



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

CoC Advisory Board Agenda

September 17, 2019 || 1:00 PM – 2:30 PM

SETA, 925 Del Paso Blvd., Sacramento, CA 95815 – Sequoia Room

I. Welcome & Introductions: Sarah Bontrager, Chair			
II. New Business			
A. 2019 Governance Charter 1) Charter – ACTION 2) CoC System Planning Committee Co-Chair Appointment - ACTION	- Presenters: Cindy Cavanaugh & Mike Jaske, Governance Committee Members	1:00 PM (50 minutes)	Action
B. CoC Application	- Presenters: Meadow Robinson & Maddie Nation, HomeBase	1:50 PM (30 minutes)	Action
C. CoC Planning Grant Application	Presenter: Michele Watts, SSF Chief Programs Officer	2:20 PM (10 minutes)	Action
D. Announcements			
VII. Meeting Adjourned			

Upcoming Committee Meetings:

- 9/17 CoC Board Meeting
- 9/18 Governance Committee
- 9/23 PIT Committee
- 9/24 Performance Review Committee
- 9/26 Executive Committee Meeting
- 10/2 Homeless Youth Taskforce
- 10/9 CoC Board Meeting

Community Meetings:

- 10/4 Sacramento Veteran Leadership Team meeting (Roads Home)
- 10/4 Credit Repair Workshop (SHRA)

Sacramento City and County Continuum of Care

GOVERNANCE CHARTER

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Overview

This governance charter establishes the Sacramento City and County Continuum of Care (Sacramento CoC) to carry out the duties in accordance with the Homeless Emergency and Rapid Transitions to Housing Act of 2009 (HEARTH Act) and with implementing HUD regulations at 24 CFR Part 578. The Sacramento CoC has parallel responsibilities as assigned by the State of California for funding it provides to Continuum of Care organizations. The Sacramento CoC includes representatives from organizations serving individuals experiencing homelessness or who were formerly homeless and other interested, relevant organizations within Sacramento County. The Sacramento CoC covers all the cities, towns and unincorporated area of Sacramento County.

The Sacramento CoC has established a governing board, which is named the Sacramento Continuum of Care Board (Sacramento CoC Board). The Sacramento CoC Board is the lead decision-making body responsible for Sacramento CoC activities. The Sacramento CoC Board is an unincorporated association.

The Governance Charter outlines the composition, roles, and responsibilities of the Sacramento CoC, Sacramento CoC Board, its committee structure, the CoC Lead Agency serving as the Collaborative Applicant and the Homeless Management Information System (HMIS) Lead Agency.

Purpose

The Sacramento CoC addresses critical issues related to homelessness through a coordinated community-based process promoting the community-wide commitment to the goal of ending homelessness. The Sacramento CoC is dedicated to a collaboration with diverse organizations that is inclusive of the needs of the homeless population and subpopulations in the geographic area.

As the decision-making body for the Sacramento CoC, the Sacramento CoC Board is responsible for managing community planning, coordination and evaluation to ensure that the system of homeless assistance resources are used effectively and efficiently to rapidly and permanently end people's homelessness. This includes planning for the use of HEARTH Act Continuum of Care resources and State or local funds allocated to the Sacramento CoC and coordinating these funds with other relevant resources in the CoC geography. The Sacramento CoC Board will also share its data and analyses to inform the use of State, local, and private resources throughout Sacramento County.

Part I. Responsibilities of Sacramento CoC

As the designated board of the Sacramento CoC, the Sacramento CoC Board works with the CoC Lead Agency serving as the Collaborative Applicant and HMIS Lead Agency to fulfill four major duties.

A. Operating the Sacramento CoC

1. Membership

- Issue public invitation for new members within the geographic area to join the Sacramento CoC and the Sacramento CoC Board at least annually; and
- Follow and update annually the written process to select the Sacramento CoC Board to act on behalf of the Sacramento CoC. The written process is contained within this governance charter.

2. Regular Meetings

- Hold bi-annual public meetings of the full Sacramento CoC membership, with published agendas;
- Hold monthly public meetings of the Sacramento CoC Board with published agendas; and
- Appoint standing committees, ad hoc committees, and collaboratives.

3. Governance

In consultation with the CoC Lead Agency and HMIS Lead Agency, follow and update annually the governance charter, which will include all procedures and policies needed to comply with the HUD regulations; and a code of conduct and recusal process for the CoC Board, its Chair, and any person acting on behalf of the CoC Board.

4. Performance Targets, Monitoring and Outcomes Evaluation

- In consultation with HUD Continuum of Care Program (HUD CoC Program) recipients and sub-recipients, establish performance targets appropriate for population and program type;
- Monitor recipient and sub-recipient performance, evaluate

outcomes, and take action against poor performers;

- Evaluate outcomes of projects funded under the Emergency Solutions Grants (ESG) program and the HUD CoC Program, and report to HUD and other funders; and
- Publicly report results of HUD CoC Program and ESG subrecipient performance monitoring and outcomes.

5. Coordinated Entry

Coordinated entry is intended to increase the efficiency of local crisis response, improve fairness, ease access to resources, and prioritize people who are most in need of assistance. Responsibilities include:

- In consultation with recipients of HUD CoC Program and ESG program funds in Sacramento, establish, operate and monitor a coordinated entry system (CES) that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services and complies with any requirements established by HUD by notice.
- Develop specific policies to guide the operations of a CES on how its system will address the needs of individuals and families who are fleeing, or attempting to flee domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This system must comply with any requirements established by HUD notice.

