2012
Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System	https://www.hudexchange.info/resource/5208/notice-establishing-additional-requirements-for-a-continuum-of-care-centralized-or-coordinated-assessment-system/	January 2017

Appendix E: CoC Board Organizational Chart



Appendix F: Continuum of Care Board Structure

Populations Experiencing Homelessness Represented through the Continuum of Care Board	
Black, Indigenous and People of Color ∞ Unaccompanied Youth and Transitional Aged Youth ∞ Older Adults ∞ Veterans ∞ Chronically Homeless ∞ LGBTQ+ Populations ∞ People Impacted by the Justice System ∞ Families with Children ∞ Unaccompanied Women ∞ People Fleeing Domestic Violence, Human Trafficking and/or Sexual Assault ∞ People with Substance Use Disorders and/or People with a Mental Illness ∞ People with HIV/AIDS and/or Other Chronic Health Conditions	
Sector Representation	Representative's Role
APPOINTED SEATS	
County of San Diego Board of Supervisors	Coordinate County efforts with those of the overall Continuum of Care.
San Diego City Councilmember	Coordinate City of San Diego efforts with those of the overall Continuum of Care.
County Health and Human Services Agency	Coordinate efforts of all health and human services providers.
Public Housing Authority: County of San Diego Department of Housing & Community Development	Coordinate efforts across all public housing authorities within the Region.
Public Housing Authority: San Diego Housing Commission	
CDBG Consolidated Plan Jurisdiction	Coordinate efforts across the Jurisdictions represented through CDBG Consolidated Plans.
U.S. Department of Veterans Affairs	Coordinate efforts of all homeless Veterans providers.
San Diego Workforce Partnership	Coordinate efforts of all employment agencies and workforce development services providers.
CoC Lead Agency CEO or designee (ex-officio member)	Implement the MOU agreement with the Board as the CoC Lead Agency and supporting all CoC directives.
DESIGNATED COMMUNITY STAKEHOLDER SEATS	
Homeless / Formerly Homeless (2)	Represent people who are currently or formerly experiencing homelessness.
Homeless Service Providers: General, Central, East, North Coastal, North Inland, and South Regions (6)	Coordinate efforts with all service providers in the designated region.

Sector Representation	Representative's Role
FLEXIBLE COMMUNITY STAKEHOLDER SEATS There are 15 flexible seats, however preference is given for representation from the sectors identified below	
Affordable Housing Developer	Represent regional efforts to expand the availability of affordable housing.
Education	Coordinate efforts with all education organizations.
Health	Coordinate efforts with health and behavioral health providers.
Law Enforcement	Coordinate efforts with all other public law enforcement agencies within the Region.
Justice	Coordinate efforts across the criminal legal system, including community supervision.
Business	Coordinate efforts with business organizations throughout the region. Preference given to affordable housing developers.
Funder	Represent opportunities to leverage funding to support the homeless crisis response system.
Faith Community	Coordinate efforts of all faith-based organizations.
Homeless Advocate	Represent the needs of individuals and families experiencing homelessness and advocate on their behalf.
Technology/Communication	Coordinate regional efforts to integrate information and streamline communication to assist people who are homeless.

Appendix G: Operation of the Continuum of Care: Roles and Responsibilities

Responsibility	Required Activity	Responsible Stakeholder(s):
Continuous development of the CoC Board	Develop, follow, and annually update a Governance Charter, which will comply with HEARTH and all other applicable regulations	Board Governance Advisory Committee Full Membership CoC Lead Agency Staff
	Direct and evaluate performance of MOU with the CoC Lead Agency	Board
	Adopt and follow a written process to select an Board and its members to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Board and Full Membership at least once every 5 years.	Board Governance Advisory Committee CoC Lead Agency Staff
	Appoint Board Committees, Subcommittees, and/or workgroups	Board
	Participate in Board Committees, Subcommittees, and/or workgroups	Board Full Membership CoC Lead Agency Staff
	Provide support to the Board, Executive Officers, and Committees.	CoC Lead Agency Staff
	Manage the Website & Document Portal and serve as the Continuum of Care's general Point of Contact as directed by the Board.	CoC Lead Agency Staff
	Review Continuum of Care activities and act on behalf of the Board as designated by the Board	Executive Committee
Convene and engage with the CoC's Full Membership	Actively engage with Continuum of Care stakeholders	Board CoC Lead Agency Staff
	Convene Full Membership meetings, with published agendas, at least quarterly. In addition, convene an Annual Meeting	CoC Lead Agency Staff
	Publicly invite new members to join the Full Membership annually. Ensure an updated membership roster is maintained.	Board CoC Lead Agency Staff
Plan and monitor system and program performance	Coordinate the implementation of a housing and service system	Board CoC Lead Agency Staff

