

**Continuum of Care Board  
Governance Advisory Committee  
Summary of 2026 Governance Charter Changes**

Section	Current Language	Proposed Change
2.2 Geographic Boundaries	<p>The CoC 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 to as the San Diego Region (Region). Various sub-regional areas are recognized such as Central, East, South, North Inland, and North Coastal areas.</p>	<p>The Continuum of Care (CoC) encompasses the entire geographic area of San Diego County, including all incorporated cities and unincorporated communities. This area is referred to as the San Diego Region (Region) and aligns with the HUD-designated Continuum of Care service area for the region. Within this geography, multiple federal, state, and local housing and community development programs operate. The CoC collaborates with these partners to coordinate planning, funding, and system performance across the regional homelessness response system. For planning and coordination purposes, the Region recognizes several sub regional areas, including Central, East, South, North Inland, and North Coastal.</p> <p><b>Coordination with Federal, State, and Local Funding</b></p> <p>The Continuum of Care collaborates with federal, state, and local partners to align planning and funding that supports affordable housing, community development, and the regional homelessness response system. Within the San Diego Region, multiple public agencies administer programs funded by the U.S. Department of Housing and Urban Development (HUD) and other federal and state partners. These include programs such as:</p> <ul style="list-style-type: none"> <li>• Continuum of Care (CoC) Program</li> <li>• Emergency Solutions Grant (ESG)</li> <li>• Community Development Block Grant (CDBG)</li> <li>• HOME Investment Partnerships Program (HOME)</li> <li>• Housing Choice Voucher Program (Section 8)</li> <li>• Housing Opportunities for Persons with AIDS (HOPWA)</li> <li>• HUD–Veterans Affairs Supportive Housing (HUD-VASH)</li> </ul> <p>The CoC works collaboratively with these partners to support regional planning, coordination, and system performance.</p>
3.1 Assumptions	<b>Assumptions</b>	<b>Governance Structure</b>

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3.1 Assumptions	<p>For the purpose of this Charter, the Board is maintaining the structure that was in place prior to 2017, and re-instituted in 2019.</p>	<p>The Continuum of Care operates in accordance with HUD regulations and maintains a governance structure that includes a CoC Board and a designated Lead Agency. The CoC Board provides governance, strategic direction, and oversight of the Continuum of Care.</p> <p>The specific operational relationship between the CoC Board and the Lead Agency is governed by a Memorandum of Understanding and may be updated as needed to ensure effective administration of the CoC. The Lead Agency administers and operates CoC activities on behalf of the CoC consistent with applicable regulations and Board direction.</p>
4.9 Board Committees	<p>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:</p> <ul style="list-style-type: none"> <li>- Fill vacancies on the Board or any committee of the Board;</li> <li>- Amend or repeal the Charter or adopt a new Charter;</li> <li>- Create any other committees of the Board or appoint the members of committees of the Board.</li> </ul> <p>As further described in CoC Board Policy #7: Standing and Ad Hoc Committees (Appendix G), Standing Committees shall include a minimum of two (2) Board members, and Ad-Hoc Committees shall include a minimum of one (1) Board member. Both Standing and Ad-Hoc Committees 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. 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.</p> <p>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</p>	<p>The Board establishes Standing and Ad Hoc Committees to provide recommendations on key governance activities, strategic priorities, and community initiatives. Committees are authorized to carry out responsibilities assigned by this Charter or delegated by the CoC Board. Committees may not:</p> <ul style="list-style-type: none"> <li>- Fill vacancies on the Board or any Board committee</li> <li>- Amend or repeal the Charter or adopt a new Charter</li> <li>- Create additional committees or appoint committee members</li> </ul> <p>As further described in CoC Board Policy #7: Standing and Ad Hoc Committees (Appendix G):</p> <ul style="list-style-type: none"> <li>- Standing Committees shall include a minimum of two (2) Board members</li> <li>- Ad Hoc Committees shall include a minimum of one (1) Board member</li> <li>- Both Standing and Ad Hoc Committees may include non-Board members who are members of the Full Membership</li> </ul> <p>Committee Chairs shall be appointed by the CoC Board and must be Board members. Each committee may designate a Co-Chair to support meeting facilitation and assist in advancing committee priorities.</p> <p>Committees operate on two-year planning cycles and support the CoC Board in carrying out its governance and oversight responsibilities.</p> <p><b>4.9.1 Committee Chair Terms</b></p> <p>Committee Chairs shall serve two-year terms and may be reappointed for one additional consecutive term. No individual may serve more than four consecutive years as Chair of the same committee.</p> <p>After a break in service of at least one full term, a former Chair may be considered for appointment again.</p>

