

Baltimore City Continuum of Care Governance Charter

I. Overview

A. Governance Charter Purpose

This document sets forth:

- Guiding principles of membership and participation in the Baltimore City Continuum of Care (the Continuum).
- Responsibilities delegated by the Continuum to its Continuum Governing Board (the Board), committees/workgroups, and appointed entities.
- Authority to appoint entities required by the HEARTH Act (Collaborative Applicant and HMIS Lead), as well as any other entities deemed necessary to fulfill all necessary and required roles and responsibilities (including, but not limited to the Support Entity and Journey Home Fiscal Agent).
- Provisions for Continuum governance through the Board, key policies and processes, and strategic planning responsibilities.

B. The sections of this Charter are as follows:

- I. Overview
- II. The Continuum of Care
- III. The Continuum Board
- IV. Continuum Committees & Work Groups
- V. Continuum Policies
- VI. Appointed Entities
- VII. Amendments

C. Continuum Structure & Definitions

The **Continuum of Care** (hereinafter referred to as “Continuum”) is the collaborative body, consisting of **Continuum Members**. **Continuum members** include ~~ing~~ organizations that serve homeless persons, ~~and~~ homeless and formerly homeless persons themselves, and **other organizations and individuals that are interested in ending homelessness in Baltimore City**. ~~It~~ **that** is organized to carry out ~~the~~ responsibilities required by the HUD Continuum of Care (CoC) program.

The **Continuum Board**, comprised of **elected and appointed positions**, acts on behalf of the full Continuum to maintain direction and oversight for the mission of the Continuum, including selection and oversight of Appointed Entities, as required by the Journey Home Plan, **Continuum Charter and Bylaws** policies and provisions, and HUD processes and requirements. The Board must include representation from at least one homeless or formerly homeless constituent. The Board has the authority to establish **Continuum Committees and Workgroups**, which are responsible for specific activities and strategies, and which will be reported to the Board.

The **Appointed Entities** are:

- The Continuum’s **Collaborative Applicant**, a HUD-eligible applicant that must submit the annual CoC Consolidated Application for funding and apply for a grant for Continuum of Care planning.
- The Continuum’s **Homeless Management Information System (HMIS) Lead**, which operates the Continuum’s HUD-required HMIS information system on its behalf.

Comment [RH1]: CoC: Other fiscal agents should also be noted here, as they are mentioned on the next page.

DECISION: Not, changed, as there are too many possibilities that could be included.

Comment [RH2]: JS: Suggestion to revisit definition.

DECISION: Revised to be more inclusive of the broad range of stakeholders in the Continuum.

Comment [RH3]: CoC: Who else? Should be spelled out here. Does it include Continuum Board?

DECISION: Revised to be more inclusive of the broad range of stakeholders in the Continuum. Fuller description is in charter and bylaws.

Comment [RH4]: CoC: Consider adding bullets

DECISION: Not necessary to reformat; more details in bylaws.

Comment [RH5]: CoC: How many? Who appoints?

DECISION: Not incorporated here, as more detail is in bylaws.

Comment [RH6]: CoC: Consider adding, “creation and adoption of”

DECISION: Not incorporated here, as more detail is in bylaws.

- The Continuum's **Support Entity**, which coordinates, directs, and advocates for the work of the Continuum and the Board.

The Continuum, in accordance with and subject to all applicable regulations, may designate one or more entities to hold private and public funds. ~~The Continuum's HUD Fiscal Agent is the entity designated by the Continuum to hold all CoC program funds. The Journey Home Fiscal Agent is appointed by the Continuum Board, and holds the privately raised funds intended to support the Journey Home Plan and Continuum activities not otherwise funded by HUD, state or local government.~~

NOTE: Nothing in this charter precludes designation of a single entity to carry out more than one appointed entity role.

II. The Continuum of Care

A. Continuum Purpose & Responsibilities

Purpose: As guided by the Journey Home Plan and its priorities, the Continuum promotes communitywide commitment and coordinates all stakeholders, systems, and resources available to comply with HUD CoC Program requirements and to ensure that homelessness in Baltimore City is rare and brief.

Responsibilities: Guided by the Journey Home Plan and HUD requirements, responsibilities of the Continuum as may be delegated to the Board or appointed entities include:

- Coordinate implementation of a **housing and service system**, including but not limited to the establishment and operation of a centralized or coordinated assessment system, in consultation with ESG ~~fund~~ recipients.
- **Review**, update, and implement the priorities of the Journey Home Plan.
- Consult with recipients and subrecipients to establish performance targets appropriate for population and program type, monitor recipients and subrecipient performance, evaluate outcomes, and take action against poor performers.
- Establish and follow written standards for providing CoC assistance in consultation with ESG fund recipients.
- Designate an **HMIS**, designate an HMIS Lead, review, revise and approve a privacy plan, security plan, and data quality plan for the HMIS, ensure consistent participation of non-exempt recipients and subrecipients in HMIS, and ensure that the HMIS is administered in compliance with HUD requirements.
- **Designate a Collaborative Applicant; design**, operate and follow a collaborative, fair, and transparent process for developing applications and approving submission of applications in response to a CoC Program NOFA.
- Retain overall responsibility for ensuring the Board, and through the Board, Committees and Appointed Entities, carry out all designated responsibilities.

B. Continuum Meetings

Frequency: The Continuum will hold full membership **meetings** at least quarterly, with an aim to meet every other month, at a time and location scheduled by the Continuum Board and in accordance with the Continuum Bylaws.

Comment [RH7]: CA: The Support Entity and Planning Grant recipient seem to have the same role and responsibilities.

- Would it make more sense to separately list these as sub-roles under the CA?
- If the CA can sub-contract this responsibility to a Support Entity, is the CA responsible for oversight of the Support Entity? Should this oversight responsibility be listed in the by-laws?

DECISION: Not incorporated here, as more detail is in bylaws.

Comment [RH8]: CA- Suggested language: **Fiscal Management:**

- **CoC Recipient**
The CoC board, in accordance with and subject to all applicable regulations, must designate an entity or entities as fiscal agent/recipient to enter into legally binding ...

Comment [RH9]: CoC: Be clearer on roles of the fiscal agents- provide more detailed description. ...

Comment [RH10]: CoC: federally funded **DECISION:** Not incorporated. Language on fiscal agents is omitted, as this level of detail is not ...

Comment [RH11]: CoC: Confusing to say Continuum has responsibilities but also ...

Comment [RH12]: CoC: When does this get revisited and by whom? Continuum? Board? Support Entity? ...

Comment [RH13]: CoC: These should all be clear as to who does what. I am guessing ...

Comment [RH14]: CoC: This implies a system-wide vote or will this be delegated to entities later, in which case these are not Continuum led and th ...

Comment [RH15]: GC: Change language or remove. **DECISION:** No.

Comment [RH16]: CoC: Suggestion to collaborate with state-wide CoC activities **DECISION:** No.

Comment [RH17]: CoC: Coordinate implementation of a housing, **homeless outreach teams**, and service system, including but not limit ...

Comment [RH18]: HMIS TA: Suggested edit: remove "fund". **DECISION:** Yes.

Comment [RH19]: CoC: Annually **DECISION:** No, not feasible or necessary on a yearly basis.

Comment [RH20]: HMIS TA: Suggested edit: Add "solution" after HMIS. **DECISION:** No

Comment [RH21]: Added this key responsibility that was inadvertently left out in previous version.

Comment [RH22]: Board: Confusing- is the Continuum retaining responsibility or has it designated responsibility? ...

Comment [RH23]: GC: Recommend to strike ...

Comment [RH24]: CoC: Pre-published and with at least __ days notice. **DECISION:** This detail is included in the Bylaws.

III. The Continuum Board

A. Continuum Board Members

Members of the Board are elected or appointed from the Continuum in accordance with the Bylaws.

A.B. Continuum Board Leadership

Officers: The Continuum Board members, in accordance with the Bylaws, elect a Chair and Vice-Chair, and additional officers as deemed necessary, from the Board membership.

- The Chair conducts Board meetings, represents the Continuum, ~~and~~ has the authority to speak publicly on behalf of the Board, ~~and~~ ~~The Chair~~ ensures that the Board complies with the Maryland Open Meetings Act ~~and has the authority to approve the allocation of private funds without the approval of the Board if the funding allocation is under \$10,000.~~
- The Vice Chair serves in the Chair's absence.

Executive Committee: The Executive Committee is comprised of the Board Officers, Standing Committee Chairs, and any other members elected by the Board. The Executive Committee advises the Officers on actions required between Board meetings and sets the agenda for Board and Continuum meetings.

B.C. Continuum Board Meetings

Frequency: The Continuum Board will meet ~~no less frequently than four (4) times per year at least quarterly, with an aim to meet every other month,~~ at such times and places as the Board will determine. The Chair or Vice Chair may call a special meeting of the Board provided it meets all notice and quorum requirements.

Additional information on Continuum Board composition, terms, elections, and meetings is included in the Bylaws.

IV. Committees & Workgroups

A. Formation & Composition

Purpose: The committees and workgroups of the Continuum are the action and planning components of the system. In these bodies, strategies are developed, deepened and expanded into actionable work plans. These groups may also be directly responsible for specific initiatives or for exploring options to solve particular concerns.

Formation: Standing committees are designated in this Charter. The Board may form and give specific responsibilities to additional committees and workgroups. All committee responsibilities apply to these workgroups as well.

Membership: With the exception of the Executive Committee that is comprised only of Board members, committee membership may include any Continuum member.

B. Standing Committees

The Continuum has six (6) standing committees:

- Executive Committee

Comment [RH25]: CoC: How are officers elected and by whom?
DECISION: Added language to indicate details on Board member election and appointment are in Bylaws.

Comment [RH26]: Inconsistent with Bylaws.
DECISION: Changed Bylaws to indicate that the officers are selected by the Board.

Comment [RH27]: CoC: But how do Board members get selected and what is their make-up requirements? How many? Are slots designated from certain constituencies? % elected vs appointed?
DECISION: Added section above to indicate Board membership is detailed in the Bylaws.

Comment [RH28]: GC: Recommendation to strike.
DECISION: Left open meeting provision, but removed authority to allocate funds, as the RAC or Executive Committee should oversee this.

Comment [RH29]: CoC: And no more than \$X (or X%) in total of all privately raised funds.
DECISION: N/A- language was removed.

Comment [RH30]: CoC: The Chair conducts Board meetings, represents the Continuum, and has the authority to speak publicly on behalf of the Board. The Chair ensures that the Board complies with the Maryland Open Meetings Act and has the authority to approve the allocation of private funds without the approval of the Board if the funding allocation is under \$10,000 or if the timeframe does not allow for a formal competitive process.
DECISION: N/A- language was removed; discussed in Bylaws as it relates to RAC.

Comment [RH31]: CoC: Continuum monthly but Board quarterly seems backwards unless Continuum really gets some real decision-making authority or once again we will be lectured to by the Collaborative Applicant.
DECISION: Language changed to be consistent with Continuum meetings.

Comment [RH32]: CoC: Add (Board Members Only)
DECISION: Language indicates that additional information is in Bylaws.

- Coordinated Access Committee
- Data & Performance Committee
- Resource Allocation Committee
- Governance Committee
- Fundraising Committee

The Bylaws contain a Additional information on committees and workgroups are in the Bylaws.

V. Continuum Policies

This set of policies applies to Continuum members, Board members, committee and workgroup members, appointed entity staff, and all other parties performing work on behalf of the Continuum.

A. Conflict of Interest, Recusal, and Other Ethical Matters

All Members are required to comply with the Baltimore City Ethics Code and applicable federal regulations. Summary provisions below should be interpreted consistently with these laws.