Responsibility	Required Activity	Responsible Stakeholder(s):
	<p>within the Region that meets the needs of homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:</p> <ul style="list-style-type: none"> ● Outreach, engagement, and assessment; ● Shelter, housing, and supportive services; and ● Prevention strategies. 	
	<p>Monitor the implementation of the <u>Regional Community Action Plan to Prevent and End Homelessness in San Diego</u></p>	<p>Board Evaluation Advisory Committee CoC Lead Agency Staff</p>
	<p>Establish performance targets appropriate for population and program type, monitor recipient and sub-recipient performance, evaluate outcomes, and take action against poor performers. This includes ESG and CoC funded programs.</p>	<p>Board Evaluation Advisory Committee CoC Lead Agency Staff</p>
	<p>Conduct an annual analysis, including gaps within the homeless system, needs, and services available throughout the region</p>	<p>CoC Lead Agency Staff</p>
	<p>Provide information required to complete the Consolidated Plans within the region</p>	<p>CoC Lead Agency Staff</p>
	<p>Consult with ESG program recipients within the region on the plan for allocating ESG funds</p>	<p>CoC Lead Agency Staff</p>
<p>Conduct policy, advocacy, and research activities</p>	<p>Advocate for the adoption of policies throughout the region that are consistent with the <u>Regional Community Action Plan to Prevent and End Homelessness in San Diego</u></p>	<p>Board CoC Lead Agency Staff</p>
	<p>Issue an annual report of homelessness in the region</p>	<p>CoC Lead Agency Staff</p>
	<p>Support Committee, Subcommittee, and workgroup efforts to research information to support their goals and annual workplan.</p>	<p>Board CoC Lead Agency Staff</p>
	<p>Advocate in the community for Board-adopted policies that are developed through Committees.</p>	<p>Board CoC Lead Agency Staff</p>

Responsibility	Required Activity	Responsible Stakeholder(s):
<p align="center">Promote best practices, trainings, and standards for assistance</p>	<p>Establish Community Standards for providing homeless assistance inclusive of CoC and ESG programs.</p>	<p>Board Evaluation Advisory Committee CoC Lead Agency Staff</p>
	<p>Facilitate Learning Collaboratives to help assure the use of evidence-based programs and other innovations with fidelity and benefit to people accessing the homeless crisis response system</p>	<p>Board Full Membership CoC Lead Agency Staff</p>
	<p>Conduct community outreach and engagement as appropriate.</p>	
<p align="center">Conduct annual Point in Time Count (PITC)</p>	<p>Plan and conduct, at least biennially, a PITC of homeless persons within the Region.</p>	<p>CoC Lead Agency Staff</p>
<p align="center">Administer Homeless Management Information System (HMIS)</p>	<p>Designate an eligible agency to manage the Continuum of Care’s HMIS, which will be known as the HMIS Lead.</p>	<p>Board</p>
	<p>Designate a single HMIS for the Region</p>	<p>Board Evaluation Advisory Committee CoC Lead Agency</p>
	<p>Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.</p>	<p>Evaluation Advisory Committee CoC Lead Agency Staff</p>
	<p>Ensure consistent participation of recipients and sub-recipients in the HMIS.</p>	<p>CoC Lead Agency Staff</p>
	<p>Ensure the HMIS is administered in compliance with requirements prescribed by HUD.</p>	<p>Evaluation Advisory Committee CoC Lead Agency Staff</p>
<p align="center">Operate Coordinated Entry System (CES)</p>	<p>Establish and operate a CES that provides an initial, comprehensive assessment of the needs of individuals and families in need of permanent housing and matches them to available resources.</p>	
<p align="center">Fund homeless services</p>	<p>Identify and apply for competitive homeless-related federal, state, and local funding opportunities, as appropriate</p>	<p>Board CoC Lead Agency Staff</p>
	<p>Review responses to procurements released through the CoC Lead Agency, and as appropriate, provide recommendations to the Board.</p>	<p>CoC Lead Agency Staff</p>

Appendix H: Continuum of Care Board Policies

Continuum of Care Board of Directors Policy Matrix

Board Policy Number	Board Policy	Last Revision Date
CoCBP1	Full Membership – Enrollment	6.17.21
CoCBP2	Board Recruitment & Selection	6.17.21
CoCBP3	Board Policy Development	6.17.21
CoCBP4	Updates to Governance Charter	6.17.21
CoCBP5	Conflict of Interest	10.21.21
CoCBP6	Board Member Proxies	10.21.21
CoCBP7	Standing and Ad Hoc Committees	2.23.23



Regional Task Force on Homelessness San Diego City & County

Policy:	General Membership	Policy Number:	CoCBP1
Owner of Policy:	Continuum of Care Advisory Board		

Original Effective Date:	Reviewed Date(s):	Revised Date(s):
June 17, 2021		

1. PURPOSE

The Continuum of Care’s Advisory Board (Advisory Board) is committed to the principle of accountability to the public. The Advisory Board will uphold a policy of openness and transparency, balanced with its roles in representing the interest of those served through the Continuum of Care.