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4.9 Board Committees	<p>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 Work Plans and Rosters to be reviewed, and planning for the upcoming year.</p>	<p>Committee Chairs are appointed by the CoC Board Chair in consultation with the CoC Lead Agency CEO. The CoC Board Chair may approve an exception in rare circumstances to support continuity of committee leadership.</p> <p><b>4.9.2 Committee Planning and Work Cycles</b>  Standing committees operate on two-year planning cycles designed to align with the CoC Board’s strategic priorities and governance needs.</p> <p>At the beginning of each two-year cycle, each committee will:</p> <ul style="list-style-type: none"> <li>- Identify key priorities and focus areas aligned with CoC strategic goals</li> <li>- Establish a general work plan and anticipated activities for the cycle</li> <li>- Provide periodic updates to the CoC Board on progress and outcomes</li> </ul> <p>Committee work plans are intended to provide direction and flexibility and may be adjusted as needed in response to emerging priorities, regulatory changes, or Board direction.</p> <p><b>4.9.3 Committee Member Terms</b>  Committee members shall serve two-year terms, with terms expiring in even-numbered years to support staggered participation and continuity of committee work.</p> <p>In the early fall of the final year of a member’s term, the Committee Chair will evaluate each member’s participation, engagement, and contribution to committee priorities. Based on this assessment, the Chair will determine which members will be invited to continue serving for an additional term.</p> <p>Committee membership may be refreshed periodically to align with evolving committee priorities and organizational needs.</p> <p><b>4.9.4 Committee Roster Renewal and Planning Cycle</b>  Each fall, the Committee Chair will notify the CoC Board Chair and the CoC Lead Agency CEO of members recommended to discontinue participation and will consult with them on potential candidates to fill resulting committee vacancies.  By the end of October, Committee Chairs will submit a proposed committee roster for the upcoming term to the CoC Board Chair and CoC Lead Agency CEO.</p> <p>Unless emergent circumstances arise, standing committees will pause meetings from November through January to allow time for committee roster updates, planning for the upcoming cycle, and alignment with CoC Board priorities.</p>

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4.10 Ad Hoc Committees	<p>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 2024, the following Ad-Hoc Committees have been established:</p> <p><b>Youth Action Board (YAB)</b> 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.</p> <p><b>Ad-Hoc Committee on Addressing Homelessness Among Black San Diegans</b> was formed in 2020. 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.</p> <p><b>Health and Homelessness Ad-Hoc Committee</b> 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.</p>	<p>The CoC Board may establish ad hoc committees or workgroups as needed to address specific initiatives, projects, or emerging priorities. Ad Hoc committees are temporary and may be created or dissolved at the discretion of the CoC Board. Descriptions of current Ad Hoc committees may be maintained in Board policies or appendices and updated as needed.</p>