- No ~~Member-member~~ of the Continuum may 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.
- No ~~Member-member~~ who is an employee, agent, consultant, officer, or elected or appointed official of a recipient of federal, state or local grant funds or its subrecipients and who exercises or has exercised any functions or responsibilities with respect to activities under those grant funds, or who is in a position to participate in a decision-making process or gain inside information with regard to those grant funds, may obtain a financial interest or benefit from a Continuum activity, have a financial interest in any contract, subcontract, or agreement with respect to a Continuum activity, or have a financial interest in the proceeds derived from a Continuum 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.
- ~~Members will not discriminate against any person or group on the basis of race, color, religion, national origin, ancestry, sex, age, physical or mental disability, sexual orientation, gender identity and expression, marital status, or any other federal, state, or local protected group.~~
- Members of the Continuum will disclose potential conflicts of interest that they may have regarding any matters that come before it in full session, Board or committee. All Members will sign a Conflict of Interest statement annually.
- Members will recuse themselves from any matter in which they may have a conflict of interest. Recusal includes abstention from voting and participation in discussion on the matter.

B. Non-Discrimination

The members, officers, committee members and contractors of the Continuum will be selected entirely on a nondiscriminatory basis with respect to race, color, religion, national origin, ancestry, sex, age, physical or mental disability, sexual orientation, gender identity and expression, marital status or other federal, state or locally protected group.

Members shall comply with the provisions of all Federal, State and local laws prohibiting discrimination in housing and provision of services on the grounds of race, color, creed, national origin, sex, sexual orientation, gender ~~identify~~ identity and expression, familial status, age, or physical or mental handicap, including Title VI and VII of the Civil Rights Act of 1964, as amended (Public Law 88-352); and Title VII of the Civil Rights Act of 1968, as amended (Public Law 90-284); and Fair

Comment [RH33]: CoC: Where do these funds go and who controls such allocation?
DECISION: Outlined in Bylaws Resource Allocation Committee section.

Comment [RH34]: CoC: Be more clear, detailed on the Conflicts of Interest policy
•Clarify the limits of confidentiality
•Change title and flow of "Limited Authority" section
◦Clarify the grievances policy- what is meant by that? What is grievable?
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

Comment [RH35]: GC: Who are these additional "parties"? I'm not sure that we can legally require random organizations that do not fall into the above categories to comply with the Charter.
DECISION: Kept language, with the understanding that a more nuanced agreements can be negotiated as part of an MOU.

Comment [RH36]: CoC: Shouldn't we further define Conflict of Interest, as won't all providers have some level of such and that could be a good thing (ie- shouldn't interest as a provider be excluded from most of Conflict of Interest situation)
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

Comment [RH37]: Minda: In terms of the effect of the Policy, Ethics and Recusal section, are we looking at the individual as the member or the group/interest they represent? If the individual for example is removed, is the organization penalized or sanctioned in any way. If an individual is on the Board
DECISION: Not incorporated here- membership is fully defined in Bylaws.

Comment [RH38]: HMIS TA: How/when will members have access to these to affirm they can comply?
DECISION: Keeping this language to set a standard; will consider other alternatives in 2017 review.

Comment [RH39]: HMIS TA: I wonder if the new family rule for HUD should also be listed in here meaning familial status?
DECISION: Item removed, due to redundancy with non-discrimination section.

Comment [RH40]: HMIS TA: It made this list...
DECISION: Typo corrected and language expanded to match previous list.

Housing Act (42 U.S.C. §§ 3601-3620), and Sections 19 and 20 or Article 49B of the Annotated Code of Maryland, as amended.

All Continuum members, including Board members certify by virtue of their membership that they and their organizations, when applicable, prohibit discrimination on the basis of (i) political or religious opinion or affiliation, marital status, race, color, sexual orientation, gender identity, creed or national origin, or (ii) sex or age, except when sex or age constitute a bona fide occupational qualification, or (iii) they physical or mental handicap of a qualified handicapped individual.

C. Confidentiality and Privacy

Continuum and Board members may have access to proprietary or confidential information regarding the Continuum, its subrecipients, its operations, or even their consumers, except where prohibited by law. Members shall demonstrate extreme sensitivity in the issuance and management of information by insuring that all information relating to subrecipients and their consumers is kept confidential and used only for those purposes specified by the laws and regulations governing the services provided. Consumers must be informed fully about the limits of confidentiality in a given situation, the purpose for which information is obtained, and how it may be used. Members will not knowingly sign, subscribe to, or permit the issuance of any statement, report or document which contains any misstatement or which omits any material fact while being sensitive and responsive to inquiries from the public, clients, customers and the media, within the framework of this policy.

D. Impartiality

Continuum member agencies shall:

- Not discriminate in provision of services;
- Not knowingly be a party to or condone any illegal or improper activity;
- Not directly, or indirectly, seek or accept personal gain which would influence, or appear to influence, the conduct of their duties within the Continuum;
- Not exploit professional relationships for personal or professional gain;
- Not use public property or resources for personal gain;
- Not accept fees, gifts or other valuable items in the course of performing the duties and responsibilities of their position within the Continuum, or in connection with such fees, gifts or other valuable items given them by any person in hope or expectation of receiving a favor or better treatment than accorded other persons within the Continuum.

- ~~Be alert to the influences and pressures that interfere with the professional discretion and impartial judgment required for the performance of professional functions related to the Continuum.~~

E. Committee Policies & Procedures

Committees will establish their own policies and procedures, consistent with this Charter, Bylaws, and Journey Home Plan and provide them to the Continuum Board and Support Entity for annual review and approval.

F. Limited Authority

Only the Continuum Board may designate an individual or entity to speak for the Continuum or its components.

With the exception of removal policies in this Charter, any grievance related to the Continuum or CoC Program will follow HUD policies and contracts.

Comment [RH41]: GC: Review, rewrite this section.
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

Comment [RH42]: CoC: Need to define de minimis.
DECISION: Too detailed for charter/bylaws- can be addressed on case-by-case basis for now.

Comment [RH43]: GC: Consider removing, vague.
DECISION: Language removed.

Comment [RH44]: CA: Need for clear grievance policies for the Continuum, and especially internally for the Collaborative Applicant
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

Comment [RH45]: CoC: What is this requiring? Mediation? HUD involvement?
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

G. Review Process

Members should report any violation of this Charter or Bylaws to the Chair or other member of the Executive Committee. The Board will investigate any such report, and take appropriate corrective action, if warranted. Retaliation against a member who reports violations of such conduct in good faith will not be tolerated. If a member has any questions about the ethics of a situation, he/she is encouraged to consult with the Chair. Efforts will be made to keep issues confidential to the greatest possible extent.

H. Disciplinary Action

Appropriate disciplinary action up to and including removal will be taken against individuals found to have violated the policies in this Charter and Bylaws. In addition to disciplinary action, civil and/or criminal penalties may be sought.

VI. Appointed Entities

The appointed entities in this section will be ~~chosen~~ **designated** by the Continuum Board annually and accepted with a majority vote of then-seated Board members.

Annually, the Board in collaboration with the Collaborative Applicant, HMIS Lead Agency, and Support Entity will define priorities for staffing and deliverables based on Continuum priorities.

The process for designating appointed entities, their roles and responsibilities, and performance evaluation ~~standards are~~ further detailed in the Bylaws.

A. Collaborative Applicant

For the purposes of the annual HUD NOFA application and the management of CoC Program planning grants, the Continuum must designate a Collaborative Applicant. ~~The Collaborative Applicant is the only entity that may to:~~

- Submit the CoC Consolidated Application to HUD.
- Apply for grants from HUD on behalf of the Continuum.
- Apply for and receive CoC Program planning funds on behalf of the Continuum.

The Collaborative Applicant may be designated by the Continuum Board with the responsibility to apply for and receive other grants.

B. HMIS Lead

The Continuum HMIS Lead ensures all HMIS activities are carried out in accordance with the HEARTH Act. HMIS policies and procedures will be reviewed and updated on an annual basis in accordance with HMIS data standards and HEARTH Act. The policies and procedures can be accessed through the Support Entity and the Continuum website.

C. Support Entity

The Support Entity coordinates the work of the Continuum members, the Continuum Board, and committees and workgroups as they implement HUD policies and the Journey Home Plan.

VII. Amendments

The Board will have the power to adopt, amend, or repeal the provisions of this Governance Charter upon recommendation of a Continuum member or Board member and by a two-thirds vote of the

Comment [RH46]: GC: Replace with more appropriate language on anti-retaliation policies.
DECISION: Has been added to governance committee workplan to develop additional policy guidance in the future.

Comment [RH47]: CoC: Any reporting bak requirement? And to whom and where? Executive Committee, Board, Continuum as a whole? Public or private?
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

Comment [RH48]: CoC: "until a resolution has been determined and then made public"? Or reported to whom? (Board, Executive Committee, Continuum)
DECISION: Conflict of Interest and Grievance policies will be addressed and further developed outside of the Charter and Bylaws and as part of the 2017 review of governance documents.

Comment [RH49]: CA: How is a regular CoC (non-board) member removed? Should this responsibility fall to the Governance Committee?
DECISION: Too detailed. Will be dealt with on case-by-case basis and new policies developed as needed.

Comment [RH50]: CoC: This to me requires language in II A in Continuum Responsibilities to say can't select Board who does each bullet.
DECISION: Comment unclear, therefore not addressed.

Comment [RH51]: CoC: Language in bylaws spelling what private grants can be sought so as to not compete with members.
DECISION: Important consideration for any potential RFP process or MOU, but not necessary to address in Charter/Bylaws.

Comment [RH52]: CoC: Very scary if CA is not the City and if CA is then granting funds to members or competing with members
DECISION: Important consideration for RFP process or MOU, but not necessary to address in Charter/Bylaws.

Comment [RH53]: CoC: "Performs/maintains data as required by... and ensures..."
DECISION: Comment unclear, therefore not addressed.

Comment [RH54]: CoC: Can planning \$ be used for Support Entity staffing?
DECISION: This language only clarifies that a separate Support Entity may be established. The funding and description of staff roles will be developed as needed in a separate agreement.

Comment [RH55]: CoC: Why is this separate from CA? Another layer of overhead potentially that takes \$ from provider level
DECISION: This language only clarifies that a separate Support Entity may be established. T!

Comment [RH56]: GC: Recommendation to strike.
DECISION: Important to clarify that the Continuum has authority to recommend changes. Added additional language to clarify this.

voting members of the then-seated Board where such proposed action has been described in the notice of the meeting and provided the Continuum members have been provided with a review and comment period prior to the Board vote. Any alteration, amendment, or repeal of the provisions of this Charter that involve the decision-making authority of the Continuum Membership, as described in Section IIB of the Bylaws must also be approved by at least a two-thirds majority vote of the Continuum Membership present at a properly noticed meetings where such proposed action has been described in the notice of the meeting.

Comment [RH57]: Added provision to ensure that Continuum members must vote to approve amendments impacting their authority.

DRAFT

Baltimore City Continuum of Care Bylaws

I. Overview

A. The sections of the Bylaws are as follows:

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- II. The Continuum of Care
- III. The Continuum Board
- IV. Continuum Committees & Work Groups
- V. Appointed Entities
- VI. General Provisions
- VII. Appointed Entity Designations
- VIII. Acronyms & Terms

II. The Continuum of Care

A. Purpose & Goals

The Continuum promotes the communitywide commitment to ~~the goal of~~ making homelessness rare and brief ~~by:-~~

- Providing funding for efforts by nonprofit providers and local government to re-house homeless individuals and families quickly, while minimizing the trauma of dislocation that homelessness causes to individuals, families, and communities.
- Promoting access to and effective utilization of mainstream programs by homeless individuals and families
- Optimizing self-sufficiency among individuals and families experiencing homelessness.