This policy formally outlines rules and procedures to joining and maintaining membership in the Continuum of Care’s General Membership.

2. POLICY

The Advisory Board will ensure there are processes for:

- Application to join;
- Paying annual membership fees with applicable waivers:
- Processes for tracking eligible voting members.

All General Membership policies outlined in the Advisory Board’s Governance Charter are incorporated herein by reference. To the extent any portion of this policy contradicts the Charter, the terms of the Charter shall prevail.

3. PROCEDURE

Application

Membership in the Continuum of Care’s General Membership is open to organizations and individuals who support the mission to end homelessness in the San Diego Region. Those seeking membership must submit an application for the General Membership, attend two regularly scheduled General Membership meetings each Fiscal Year, and pay annual dues of \$50 for an individual member, and \$100 for an organizational membership. Annual fee waivers are available to Individual Members experiencing or previously experiencing homelessness .

Organizational Memberships

An Organizational Member may designate up to three (3) persons annually who are authorized to represent the organization at RTFH General Membership meetings. There are an unrestricted number of Organizational Members representatives; however, only one (1) representative from each Organization Membership may vote on behalf of that organization on any given item, to ensure each Organizational Member has only one vote. Individuals who have a recognized role in a member organization (e.g., employees, board members, consultants, or current service recipients) may become individual members of the RTFH but may not vote. Individuals with formal organizational affiliations such as those noted above may be selected to represent the organization with which they are affiliated. This provision creates an opportunity for individual stakeholders to participate in the RTFH without duplicating organizational representation.

Individual Memberships

Individual Members may not designate additional persons to represent them. There will be an unrestricted number of individual members representing the general community. Individual members must reside in San Diego County and may not vote if they are involved with Organizational Members as employees, board members, consultants, or current contractors.

Levels of Engagement

Voting Membership:

Voting members are able to benefit from all of the areas identified for Non-Voting Members. To be eligible to vote on items brought forward to the General Membership, annual fees for the individual or organization must be current, and the attendance requirement of having been present for at least two meetings during the Fiscal Year must have been met.

Non-Voting Membership:

Individuals and organizations may have a Non-Voting Membership, and are not subject to the attendance requirements. Non-voting members are still able to benefits from the following areas:

- Strategic Collaboration Across the Region – remain informed on initiatives and provide a voice in the strategies
- Training and Education – access the latest education, training, principles, and best practices to end homelessness. Non-voting members may participate in learning collaboratives and ongoing training.
- Legislative Advocacy Opportunities – Stay abreast of advocacy opportunities and share views on legislative issues related to homelessness.
- Regional Planning – RTFH is the body responsible for a coordinated effective regional system to reduce and end homelessness in the San Diego region. Non-voting members are part of that system.



Regional Task Force on Homelessness San Diego City & County

Policy:	Board and Committee Recruitment & Selection	Policy Number:	CoCBP2
Applicability:	Continuum of Care Advisory Board and Committee Members		

Original Effective Date:	Reviewed Date(s):	Revised Date(s):
6/17/21		

o **PURPOSE**

The purpose of this policy is to define the processes for nomination and selection of the Continuum of Care Advisory Board (Advisory Board) and Committee members. Advisory Board Members and Committee Members should provide an appropriate mix of skills to provide the necessary breadth, depth of knowledge and experience to meet the Board’s and Committee’s responsibilities and objectives. The Advisory Board and Committees also aim for a composition that will appropriately represent the interests of the homeless crisis response system’s stakeholders, the local community, and will reflect diversity in its composition by recruiting members with varied geographical, social, economic, environmental, business, and cultural backgrounds. The Board should make an intentional effort to maintain a reasonable balance with respect to age, gender, race and ethnicity.

Board members are elected for a term of two years, and are eligible to serve on the Advisory Board for up to 5 terms, or a total of 10 years. This provision does not apply to Appointed Seats.

o **POLICY**

The Advisory Board should attempt, using its network of contacts, to identify appropriate individuals with needed diversity, skills and interests as potential Advisory Board members. Terms are staggered to ensure continuity; half are up for election each year. All Board recruitment and selection policies outlined in the Continuum of Care Advisory Board’s Governance Charter are incorporated herein by reference.

The Advisory Board will ensure there are processes for:

- Application to join;
- Criteria for selection;
- Notification of selection;

● Advisory Board member Expectations and Responsibilities

○ **PROCEDURE**

The Governance Advisory Committee shall routinely assess the diversity of experience, skills, race/ethnicity, age and gender to ensure a representative Advisory Board. The Chair of each Committee shall be responsible to conduct a similar assessment of members of individuals serving on their respective Committees. All actions in the recruitment and selection of members to the Advisory Board, or its Committees shall be in alignment with the Governance Charter.

