Southern Nevada Homelessness Continuum of Care Governance Charter [*2/08/2024*]

I. Overview and Purpose

Continuums of Care are a federally-recognized, local, or regional planning body designed to promote a community-wide commitment to ending homelessness. This charter outlines the structure and decision-making process of the Southern Nevada Homelessness Continuum of Care (CoC), encompassing the entire geography of Clark County and four local consolidated planning jurisdictions: Las Vegas, North Las Vegas, Henderson, and Clark County.

This Governance Charter memorializes how the community will promote partnership and accountability to obtain the CoC mission and meet federally defined responsibilities of operating a HUD Continuum of Care as found in the [Continuum of Care Program Rule at §578 and its related HUD rules, regulations and](#) [notices](#).

Mission Statement

It is our mission to promote a community-wide commitment to ending homelessness. Through the collaborative efforts of people with lived experience of homelessness, nonprofit providers, and state, federal, and local government, we unite community resources to provide comprehensive support and services for people experiencing homelessness, and those on the brink of homelessness, ensuring a coordinated and holistic approach to address their individualized needs.

Vision Statement

The CoC strives to ensure that homelessness is rare, brief, one-time, and equitably addressed. To achieve this goal, we center racial equity, amplify the voices of people with lived experience of homelessness, and work together to implement comprehensive strategies to prevent and end homelessness in Southern Nevada.

Guiding Principles

We adhere to the belief that all persons are equal regardless of race, color, ethnicity, religion, sex, age, national origin, sexual orientation, gender identity, disability, health, education level, or any other basis. We recognize that certain groups are disproportionately impacted by homelessness and systemic barriers and strive to develop a system that centers equity for all populations. Our work and decision-making is driven by the following principles:
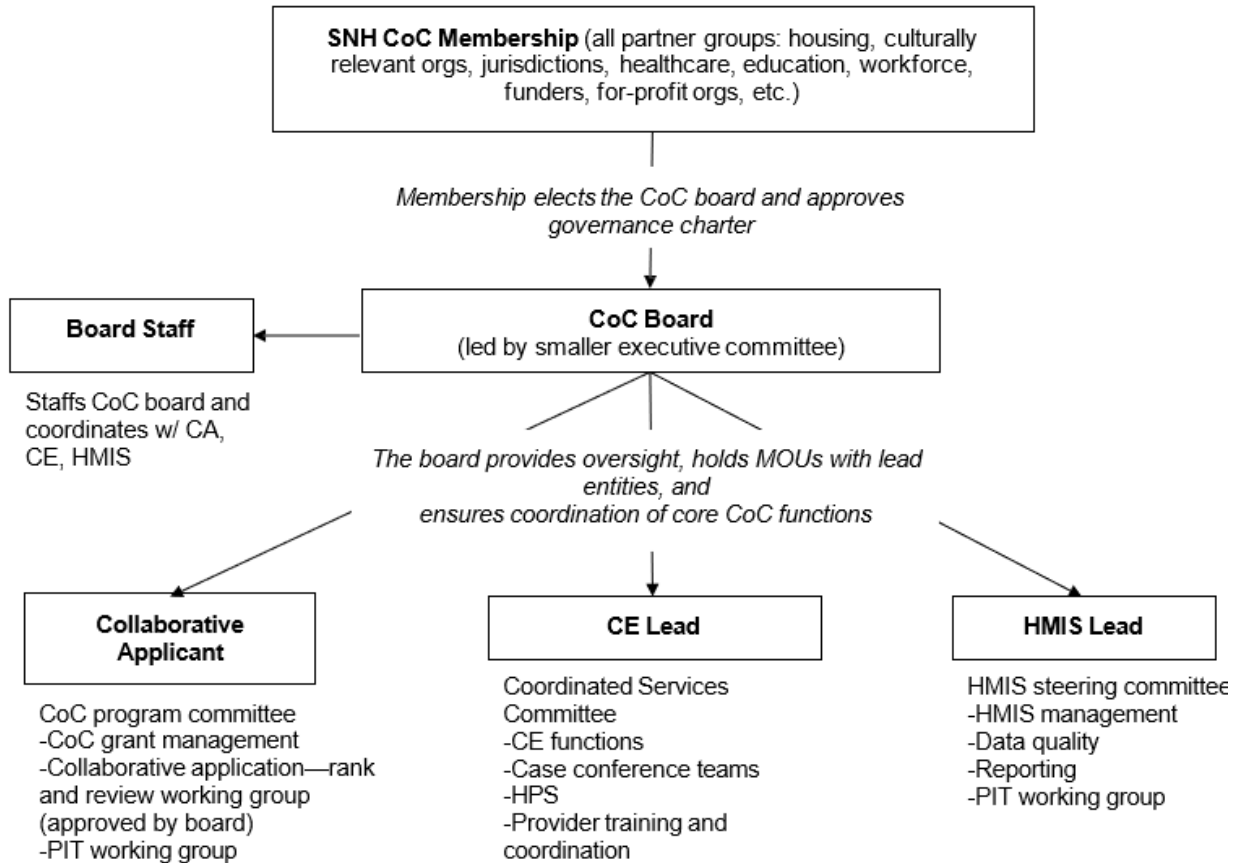
- Person-centered systems and practices
- Housing focus
- Inclusivity and diversity of perspective

- Transparency in community
- Equity
- Data-informed
- Action-oriented

II. CoC Composition and Structure

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The CoC is composed of:

1. CoC general membership,
2. Governing Board,
3. Three CoC Core Function Committees (HMIS Steering, CoC Program Committee, and Coordinated Services),
4. People With Lived Experience Committees (the Lived X Consultants and the Youth Advisory Board), and
5. Other Community Working Groups.