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4.10 Ad Hoc Committees	<p><b>Aging and Homelessness Ad-Hoc Committee</b> was formed in 2021 to recommend actions to address the unique needs of older adults experiencing homelessness.</p>	
Table 1: Record of Changes	-	Version Number: 11   Date: Pending Board approval   Author/Owner: Governance Advisory Committee   Description of Change: Administrative changes, language update to align with HUD, and updates to Board Policies
Appendix D: CoC Organizational Chart - CoC Ad Hoc Committees	Ad Hoc Committee to Address Homelessness Among Black San Diegans - Aging and Homelessness Ad Hoc Committee - Health and Homelessness Ad Hoc Committee - Youth	Aging and Health Ad Hoc Committee - Justice Impacted Ad Hoc Committee - Family Ad Hoc Committee - Policy Ad Hoc Committee - Youth Ad Hoc Committee
Appendix E: Continuum of Care Board Structure	<p><b>Populations Experiencing Homelessness Represented through the Continuum of Care Board</b></p> <p>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</p>	<b>Continuum of Care Board</b>
Appendix E: Continuum of Care Board Structure	<b>APPOINTED SEATS</b>	<b>APPOINTED GOVERNMENT AND SYSTEM LEADERSHIP SEATS (10)</b>
APPOINTED SEATS	-	County Behavioral Health Services (1)
Appendix E: Continuum of Care Board Structure	<b>DESIGNATED COMMUNITY STAKEHOLDER SEATS</b>	<b>DESIGNATED COMMUNITY STAKEHOLDER SEATS (11)</b>
DESIGNATED COMMUNITY STAKEHOLDER SEATS	-	<p>Public Safety (Law Enforcement) (2)</p> <p>Regional Elected Official (1)</p>

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Appendix E: Continuum of Care Board Structure	<p><b>FLEXIBLE COMMUNITY STAKEHOLDER SEATS</b></p> <p>There are 17 flexible seats, however, preference is given for representation from the sectors identified below</p>	<p><b>FLEXIBLE COMMUNITY STAKEHOLDER SEATS (13)</b></p> <p>Flexible seats ensure broad representation from sectors that support the regional homelessness response system. Preference is given to representation from the sectors listed below. These sectors may evolve over time to reflect emerging community needs.</p>
FLEXIBLE COMMUNITY STAKEHOLDER SEATS	<p>Law Enforcement   Coordinate efforts with all other public law enforcement agencies within the Region.</p> <p>Homeless Advocate   Represent the needs of individuals and families experiencing homelessness and advocate on their behalf.</p>	<p><del>Law Enforcement   Coordinate efforts with all other public law enforcement agencies within the Region.</del></p> <p>Policy and Community Advocate   Provide a policy and systems-change perspective and represent community-based advocacy organizations. This seat brings insight on legislative, regulatory, and community impacts to support informed governance and accountability within the regional homelessness response system</p>
CoCBP2: 3. PROCEDURE	<p><b>Flexible Board Seats and Designated Seats for People with Lived Experience</b></p>	<p><b>Flexible Board Seats and Designated Seats Selected by GAC</b></p>
CoCBP2: 3. PROCEDURE: Flexible Board Seats and Designated Seats for People with Lived Experience	<p>Designated seats are specified for two Board members who have previously, or are currently, experiencing homelessness. Flexible seats can be filled by representatives of various sectors embodied by the CoC, including housing developers, healthcare justice, education, older adults, people with chronic physical and/or behavioral health conditions, and others as specified in Appendix E of the Governance Charter.</p>	<p>A. <b>Designated seats</b> are specified for</p> <ul style="list-style-type: none"> <li>• (2) Board members who have previously, or are currently, experiencing homelessness.</li> <li>• (2) Board members who represent public safety/law enforcement</li> <li>• (1) Board member who represents a regional elected official</li> </ul> <p>B. <b>Flexible seats</b> can be filled by representatives of various sectors embodied by the CoC, as specified in Appendix E of the Governance Charter.</p>
CoCBP2: 3. PROCEDURE: Flexible Board Seats and Designated Seats for People with Lived Experience	<p>Incumbents, who have not reached their five-term maximum limit, are eligible to apply to remain in their seat. Once the Governance Advisory Committee, in consultation with the CEO of the Regional Task Force on Homelessness, identifies a proposed slate of Board members for those seats where the term is expiring, the candidates will be included in the proposed Board Slate recommended by the Governance Advisory Committee to the Board, with a vote of the Board occurring at a public CoC Board meeting. The CoC Board-approved slate shall be proposed for ratification by the CoC Full Membership at their next regularly scheduled meeting.</p>	<p>Incumbents who have not reached the five-term maximum may apply to continue serving; however, seats are not automatically renewed. The Governance Advisory Committee, in consultation with the CoC Board Chair and the CEO of the Regional Task Force on Homelessness, will develop a proposed slate of Board members for seats with expiring terms. The proposed slate will be presented to the CoC Board for approval at a public meeting and, upon Board approval, submitted to the Full Membership for ratification at the next regularly scheduled meeting.</p>