To make homelessness rare and brief in Baltimore City, the Continuum seeks to advance the following goals:

1. Increase the amount of affordable housing for people with the lowest incomes, in particular, people experiencing homelessness.
2. Build the capacity of service providers to prevent and end homelessness.
3. Work across and within public and private sectors to coordinate resources efficiently and effectively to prevent and end homelessness.
4. Promote the use of evidence-based and best practices among homeless service providers.

B. Continuum Membership Composition & Voting Rights

Membership: The Continuum is composed of representatives of organizations, such as nonprofit homeless services providers, prevention service providers, veterans' services providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental behavioral health agencies, hospitals, universities, affordable housing developers, law enforcement, disaster planning and prevention agencies, funders, medical professionals, legal services providers, addiction treatment programs, and Maryland's Protection and Advocacy Agency, ~~and~~ homeless and formerly homeless persons themselves, and any other individual or agency committed to making homelessness rare and brief in Baltimore City, each to the extent they are represented within the geographic area and are available to participate. Additionally, the Continuum includes representatives from the following entities: Collaborative Applicant, CoC Program Grantee, Consolidated Plan Entity, ESG Grantee, HMIS Lead, and Support Entity.

To be a Continuum member, agencies and individuals must demonstrate their commitment to the Journey Home by signing a Continuum Membership Statement must submit and maintain a current Baltimore City Continuum of Care Membership Commitment Form.

Comment [RH58]: GC: Remove this subsection.
DECISION: This section will be maintained as HUD language on the purpose of the Continuum.

Comment [RH59]: CA: Who provides funding?
DECISION: This section will be maintained as HUD language on the purpose of the Continuum. Funding will come from diverse sources.

Comment [RH60]: CoC: Is all of this necessary? Add "Raising political will, public awareness to end homelessness; recruit additional resources."
DECISION: This section will be maintained as HUD language on the purpose of the Continuum. Additional responsibilities for these purposes is detailed elsewhere.

Comment [RH61]: CA: Poorly written sentence. How are they going to increase the number of affordable housing.
DECISION: This section will be maintained, as original charter language on the goals of the Continuum/Journey Home.

Comment [RH62]: CA: Also should be proactively searching to increase the number of qualified providers who have proven records of being a leader in homelessness advocacy and underserved population. This will be achieved by.....?
DECISION: This section will be maintained, as original charter language on the goals of the Continuum/Journey Home.

Comment [RH63]: CoC: What would be in the membership statement? Should be put out for public comment. Make sure that it isn't so specific that it would deter people from joining.
• Voting: Make sure enough agency representatives are allowed to stand in and participate; Consider committee participation as a factor in eligibility to vote
• Voting should be by confidential ballot
DECISION: Membership form was presented publicly and low barriers set for joining. Mechanism for 3 agency representatives included in form. Considered committee participation, but not incorporated now. Incorporated bylaw revision to stipulate confidential ballot.

Comment [RH64]: CoC: Strengthen the role of victim service providers; focus on victim service providers and not just domestic violence providers. Adds expertise on the delineation between VAWA and HUD expectations. Should incorporate all Opening Doors goal areas in the Continuum.
DECISION: Opening Doors goals have been incorporated. Victim service provider role will be addressed in later comments.

Comment [RH65]: DECISION: Edited language to expand and make more inclusive.

Comment [RH66]: Expanded to make explanation of membership more inclusive.

Comment [RH67]: CoC: What does this imply? Want to see language. DECISION: Revised to clarify and make less vague.

Voting Rights: Those ~~individuals and/or agencies~~ Continuum members that meet the following provisions are eligible to vote at Continuum meetings:

- ~~Commitment to the Journey Home as demonstrated by completion of a Continuum Membership Statement AND a Submit Membership Commitment Form at least one week prior to Continuum meeting and maintain at least 50% attendance at standing and appropriately noticed Continuum meetings thereafter, over the prior 12 months~~ as demonstrated by Continuum attendance sheets.
- Voting members must indicate on their Membership Statement if they are registering as an individual or agency.
 - Each member agency is only eligible for one vote. Each member agency must provide a list of up to three approved representative(s) eligible to vote on its behalf.
 - Employees of voting agencies may not register to vote as individuals.

The specific procedures and processes for establishing membership and voting rights, in accordance with the Bylaws, will be developed throughout the remainder of the calendar year. Eligibility and voting rights will be fully established no later than January 2017, when the Support Entity will maintain eligibility lists and make them available prior to all meetings of the full Continuum.

Decision-making Authority: ~~Members of the Continuum are responsible for reviewing and voting in the following manner: Eligible voting members of the Continuum will vote to:~~

- ~~Eligible voting members of the Continuum will vote to e~~lect Board members for Elected Seats on an annual basis.
- ~~Eligible voting members of the Continuum will vote to a~~pprove any revisions to the Journey Home Strategic Plan.
- Approve any alteration, amendment, or repeal of the provisions of the Charter and Bylaws that involve the decision-making authority of the Continuum Membership.

Participation: Continuum members are encouraged to actively participate in committees and workgroups to develop recommendations and make decisions as designated in the Section IV, in areas including but not limited to:

- Standards of Care
- Coordinated Access plan
- Local performance measures

C. Continuum Meetings

Open Meetings: Meetings of the Continuum will be open to any interested person.

Agendas: The Support Entity will disseminate agendas in advance of the meeting. Agendas will include committee and workgroup reports, and minutes will be made publicly available.

Notice: The Continuum will publish agendas in advance of the meeting and publicly invite new members at least annually (**HEARTH requirement**). A minimum of 14-day notice will be given for meetings of the Continuum.

Notice is defined as adequate for this Bylaws when it meets any specified time requirements and the Support Entity:

- ~~Delivers the content electronically to Continuum member lists, and~~
- Posts the content to the Continuum website.

This further requires that:

- Members take responsibility for providing their electronic contact information to the Support Entity.
- ~~Committees disseminate the notice to their members.~~

Comment [RH68]: CoC: Can Board members vote on Continuum voting matters? **DECISION:** Not necessary to state- Board members and/or their agencies may hold Continuum voting rights.

Comment [RH69]: Modified language, as Continuum membership has already been established and defined above.

Comment [RH70]: CoC: Participation in a committee should count even if not at 50%. **DECISION:** At this point, will not track committee participation for Continuum voting. Important to attend Continuum meetings. Forms will include guidance to submit in advance for review by governance committee.

Comment [RH71]: Modified language to more clearly articulate guidelines for establishing and maintaining voting rights.

Comment [RH72]: CoC: Should be at least 3, if not on a schedule 3 weeks notice **DECISION:** Added this level of specificity to ensure agencies can utilize up to 3 representatives to exercise vote.

Comment [RH73]: CoC: Concur. **DECISION:** N/A

Comment [RH74]: CoC: Full Continuum should vote to approve given how important it is and it won't be finalized before. **DECISION:** Vote will be taken on Charter and Bylaws in October 2016.

Comment [RH75]: CoC: Provide legitimate opportunities for Continuum to provide input **DECISION:** Added additional authority to approve amendments. Will consider additional opportunities in 2017 review. Edited to be concise and add authority to vote on amendments to Charter and Bylaws.

Comment [RH76]: Added this to clarify Continuum's right to vote on amendments to Charter and Bylaws.

Comment [RH77]: Make it a requirement that reports from various responsible entities are included in Continuum meetings. **DECISION:** Added additional language.

Comment [RH78]: CoC: Add "AND" **DECISION:** Incorporated

Comment [RH79]: GC: Remove- not necessary. **DECISION:** Kept most of language- important for stakeholders to receive information. Removed second bullet- multiple notices are not necessary.

- Continuum members disseminate the notice both electronically and onsite as appropriate to its clients, staff and volunteers.

Comment [RH80]: CoC: Why? If they don't vote.
DECISION: Not changed. Even non-voting stakeholders are relevant and should be informed.

Quorum: Quorum for the transaction of business at Continuum meetings will be defined as those present at a properly noticed meeting.

Comment [RH81]: CoC: If kept, this language needs to better define this responsibility.
DECISION: Removed specifics that aren't necessary to prescribe.

Voting: Each voting member must be present to vote on Continuum matters. This includes members eligible to vote as individuals, as well as approved representatives of members eligible to vote as agencies. Votes will be by confidential ballot. No member may vote on any item that presents a real or perceived conflict of interest. A simple majority of the quorum preset shall constitute a vote for approval.

Proxy: There is no proxy voting. Decision-making requires live conversation and active participation from all parties.

Comment [RH82]: CoC: Should it be three weeks notice rather than 2 given this?
DECISION: Two weeks is sufficient.

Action Without a Meeting: The Continuum will not take action as a whole without meeting.

III. The Continuum Board

A. Board Responsibilities

The Board: The Board is responsible for managing the Continuum for Baltimore City. As such, it acts on behalf of the Continuum and ensures that the Continuum:

- Scans the environment for best practices and innovations.
- Assesses the Continuum for gaps, overlaps, duplication, strategic conflicts, etc.
- Coordinates Continuum meetings at least quarterly, with an aim to meet every other month
- Issues an annual report to the community

Comment [RH83]: GC: Remove and place in a separate document (Board Member Job Description).
DECISION: Will not do this at this time.

Comment [RH84]: CA: Working on making homelessness a rare and brief experience in Baltimore City.
DECISION: Not necessary to change.

~~Individual Members: Individuals serving on the Board must:~~

- ~~Commit to ensuring that homelessness is rare and brief.~~
- ~~Attend meetings of the Board and meetings of the Continuum.~~
- ~~Participate as an active member of at least one standing committee or workgroup.~~
- ~~Seek out input from the peers, industry, and/or population he/she represents.~~
- ~~Bring that input to the Board deliberations, while remaining attentive to un-represented views.~~
- ~~Communicate Board work to the peers, industry, and/or population he/she represents.~~
- ~~Adhere to all Governance Charter and Bylaws policies.~~
- ~~Only the Board Chair, Vice Chair, or individuals designated by them may speak on behalf of the Board or represent the Board to media or other external communication outlets.~~
- ~~Completing a City Ethics Training conducted by the Baltimore City Ethics Board and submitting a Conflicts Affidavit~~

Comment [RH85]: CoC: Clarify that Board must attend 50% of CoC meetings; comment that Board members should match level of Continuum members. Suggestion to hold Board meetings the same day to reduce level of demand on Board members.
DECISION: Will not set a threshold at this time-concerned on level of burden for Board members, but will consider in future.

Comment [RH86]: CA: "Board members must participate as an active member of at least one standing committee."
 •Add authority for the Board Chair to request board member participation on a specific committee/workgroup if (1) not every workgroup has at least one board member or (2) a board member has a specific expertise that is needed?
DECISION: Not added. This level of specificity is not necessary. Board will work to address challenges as they arise.

Additional-Specific Board Responsibilities include:

- Provide high-level leadership and, be community champions, and ensure ongoing dialogue with the community on progress, results and barriers to adopted initiatives to inform ongoing and future work, in conjunction with other appointed entities.
- Designate the CoC Collaborative Applicant (**HEARTH requirement**) and work closely with the designated Collaborative Applicant to fulfill major duties of the Continuum.
- Designate a single information system as the official HMIS software for the Continuum and designate an HMIS Lead; work closely with the designated HMIS Lead to measure and monitor progress and ensure compliance with HEARTH requirements (**HEARTH requirement**).
 - Work with the HMIS lead to encourage city-wide provider participation, except for those

Comment [RH87]: CA: Communication between Collaborative Applicant and Board:
 •Demonstrate a clear plan to get input from the Collaborative Applicant
 •Want information and updates on Board progress, more than is occurring now
 •Need for better communication and dissemination of information to providers and clear lines on how this happens
 •Suggestion that more information be posted on JH website with updates and FAQ
DECISION: Will continue to explore options in 2017 for MOU and other policies to facilitate communication and reporting between CA and Board.

organizations that are exempt.