SNH CoC Membership (all partner groups: housing, culturally relevant orgs, jurisdictions, healthcare, education, workforce, funders, for-profit orgs, etc.)

Membership elects the CoC board and approves governance charter

CoC Board
(led by smaller executive committee)

Board Staff

Staffs CoC board and coordinates w/ CA, CE, HMIS

The board provides oversight, holds MOUs with lead entities, and ensures coordination of core CoC functions

Collaborative Applicant

CoC program committee
-CoC grant management
-Collaborative application—rank and review working group (approved by board)
-PIT working group

CE Lead

Coordinated Services Committee
-CE functions
-Case conference teams
-HPS
-Provider training and coordination

HMIS Lead

HMIS steering committee
-HMIS management
-Data quality
-Reporting
-PIT working group

Each part of the CoC's composition is further detailed throughout this section.

1.   General Membership

CoC membership is open to any individual or agency engaged in the CoC's work. Individuals and agencies become formal CoC Partners by signing and submitting a CoC Membership Agreement (available on the CoC HelpHopeHome website). Members are welcome to join at any time and are required to renew their membership every two years. CoC member agencies must designate one person as the voting member for the agency. Additionally, it is encouraged that multiple individuals participate as non-voting members in the CoC's activities. No minimum

or maximum number of non-voting members for the CoC exists. There are no term limits for CoC Members. The collaborative applicant will maintain the CoC membership list and listserv.

The CoC strives to include member representation from all of the following entities/sectors:

- Nonprofit homeless service providers
- People with Lived Experience of Homelessness
- Domestic violence victim service providers
- Faith-based organizations
- State government
- County Government
- City Government
- Community Leaders
- Public housing authorities
- Affordable housing developers
- Organizations that serve homeless and formerly homeless veterans
- BIPOC and People from Marginalized Communities

- ESG recipient agencies
- CoC recipient agencies
- Gaming industry
- Funders
- Law Enforcement
- Landlord (associations)
- Hospitals or Healthcare Providers
- Universities
- Mental Health Agencies
- School Districts (McKinney Vento Programming/Homeless Education Liaisons)
- Youth service provider
- Advocates

Invitation for new members

At least annually, Governing Board members and the general membership will be asked to review existing membership, identify gaps in equitable and sectoral representation of membership (to ensure we are serving the unique needs of those experiencing or at-risk of experiencing homelessness within Southern Nevada), and suggest additional partners or players in the community who are underrepresented and/or have a vested interest in the work of housing and homelessness to support the representation of those gaps. Collaborative Applicant staff will work with board members to reach out to individuals who could offer this representation to explain the CoC's mission and what participation entails and invite them to submit a CoC Membership application. This work will be coordinated by the Collaborative Applicant and a time-limited working group.

The Collaborative Applicant will also issue an annual public invitation for new members to join the Continuum of Care via posting on the CoC HelpHopeHome.org website and through the CoC listserv, encouraging recipients to share with others that may not be included.

The CoC recognizes and values the importance of addressing disparities to ensure everyone has access to the support and services they need, regardless of factors such as race, gender, socioeconomic status or other dimensions of identity. Individuals from the Youth Advisory Board and the Lived X Consultants provide an elevated voice for those with lived expertise of experiencing homelessness to the CoC, promoting a just and inclusive society to achieve equal outcomes and opportunities for all.

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General Membership Expectations

All CoC Partners will agree to work collaboratively toward the mission and vision of the continuum of care. This includes: attending general membership meetings, electing the CoC Governing Board, confirming the Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entity, offering systemic and frontline feedback to the Governing Board and committees, intentionally joining relevant committees and working groups, and participation in the community-wide, annual point-in-time count. These expectations will be reinforced through each jurisdictional contract for homelessness and housing service delivery.

Electing the CoC Governing Board

The Voting Membership is responsible for approving the slate of Board Members. When electing Board members, 51% of voting members must be present to constitute a quorum. For a motion to pass, ⅔ majority of the quorum must vote in favor.

With a recommendation from the Governing Board, the Voting Membership is responsible for voting to confirm the Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entity.

At least every five years, the CoC will publish a request for proposal (RFP) for the Collaborative Applicant role, HMIS Lead Entity role, and Coordinated Entry Lead Entity (up to three separate RFPs as applicable- funding permitting). The Governing Board will review all responses to the RFP and make a recommendation to the Voting Membership. The membership must then vote to approve the board's recommendation by a ⅔ majority of members. The board may negotiate and make necessary modifications to the contract with the Collaborative Applicant by a ⅔ vote of a quorum of the Governing Board.

CoC General Membership Meetings

CoC General Membership or "Partner" meetings will occur at least four times per year and, when necessary, at the call of the Chair. These meetings provide relevant information, training, and education related to CoC activities and priorities, funding opportunities, best practices, etc. CoC Partner meetings are open to any person interested in participating but should be attended at a minimum by the voting representative of each CoC Partner agency. Voting Members are expected to attend at least 75% of all General Membership meetings. If the voting representative cannot attend, they should ensure another agency representative is attending in proxy whenever possible; the proxy representative should indicate this in the meeting chat (virtual) or sign-in sheet (in-person).