Advisory Board, Non-Service Provider & Non-Elected Official Member Seats

A list of potential qualified, diverse candidates should be kept for the Advisory Board. When vacancies arise within the Advisory Board, potential candidates should complete an application for consideration by the Governance Advisory Committee. Once the Governance Advisory Committee, in consultation with the CEO of the Regional Task Force on Homelessness, votes to move forward, the candidate will be recommended by the Governance Advisory Committee to the full Advisory Board, followed by a vote of the Advisory Board.

In the event that gaps are identified on the Advisory Board, or a Committee, members shall attempt to identify candidates from their networks and other diverse organizations and individuals to create an increasingly inclusive body.

If a vacancy occurs prior to the end of a term, the Governance Advisory Committee shall solicit applications from potential candidates to fulfill the remainder of the term. When the original term expires, the seat shall be opened for applicants.

Advisory Board, Appointed Seats

The Advisory Board includes six designated seats for specific organizations. The Appointed Seats include the County's Health and Human Services Agency, the County's Public Housing Authority, the San Diego Housing Commission, the Workforce Partnership, the Department of Veteran Affairs, and the CoC Lead Agency CEO or designee, who serves as an ex-officio member of the Board. In the event of a vacancy in one of the Appointed Seats, the designated organization shall appoint a new member to complete the vacating member's term. When terms expire for the Appointed Seats, the designated organization shall identify whether the incumbent will continue for the upcoming term, or if a new organizational representative will be appointed to the seat.

Governance Board, Service Provider Seats

The RTFH shall regularly assess its representation on the Advisory Board to ensure diversity and expertise are reflective of the entire county and share that information with the General Membership on an annual basis.

In alignment with the open application process for the overall Advisory Board, applications will be solicited by the RTFH for upcoming vacancies. If a service provider seat vacancy occurs prior to the end of a term, the Governance Advisory Committee shall solicit applications to fulfill the remainder of the term. When the original term expires, the seat shall be opened for applicants.

Those seeking to serve on the Advisory Board must be either Organizational or Individual Members of the RTFH, and must be current on dues and have met General Membership meeting requirements. Please see Policy Number CoCBP1 for additional information related to General Membership.

Governance Board, Elected Official Seats

The Intergovernmental Council (IC), which serves in an advisory capacity to the Continuum of Care's Advisory Board, shall identify potential Elected Officials to fill vacating seats who will ensure a diverse, countywide, representation. IC members shall attempt to recruit Elected Official Board candidates from their networks who meet those needs.

The RTFH shall collect suggestions from members of the IC and develop a list of suitable Elected Official candidates for the Board. When vacancies occur in Elected Seats due to the expiration of an elected term, the IC shall reconvene to identify a new elected representative to fill the seat's remaining term. The IC shall select either the incumbent or a new representative for the new term.

Committee Members

The Chair(s) of any committee established by the Advisory Board shall be a Advisory Board member. On an annual basis, Committee Chairs shall conduct an assessment of the members to ensure there is an appropriate mix of diversity, skills, knowledge and expertise appropriate to the committee's focus. Potential members to Committees shall be approved by the Committee Chair(s), who shall seek approval by the CoC Advisory Board Chair. At least half of the committee members shall be CoC Advisory Board members or their designees. People interested in joining a committee, shall contact the Chair(s) of the committee. If the individual's knowledge, experience, and background will help the committee achieve its goals, then the Chair(s) shall seek approval from the CoC Advisory Board Chair for the proposed member to join the committee.

Annual Calendar

Below is an outline of major activities associated with selection of Advisory Board and Committee members on an annual basis. Throughout the year, Board seat vacancies that occur mid-term shall be filled by the appropriate body, and the selected individual will fill the remainder of the original term.

- **Quarters 1-2: (July-December):**
 - The Governance Advisory Committee shall assess the current membership on the Advisory Board to identify any gaps that need to be filled to ensure an inclusive, region-wide body.
 - A list of potential nominees will be identified by the Governance Advisory Committee, Intergovernmental Council, and/or Regional Task Force on Homelessness.
- **Quarter 3: (January-March):**
 - Potential nominees will be solicited by Governance Advisory Committee, Intergovernmental Council, or RTFH as appropriate
- **Quarter 4: (April-June):**
 - An open application process shall be conducted to solicit applications for expiring seats.
 - The Governance Advisory Committee shall evaluate non-service provider seat applicants and develop a recommended slate for the CoC Advisory Board. The proposed slate shall also include Appointed Seat representatives. The CoC Advisory Board shall vote on the recommended slate.
 - At the Annual Meeting of the General Membership, voting members will be asked to elect providers to fill vacating seats. In addition, they will be asked to ratify the Advisory Board's approved slate.
 - The Intergovernmental Council shall meet to fill any seats held by elected officials where the term is expiring.
 - Board Orientations shall be conducted for new members, including submission of signed Board Commitment Form and Conflict of Interest disclosures.
 - Updated annual Conflict of Interest Disclosures are submitted by all Board members.