- Designate an entity to complete the annual point-in-time count of homeless persons (**HEARTH requirement**).
- Appoint additional committees, subcommittees or workgroups (**HEARTH requirement**)
- Follow and update annually, a governance charter (**HEARTH requirement**) in consultation with all appointed entities and the Continuum ~~the Collaborative Applicant and HMIS Lead.~~ (**HEARTH requirement**)
- Monitor and guide implementation of the Journey Home plan and ongoing alignment with vision, goals and strategies; provide critical feedback to appointed entities on operational elements of the Plan.
- Inform policy decisions related to HUD CoC and ESG funds and provide recommendations to the Resource Allocation Committee to inform its funding decisions.
- Ensure consultation with ESG recipient throughout planning and implementation of Continuum activities. (**HEARTH requirement**)
- Direct appointed entities, committees, and workgroups to develop policies and priorities to be brought to the appropriate decision-making entities for adoption.
- Review, as needed, decisions made in relation to:
 - Performance targets
 - Provider performance and outcomes of ESG and CoC funded programs
 - Actions against poor performers
- Receive and distribute community and public policy updates relevant to homelessness issues
- Advise the Mayor of Baltimore City and other key government officials about policies, best practices, and approaches for making homelessness rare and brief
- Review annual projected budgets for funds to be expended on behalf of the Continuum

Individual Members Board Member Responsibilities: Individuals serving on the Board must:

- Commit to ensuring that homelessness is rare and brief.
- Attend meetings of the Board and meetings of the Continuum.
- Participate as an active member of at least one standing committee or workgroup.
- Seek out input from the peers, industry, and/or population he/she represents.
- Bring that input to the Board deliberations, while remaining attentive to un-represented views.
- Communicate Board work to the peers, industry, and/or population he/she represents.
- Adhere to all Governance Charter and Bylaws policies.
- ~~Only the Board Chair, Vice Chair, or individuals designated by them may speak on behalf of the Board or represent the Board to media or other external communication outlets.~~
- ~~Completing a City Ethics Training conducted by the Baltimore City Ethics Board and submitting a Conflicts Affidavit~~

B. Board Terms, Composition & Guidelines

Terms: For elections terms beginning in 2017, members will be assigned randomly to one, two, and three, or four-year terms in forming the initial Board. Thereafter, the Board members will be eligible to serve an additional three-year term. For all Board members elected after 2017, members shall serve a three-year term which is renewable for an additional three-year term for a maximum of six consecutive years before rotating off for at least one year. Member terms will be staggered such that approximately one-third (1/3) are up for election each year.

Current Board members will remain on the Board until a new Board is established in 2017.

Composition: Members of the Board represent local funders, government, services providers, consumers, and other community members whose interests relate to homeless services and housing systems. Specifically, the Board consists of the following:

Comment [RH88]: CoC: Clarify the frequency of PIT requirements- is it annual?
DECISION: Not changed. Certain requirements occur annually.

Comment [RH89]: CoC: Why not... "in consultation with members of the Continuum"
DECISION: Changed to be more inclusive

Comment [RH90]: CoC: Will it always be JH plan or should it be referred to as Strategic Plan to End Homelessness, for example
DECISION: Will be maintained as JH Plan.

Comment [RH91]: HMIS TA: Does the City of Baltimore not get ESG funds from the state as well within its jurisdiction, which would mean coordination with the state as well not just the City?
DECISION: Will leave this open

Comment [RH92]: CoC: Or committees?
DECISION: Changed to be more inclusive.

Comment [RH93]: Added additional responsibility to be informed of budgets and use of funds.

Comment [RH94]: GC: Remove and place in a separate document (Board Member Job Description).
DECISION: Will not do this at this time.

Comment [RH95]: **DECISION:** Moved to improve order of this section. Moved 8th bullet to section on Board leadership.

Comment [RH96]: CA: Working on making homelessness a rare and brief experience in Baltimore City.
DECISION: Not necessary to change.

Comment [RH97]: CoC: Clarify that Board must attend 50% of CoC meetings; comment that Board members should match level of Continuum members. Suggestion to hold Board meetings the same day to reduce level of demand on Board members.

Comment [RH98]: CA: "Board members must participate as an active member of at least one standing committee."

Comment [RH99]: **DECISION:** Removed language. Based on the fact that the Continuum and Board are not city entities, it is not necessary

Comment [RH100]: Revised to ensure terms are not excessively long.

Comment [RH101]: CA: How do we ensure appropriate Board representation for each relevant...

Comment [RH102]: CA: How do we empower provider line staff and middle-management to be part of the Board and committees?

Comment [RH103]: CoC: Specify if HABC would be on Board, and if so, in what type of se...

Comment [RH104]: HMIS TA: General comment: that's a big board are you certain a bo...

Comment [RH105]: Minda: I am still concerned if the City is not the CA but must take and be on the hook for responsibility with HUD and will be on t...

- Seventeen – twenty-three (17-23) **Elected Seats (Voting Members)**
 - Four (4) Homeless or Formerly Homeless Individuals
 - Four-Six (8-10? 4-6) Homeless and At-Risk of Homelessness Service Providers
 - Four-Six (4) At-Large Representatives
 - Four-Six (4) System Leaders
 - One (1) City Representative, nominated by the Mayor
- Named designees for up to six (6) **Appointed Seats (Non-voting Members)**
 - Three (3) City Agency Representatives (appointed by Mayor)
 - Three (3) Appointed Entities

Guidelines: In managing Board number and composition, the following will be true:

- Homeless and at-risk of homelessness service providers can may include those who do and do not receive federal funding; those serving individuals, families, youth, veterans, or any other targeted population; a wide range of services such as outreach, shelter, transitional housing, supportive housing, victim services, service only, etc.; and a mix of secular, faith-based, and community providers. The composition of service providers on the Board must include a representative providing services to youth and a representative providing victim services.
- At-large representatives include businesses, faith-based entities, philanthropic organizations, community associations, universities, hospitals, and housing developers.
- System leaders are representatives of majors systems in Baltimore City including public schools, public safety, health, behavioral health, employment, and child welfare.
- Each elected seat has a vote as exercised by a named the elected individual, and each individual may exercise only one vote: proxy votes will not be accepted.
- With the exception of short-term vacancies, the Board will strive to maintain an odd number of voting Board members. This will be managed through at-large seat availability and depend on the number of appointed entities.
- The Board should represent a diverse set of service, population, and program interests.
- No more than 20% of the total Board should be representatives of agencies receiving Continuum funds.
- A single entity that is designated to carry out more than one appointed entity role may hold only one seat on the Board.

C. Board Member Elections

Oversight: The Governance Committee, made up of Board and Continuum members, is responsible for development and oversight of all elections.

Process: The Governance Committee will develop specific policies and procedures for the nominating and election process, to be implemented no later than January 2017. The policies and procedures will include notice to Continuum members, including the opportunity to nominate Board members. The Governance Committee will develop and recommend a slate of proposed Board members to the Continuum for election.

Process Review: The Board will review this process at least every five (5) years to ensure it remains consistent with Continuum objectives and responsibilities.

D. Board Vacancy, Removal & Resignation

Vacancy: In the event of a vacancy, the members of the Board will elect a successor to hold the seat for the remainder of the term of the person vacating the seat. At the end of the term, a regular election will be held as described in these Bylaws.

Comment [RH106]: CoC: In the Continuum of Care Bylaws, Section III (The Continuum Board), Subsection B (Board Terms, Composition & Guidelines), heading (Composition): In no part of the Elected or Appointed Seats is there a designation for a Domestic Violence Service Provider. This is critical because Fleeing or Attempting to Flee Domestic Violence is one of the 4 categories of homelessness as defined by HUD. While the composition has representatives specifically named from Category 1 (Literally Homeless) and Category 2 (At Risk of Homelessness), there is no similar mention of Category 3 (Youth) or Category 4 (DV). Please consider formalizing the importance of addressing these two areas of homelessness by naming these providers specifically in the Board composition. **DECISION:** Added provision in guidelines to ensure that these unique perspectives are incorporated into the composition of the Board.

Comment [RH107]: CA: What is the process for appointing Board Members? Would the Governance Committee solicit recommendations and then the full board approve the appointment? i.e. Would the Governance Committee reach out to the Mayor for representatives from City agencies, and then have the full board approve the appointees? **DECISION:** Added language to indicate Mayor may appoint city representatives.

Comment [RH108]: Added for clarity.

Comment [RH109]: CoC: Further define pool. **DECISION:** Not necessary, the appointed entities are defined elsewhere.

Comment [RH110]: CoC: Increase role/presence of victim service providers on Board as a specified elected position. Adds relevant expertise on VAWA/HUD. Should also apply to other relevant subpopulations (i.e. Veterans).

Comment [RH111]: This provision was added to ensure that this unique perspectives are incorporated into the composition of the Board.

Comment [RH112]: CoC: Or one of their two alternates **DECISION:** Because Board members are elected by name, they will no longer be permitted to A) sub...

Comment [RH113]: CoC: Timing? When? Don't they also have responsibility to fill off-cycle vacancies? **DECISION:** N/A- this is addressed in the following section on vacancies.

Comment [RH114]: CoC: Add, "After the initial process is developed and implemented," **DECISION:** N/A- this is implicit, not necessary to add.

Comment [RH115]: CoC: Within X days/wks/months? **DECISION:** Not necessary to state a deadline, but will be done expeditiously as possible.

Comment [RH116]: CoC: Seems okay if remainder is 18 months or less, should require Continuum ratification at least if > 18 months.

Removal: Members of the Board may remove a Board member who is absent for two Board regularly scheduled meetings in any twelve-month period. Unexcused absence from special meetings will generally not be considered in this calculation but may be included as appropriate.

Board members may also be removed by a 3/4 vote of the Board then-seated for cause including but not limited to:

- Failure to perform Board duties
- Failure to comply with the Charter, Bylaws, and/or applicable policies
- Engaging in conduct that constitutes a conflict of interest
- Engaging in behavior that causes harm to the reputation of the Continuum

Such seats will then be filled through the process described above under vacancies.

Resignation: Unless otherwise provided by written agreement, any member of the Board may resign at any time by giving written notice to the Chair. Any such resignations will take effect at the time specified within the written notice or if the time be not specified therein upon its acceptance by the Board.

E. Board Meetings

Open Meeting: Attendance at meetings of the Board will be open to any interested person to observe. All Board meetings will include sufficient time for a public comment period.

Agendas: The Board will disseminate and publicize agendas in advance of the meeting.

Notice: Fourteen-day notice will be given for regularly scheduled meetings of the Board. Special meetings may be called in emergency situations with three-day notice.

Quorum: A number equal to a majority of the Board members then-seated will constitute a quorum for the transaction of business at any meeting. No decision will be made unless a quorum is present.

Decision-Making: The Board will use a voting process to make decisions. A simple majority of present Board members shall constitute approval of any motion before the Board. Roberts Rules of Order shall govern all Board proceedings, unless a specific provision of this charter provides otherwise.

Voting: Only elected members of the Board are eligible to vote on decisions being made when present at the meetings. If a vote is necessary, all votes will be by voice or ballot at the will of the majority of those in attendance at a meeting with a quorum represented. No member may vote on any item that presents a real or perceived conflict-of-interest, as detailed in the Charter.