Committee chairs and board leadership are encouraged to continually seek input from general CoC Membership during membership meetings. They may choose to bring certain items to a vote when they would benefit from the input of broader representation.

Notification of meetings and proposed agendas will be shared in advance via the CoC listserv and posted on the CoC HelpHopeHome website. A 51% of voting members constitutes a

quorum, and any action that takes place during any meeting at which a quorum is present shall be considered an action of the full membership. CoC Partners may attend meetings either in-person or virtually and are permitted and encouraged to send a delegate if they are unable to attend.

2.   Governing Board

The Southern Nevada Homelessness Continuum of Care Governing Board (Governing Board) is the official board acting on behalf of the Continuum of Care. The board answers to and represents the full CoC membership. The Governing Board will formally approve any decisions recommended by the membership.

The Governing Board is ultimately responsible for approving or finalizing any decisions of the CoC as outlined in the CoC Interim Rule in 24 CFR 578 (see the CoC Responsibilities table below for further detail). Major decisions may be taken to the general membership or specific committees for recommendation at the discretion of the Governing Board.

The Governing Board may defer certain board decision-making responsibilities to the Collaborative Applicant, HMIS Lead, Coordinated Entry Lead Entity, and/or CoC Committees as appropriate and reasonable for the effective functioning of the CoC.

Governing Board Membership

The Governing Board consists of 15 voting members and three ex-officio, non-voting members.

Voting members include:

●   One youth with lived experience, elected by the Youth Advisory Board
●   Two adults with lived experience elected by the Lived X Consultants Group
●   Eight seats nominated at large: partners with vested interest in CoC Goals; business representation (recommended ex: Gaming Stakeholders); homeless service providers; transportation efforts
●   City of Las Vegas: appointed seat
●   City of Henderson: appointed seat
●   City of North Las Vegas: appointed seat
●   Clark County: appointed seat

CoC Board Makeup

CoC Board (15 Voting Members; 3 Ex-Officio Members)						
Lived Expertise		Community Representatives	Consolidated Plan	Ex Officio (non-voting)		
Youth Advisory Board (1)	Lived X Consultants (2)	Elected Positions (8)	Jurisdictions (4)	Collaborative Applicant (1)	HMIS Lead (1)	Coordinated Entry Lead (1)

Reserved Seats: Governing Board Members representing agencies entitled to a Reserved Seat (people with lived experience, consolidated plan, ex officio) are appointed to the Governing Board by their respective agency.

Elected Seats: The Collaborative Applicant manages board recruitment with a public call for Governing Board nominations to be conducted at least once annually in October at the General Membership meeting. The election and voting process may occur during a General Membership meeting or electronically via email or other online forum with at least one week's advance notice.

A Governing Board membership sub-committee (nominating committee), chaired by a Vice Chair, will review applicants and draft a proposed slate of board members to be presented at the January General Membership meeting. The entire membership will then vote upon that slate. Upon the inception of this Charter, the previous Steering Committee will remain active to comprise members of the nominating committee, propose slate of Board members under this Charter, and support the transition of newly elected Board members until voting is complete.

Governing Board Members representing the Lived X Consultants and Youth Advisory Board are appointed by their respective membership.

The three non-voting, ex-officio members represent the following three entities and report directly to the board:

- The Collaborative Applicant,
- HMIS Lead, and
- Coordinated Entry Lead.

Governing Board Member Selection

All CoC members will be eligible to participate on the SNHCoC Governing Board, and a call for interested candidates to serve on the Governing Board will be made at the October General Membership meeting and through the CoC listserv and website at least once annually.

Governing Board Terms

Governing Board members serve two-year terms, with the ability to serve three (3) consecutive terms for six (6) years. Governing Board Members in a reserved seat are exempt from term limits, but appointing bodies are encouraged to select a new representative to the Board after six (6) years of service when possible.

When a Member representing an appointed seat is no longer available, that agency shall appoint a new Governing Board Member as soon as possible. If an Elected Seat is vacated in the middle of a two-year term, there will be an electronic nomination period open to the full CoC Membership. The election of a replacement board member may occur during a General Membership meeting or electronically via email or other online forum with at least one week's advance notice. This position will be held to complete the remainder of the term of the vacated seat. Current Board Members seeking to serve an additional term shall notify the Governing Board Membership Sub-Committee Chair for inclusion in the next nominations cycle. Conversely, if an Elected Board Member declines to serve a second or third term, they shall notify the Governing Board Membership Sub-Committee Chair at least one month prior to the end of their term.

Board Meetings

The Board will meet at minimum quarterly, with one Governing Board strategic planning session occurring at least once annually. Meetings may be held in-person or virtually. The Collaborative Applicant will post Governing Board meeting information on the CoC website and meeting minutes will be made available to General Members upon request. Meeting minutes will include the following:

- Date and Time,
- Names of attendees and absentees,
- Decisions made about each agenda item: including actions, next steps,voting outcomes, motions taken, items to be carried over, and
- Date of next meeting.

Meeting minutes will be sent to Governing Board members within three working days of each Governing Board meeting.

CoC Governing Board Operations, Governing Board Positions, and information about the Executive Committee are located in Appendix A.