Regional Task Force on Homelessness

San Diego City & County

Policy:	Board Policy Development	Policy Number:	CoCBP3
Owner of Policy:	Continuum of Care Advisory Board		

Original Effective Date:	Reviewed Date(s):	Revised Date(s):
6/17/21		

1. PURPOSE

The Continuum of Care’s Advisory Board (Advisory Board) develops policy and promotes the adoption of standards and best practices for the Continuum of Care. Advisory Board policies provide clarifying information in specific areas that are not addressed through the Governance Charter.

The purpose of this policy is to outline how Advisory Board policies are developed, approved and maintained, and to clarify the relation of Advisory Board policy with other administrative guidance such as regulations and handbooks. The Advisory Board policies are framed and meant to be interpreted in the context of applicable laws and regulations. Changes in needs, conditions, purposes and objectives as well as changes in state and federal laws and regulations may require changes in the Governance Charter or updates to Advisory Board policies.

2. POLICY

The Board will ensure there are processes for:

- Development of policy;
- Review and maintenance of policy;
- Adoption, waiver, and/or repeal of policy;
- Communication and availability.

To the extent any portion of this policy contradicts the Advisory Board’s Governance Charter, the terms of the Governance Charter shall prevail.

3. PROCEDURE

Development of Policy

As part of the annual Charter, the Governance Advisory Committee shall identify if there

are any additional Advisory Board policies that are needed. Advisory Board policies complement the Governance Charter and outline practices of the Board that are not included within the Governance Charter. In the event that the Advisory Board identifies the need for a new Board policy, the Governance Advisory Committee shall draft the policy for adoption by the Advisory Board.

Review and Maintenance of Policy

On an annual basis, the Governance Advisory Committee shall review existing Advisory Board policies to determine if any need to be updated or considered for sunset. Recommendations shall be forwarded from the Governance Advisory Committee to the Advisory Board for approval.

Adoption, Update, or Repeal of Policy

At least a two-thirds vote of the Board is required for the adoption, update, or repeal of a Board policy. The vote shall occur at a regularly scheduled Board meeting, or a special Advisory Board meeting called due to unforeseen circumstances.

A new policy proposal or policy change may be referred back to the Governance Advisory Committee when the Board determines the proposed policy action needs further study, and then brought back to the Board for approval.

Communication and Availability

The Chief Executive Officer of the RTFH, or designee shall establish and maintain an orderly plan for preserving and making accessible the policies adopted by the Board. A copy of all Board policies shall also be maintained on the RTFH's website.



Regional Task Force on Homelessness San Diego City & County

Policy:	Updates to Governance Charter	Policy Number:	CoCBP4
Owner of Policy:	Continuum of Care Advisory Board		

Original Effective Date:	Reviewed Date(s):	Revised Date(s):
6/17/21		

1. PURPOSE

The Continuum of Care is a collective impact organization and as such, is committed to the principles of inclusiveness and transparency. This policy formally outlines the process for updating the Governance Charter (Charter). The purpose of the Charter is to describe the role and function of the CoC Advisory Board in compliance with the HEARTH Act.

The Charter is framed and meant to be interpreted in the context of applicable laws and regulations. Changes in needs, conditions, purposes and objectives as well as changes in state and federal laws and regulations may require revisions, deletions and additions to the Charter.

2. POLICY

The Board will ensure there are processes for:

- Development of Charter updates; and
- Communication and availability.

To the extent any portion of this policy contradicts the Charter, the terms of the Charter shall prevail.

3. PROCEDURE

Development of Updates

On an annual basis, the Governance Advisory Committee (GAC) shall identify necessary changes to the Charter to ensure continued compliance with laws and regulations that specifically impact the operations of the Continuum of Care's Advisory Board, as well as revisions necessary to meet local needs to strengthen processes and responsiveness to the San Diego region. Proposals regarding updates to the Charter may be initiated in writing by a member of the Advisory Board, or member of the General Membership. The GAC shall review proposals prior to bringing them forward to the Advisory Board for adoption.

At least two community input sessions shall be hosted by GAC, regarding proposed changes to the Charter.

Following review of community input, GAC shall finalize the proposed revisions to the Charter and the Regional Task Force on Homelessness shall ensure any necessary administrative and legal review is conducted.