Appointed Board members and Support Entity staff may participate in discussion but may not vote.

Proxy: There is no proxy voting. Decision-making requires live conversation and active participation from all parties. Conference call participation is permitted.

Action Without a Meeting: The Board may take an action without a meeting if that action, provided:

- The action is within its authority
- Notice is provided
- It is approved via email (or letter when email is unavailable)
- It is approved by a unanimous consent of all Board then-seated members who are entitled to vote on the matter

Comment [RH117]: CoC: Formalize that all meetings will include an actual public comment period.
DECISION: Added.

Comment [RH118]: CoC: There will also be an opportunity for Continuum members to bring up issues/questions at each meeting.
DECISION: N/A- This is encompassed by the public comment period.

Comment [RH119]: CoC: Reminder if regularly scheduled you have more than 14 days notice.
DECISION: N/A- more notice will generally be given, but this sets a minimum standard.

Comment [RH120]: CoC: Too little if no proxy vote... or allow proxy vote and telephonic participation when less than 3 weeks notice.
DECISION: N/A, proxy voting is addressed later in this section.

Comment [RH121]: CoC: If charter/bylaws changes, should it be something greater or required more time or allow proxy?
DECISION: N/A, proxy voting is addressed later in this section.

Comment [RH122]: CoC: First time this was said... Probably need it earlier too.
DECISION: N/A, not necessary to reorder.

Comment [RH123]: CoC: This includes but is not limited to filling seats made vacant prior to end of term
DECISION: Not necessary to specify again here.

F. Board Officers

Authority: Only the Board Chair, Vice Chair, or individuals designated by them may speak on behalf of the Board or represent the Board to media or other external communication outlets.

Terms: An officer serves for a two-year term.

Term Limits: An officer cannot serve for more than two consecutive terms in the same role for a maximum of four consecutive years.

Elections: The officers will be elected by a majority vote of the Continuum, based on nominations developed by the Governance Committee.

IV. Committees/Workgroups

A. Standing Committees:

The Continuum has six (6) standing committees/workgroups:

1. The Executive Committee moves the work of the Board forward and brings key decisions to the full Board for discussion and action. This committee provides on-going, structured engagement of the Board's workgroups, key City Departments, and specific key stakeholder groups. The Executive Committee also handles routine business, exercises oversight, and engages with designated entities as needed during months when the full board does not convene.

- The Executive Committee is comprised of the Chair, Vice-Chair, Standing Committee Chairs, and any other members elected by the Board.
- The Executive Committee has the authority to make decisions for the full Board when unforeseen business arises or when the need to make a decision is time sensitive. The Executive Committee will not have authority to make decisions regarding the allocation of funding. Any decision made by the Executive Committee must be reported to the full Board by email and reviewed at the next Board meeting.
- The Executive Committee will generally meet bi-monthly. The presence of a majority of Executive Committee's members shall constitute a quorum and authorize conduct of committee business. A simple majority of present members shall constitute approval of any motion before the committee.
- As with all Board members, Executive Committee members are expected to recuse themselves from subjects for which they have a conflict of interest, pursuant to the Conflict of Interest policy set forth in the Charter.
- Notice of Executive Committee meetings shall be provided no less than 5 days prior to the date proposed. Regular attendance is a requisite duty of all committee members. Full minutes of all meetings shall be taken and shall be disseminated to the full Board for review and will be made available to the public.
- Responsible for overseeing the Opening Doors goal to prevent and end homelessness for families with children.

2. The Data & Performance Committee will oversee a performance management plan for the Continuum, guide the work of the HMIS Lead, and conduct an annual gap analysis. Subgroups of this committee include the HMIS User Group.

The gap analysis is conducted annually to assess homeless service system need, utilization, and capacity. **(HEARTH requirement)** Based on this analysis, the Committee will document unmet need within the Continuum, produce an asset map, and submit an annual report to the Board. This data will be used to inform the general priorities and strategies of the board and minimize the presence of unused, under-utilized, or

Comment [RH124]: CoC: Format A-F.
DECISION: Reformatted with numbers.

Comment [RH125]: CoC: 8 maximum; Why no secretary or treasurer?
DECISION: N/A- Board has the authority to create additional positions if needed. Support Entity staff can provide some of this type of support.

Comment [RH126]: CoC: What about email notice prior to EC meeting so Board members can provide thoughts re: issue.
DECISION: Not necessary, but results will be reported to Board.

Comment [RH127]: CoC: This means 2-3 people making the decision...
DECISION: Not necessary to further limit authority of the Committee. Board has oversight on Committee decisions.

Comment [RH128]: CoC: Need to define further.
DECISION: In Charter, and listed as 2017 goal for review.

Comment [RH129]: CoC: Make sure all Opening Doors goals are adequately represented; address needs of families with a workgroup and representation on Board.
DECISION: All are listed. May need to reconsider placement in future.

ineffectively allocated housing and services. The analysis will also directly inform the activities of other workgroups, including the processes for reallocation of funds and the development of additional resources to address homelessness.

The **Data and Performance Committee** is also responsible for the following:

- Recommend an HMIS software solution to the Board
- Review and approve *HMIS Policies and Procedures, HMIS Data Quality Plan, and HMIS Security Plan* on an annual basis for the operation and administration of the local HMIS (**HEARTH requirement**); this includes defining criteria, standards, and parameters for the release of aggregate data and ensuring privacy protection provisions in project implementation.
- Work with the HMIS lead to ensure **effective and timely communication with exempt and non-exempt providers and** consistent provider participation in HMIS or an HMIS similar system for those exempted by law; this includes selecting data elements to be collected by all participating programs.
- Analyze system and programmatic data for trends, cost, performance and compliance and provide reports to the Board and other entities.
- Review annual reports from HMIS and other data sources including but not limited to the annual point-in-time count, and Housing Inventory Chart (HIC), **system performance measures, and Annual Homeless Assessment Report.**
- Identify, obtain and use data from a variety of sources and partners necessary to assess and inform progress under the Plan.

The HMIS User Group, convened by the HMIS Lead, brings together participating agencies' HMIS Lead Users to share information and make recommendations. It is a forum for training Lead Users on changes and new enhancements to the HMIS. It is also a forum for sharing best practices and suggesting improvements in policy and procedures. Participating agencies are expected to send at least one person to every HMIS User Group meeting.

3. The **Resource Allocation Committee** is responsible for guiding the allocation of HUD Continuum of Care Program funding and Journey Home funding for activities and monitors Journey Home expenditures and grants in partnership with the Journey Home Fiscal Agent. The committee must include at least one representative from the Collaborative Applicant and one representative from the jurisdiction's Recipient or Local Administering Agency. However, the committee may not include members that are sub-recipients of Journey Home, HUD (CoC, Emergency Solutions Grant, or HOPWA), state homeless services **funding**, or local homeless services funding.

Journey Home Funds- Journey Home funds are privately raised funds intended to support the Journey Home Plan and Continuum activities not otherwise funded by HUD or state or local government. The committee will:

- Provide recommendations for utilizing Journey Home funds to the Board.
- Review the Journey Home financial report quarterly to assess available funds and provide the report to the full board for approval.
- Initiate grant approval forms, MOUs, and other documentation with the Fiscal Agent necessary to administer and monitor Journey Home funds.
- The committee chair may approve requests for private dollars **that fall under up to \$10,000.**

HUD Continuum of Care Program Funding- The committee is responsible for:

- **Developing an annual or multi-year funding strategy for allocating HUD CoC funding according to local need, HUD policy priorities, and overall system performance.**
- Reading and analyzing the annual Notice of Funding Availability (NOFA), developing an annual reallocation strategy, developing the annual project rating and ranking criteria, utilizing performance

Comment [RH130]: CoC: How to deal with slow approval and inspection processes when out of the hands of the provider (we have had a vacancy for months due to delays in process and ability to turn down housing by client)
DECISION: Not necessary to address here.

Comment [RH131]: CoC: Please also consider adding language in this section that this committee will ensure that changes in data collection and requirements will be communicated quickly to Exempt Providers (and technical assistance will be provided) to ensure that data collection remains accurate and timely.
DECISION: Added language in third bullet.

Comment [RH132]: HMIS TA: I would add HUD System Performance Measures and AHAR to their plate for data analysis.
DECISION: Added.

Comment [RH133]: CoC: Can't have providers due to conflict of interest. I understand why this committee can't have providers when ranking but we need to create a mechanism for getting provider perspective and input on real world issues. Must have non-Board member providers for balance since can't (and shouldn't) be on Resource Allocation.
DECISION: There is already language in this section about RAC's responsibility to develop a communications plan, including Continuum participation.

Comment [RH134]: CoC: If they get 2 by definition committee should be a minimum of say 5-6 members.
DECISION: Will address if this becomes an issue, but not necessary in Bylaws at this point. Committees are already responsible for recruitment.

Comment [RH135]: CoC: Suggestion for more transparency on how private funds are managed and distributed

- Need to have equal access to information on how that money is to be utilized
- Want opportunity to provide input on how priorities and strategies are set for the utilization of private funds
 - Could the Continuum vote on this?
- Concerns on ability of one person to make \$10,000 decisions- broaden to a committee level of limit on how often they can make such decisions
- has the authority to approve the allocation of private funds without the approval of the Board if the funding allocation is under \$10,000 or if the timeframe does not allow for a formal competitive process.
- **DECISION:** Don't incorporate at this time- there are public reporting requirements included here.

Comment [RH136]: CoC: Once again, needs to have an upper limit here either as a % of or total \$.
DECISION: Not necessary to be so prescriptive in Bylaws- reporting will facilitate transparency necessary to identify an emerging issue.

Comment [RH137]: CoC: In reading rest of bullets, maybe this one just goes somewhere else.
DECISION: This is a point specific to HUD funding processes- should stay here.

and program data to evaluate and rank project applications, and developing a communications plan for informing the Continuum of Care and ensuring full participation. **(HEARTH requirement)**

- Approving final submission for the annual CoC application to U.S. Department of Housing and Urban Development (HUD). **(HEARTH requirement)**
- Overseeing the work of the Collaborative Applicant, who is responsible for screening project applications for eligibility, preparing and submitting the annual CoC application, project priority listing, and project applications to HUD according to the policies and guidelines created by the Resource Allocation Committee.

Local Government Entitlement Funding. Three sources of federal and state funding for homeless services are allocated directly to a unit of local government, ~~which who~~ is responsible for allocating and monitoring all sub-recipients, including: Emergency Solutions Grant (ESG), Housing Opportunities for Persons with AIDS (HOPWA), and the State of Maryland ~~(five total grants)~~. For ESG and HOPWA, the local unit of government is designated the “Recipient”. For State of Maryland Funds, the local unit of government is designated the “Local Administering Agency”. All of these funding sources require the Recipient or Local Administering Agency to consult with the Continuum of Care on funding strategy, project performance, and allocating funds. The Resource Allocation Committee is responsible for collaborating with the Recipient/Local Administering Agency to fulfill these requirements. **(HEARTH requirement)**

Currently, the Recipient/Local Administering Agency has delegated final authority to allocate these funds to the Resource Allocation Committee. This authority may be revoked at any time by the Recipient/Local Administering Agency, but they must still consult with the Resource Allocation Committee in the development of their application for funds, assessment of project performance, and allocation decisions.