3.   CoC Core Function Committees

The three core function committees are the HMIS Steering Committee, CoC Program Committee, and Coordinated Services Committee. Decisions or recommendations made by the three core committees will be confirmed and finalized by the Governing Board as outlined in each committee's charter. All CoC members/partners will be eligible to participate in CoC committees. Committees should consist of members providing direct service in the committee's subject matter or program area and must include members with applicable expertise, including

review and analysis of relevant data. To ensure equitable representation throughout the CoC, those with lived experience will be prioritized to participate in each committee.

Committee members determine the frequency of committee meetings to meet the objectives and needs of the committee. Time-limited working groups may be ad-hoc and/or seasonal. Each committee and time-limited working group will have a chair and report activities back to the Governing Board and general membership on an as-needed basis, at least quarterly. The formation of additional committees and time-limited working groups may be recommended by the Governing Board or the general membership and voted upon by the Governing Board on an as-needed basis.

Process for nominating HMIS Steering Committee, Coordinated Services, CoC Program Committee Chair Representatives available in Appendix C.

HMIS Steering Committee

The HMIS Steering Committee will provide HMIS governance, oversight, and evaluation and coordinate needs with the statewide CoC Steering Committee. The CoC will nominate and confirm representatives to serve on the HMIS Steering Committee. These members may be nominated among interested candidates from the general membership and will include the HMIS Lead agency/role. The HMIS Steering Committee makeup will include people with lived expertise, representatives of marginalized communities, and service providers. The HMIS Steering Committee provides counsel and assistance to the HMIS Lead Entity and Lead staff members, CoC governing bodies, and contributing providers regarding homeless service data and HMIS. In brief, the HMIS Steering Committee is responsible to:

1. Ensure that the HMIS Lead Agency is in regulatory compliance with the HEARTH Act and HUD system requirements as outlined in current HUD Data Technical Standards;
2. Ensure HMIS is set up and operating in a manner that is consistent with the CoC's values and supports the CoC's mission and vision for a person-centered system that makes homelessness rare, brief, and non-recurring. This includes, but is not limited to, supporting the CoC's ability to: coordinate case management across agencies, programs, and services; track, measure, and report outcomes achieved by the CoC and the programs within it; coordinate services across the Statewide CoCs; share actionable data with funders, boards, partners, and other stakeholders; use data to identify service gaps and advocate for the development or modification of policies; and track and measure outcomes for the goals outlined in federal, state, and local plans to end homelessness.

CoC Programs Committee

The CoC Program Committee focuses on aligning the CoC funding application and the requirements and expectations of CoC projects to offer agencies more targeted and effective support. The CoC will nominate and confirm representatives to serve on the Program Committee. These members may be nominated among interested candidates from the general

membership. The Program Committee makeup will include people with lived expertise, representatives of marginalized communities, and service providers. Tasks include but are not limited to:

1. In partnership with the HMIS Steering Committee and the Governing Board: Review of data, including homeless-related and other community indicators that drive data-informed recommendations and decisions.
2. In partnership with the HMIS Steering Committee: Ensure the annual point-in-time count is conducted per HUD guidelines and results are analyzed and reported to the appropriate entities.
3. Oversight for ESG coordination and program monitoring as it relates to performance measures; collaborate with identified ESG-specific program management teams; collaborate with the Coordinated Entry Services Committee for effective implementation and strategies.
4. Lead efforts as it relates to funding priorities, collaborative application processes, Request for Proposals (RFPs), and evaluations associated with homeless efforts and ESG coordination.
5. Time-limited Rank and Review working group as designated.
    a. Time-Limited Point In Time (PIT)- focused on inclusive coordination and communication across all CoC partners (jurisdictional/community).
6. Core committees will work together to lead efforts related to system coordination, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment, and capacity building, reporting findings and recommendations to the Governing Board for ultimate approval as necessary.

The Program Committee identifies training needs, sets performance targets, and facilitates and encourages service providers to use an equity lens to avoid creating barriers to services.

Coordinated Services Committee

The Coordinated Services Committee supports person-centered service delivery and coordination across the entire continuum in a way that meets compliance with the Coordinated Entry requirements in place by HUD. The Coordinated Services Committee supports the entire service provider community across the entire continuum of services that a household may need. The CoC will nominate and confirm representatives to serve on the Coordinated Services Committee. These members may be nominated among interested candidates from the general membership. The Coordinated Services Committee makeup will include people with lived expertise, representatives of marginalized communities, and service providers. Committee membership will consist of 51% direct service providers or members with lived experience. The committee will review procedures that outline efforts such as:

1. Understanding the needs of persons not served- review and suggest response or policy changes to drive improvements at access points, same-day service delivery, and ensure housing problem-solving implementation is consistent across all access points;

2. The Committee and Coordinated Entry Lead entity will maintain decision-making and communication expectations for increasing the efficiency of local crisis response systems and improving fairness and ease of access to resources, including mainstream resources.
3. Ensure Housing Problem Solving implementation is consistent with Coordinated Entry access points and person-centered practices.
4. The core committees will work together to lead efforts related to system coordination, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment, and capacity building; reporting findings and recommendations to the Governing Board for ultimate approval as necessary.
5. Coordinating provider functions focused on emergency shelter or shelter-specific work.
6. Maintain Learning Collaborative efforts for all providers within the continuum.

4.   People with Lived Experience Committees

The voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Clark County. These perspectives must go beyond advisory roles or token representation to shared power. Instead, people with lived experience of homelessness should be represented in significant numbers on all boards, committees, and workgroups across our system. The policies, priorities, and homeless system response strategies of the CoC will be informed by individuals with recent or current lived experiences of homelessness.