The GAC shall propose annual updates to the Continuum of Care's Advisory Board by June of each year. Upon approval by the Advisory Board, the proposed updates will be brought to the General Membership for ratification by their July meeting.

Calendar

Below is an outline of major activities associated with Charter and updates to be accomplished during the annual Board term:

- **Quarter One and Quarter Two (July to December):** GAC will review the current Charter to determine any areas for revision, including recommendations from Regional Task Force on Homelessness.
- **Quarter Three (January to March):** GAC will review suggested revisions and conduct at least two community input meetings during this time.
- **Quarter Four (April to June):** GAC will finalize proposed changes, post them to public comment, and bring forward to the full Advisory Board for adoption

Communication and Availability

The RTFH shall post the Charter on its website, and annual updates shall be posted on the RTFH website within one week of Advisory Board approval and General Membership ratification.



Regional Task Force on Homelessness

San Diego City & County

Policy:	Conflict of Interest	Policy Number: CoCBP5
Applicability:	Continuum of Care Advisory Board and Committee Members	
Original Effective Date: October 21, 2021	Reviewed Date(s):	Revision Date(s):

PURPOSE

The purpose of the Conflict of Interest Policy is to ensure processes are in place to prevent any conflict of interest arising among Continuum of Care Advisory Board members in the discharge of their responsibilities. The provisions of the Conflict of Interest policy are adapted from, and align with, the Code of Federal Regulations, Section 578.95.

This Policy is intended to supplement and clarify, but not replace, any applicable state and federal laws governing conflicts of interest applicable to the Continuum of Care's Advisory Board. In the event of any inconsistency with applicable state or federal law, applicable law shall prevail.

POLICY

The Continuum of Care's Advisory Board shall follow the Conflict of Interest definitions and requirements as set forth in CFR Section 578.95, Continuum of Care Advisory Board members shall not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

The Advisory Board will ensure there are processes for:

- ⦿ Identifying potential conflicts of interest; and
- ⦿ Adopting recusal processes when necessary

PROCEDURE

Identifying Potential Conflicts of Interest

Per CFR Section 578.95, "an organizational conflict of interest arises when a board member of an applicant participates in decisions of the applicant concerning the award of a grant, or provision of other financial benefits, to the organization that such member represents."

CFR Section 578.95 further states that "No person who is an employee, agent, consultant, officer, or

elected or appointed official of the recipient or its subrecipients and who exercises or has exercised any functions or responsibilities with respect to activities assisted under this part, or who is in a position to participate in a decision-making process or gain inside information with regard to activities assisted under this part, may obtain a financial interest or benefit from an assisted activity, have a financial interest in any contract, sub-contract, or agreement with respect to an assisted activity, or have a financial interest in the proceeds derived from an assisted activity, either for him or herself or for those with whom he or she has immediate family or business ties, during his or her tenure or during the one year period following his or her tenure.”

Applying the requirements of the federal regulation to the Continuum of Care Advisory Board, requires that Advisory Board members who represent an organization that may receive a financial interest or benefit from an activity or decision by the Advisory Board, must recuse themselves from any activity or decision under consideration by the Advisory Board that could potentially financially benefit the organization which the Advisory Board member represents, including participation in any activity or decision that may provide inside information to the organization. This also applies to any benefits that may result to the Advisory Board member's immediate family or business associates.

Adopting Recusal Processes when Necessary

The Regional Task Force on Homelessness makes every effort to avoid potential conflicts of interest that may arise in the discharge of Continuum of Care's Advisory Board's responsibilities.

Participants on the Rating and Ranking Sub-Committee are prohibited from being affiliated with any HUD NOFA funded organization.

In the event that there is a potential conflict of interest, an Advisory Board member shall recuse themselves from any discussion or vote on a matter where such a conflict is confirmed, or could be perceived. Typically, this will occur through communication with the Advisory Board Chair prior to a meeting where an Advisory Board vote will be cast. The Advisory Board member shall then publicly recuse themselves from the vote on any item that reflects a conflict of interest at the Advisory Board meeting where the item is being discussed and/or where a vote is being taken.

Final vote tallying shall reflect those Advisory Board members, and the organizations they represent, who recused themselves from the vote.



Regional Task Force on Homelessness San Diego City & County

Policy:	Board Member Proxies	Policy Number: CoCBP6
Owner of Policy:	Continuum of Care Advisory Board	
Original Effective Date: 10.21.21	Reviewed Date(s):	Revision Date(s):

PURPOSE

The purpose of the Board Member Proxy Policy is to authorize Continuum of Care Advisory Board members up to one proxy representative at Advisory Board meetings, in the event the duly elected Advisory Board Member cannot attend a meeting. Advisory Board members are expected to attend at least 50% of the scheduled meetings during any fiscal year. The Governance Advisory Committee will consider the attendance of Advisory Board members when considering applications to renew terms on the Advisory Board.