Other/New Funding Sources- ~~The committee will screen, evaluate, and apply for new homeless service funds or grants that become available to Continuums of Care and establish partnerships or collaborations if the Continuum of Care is not an eligible applicant. New homeless services funds or grants that are available to Continuums of Care will be screened, evaluated and applied for by the Resource Allocation Committee. The workgroup may establish partnerships or collaborations with community partners if the Continuum of Care is not an eligible applicant.~~

Additional responsibilities include:

- Prepare and present to the Board and Continuum annual reallocation strategies, project ranking and rating criteria and decisions, funding allocations, and CoC and ESG application development and submission updates
- Review and act on provider appeals as necessary

4. The **Coordinated Access Committee** is responsible for the design and implementation of a centralized or coordinated assessment system for homeless individuals and families to assess eligibility and make referrals to homeless service programs and provide for consistent access and triage of resources, consistent with system vision and in consultation with recipients of Emergency Shelter Grant (ESG) funds (HEARTH requirement). Additionally, the committee is responsible for:

- Developing policies to guide the utilization of the coordinated assessment system.
- Reviewing data to monitor service demand, placement, timeliness of service delivery, and capacity to inform workgroup priorities, remove service barriers, and improve efficiency of service delivery system.
- Communicating with the Continuum, Board, Data & Performance Committee, Collaborative Applicant, HMIS Lead, and other entities as needed to coordinate efforts.
- Reporting to the Board to provide high-level analysis and updates on workgroup progress.
- Overseeing the Opening Doors goal to end chronic homelessness.

Comment [RH138]: CA: Six in total
DECISION: Remove- level of detail not necessary.

Comment [RH139]: CoC: New term.
DECISION: Reworded paragraph and removed language.

Comment [RH140]: CoC: Need real world input for at least the first one.
DECISION: Added Continuum.

Comment [RH141]: COC:
• Fears/concerns about how Board members may impact the dynamic of the groups, depending on who the Board representatives are; homeless representative could be helpful
• Concerns on how to foster leadership and advancement within the group
• Description as “practitioner’s workgroup”
• Suggestion to make an exception on having a Board chair
• Comments on value of Collaborative Applicant leading group and not wanting to feel observed by Board
• Suggestion that committee elects chair to be elevated to Board status
• Value of having someone reporting to Board on the group’s work
DECISION: Should discuss as an implementation challenge, not a policy issue.

Comment [RH142]: Specific feedback from some Coordinated Access Workgroup members:
• Concerns on changing the status to Standing Committee:
◦ Chair as a Board member
• Discussion on the flexibility of defining the role of the Chair
• Suggestion to elect a chair that then becomes a Board member
• Suggestion to have a chair that isn’t required to be on the Board
• Suggestion to clarify the roles of Collaborative Applicant and Support Entity in supporting committees and workgroups.
• How will the bylaws be phased in to ensure compliance with documents?
DECISION: Should discuss as an implementation challenge, not a policy issue. Can nominate individuals for consideration as a Board member.

Comment [RH143]: Add: “Coordinate other city resources to develop processes to improve/shorten time between assignment and occupancy AND to act as liaison in trouble-shooting problems and negotiating system changes.”
DECISION: This is covered by 2nd bullet.

Comment [RH144]: CoC: Spell this out more- someone needs direct ownership of this oversight
DECISION: Not necessary- all committees are required to report to the Board and Continuum.

5. The **Governance Committee** is responsible for the design and implementation of Continuum membership eligibility and voting processes, Board membership nomination and voting processes, and the process for completing annual and periodic review of the Charter and Bylaws. This authority to develop this committee will be established with the adoption of the Charter and Bylaws. Specifically, it is responsible for:

- Board Membership: Adopt and follow a written process to select the Board. The process must be reviewed, updated and approved at least once every 5 years. **(HEARTH requirement)**
- Continuum Membership: Manage Continuum membership to ensure broad and timely participation, including:
 - Recommend, review and/or ~~approve annual~~ accept membership ~~inclusive of new members~~ **(HEARTH requirement) on a rolling basis**
 - Issue a public invitation annually for new members **(HEARTH requirement)**
- Charter Development:
 - Annually, present recommendations to the Board for the governance charter in whole, defining membership and roles, setting expectations, and assigning responsibilities. **(HEARTH requirement)**
 - Every five years, bring an updated Governance Charter for approval by the full Continuum **(HEARTH requirement)**
- Actively seeking out participation with diverse representation for both the Continuum and its committees.

Comment [RH145]: CoC: People should be able to join anytime.
DECISION: Clarified language.

Comment [RH146]: CoC: This implies more of a slate- you need language that supports the self-select aspect.
DECISION: Clarified language.

6. The **Fundraising Committee** is responsible for private fundraising to support the goals of the Journey Home plan and the Continuum’s strategic priorities. The members of this committee should include experienced fundraisers, philanthropists, and a representative of the Journey Home Fiscal Agent. Additional responsibilities include:

- Planning one flagship fundraising event each year.
- Developing and implementing strategies to generate additional private funding.
- Reporting to the Board on the revenue generated by events and other fundraising efforts.

B. Workgroups

The Continuum also includes the following workgroups, which may be established and must be renewed at the discretion of the Board, and must adhere to all policies and procedures for committees, except that the workgroup chair is not required to be a Board member, and workgroups ~~Established workgroups include:~~

- Consumer Advisory Workgroup
- Health Care Workgroup
- Journey to Jobs Oversight Group
- Provider Coordination Workgroups
- System Collaboration Ad Hoc Groups
 - Veterans Workgroup (Responsible for overseeing the Opening Doors goal to prevent and end Veterans homelessness)
 - Youth and Young Adult Workgroup (Responsible for overseeing the Opening Doors goal to prevent and end youth homelessness)

Comment [RH147]: CA: Have we considered formalizing the role of pre-existing Affinity Groups, e.g. BHYI (Youth), SHARP (Advocacy & Client Engagement), and COHO (Families)?
 •Although some of these groups may decide to merge with a Board workgroup, some may prefer to remain distinct and independent from the Board.
 •Officially recognizing them as an affinity group could provide a basis for mutual engagement, clarity to the role relationship, and these groups may be able/willing to take on or partner on some tasks, e.g. organizing a public awareness event in partnership with the Board.
 •The Board should have a responsibility to engage with recognized affinity groups.
DECISION: Added language to encourage partnerships.

Comment [RH148]: CoC: Add Housing First Workgroup (to discuss issues surrounding changes and implementation of collaborative support efforts, etc).
DECISION: Board will have the authority to establish new workgroups as needed.

Comment [RH149]: CoC: In the Continuum of Care Bylaws, Section IV (Committees/ Workgroups), Subsection B (Workgroups), please consider adding Families workgroup (as this is listed as a future HUD Strategic Plan initiative) and Domestic Violence Workgroup (because it is a Homeless definition category similar to youth).
DECISION: Board will have the authority to establish new workgroups as needed.

The Continuum encourages partnership and mutual collaboration with additional community workgroups and affinity groups not formally established as workgroups of the Continuum.

C. Committee Leadership

A chair or co-chairs, as selected from within the committee, will coordinate each committee. At least one Committee chair must be a Board member. ~~Only Continuum Board members are eligible to serve as a~~

Comment [RH150]: GC: Recommendation to extend this requirement to workgroups.
DECISION: Changed language to demonstrate workgroups must have a chair, but not necessarily one that is a Board member.

Comment [RH151]: CoC: This seems too limiting for some committees but as long as not a workgroup requirement, it could work.
DECISION: Not extending requirement to workgroups.

committee chair.

D. Other Committee Roles & Responsibilities

Each committee will be responsible for:

- Recruiting its members
- Selecting a chair or co-chairs
- Establishing its policies and procedures, consistent with the Charter and Bylaws, and providing them to the Board and Support Entity
- Recording its minutes and attendance, and providing them to the Support Entity
- Ensuring transparency of its process and meetings and reporting regularly to the Board and Continuum.

V. Appointed Entities

A. Process for Designation and Review of Appointed Entities

The process of selecting the Collaborative Applicant, HMIS Lead Agency, and Support Entity designations will be The Board is responsible for developing and managing processes for the designation and performance evaluation of appointed entities as follows:

- The Board shall establish specific performance expectations and reporting requirements for each appointed entity, as outlined in the Continuum bylaws; a An MOU may be developed between the appointed entities and the Board.
- Annually, (The Board will review performance and renew designations of appointed entities annually with a majority vote.
- Every three years, The Board will utilize an ad-hoc committee will undertake a thorough and formal review process every three years to evaluate the appointed entities, and consider possible alternative designations, and make recommendations to the Board.
- Specific performance expectations and reporting requirements for each appointed entity is outlined in the Continuum bylaws; an MOU may be developed between the appointed entities and the Board.
- Appointed entity relationships may be terminated upon mutual agreement or for cause with a 2/3 vote of the then-seated Board.

B. Collaborative Applicant

The Collaborative Applicant is responsible for the following:

- Collect and combine the required application information from all projects within the geographic area and will apply for funding for CoC planning activities.
 - Issue Coordinated NOFA for non-time limited housing resources and other funding opportunities.
 - Submit provider programs as part of the McKinney / CoC final application to HUD each year.
 - Complete the submission of the HUD CoC Application including all relevant charts and tables
- Work with the Continuum to establish written standards for how the different parts of the homeless system, from outreach to permanent housing, should be targeted and consensus on how assistance will be provided to different subpopulations, in consultation with recipients of ESG funds. **(HEARTH requirement)**
 - Establish and consistently follow written standards for the provision of ESG and CoC assistance
 - Review and approve annual performance standards and evaluation of outcomes for programs funded under the ESG and CoC programs
 - Recommend standards for targeting the different parts of the homeless system and how assistance should be provided to different subpopulations, in consultation with recipients of ESG funds.
- Provide required feedback and information, as needed, to the local government to complete the local Consolidate Plan(s) **(HEARTH requirement)**
- As requested, develop policies and priorities to be presented to the Board for adoption.
- Provide staffing to the Coordinated Access Committee and m Manage the day-to-day operations of the

Comment [RH152]: CA: Given that most Board members are likely to be EDs, and that the most engaged members of workgroups tend not to be EDs (due to more direct experience with the work and fewer time constraints), I'd recommend instead that each committee/workgroup's chair, when elected, become a voting member of the Full Board.
DECISION: This won't work because it could throw off the required Board composition- will need to be selected in collaboration between the Committee and Board.

Comment [RH153]: Add: "and workgroup"
DECISION: It is already established that workgroups must follow committee policies and procedures (with the exception of a Board member chair).

Comment [RH154]: CA: Committee/Workgroup chairs are responsible for reporting on the group's work to the Board and CoC.
•Add "with support from the Collaborative Applicant staff"
DECISION: Added language on reporting.

Comment [RH155]: CoC: Could Continuum members have formal authority to weigh in on appointed entity selection (during RFP process)?
•Or could there be more language added to detail the Board's responsibility to consult with the Continuum on big decisions?

Comment [RH156]: CoC: I don't recall a date as to when these would be developed like you did with elections of Board.

Comment [RH157]: CoC: Consider longer with a Board led out if poor performance.
DECISION: Per HUD requirements, designations must be renewed annually.

Comment [RH158]: GC: Consider majority vote.
DECISION: High threshold is necessary for such a significant decision.

Comment [RH159]: CoC: Why 2/3 here and simple majority of quorum elsewhere?
DECISION: High threshold is necessary for such a significant decision.

Comment [RH160]: CoC: Be clear about requirement for Collaborative Applicant to partner with agency receiving state and local funds.
DECISION: This is covered in list of responsibilities.

Comment [RH161]: CoC: As a thought it seems to me that the Board needs to make homeless outreach a priority as this is a body of work that w...

Comment [RH162]: CoC: Address the breakdown in communication- clarify who is responsible for clearly communicating info to subrecipients on regulations and requirements s...