There are two committees for people with lived experience, the Lived X Consultants and Youth Advisory Board. These committees serve in a consultancy role to the Governing Board, committees, and broader CoC membership based on their self-identified priorities. The membership, leadership and governance of these committees is determined by each respective committee and shall not be dictated by an external body. Each People With Lived Experience Committee will have a publicly posted charter and publicly listed contact information to ensure all people experiencing homelessness in southern Nevada can contact the committee should they wish to bring an issue to the board or membership through that body rather than contact another CoC entity directly.

The CoC compensates the Lived X Consultants and Youth Advisory Board members for their contributions.

5.   Other Community Working Groups

Population-focused working groups such as the Youth Working Group, coordinated outreach/unsheltered response, or Veteran working groups continue to be a critical part of the community response to homelessness. These working groups should regularly request time on general membership and board meeting agendas to share updates and engage broader community collaboration for the special interest or subpopulation. Similar to the lived experience committees, they are self-governed and may contribute in an advisory role to the CoC through general membership meetings, CoC Committees or alternative core committees as applicable.

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III. The Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entities

The Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entities collectively manage the day to day operations and details of the Continuum of Care to realize the mission and vision of the CoC. The scope of their responsibilities is outlined in this governance charter and further detailed through an annual memorandum of understanding (MOU) to be negotiated between each designated entity and the CoC Board, acting on behalf of the CoC General Membership. Each entity reports directly to the CoC Governing Board and seeks continual direction and collaboration with the CoC Governing Board, General Membership, Core Function Committees, People with Lived Experience Committees, and Other Community Working Groups as applicable.

1.   Collaborative Applicant

HUD requires each Continuum of Care to select a "Collaborative Applicant" to prepare and submit the annual consolidated application for HUD Continuum of Care funds. The Governing Board will release a Request for Applications at least every five years and select a Collaborative Applicant from those applications received. The Collaborative Applicant will be responsible for the following (note: this list is not exhaustive. See Collaborative Applicant MOU for further detail):

1. Serving as the "Collaborative Applicant" for purposes of the annual HUD CoC grant application;
2. Managing the annual grant competition and preparing the annual consolidated grant application;
3. Submit CoC's Consolidated Application to HUD in the annual CoC Competition;
4. Project Ranking to be developed by a committee designated by the Governing Board;
5. Prepare and submit CoC Planning Grant application in the annual CoC Competition;
6. To the extent possible, provide technical assistance on HUD's electronic grant application to independent project applicants;
7. Serving as the "CoC Primary Contact" as defined by HUD;
8. To consult with recipients and subrecipients of HUD funds to establish program and system performance targets, monitor recipient and subrecipient performance, evaluate outcomes, and provide support for poor performers - with support from the Governing Board;
9. Planning, coordinating, and submitting Housing Inventory Count and Point-in-Time Count in accordance with annual requirements published by HUD;
10. Coordinate and provide staff support for the Governing Board and general membership meetings;
11. Provide staff support to all CoC committee meetings to ensure knowledge of all CoC committee activities;
12. Manage shared communications amongst CoC partners and members via website and email;
13. Participate in sub-committees and meetings as required/appropriate, including the HMIS Statewide Governance Committee and CoC committees;

14. Prepare annual Grant Inventory Worksheet (GIW);
15. Study HUD guidance on system-wide performance, work with Coordinated Entry Lead Entity and HMIS Lead to identify bright spots and areas for improvement, and use results in annual CoC grant application;
16. Maintain compliance with planning grant requirements;
17. Provide general direction, oversight and vision for the CoC, specifically related to new/emerging best practices and opportunities from HUD and other experts;
18. Maintain CoC's website;
19. Maintain records of all general membership and Governing Board meetings, including voting decisions and any other vital CoC records in accordance with requirements in CoC interim rule;
20. Confirm quorum is met and take attendance at all Governing Board meetings; maintain attendance records for quarterly membership meetings;
21. Post and distribute agendas in advance of general membership and Governing Board meetings;
22. Act as the grant applicant for non-CoC-funded grant opportunities to support CoC activities;
23. Develop and conduct ongoing Governing Board training to ensure that board members know the roles and responsibilities of all of the entities in the CoC and the tools and data available to make decisions;
24. Ensure CoC recruits new Voting Members annually following requirements in CoC Interim Rule;
25. Engage and assist in onboarding new Governing Board members
26. Ensure CoC reviews the Governing Board selection process at least every five years per requirements in CoC Interim Rule;
27. Provide updates upon request to the Governing Board and general membership about the duties described here;
28. Participate in sub-committees and meetings as required/appropriate and
29. Hire a CoC Director and other CoC-focused staff; the CoC Director is the position dedicated by the Collaborative Applicant to staff the CoC Governing Board and oversee all operational aspects of the Collaborative Applicant.
30. Hold an ex officio seat on the Governing Board.
31. Any other responsibilities determined by the board and agreed upon by MOU.

2. HMIS Lead

HUD requires each Continuum of Care to select an HMIS software and HMIS Lead entity to meet the data collection and reporting requirements of the CoC. The Governing Board will release a Request for Applications at least every five years and select an HMIS Lead from those applications received. The HMIS Lead will be responsible for the following (note: this list is not exhaustive. See HMIS Lead Entity MOU for further detail):

Project Management:

Oversee the general management of the HMIS project. May also supervise HMIS staff. Usually interacts with CoC leadership, program leadership, and the HMIS Lead agency's leadership.