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<p>CoCBP2: 3. PROCEDURE: Designated Board Seats for Service Providers</p>	<p>The RTFH shall regularly assess its representation on the Board to ensure diversity and expertise are reflective of the entire county and share that information with the General Membership on an annual basis. Service providers selected for the Board represent the providers within the region of the county they were selected for (e.g. Central, East, South, N. Inland, N. Coastal), and do not represent their specific organization.</p>	<p>The Lead Agency will periodically assess Board representation to ensure service provider seats reflect the geographic diversity and expertise of the region and will share this information with the Full Membership annually. Service provider Board members are elected to represent the provider sector within their designated region of the county (Central, East, South, North Inland, and North Coastal). Service provider representatives serve in a regional and system-wide capacity and do not represent the interests of their individual organizations.</p>
<p>CoCBP2: 3. PROCEDURE: Designated Board Seats for Service Providers</p>	<p>In alignment with the open application process, applications will be solicited by the RTFH for upcoming vacancies for service provider seats. The Full Membership shall receive all of the submitted applications at least one week prior to a regularly scheduled CoC Full Membership meeting. At the CoC Full Membership meeting, voting members shall vote for a representative to fill each of the open service provider seats on the Board. An eligible voting member is defined as being current on dues and having met the attendance requirements for Full Membership meetings that year. Only one representative from an Organizational Member is eligible to vote, as described in CoC Board Policy #1: Full Membership.</p>	<p>In alignment with the open application process, applications will be solicited for upcoming vacancies for service provider seats. The Full Membership will receive submitted applications at least one week prior to a regularly scheduled Full Membership meeting. Voting to fill open service provider seats will be conducted electronically and limited to eligible voting members. Voting results will be announced at the next regularly scheduled Full Membership meeting and recorded in the meeting minutes. An eligible voting member is defined as being current on dues and having met attendance requirements for Full Membership meetings for that year. Only one representative from each Organizational Member may vote, as described in CoC Board Policy #1: Full Membership.</p>
<p>CoCBP2: 3. PROCEDURE: Appointed Board Seats</p>	<p>The Board includes eight appointed seats for specific organizations. The appointed seats include a member from the County’s Board of Supervisors, a member of the San Diego City Council, a representative from one of the CDBG Consolidated Plan jurisdictions, the County’s Health and Human Services Agency, the County’s Public Housing Authority, the San Diego Housing Commission, the Workforce Partnership, and the U.S. Department of Veteran Affairs.</p>	<p>The Board includes eight appointed seats for specific organizations. The appointed seats include a member from the County’s Board of Supervisors, a member of the San Diego City Council, a representative from the County’s Health and Human Services Agency’s Office of Homeless Solutions, the County’s Behavioral Health Services, the County’s Public Housing Authority’s Department of Housing &amp; Community Development, the County’s Public Housing Authority’s San Diego Housing Commission, one of the CDBG Consolidated Plan jurisdictions, the U.S. Department of Veteran Affairs, and the San Diego Workforce Partnership.</p>
<p>CoCBP2: 3. PROCEDURE: Annual Calendar</p>	<p><b>Annual Calendar</b></p>	<p><b>Annual Board Recruitment and Selection Cycle</b></p>