Comment [RH163]: CA: The Collaborative Applicant's listed responsibilities should include staffing board committees, especially Coordinate...

Comment [RH164]: CA: Where does oversight for the Standards of Care fall? Is this assigned to a standing committee? Should it also go under the...

Comment [RH165]: CoC: What about support to other committees?
DECISION: Clarified language to be more inclusive.

Coordinated Entry system.

- [Provide staffing to Continuum committees and workgroups.](#)

Performance Monitoring

- Monitor HEARTH recipients and sub recipients' performance, evaluate outcomes, and take actions to improve performance of or reduce funding for poor performers. **(HEARTH requirement)**
- Coordinate with ESG (state and local) recipients on their strategies for allocating ESG funds and evaluating performance of funded projects. **(HEARTH requirement)**
- Review and recommend to the Resource Allocation Committee any programs that should be removed from HUD funding and any proposed funding reallocations
- Recommend to the Resource Allocation Committee any actions against poor performers

Point-in-Time Count

- Plan and conduct a sheltered and unsheltered point-in-time count of homeless persons, consistent with HUD requirements and in collaboration with the Continuum.

C. HMIS Lead Responsibilities

- Reinforce goals and policies of the Plan through contract requirements, including but not limited to ensuring the consistent participation of all recipients of financial assistance under the CoC and ESG programs, except those exempt by law, as well as any other funded programs that require HMIS participation **(HEARTH requirement)**
- Report on the HEARTH performance measures (including system-wide dashboard, performance by population (families, single adults, youth, etc.), program type (emergency shelter, transitional housing, etc.) and program-level performance on the HEARTH measures) and recommend performance targets consistent with the Plan and system vision for each program type and subpopulation, in consultation with recipients and sub recipients. **(HEARTH requirement)**
- Report to the Board and Data and Performance Committee on system-level and project-level performance and outcomes
- Develop and maintain *HMIS Policies and Procedures document, HMIS Security Plan, Participation Agreement, System User Agreement, System User Confidentiality Acknowledgement*, and other HMIS documentation and guidance under the direction of the Data and Performance Committee.
- Monitor data quality and compliance with HMIS policies and security protocols both within the database and through site visits to participating agencies.
- Carry out HMIS security protocols, including coordinating responses to suspected violations of client security and confidentiality policies, and proper disposal of Personally Identifiable Information (PII).
- Oversee the setup and ongoing administration of the HMIS software and provide training, technical assistance, and support to HMIS users.
- Ensure compliance with HUD HMIS Data and Technical Standards
- Oversee customization of the HMIS database, including the development of custom reports, and interface enhancements.
- Oversee the collection, analysis, and presentation of HMIS data for reporting to federal, state, and local governments, private entities, clients, and citizens.
- Write, submit, and administer the HMIS project grant
- Integrate and ensure the security of any data with the Continuum's participation in any data warehousing.
- [Adhere to annual requirements, including but not limited to the submission of the annual Housing Inventory Chart, Annual Homeless Assessment Report, and System Performance Measures and participation in the Point-in-Time Count.](#)
- [Manage the ongoing, day-to-day responsibilities of HMIS.](#)

D. Support Entity Responsibilities

- Assure the occurrence of semi-annual meetings of the CoC annually with published agendas. **(HEARTH**

Comment [RH166]: CA: I don't believe the collaborative applicant monitors the recipients. It is the fiscal agent (UFA) responsibility. However, in many cases the collaborative applicant could be the fiscal agent (UFA) if the designation is approved by HUD.

DECISION: While we do not have a UFA, it is accurate to state that the Collaborative Applicant is currently responsible for these tasks.

Comment [RH167]: CoC: Taking into consideration process/performance elements which are out of their control... this should be acknowledged and worked into the review process formally for example goals like income goals should be reflective of HF population or days occupied of linear inspection process.

DECISION: Not necessary to address this level of detail in Bylaws.

Comment [RH168]: CA: Point in Time Count – Recommend moving the PIT responsibility from the Collaborative Applicant to the HMIS Lead or putting it under both as a shared responsibility

DECISION: The Collaborative Applicant will maintain this responsibility; added language to indicate the HMIS Lead Agency is responsible for supporting PIT Count.

Comment [RH169]: CoC: Does it make the most sense for the Collaborative Applicant to be responsible for this?

Suggestion to talk in a Continuum meeting about where some of these tasks should lie.

DECISION: The Collaborative Applicant will maintain this responsibility.

Comment [RH170]: CoC: Committee with providers should have input into such

DECISION: This happens via the Data & Performance Committee.

Comment [RH171]: HMIS TA: Add, "PIT, AHAR, and HUD System Performance Measures". Add new bullet, "Manage the ongoing day-to-day responsibilities of HMIS."

DECISION: Incorporated.

Comment [RH172]: CoC: Not a required entity but has requirements under it. **DECISION:** This is fine, as long as all requirements are met.

Comment [RH173]: CA: The Support Entity and Planning Grant recipient seem to have the same role and responsibilities.

• Would it make more sense to separately list these as sub-roles under the CA?

If the CA can sub-contract this responsibility to a Support Entity, is the CA responsible for oversight of the Support Entity? Should this oversight responsibility be listed in the by-laws?

DECISION: While there may be overlap, articulating two roles allows for the potential of separation in the future.

requirement)

- An employee of the Support Entity staffs the Board. In this capacity, the staff member is responsible for:
 - Recording minutes for the Board, and
 - Ensuring Board members receive all necessary information in the field and changes at the federal level that may influence or impact the Continuum as they may occur.
- **Providing logistical, coordinating, planning, and project management support for the Continuum.**
 - Coordinating communication within the Continuum.
 - Staff the Continuum and Board and provide support
- Convening and facilitating the work of the Continuum Board, its committees and workgroups, and the appointed entities.
 - **Provide meeting support** for the Continuum and Board and all other committee meetings by scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to website.
 - Assist in developing the agendas for the Board meetings, and identify priority topics for discussion. Vet materials to ensure they are understandable and emphasize areas where decisions are most needed, and respond to any requests or direction from the Board.
- Monitoring strategic coherence across efforts.
- Managing collective data systems and information distribution.
- Mobilizing planning efforts and planning review and revision.
- Stewarding resources for collective impact as appropriate.
- Training, orientation, onboarding of new Board members
- Materials will be distributed electronically or through mail to all Continuum and Board members and provider agency designees.

Comment [RH174]: CoC: I think this should be spelled out more or we will revert back to where we are now.
DECISION: That level of specificity is not necessary, but will be monitored on a case-by-case basis.

Comment [RH175]: CoC: Collaboratively
DECISION: This is implied, not necessary to further define.

E. Appointed Entity Designations

At date of approval of charter, the Continuum has designated the following as appointed entities:

- Collaborative Applicant: Mayor's Office of Human Services
- HMIS Lead: Mayor's Office of Human Services
- Support Entity: Mayor's Office of Human Services
- Journey Home Fiscal Agent: United Way

Comment [RH176]: CA: More clearly define the multiple roles of MOHS, including the ESG recipient role in relation to other entities
DECISION: Not necessary to articulate these other roles; this is specific to CoC responsibilities.

Comment [RH177]:
 CoC: Is this just in relation to private funds raised? Will it stay that way, if so?
DECISION: This is limited to private funds; removed to ensure continuity with Charter, which does not delineate fiscal designations.

VI. General Provisions

A. Operating Year

The operating year of the Continuum will commence on January 1st of each calendar year and end on the 31st day of December of said calendar year.

Newly elected Continuum Board members will be seated on January 15th of each year.

B. Annual Document Review

The Continuum Board will review this Charter and the Journey Home Plan annually, in collaboration with the Collaborative Applicant and HMIS Lead, to ensure they remain consistent with HUD's CoC Program requirements as well as the Continuum objectives and responsibilities.

C. Record-keeping

Proceedings of all Continuum, Continuum Board, and committee meetings are documented in minutes.

- Minutes of meetings are circulated to members of the relevant body and approved at the subsequent meeting.

Comment [RH178]: CoC: Once again, fill in replacement language and ability for Continuum members any time.
DECISION: This language is included elsewhere on filling vacancies and establishing membership.

- The Support Entity is responsible for recording minutes for meetings of the Continuum and Board meetings.
- Committees are responsible for selecting a Secretary, recording their own minutes, and providing to the Support Entity for record keeping.
- Minutes for all bodies will be ~~disseminated made publicly available~~ by the Support Entity ~~upon request~~.

The Support Entity will be the holder of all Continuum, ~~the~~ Continuum Board, and committee documentation and records.

Comment [RH179]: CoC: Why not have Board minutes distributed automatically (electronically).
DECISION: Changed to indicate that minutes will be made publicly available without request.

VII. Amendments

The Board will have the power to adopt, amend, or repeal the provisions of this Governance Bylaws upon recommendation and by a two-thirds vote of the voting members of the then-seated Board where such proposed action has been described in the notice of the meeting and provided the Continuum members have been provided with a review and comment period prior to the Board vote. Any alteration, amendment, or repeal of the provisions of these bylaws that involve the decision-making authority of the Continuum Membership, as described in Section IIB of these bylaws must also be approved by at least a two-thirds majority vote of the Continuum Membership present at a properly noticed meeting where such proposed action has been described in the notice of the meeting.

VIII. ~~Appointed Entity Designations~~

~~At date of approval of charter, the Continuum has designated the following as appointed entities:~~

- ~~Collaborative Applicant: Mayor's Office of Human Services~~
- ~~HMIS Lead: Mayor's Office of Human Services~~
- ~~Support Entity: Mayor's Office of Human Services~~
- ~~Journey Home Fiscal Agent: United Way~~

Baltimore City Continuum of Care Appendix

IX. Acronyms & Terms

Comment [RH180]: Hannah to reformat as separate section.

Acronyms

- **CoC** Continuum of Care
- **ESG** Emergency Solutions Grants
- **HMIS** Homeless Management Information System
- **HUD** U.S. Department of Housing and Urban Development
- **MOU** Memorandum of Understanding
- **NOFA** Notice of Funding Availability

Definitions

Black text is taken from the C.F.R. interim rule. [Blue text has been developed for the Baltimore City Continuum of Care.](#)

Comment [RH181]: CoC: Conflict of Interest Policy of definition is needed.
DECISION: Has been added to Governance Committee workplan to further develop a Conflict of Interest policy.

At risk of homelessness

- (1) An individual or family who:
 - (i) Has an annual income below 30% of median family income for the area, as determined by HUD;
 - (ii) Does not have sufficient resources or support networks, e.g., family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the –Homeless definition in this §; and
 - (iii) Meets one of the following conditions:
 - (A) Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
 - (B) Is living in the home of another because of economic hardship;
 - (C) Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days of the date of application for assistance;
 - (D) Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by federal, State, or local government programs for low-income individuals;
 - (E) Lives in a single-room occupancy or efficiency apartment unit in which there reside more than 2 persons, or lives in a larger housing unit in which there reside more than 1.5 people per room, as defined by the U.S. Census Bureau;
 - (F) Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facility, or correction program or institution); or
 - (G) Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient's approved consolidated plan;
- (2) A child or youth who does not qualify as "homeless" under this §, but qualifies as "homeless" under §387(3) of the Runaway and Homeless Youth Act (42 U.S.C. 5732a(3)), §637(11) of the Head Start Act (42 U.S.C. 9832(11)), §41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6)), §330(h)(5)(A) of the Public Health Service Act (42 U.S.C. 254b(h)(5)(A)), §3(m) of the Food and Nutrition Act of 2008 (7 U.S.C. 2012(m)), or §17(b)(15) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)(15)); or
- (3) A child or youth who does not qualify as "homeless" under this §, but qualifies as "homeless" under §725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)), and the parent(s) or guardian(s) of that child or youth if living with her or him.