System Administration:

Manage the technical aspects of the day-to-day operations of the HMIS. Work directly with the end users and the HMIS software vendor to ensure authorized access to client information, accessibility of the HMIS software, software performance, correct setup and monitoring of system security, and adherence to CoC privacy policies within the software. Tasks include but are not limited to (See HMIS Lead MOU for further detail):

1. Work with HMIS staff to implement an HMIS operations plan to ensure all responsibilities are fulfilled in a timely manner;
2. Maintain a calendar of events, such as report due dates, training dates, monitoring dates, data committee meeting dates, annual recertification due dates, to support ongoing and cyclical HMIS operational activities;
3. Ensure the HMIS network infrastructure is up and running;
4. Ensure hosting, storage, and back-up procedures are completed in accordance with CoC expectations (if a vendor function, the system administrator should verify);
5. Add, remove, or update user account information, reset passwords, set and monitor end user access levels;
6. Ensure correct set up of projects in the HMIS;
7. Customize/configure workflows within the capacity of the software, as authorized by the CoC, and in accordance with the CoC Privacy Plan, Privacy Notice, and data use and disclosure agreements;
8. Assess and conduct HMIS software performance for improvement;
9. Work with HMIS staff and software vendor to develop and implement custom project work plans;
10. Manage HMIS software updates;
11. Test, monitor, and validate software fixes;
12. Ensure technical requirements are incorporated into planning for special software projects;
13. Ensure the existence of current software technical documentation, such as system configuration and a local HMIS specific data dictionary;
14. Remove or archive client data from HMIS as authorized by the CoC;
15. Work with software vendor/ensure presence of a disaster protection and recovery plan for data hosting sites, including back-up sites and accessibility protocols;
16. Develop and manage a disaster recovery protocol for System Admin/HMIS Lead paper and electronic HMIS documents and agreements;
17. Support non-HMIS programs with a comparable database; and
18. Install and configure new hardware and software related to the HMIS for the HMIS Lead;

Training: Develop, conduct, and document training for HMIS users and data collectors. Tasks include but are not limited to:

1. Develop and implement a regular training plan for HMIS end-users, that ensures all required HMIS participants have received training and orientation on regulations pertaining to their funding;
2. Develop and implement a regular training plan for HMIS software data entry and capabilities;
3. Provide training on system security, privacy, and HMIS policies and procedures; and
4. Provide training on report generation, relevant to audience (CoC Annual Performance Report, System Performance Measures, Emergency Solutions Grant Consolidated Annual Performance and Evaluation Report);

Security and privacy: Help establish and oversee policies related to the HMIS system security and privacy. Tasks include but are not limited to:

1. Establish policies, procedures, and conduct security standard monitoring, including HMIS related hard copy documents, such as completed intake forms, printed By Name Lists, printed documents with Personal Identifying Information (PII), and filing systems used to house these documents;
2. Create and implement a system security plan;
3. Implement technical safeguards to protect HMIS data, assuring devices used for HMIS are password protected, have up-to-date antivirus software, have locking screensavers, have individual or network firewalls, and physical device locations are secure;
4. Ensure that the HMIS software is configured correctly to ensure compliance with CoC established security policies and procedures;
5. Monitor audit logs for unauthorized access to client records and report deviations from security protocol according to an established channel of communication;
6. Ensure security of data during any electronic transfer of data;
7. Conduct security standard monitoring in accordance with established policies and procedures;
8. Establish policies, procedures, and monitoring plan for the Privacy Notice; client authorization form (Release of Information); and electronic and paper documents containing personal identifying information (i.e. intake forms, assessment tools, By Name Lists, referral forms, etc.).;
9. Ensure that the HMIS software is configured correctly to ensure compliance with CoC established privacy policies and procedures; and
10. Conduct monitoring for compliance to established policies, procedures, and plans and report deviations from privacy protocol according to an established channel of communication;

Technical support: Receive, triage, and resolve technical issues in the HMIS experienced by the end users. Work with the system administrator to identify HMIS software issues and with HMIS training staff to identify end-user training needs. Tasks include but are not limited to:

1. Develop and establish HMIS support structure, helpdesk, HMIS Policies and Procedures;

2. Conduct HMIS support and help desk activities within the scope of established HMIS policies, procedures, and protocols;
3. Respond to technical queries and assist end-users;
4. Troubleshoot and resolve HMIS issues/bug/default tracking with HMIS software vendor;
5. Monitor data collection and review report compliance with HUD standards and federal partner requirements, when applicable;
6. Manage communication with the HMIS software vendor; report ongoing issues in accordance with HMIS Policies and Procedures;
7. Work with HMIS software vendor to plan and implement software upgrades and fixes; and
8. Design and implement a customer feedback forum (HMIS User group);

Data Quality

1. Establish and maintain data quality policies and procedures;
2. Develop and maintain a data quality improvement/ maintenance plan;
3. Test, monitor, validate, and verify the HMIS software can collect required data elements;
4. Monitor data quality in accordance with CoC established Data Quality Management Plan;
5. Work with end users to identify and resolve data quality issues;
6. Perform data integrity maintenance, such as record deduplication/merger, as authorized by the CoC;
7. Develop and operate a data quality monitoring plan to ensure the HMIS collects required data as per the most recent HUD specifications, including federal partner requirements; and
8. Establish, maintain, and monitor data and hardware disposal policies and procedures;