The following policy and procedures are established for determining how proxies shall be designated and recognized. To the extent any portion of this policy contradicts the Charter the terms of the Charter shall prevail.

POLICY

The Advisory Board will ensure there are processes for:

- ⦿ Proxy eligibility; and
- ⦿ Proxy voting.

PROCEDURE

Each member of the Advisory Board shall have one vote. A member of the Advisory Board shall not designate another member of the Advisory Board as a proxy.

Eligibility

Each member of the Advisory Board may be represented by one proxy. The Advisory Board will automatically recognize as proxy any eligible member so designated in writing by the Advisory Board member within their application to serve on the Advisory Board. Changes in proxy will be recognized by the Advisory Board upon delivery of such written notification of the proxy to the Advisory Board Secretary, Written notification of proxy designation must contain the signature of the Advisory Board member authorizing the proxy.

In the event written designation of proxy is not received by the Secretary of the Advisory Board, the Advisory Board may approve an eligible member as proxy by a majority vote of the members present

as long as a quorum of the Advisory Board is in attendance.

Individuals identified to serve as proxies shall represent the same stakeholder group as the Advisory Board member. For designated seats, the proxy shall represent the same sector or organization of the seat, and for provider seats, the proxy shall represent the same region of the provider.

Voting Requirements

Members of the Advisory Board, or their duly designated and recognized proxy, must be present at the Advisory Board meeting to cast their vote on items being considered. No member of the Advisory Board, or their duly designated and recognized proxy, may cast a vote in absentia. Advisory Board members who are unable to attend meetings of the Advisory Board, and who are not represented by proxy, may have their comments on specific items being considered by the Advisory Board presented by submitting their comments in writing to the Advisory Board Secretary. Such written comments may be presented for consideration by the Advisory Board but shall not constitute or be recorded as a vote by the absent member.



Regional Task Force on Homelessness San Diego City & County

Policy:	Standing and Ad-Hoc Committees	Policy Number: CoCBP7
Owner of Policy:	Continuum of Care Advisory Board	
Original Effective Date: 2.23.23	Reviewed Date(s):	Revision Date(s):

PURPOSE

The purpose of the Standing and Ad-Hoc Committees (Committees) Policy is to establish expectations and processes to be followed by Committees established by the Continuum of Care Advisory Board (Board).

POLICY STATEMENT

The Board values broad participation in decision-making. The Board uses committees to seek additional expertise and input on CoC activities, key issues, and community initiatives. The Board will ensure there are processes for:

- Approving Committee Chair(s) and conducting Committee Chair Orientations;
- Approving Committee Members and conducting Committee Member Orientations
- Maintaining an Active Committee

While having processes for Committees is critical, there are circumstances in which an exception is needed. In these instances, the board reserves the right to amend this policy at any time. If there is a conflict between this policy and the Governance Charter, the Governance Charter shall prevail.

POLICY

General

Committees are established by the CoC Board. They are advisory and assist the Board and staff by preparing recommendations for Board decisions. The CoC maintains Standing Committees, which are long term and are required by the federally mandated CoC program; and Ad-Hoc Committees, which are task-specific and time-limited. All Committee members shall annually sign a [Board and Committee Commitment Form](#).

RTFH staff are assigned to each Committee to provide support, guidance and consultation regarding the Committee's discussions and how they support the overall CoC. Committees shall not exercise authority over or direct RTFH staff.

Composition

The Board shall appoint at least one Board member to serve as Committee Chair. A Co-chair shall also be identified, but does not need to be a Board member. In the event the Committee Chair is no longer able to serve in that capacity, the Board shall appoint another Board member to serve as Chair. Committees generally should not exceed 12 members. Committee Chairs may request approval from the Board Chair and RTFH CEO if additional members add value to accomplishing the goals of the Committee.

Standing Committees: Shall include a minimum of two Board members, and may include non-Board members.

Ad-Hoc Committees: Shall include a minimum of one Board member, and shall include non-Board members.

Term

Committee members serve a term of one year. Committee membership is reviewed annually in the final quarter of the calendar year. There are no term limits.

Selection Process

Committee members shall be selected in accordance with the provisions of this policy and the CoC Governance Charter. All members (other than the Chair(s)) must be approved by the Board Chair and RTFH CEO. Committee Chair(s) shall be responsible for communicating with applicants. During the final quarter of each calendar year, the Committee Chair(s) shall consult with RTFH staff to assess committee membership and recommend changes for the upcoming year.

New Members: New applicants shall submit a [Committee Application](#) to the Committee Chair(s). Applicants recommended for appointment will be presented to the Board Chair and RTFH CEO for appointment.