Comment [RH182]: GC: Need to update.
DECISION: Has been added to Governance Committee workplan to continue updates to Appendix.

Comment [RH183]: CoC: All black?? (consider alternate formatting to distinguish)
DECISION: Current formatting will be maintained.

Journey Home Plan

Journey Home plan is the Baltimore City community's strategic plan, as implemented by the Continuum, to ensure that homelessness is rare and brief.

Continuum Board (the Board)

The governing board established to act on behalf of the Continuum using the process established as a requirement by §578.7(a)(3) and in compliance with the conflict-of-interest requirements at §578.95(b). The board must: (1) be representative of the relevant organizations and of projects serving homeless subpopulations; and (2) include at least one homeless or formerly homeless individual.

Centralized or coordinated assessment system

Means a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

Chronically homeless

- (1) An individual who:
 - (i) Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
 - (ii) Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least 1 year or on at least 4 separate occasions in the last 3 years; and
 - (iii) Can be diagnosed with 1 or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in §102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002)), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;
- (2) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or
- (3) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph

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Revised June 9, 2016

(1) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

CoC Program

The CoC (Continuum of Care) program is the funding program of HUD authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act as amended (42 U.S.C. 11371 et seq).

CoC Program Grantee (Recipient) and Sub-recipient

The CoC Program Grantee is the "recipient" as used by HUD and means an applicant that signs a grant agreement with HUD.

Sub-recipient means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a sub-grant from the recipient to carry out a project.

Code of Federal Regulations (CFR)

A codification of the general and permanent rules published in the *Federal Register* by the Executive departments and agencies the U.S. federal government.

Collaborative applicant

Means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds under this part on behalf of the Continuum.

Committees & Workgroups

The Continuum's committees and workgroups are the action planning components of the system. In these bodies, strategies are developed, deepened and expanded into time-limited work plans. These groups may also be directly responsible for specific strategies or exploring options to solve particular concerns.

Consolidated plan

Means the HUD-approved plan developed in accordance with 24 CFR 91.

The Continuum (Continuum of Care)

The name of this body will be the Baltimore City Continuum of Care (the Continuum).

This has been defined in two ways:

- (1) Means the group organized to carry out the responsibilities required under this part and that is composed of representatives of organizations, including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate. (24 CFR §578.3)
- (2) Means the group composed of representatives of relevant organizations, which generally includes [list as in first definition] that are organized to plan for and provide, as necessary, a system of outreach, engagement, and assessment; emergency shelter; rapid re-housing; transitional housing; permanent housing; and prevention strategies to address the various needs of homeless persons and persons at risk of homelessness for a specific geographic area. (24 CFR §576.2)

Continuum Member

Those individuals and entities meeting the composition and eligibility standards of the Continuum as set forth in this Charter.

Eligible applicant

Means a private nonprofit organization, State, local government, or instrumentality of State and local government.

Emergency shelter

Means any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless and which does not require occupants to sign leases or occupancy agreements.

Emergency Solutions Grants (ESG)

Means the grants provided under 24 CFR part 576.

High-performing community (HPC)

Means a Continuum of Care that meets the standards in subpart E of this part and has been designated as a high-performing community by HUD. To qualify as an HPC, a Continuum must demonstrate through:

- (1) Reliable data generated by the Continuum of Care's HMIS that it meets all of the following standards:
 - (i) **Mean length of homelessness.** Either the mean length of episode of homelessness within the Continuum's geographic area is fewer than 20 days, or the mean length of episodes of homelessness for individuals or families in similar circumstances was reduced by at least 10% from the preceding federal fiscal year.
 - (ii) **Reduced recidivism.** Of individuals and families who leave homelessness, less than 5% become homeless again at any time within the next 2 years; or the percentage of individuals and families in similar circumstances who become homeless again within 2 years after leaving homelessness was decreased by at least 20% from the preceding federal fiscal year.
 - (iii) **HMIS coverage.** The Continuum's HMIS must have a bed coverage rate of 80% and a service volume coverage rate of 80% as calculated in accordance with HUD's HMIS requirements.
 - (iv) **Serving families and youth.** With respect to Continuums that served homeless families and youth defined as homeless under other federal statutes in paragraph (3) of the definition of homeless in §576.2:
 - (A) 95% of those families and youth did not become homeless again within a 2-year period following termination of assistance; or
 - (B) 85% of those families achieved independent living in permanent housing for at least 2 years following termination of assistance.
- (2) Reliable data generated from sources other than the Continuum's HMIS that is provided in a narrative or other form prescribed by HUD that it meets both of the following standards:
 - (i) **Community action.** All the metropolitan cities and counties within the Continuum's geographic area have a comprehensive outreach plan, including specific steps for identifying homeless persons and referring them to appropriate housing and services in that geographic area.
 - (ii) **Renewing HPC status.** If the Continuum was designated an HPC in the previous federal fiscal year and used Continuum of Care grant funds for activities described under §578.71, that such activities were effective at reducing the number of individuals and families who became homeless in that community.

Homeless**Means:**

- (1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - (i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
 - (ii) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or
 - (iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;
- (2) An individual or family who will imminently lose their primary nighttime residence, provided that:
 - (i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
 - (ii) No subsequent residence has been identified; and
 - (iii) The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;
- (3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
 - (i) Are defined as homeless under §387 of the Runaway and Homeless Youth Act (42 U.S.C. 5732a), §637 of the Head Start Act (42 U.S.C. 9832), §41403 of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2), §330(h) of the Public Health Service Act (42 U.S.C. 254b(h)), §3 of the Food and Nutrition Act of 2008 (7 U.S.C. 2012), §17(b) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)), or §725 of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a);
 - (ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;
 - (iii) Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and
 - (iv) Can be expected to continue in such status for an extended period of time because of chronic disabilities; chronic physical health or mental health conditions; substance addiction; histories of domestic violence or childhood abuse (including neglect); the presence of a child or youth with a disability; or two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment; or
- (4) Any individual or family who:
 - (i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
 - (ii) Has no other residence; and
 - (iii) Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

Homeless Management Information System (HMIS)

Means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.

HMIS Lead

Means the entity designated by the Continuum of Care in accordance with this part to operate the Continuum's HMIS on its behalf.

Homelessness prevention

ESG funds may be used to provide housing relocation and stabilization services and short- and/or medium-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter or another place described in paragraph (1) of the "homeless" definition in § 576.2. This assistance, referred to as homelessness prevention, may be provided to individuals and families who meet the criteria under the "at risk of homelessness" definition, or who meet the criteria in paragraph (2), (3), or (4) of the "homeless" definition in § 576.2 and have an annual income below 30 percent of median family income for the area, as determined by HUD. The costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in the program participant's current permanent housing or move into other permanent housing and achieve stability in that housing. Homelessness prevention must be provided in accordance with the housing relocation and stabilization services requirements in § 576.105, the short-term and medium-term rental assistance requirements in § 576.106, and the written standards and procedures established under § 576.400.

Permanent housing

Means community-based housing without a designated length of stay, and includes both permanent supportive housing and rapid rehousing. To be permanent housing, the program participant must be the tenant on a lease for a term of at least one year, which is renewable for terms that are a minimum of one month long, and is terminable only for cause.

Permanent supportive housing

Means permanent housing in which supportive services are provided to assist homeless persons with a disability to live independently.

Point-in-time count

Means a count of sheltered and unsheltered homeless persons carried out on one night in the last 10 calendar days of January or at such other time as required by HUD.

Private nonprofit organization

Means an organization:

- (1) No part of the net earnings of which inure to the benefit of any member, founder, contributor, or individual;
- (2) That has a voluntary board;
- (3) That has a functioning accounting system that is operated in accordance with generally accepted accounting principles, or has designated a fiscal agent that will maintain a functioning accounting system for the organization in accordance with generally accepted accounting principles; and
- (4) That practices nondiscrimination in the provision of assistance.

A private nonprofit organization does not include governmental organizations, such as public housing agencies.

Program participant

Means an individual (including an unaccompanied youth) or family who is assisted with Continuum of Care program funds.

Project

Means a group of eligible activities, such as HMIS costs, identified as a project in an application to HUD for Continuum of Care funds and includes a structure (or structures) that is (are) acquired, rehabilitated, constructed, or leased with assistance provided under this part or with respect to which HUD provides rental assistance or annual payments for operating costs, or supportive services under this subtitle.

Rapid re-housing

From National Alliance to End Homelessness: Rapid Re-Housing: Creating Programs that Work (July 2009)

Rapid Re-Housing is for “individuals and families who are experiencing homelessness (residing in emergency or transitional shelters or on the street) and need temporary assistance in order to obtain housing and retain it” (HUD Homelessness Prevention and Rapid Re-Housing (HPRP) Notice, March 19, 2009).

These are the key components:

- (1) The individual or family is currently homeless
- (2) The “Rapid” in Rapid Re-Housing means that the household is assisted to obtain permanent housing as quickly as possible. People move directly from homelessness to housing. There are no intermediate programs that delay their move to housing.
- (3) Rapid Re-Housing provides the minimal amount of assistance—amount and length—needed to obtain and retain housing.
- (4) Households are empowered to make their own choices and to respond to the consequences of those decisions.
- (5) The key to successful re-housing is understanding the individual’s barriers to getting and keeping housing—then finding ways to eliminate or compensate for those barriers.

Recipient and Sub-recipient

See CoC Program Grantee.

Relevant organizations

Relevant organizations include nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.

Safe haven

Means, for the purpose of defining chronically homeless, supportive housing that meets the following:

- (1) Serves hard to reach homeless persons with severe mental illness who came from the streets and have been unwilling or unable to participate in supportive services;
- (2) Provides 24-hour residence for eligible persons for an unspecified period;
- (3) Has an overnight capacity limited to 25 or fewer persons; and
- (4) Provides low-demand services and referrals for the residents.

Support entity

Support Entity is the coordination hub responsible for:

- Providing logistical support for Continuum responsibilities as in Interim Rule – 24 CFR §578.7
- Convening and facilitating the Board and key working groups
- Monitoring strategic coherence across efforts
- Coordinating communication within the Continuum
- Managing collective data systems and information distribution
- Mobilizing planning efforts that frame future Journey Home plans, related community-wide plans and their revision
- Stewarding resources for collective impact as appropriate

As such, the support is not a “lead” entity, but rather performs the roles of advocate, planning consultant, project manager, and logistics staff – though always free to delegate elements of its responsibility to appropriate Continuum members and/or contracted support as appropriate.

Transitional housing

Means housing, where all program participants have signed a lease or occupancy agreement, the purpose of which is to facilitate the movement of homeless individuals and families into permanent housing within 24 months or such longer period as HUD determines necessary. The program participant must have a lease or occupancy agreement for a term of at least one month that ends in 24 months and cannot be extended.

Unified Funding Agency (UFA)

Means an eligible applicant selected by the Continuum of Care to apply for a grant for the entire Continuum, which has the capacity to carry out the duties in §578.11(b), which is approved by HUD and to which HUD awards a grant. **No UFA has been designated. The Board will work with the Collaborative Applicant to apply for UFA status if the Board or Continuum as a whole sees fit to do so.**

Comment [RH184]: CA: At this time UFA designation is not possible for Baltimore CoC since it has more than one recipient.
DECISION: Language maintained. At this time, UFA status is not designated.

Victim service provider

Means a private nonprofit organization whose primary mission is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking. This term includes rape crisis centers, battered women’s shelters, domestic violence transitional housing programs, and other programs.