Data analysis and reporting: Analyze data for the CoC, including non-HMIS data. Submit regular reports and requested data to the Board and each CoC Committee on an ongoing basis - at least quarterly or at an interval determined by the respective Board or Committee. Ensure CoC reporting requirements are met per HUD. Tasks include but are not limited to:

1. Manage data imports and exports;
2. Create and maintain documentation of custom reports;
3. Extract, compile, and analyze HMIS data, in accordance with CoC policies and procedures, including creation and submission of HUD required reporting on behalf of the CoC;
4. Extract, compile, and analyze HMIS data, in accordance with CoC policies and procedures, to support service program staff in the creation and submission of federal project reports; and
5. Contribute to and/or prepare and submit the HMIS APR;
6. Communications: Disseminate information to the community and manage communications related to data on behalf of the CoC. Tasks include but are not limited to:
7. Manage HMIS public website and community dashboard reporting; and

8. Support the HMIS Liaison and CoC leadership's outreach to project and community leadership to cultivate and maintain support and understanding of HMIS.
9. Participate in sub-committees and meetings as required/appropriate, including the HMIS Statewide Governance Committee and CoC committees
10. Hold an ex officio seat on the Governing Board.

The CoC, in partnership with the HMIS Lead intends to do all of the above listed activities in coordination with the CoC program, ESG program, the Nevada Statewide HMIS Collaborative and other entities/funders with HMIS requirements.

3. Coordinated Entry Lead Entity

The Coordinated Entry (CE) Lead Entity operates the coordinated crisis response system to persons who are at imminent risk of experiencing literal homelessness and those who are homeless. The CE Lead Entity ensures equitable access to services; identifies areas for improvement and acts to increase the efficiency of local crisis response activities as they pertain to homeless services; participates in, maintains, and provides ongoing training; manages and provides oversight of the community's coordinated intake and assessment process for services to those experiencing a housing crisis. Tasks include but are not limited to:

1. Convene diverse community partners and staff for continuous community input and feedback;
2. Direct priorities of the Coordinated Services Committee and oversee case conferencing efforts;
3. Participate as an ex officio member on the CoC board and executive committee;
4. Transparently keep the board and the general community informed of progress and updates (through public meetings, compilation and regular distribution of CE data, open communication with service providers, and publicly available, updated policies and procedures);
5. Provide Housing Problem Solving implementation and ongoing oversight.
6. Assess and update the coordinated entry access and assessment process in response to evolving community programs and needs; throughout the year (on-going basis).

<u>**IV. CoC Responsibilities**</u>

The CoC is required to carry out the following responsibilities as designated by the HEARTH Act in 24 CFR §578.7. Each responsibility references the specific entity who is accountable to ensure completion and compliance. The Governing Board, collaborative applicant (CA), HMIS Lead, and all three core committees will work together to lead efforts related to system coordination, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment, capacity building, and reporting findings and recommendations to the Governing Board.

Ultimate oversight for the work of these assigned entities, insurance that leadership and strategy are tied to gaps analysis and equitable outcomes, and decision-making authority for the CoC will reside with the Governing Board.

Continuum of Care Responsibilities			**Responsible Entity**
§578.7 (a) Operate the Continuum of Care	Regular meetings	Hold meetings of the full membership, with published agendas, at least semiannually. CoCs may conduct membership meetings more often for the purposes of activity planning, ongoing communication, staff training, etc.	Governing Board calls and facilitates meeting; CA assists with quarterly CoC meeting agenda-setting, communications, logistics, and note-takings. All entities direct content and participate in meetings
	Invitation for new members	Issue a public invitation for new members from within the CoC's geographic areas at least annually	The CA will help identify and outreach to target groups for CoC inclusion in consultation with the board
	Board selection	Adopt and follow a written process to select a CoC board to act on behalf of the CoC. The CoC must review, update, and approve the selection process at least once every five years. The CoC board must meet all requirements as specified in 24 CFR part 578.5(b). Many of the operating responsibilities of the CoC may be appropriately assigned to the board.	CA coordinates getting the new board slate each year to the CoC membership meeting for approval.
	Additional committees	Appoint additional committees, subcommittees, or work groups as needed.	Governing Board to appoint additional committees, subcommittees, and workgroups as needed; CA staffs Governing Board, Programs Committee, and other special initiative work groups as needed; HMIS Lead staffs HMIS Steering Committee, and CE Lead staffs Coordinated Services Committee

	Governance charter	In consultation with the collaborative applicant and the HMIS lead, develop, follow, and update annually 1) a governance charter that includes all procedures and policies needed to comply with 24 CFR part 578.5(b) and with HMIS requirements as prescribed by HUD, and 2) a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board.	CA/Board/membership propose governance charter edits consistent with HUD and local priorities; Board and CA facilitates an annual governance charter review, including a public input process; CA makes updates to the governance charter and posts the most current version to the web.
	Monitoring	Monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers.	CA work with third party to monitor & evaluate recipients; work with monitoring entity to report relevant information to the Programs Committee; create written process and follow-through for poor performers; Program Committee and CA execute monitoring & evaluation, consistent with board priorities, toward ongoing system performance improvements. Report summary and raise significant concerns to the Board.
	Evaluation	Establish performance targets appropriate for population and program type in consultation with recipients and subrecipients. Monitor recipient and subrecipient performance, evaluate outcomes, and take actions against poor performers.	CA work with third party for evaluation of projects; post monitoring tools on CoC website; CoC membership provide input in review of proposed targets; CoC Board approve targets and tracks performance quarterly; HMIS Steering Committee & HMIS Lead ensure quarterly performance reports are shared with the CoC Programs Committee, CA and Board to improve performance.
	Coordinated entry	Establish and operate a coordinated assessment system, in consultation with the recipients of ESG program funds.	Coordinated Entry Lead Entity with guidance from the Coordinated Services Committee, CE participants, and CoC membership; CA monitors Coordinated Entry Lead Entity with Board, provider, participant, and Coordinated Services Committee input