Section	Current Language	Proposed Change
<p>CoCBP2: 3. PROCEDURE: Annual Calendar</p>	<p>Below is an outline of major activities associated with selection of Board 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.</p> <ul style="list-style-type: none"> <li>- Quarters 1-2: (July-December): <ul style="list-style-type: none"> <li>-- The Governance Advisory Committee shall assess the current membership on the Board to identify any gaps that need to be filled to ensure an inclusive, region-wide body.</li> </ul> </li> <li>- Quarter 3: (January-March): <ul style="list-style-type: none"> <li>-- An open recruitment process shall be conducted to solicit applications for expiring seats.</li> </ul> </li> <li>- Quarter 4: (April-June): <ul style="list-style-type: none"> <li>-- The Governance Advisory Committee shall evaluate applicants for Flexible and Designated Lived Experience Seats, and develop a recommended slate for the CoC Board. The proposed slate shall also include Appointed Seat representatives. The CoC Board shall vote on the recommended slate.</li> <li>-- 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 Board’s approved slate.</li> <li>-- Board Orientations shall be conducted for new members, including submission of signed Board Commitment Form and Conflict of Interest disclosures.</li> <li>-- Updated annual Conflict of Interest Disclosures are submitted by all Board members.</li> </ul> </li> </ul>	<p>The following outlines the general annual process for Board recruitment and selection. Throughout the year, mid-term vacancies shall be filled in accordance with the Charter, and the selected individual will serve the remainder of the original term.</p> <p><b>Late Winter / Early Spring:</b></p> <ul style="list-style-type: none"> <li>• The Governance Advisory Committee reviews current Board composition to identify expiring terms and any representation gaps.</li> <li>• An open recruitment process is conducted to solicit applications for seats with expiring terms.</li> </ul> <p><b>Spring:</b></p> <ul style="list-style-type: none"> <li>• The Governance Advisory Committee evaluates applicants for Flexible Seats and Designated Seats and develops a recommended Board slate for consideration by the CoC Board.</li> <li>• The CoC Board votes on the recommended slate at a public meeting.</li> </ul> <p><b>Following Board Approval:</b></p> <ul style="list-style-type: none"> <li>• The Full Membership elects service provider representatives to fill vacating seats through electronic voting.</li> <li>• The Full Membership ratifies the Board-approved slate.</li> </ul> <p><b>Transition:</b></p> <ul style="list-style-type: none"> <li>• Board orientations are conducted for new members.</li> <li>• Signed Board Commitment Forms and Conflict of Interest disclosures are collected.</li> <li>• Annual Conflict of Interest disclosures are updated for all Board members.</li> </ul> <p><b>Board Term Commencement and Transition:</b></p> <p>Board member terms shall begin on July 1 and conclude on June 30 of the applicable term year. The June Board meeting shall serve as the final meeting for outgoing members whose terms are expiring. Newly elected and ratified Board members shall assume their roles beginning July 1.</p>
<p>CoCBP7: 3. POLICY: Term</p>	<p>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.</p>	<p>Committee members serve a term of two years. Committee membership is reviewed biennially in the final quarter of the even calendar year.</p>

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CoCBP7: 3. POLICY: 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.	Committee members shall be selected in accordance with the provisions of this policy and the CoC Governance Charter. All members 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 every other calendar year, the Committee Chair(s) shall consult with RTFH staff to assess committee membership and recommend changes for the upcoming year.
CoCBP7: 4. EXPECTATIONS: Work Plan	Each Committee shall establish a work plan with up to five measurable goals to guide Committee activities. The Work Plan shall be approved by the Committee in the final quarter of the calendar year, and submitted by the Committee Chair to the Board Chair and RTFH CEO for approval. The Committee Chair may establish time-limited sub-committees or workgroups that report back to the overall Committee. The Work Plan should be reviewed and updated at least quarterly during a Committee meeting.	Each Committee shall establish a work plan with up to five measurable goals to guide Committee activities. The Work Plan shall be approved by the Committee in the final quarter of each even-numbered calendar year, and submitted by the Committee Chair to the Board Chair and RTFH CEO for approval. The Committee Chair may establish time-limited sub-committees or workgroups that report back to the overall Committee. The Work Plan should be reviewed and updated at least quarterly during a Committee meeting.
CoCBP7: 4. EXPECTATIONS: 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.	Committee Chairs shall attend a biennial 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, or others as designated by the Board Chair and the RTFH CEO.
CoCBP7: 4. EXPECTATIONS: Calendar of Activities	<b>Calendar of Activities</b>	<b>Biennial Calendar of Activities</b>