Existing Members: Existing members shall submit an Application and provide an updated Board and Committee Commitment Form. The Committee Chair(s) will make recommendations to the Board Chair and RTFH CEO for reappointment. Board Chair and RTFH CEO will be advised on existing member(s) not being recommended for reappointment.

In the event a member steps away from a Committee during the member's term, the Chair(s) shall determine whether or not to fill the vacancy.

Quorum and Voting

A quorum is defined as fifty-percent plus one of the voting members on the committee. A quorum is required for voting on any formal action. Approval requires fifty-percent plus one of the quorum.

Expectations

General

Neither Committees, nor their individual members, may engage in any of the following activities:

- Fill vacancies on the Board or any committee of the Board
- Amend or repeal the Charter or adopt a new Charter
- Create any other committees of the Board or appoint the members of committees of the Board

- Speak or act for the Board or RTFH unless formally given such authority for specific purposes
- Exercise authority over or direct RTFH staff
- Serve with a member of their household or immediate family or with a member that is an employer/employee on the same committee
- Have the power to employ any person for, or on behalf of, the Board or RTFH, or incur any expense, unless specifically authorized by RTFH

Work Plan

Each Committee shall establish a work plan with up to five measurable goals to guide Committee activities. The Workplan shall be approved by the Committee in the first quarter of the calendar year, then brought to the Board for approval. The Chair may establish time-limited sub-committees or workgroups that report back to the overall Committee. The Workplan should be reviewed and updated at least quarterly during a Committee meeting.

Attendance and Participation

Committee members are expected to actively participate in Committee meetings and activities. In the event a committee member is unable to meaningfully participate, the Committee Member should discuss participation with the Chair(s) to determine continued membership. If a committee member fails to attend three (3) scheduled meetings during a year, the Chair(s) shall meet with the committee member and with the CoC Board Chair and/or RTFH CEO to discuss the ability of the member to continue their participation on the Committee.

Committee Chair Orientation

Committee Chairs shall attend an annual orientation during the first quarter of each Calendar Year. The orientation shall be led by the Board Chair, Vice Chair, or Governance Advisory Committee Chair, along with the RTFH CEO. The orientation shall minimally include:

- Role of Committees in supporting the CoC Board
- Role of Committee Chairs including but not limited to, agenda planning, communication with members, facilitating meetings, review of minutes prior to distribution to committee members, and identifying new members as necessary
- Role of RTFH staff in supporting the Chair and Co-Chair and the work of Committees
- Developing the Committee Workplan
- Process for bringing action or informational items to the Board
- Annual Committee reports to the Board
- Committee member orientation

Committee Member Orientation

Within two months of appointment to a Committee, new members shall attend an orientation, conducted by the Chair(s) of the Committee with support from RTFH staff. The orientation shall minimally include:

- Role of the CoC
- Role of Committees in supporting the Board
- Role of RTFH staff in supporting the work of Committees
- Role and Purpose of the Committee
- Purpose of the Committee Workplan and the current Workplan
- Key items brought to the Board by the Committee in the past 1-2 years
- Committee Roster
- Committee Meeting Schedule

Removing Members

Members who do not meet expectations may be recommended for removal by the Chair(s) in consultation with the Board Chair and RTFH CEO. Members recommended for removal will be contacted by the Board Chair and/or RTFH CEO.

Calendar of Activities:

Quarter	Activity	Lead
January-March	<ul style="list-style-type: none"> ❖ Committee Chair Orientation ❖ New Committee Member Orientation ❖ Review work plan 	<ul style="list-style-type: none"> ❖ CoC Advisory Board Chair, Governance Advisory Board Chair, and/or RTFH CEO ❖ Committee Chair and RTFH ❖ Committee
April-June	<ul style="list-style-type: none"> ❖ June: Annual CoC Advisory Board Retreat; review Committee needs ❖ <i>Committees:</i> Review work plan 	<ul style="list-style-type: none"> ❖ CoC Advisory Board ❖ Committee
July-September	<ul style="list-style-type: none"> ❖ August: CoC Advisory Board implement Committee recommendations ❖ Complete annual work plan 	<ul style="list-style-type: none"> ❖ CoC Advisory Board ❖ Committee with support from RTFH staff to the Committee for existing committees
October-December	<p>Committee Member Recruitment:</p> <ul style="list-style-type: none"> ❖ <i>Continuing Committees:</i> <ul style="list-style-type: none"> ○ Chair(s) identify existing members to continue participation and new members to fill vacancies. ○ Applications accepted. ❖ <i>New Committees:</i> <ul style="list-style-type: none"> ○ Chairs identify potential committee members in consultation with RTFH CEO ○ Applications accepted and reviewed. ❖ October: Committee fully seated ❖ Review progress on Workplan 	<ul style="list-style-type: none"> ❖ Committee Chair and Co-Chair with support from RTFH staff to the Committee ❖ RTFH Staff for newly formed Committees