	Written standards	Establish and consistently follow written standards for providing CoC assistance, in consultation with the recipients of ESG program funds. At a minimum the written standards must include: - policies and procedures for evaluating individuals' and families' eligibility for assistance under the CoC program, determining and prioritizing which eligible individuals and families will receive TH, RRH, and PSH. Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance.	CA gathers community and membership input to draft, annually revise, post and maintain written standards.
§578.7 (c) Continuum of Care planning. The Continuum must develop a plan that includes:	System coordination	The CoC is responsible for coordinating and implementing a comprehensive system to address the needs of the homeless population and subpopulations and persons experiencing a housing crisis. At minimum the system should encompass outreach, engagement, and assessment; shelter, housing, and supportive services; and homelessness prevention strategies.	Board gathers community input, analyzes data, and reviews gaps seen through the NOFO process to recommend and annually update system improvements (Local priorities)
	Point-in-time count	Identify the number of homeless persons who are unsheltered and sheltered (ES & TH) according to requirements established by HUD.	CA facilitates PIT count; time-limited PIT working group; HMIS Lead/Steering Committee; CoC Membership (volunteer contributions)
	Consolidated plan	A CoC must provide information for consolidated planning within its geographic area. Ideally, this would include collaboration in the broader consolidated planning process.	CA provides data and collaborates on planning, with input from the Board, to populate the homelessness section in each jurisdictional consolidated plan
	ESG consultation	A CoC must consult with State and local government ESG recipients within its geographic area with respect to the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients.	CA/Programs Committee coordinates with ESG jurisdictions and collaborates on monitoring and evaluation of ESG projects. ESG recipients participate in CoC rank and review.
§578.7 (b) Designating and operating an HMIS. The Continuum of Care must:	HMIS	Designate a single HMIS for the CoC geographic area	CoC General Membership, with recommendation from the Board (and HMIS Steering Committee). HMIS Lead facilitates vendor contracts and reports to the CoC Board and membership.
	HMIS lead	Designate a single eligible applicant to serve as the HMIS lead to manage the HMIS.	CoC General Membership, with recommendation from the Board (and HMIS Steering Committee). HMIS Lead

			supports overall HMIS governance processes and maintains activities consistent with HUD guidance https://www.hudexchange.info/resource/6261/hmis-lead-series/.
	HMIS compliance	Ensuring that the HMIS is administered in compliance with requirements prescribed by HUD.	HMIS Lead; evaluation from CoC Board with recommendation from HMIS Steering Committee (see also HMIS Lead Improvement & Evaluation Matrix)
	Privacy, security, and data quality	Reviewing, revising, and approving an HMIS privacy plan, security plan, and data quality plan.	HMIS Lead to draft, update, seek input; HMIS Steering Committee to review and approve
	HMIS participation	Ensuring the consistent participation of recipients and subrecipients in the HMIS.	CA to support HMIS Lead/HMIS Steering Committee and CoC Programs Committee; Board to support when ethical breach or significant corrective action is required.
§578.9 Prepare an Application for funds:	Funding priorities and process	A CoC must establish priorities for funding projects in its geographic area. The selection process must be transparent and inclusive and based on the standards indicated in 24 CFR part 578.19(b)	CA works with neutral third party to facilitate local application process; works with CoC Board to develop local priorities (see system coordination above) to direct competition ranking; third party will do external facilitation of local application process - CA contracts with third party.
	Consolidated application process	A CoC must design, operate, and follow a collaborative process for developing applications and approving the submission of applications in response to the HUD CoC NOFA, and in concert with the funding priorities and plan adopted by the CoC.	CA works with third party to run local application process which includes threshold development, rating & ranking development, reallocation discussion, and bonus projects. CA writes consolidated application, seeking out Board and community input in advance; CA selects Review & Ranking committee with board input and approval, communicates process publicly.

	Collaborative Applicant	Designate an eligible applicant to serve as the collaborative applicant. If the CoC chooses to apply for CoC planning funds, the collaborative applicant is also the only eligible applicant to apply for these funds. The CoC retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum.	CA Applies for planning grant funds; application and budgets directed by local priorities and CA MOU. Board approves and has the opportunity to provide feedback on the planning grant application prior to submission,

V. Process for Reviewing and Amending the Governance Charter

The Governing Board shall review and amend the Governance Charter at least annually (through a public input process led by the Executive Committee), or at any time as needed based on membership feedback. The Governance Charter and any proposal for amendments shall be publicly available to the General Membership on the CoC website.

VI. Appendices

    A. **CoC Governing Board Operations, CoC Transparency, Code of Conduct, Conflict of Interest**

    B. **Signed Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entity MOUs**

    C. **Process for nominating HMIS Steering Committee, Coordinated Services, CoC Program Committee Chair Representatives**