6. Written Standards

In consultation with recipients of HUD CoC Program and ESG program funds in Sacramento, establish and consistently follow written standards for providing Continuum of Care assistance, including policies and procedures for:

- Evaluating individuals' and families eligibility for CoC assistance;
- Determining and prioritizing which eligible individuals and families will receive transitional housing assistance;
- Determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance;

- Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance;
- Determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (including emergency transfer priority); and
- Determining and prioritizing which eligible individuals and families will receive prevention assistance.

7. Secure Additional Funds

In addition to the HUD CoC Program funding, authorize the CoC Lead Agency and HMIS Lead Agency to apply for and receive funding and to administer or implement programs that reduce homelessness on behalf of the Sacramento CoC.

B. CoC Planning

1. Using a data-driven and evaluative approach, develop a plan that coordinates the implementation of a housing and service system in the geographic area that meets the needs of individuals, including unaccompanied youth and families experiencing homelessness. At minimum, such system includes:
 - Outreach, engagement, and assessment;
 - Shelter, housing, and supportive services; and
 - Prevention strategies.
2. Plan for and conduct the Point-In-Time Count (PIT) of homeless persons in Sacramento that meets HUD requirements, including an annual count of persons living in emergency shelters and transitional housing projects (sheltered persons) and a bi-annual count of sheltered person and persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans (i.e., unsheltered persons);
3. Conduct an annual gaps analysis of the homeless needs and the capacity to provide services for the current year and identify near-term trends to inform decision-making;

4. Provide information required to complete the Consolidated Plan(s), Annual Action Plans and Consolidated Annual Performance Reports (CAPERs) for jurisdictions in Sacramento County;
5. Consult with State and local government ESF program recipients on the plan for allocating ESG program funds and reporting on and evaluating the performance of ESG program recipients and sub-recipients;
6. Develop the emergency transfer plan for the Sacramento CoC in accordance with the Violence Against Women Act; and
7. Prepare and publicize CoC-wide data and analyses to broadly inform CoC funders, program operators, and the public.

C. Designating and HMIS Lead and Operating HMIS

1. Designate a single Homeless Management Information System (HMIS) for the Sacramento CoC;
2. Designate an eligible applicant to manage the Continuum's HMIS, known as the HMIS Lead;
3. Review, revise, and approve privacy, security, and data quality plans for the HMIS;
4. Promote consistent participation of recipients and sub-recipients in the HMIS; and
5. Ensure the HMIS is administered in compliance with HUD requirements.

D. Preparing Applications for Funds

HUD CoC Program

1. Design, operate, and follow a collaborative process for development of applications for funding;
2. Approve submission of applications in response to a HUD CoC Program Notice of Funding Availability (NOFA);
3. Establish priorities for funding projects;
4. Ensure that only one application for HUD CoC Program funds be submitted and collect and combine required application information

from all approved projects in Sacramento;

5. Designate the Collaborative Applicant to submit Sacramento's HUD CoC Program application on behalf of the Sacramento CoC; and
6. Establish an appeals and grievance process to consider and resolve conflicts arising from Board funding decisions.

Other Funding

The Sacramento CoC Board may also make funding applications, in addition to HUD CoC program funding, consistent with its purpose, for State, private or other funds, or authorize the CoC Lead Agency or HMIS Lead Agency to make applications on its behalf.

Part II. Sacramento CoC

A. Composition

The Sacramento CoC shall include a diverse body of stakeholders from throughout the entire geographic area of the CoC to ensure a community-wide commitment to preventing and ending homelessness. Stakeholder representation includes, but is not limited to, nonprofit services providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve veterans, youth, and formerly homeless individuals, and persons experiencing or formerly experiencing homelessness. The intent is for the CoC to be as inclusive as possible to reflect the opinions and insights of various stakeholders.

B. Joining the Sacramento CoC

The Sacramento CoC invites new members to join via electronic application on an ongoing basis. The invitation is communicated by public notice and other appropriate media, which may include website announcements and email messages distributed to a wide range of stakeholders and members. To become and remain a member of the Sacramento CoC, an individual or organization must submit an application, attend meetings, or engage in a supportive way with the community-wide effort to end homelessness.

C. Meetings

The CoC Board will host two public meetings of the Sacramento CoC each

year to receive input from CoC membership on key issues pertinent to the community-wide effort to end homelessness.

Part III. Sacramento CoC Board

A. Composition

The Sacramento CoC Board shall have a minimum of fifteen (15) and maximum of twenty-five (25) seats. Board membership shall be representative of relevant and diverse organizations and projects serving homeless subpopulations and include at least one individual either currently experiencing homelessness or formerly homeless.

B. Sacramento CoC Board Member Appointment

The Sacramento CoC Board will issue a public call for board members annually. Applications will be solicited and reviewed by the Governance Committee and qualified applicants will be recommended to the Sacramento CoC Board for approval. The public call will ask for information about the candidate's relevant experience, knowledge and experience with the Sacramento CoC and homelessness in the community and may request a letter of recommendation.

The selection process will consider basic candidate qualifications and experience and strive to ensure, to the greatest extent possible, a balanced representation of governmental, service provider and at-large members, including those who are currently or formerly homeless, and representation of diverse homeless subpopulations and a variety of services and solutions (shelter, transitional, rapid re-housing, permanent supportive housing, and supportive services).

In the event of a vacancy due to resignation or removal, the Sacramento CoC Board may appoint qualified persons to fill the vacated position. A board member that is removed pursuant to this charter shall not be eligible for appointment for at least one (1) year after removal.

C. Terms

The standard term of office for Sacramento CoC Board members shall be two (2) years. Members may renew their terms up to two (2) times, for a maximum duration of service of six (6) consecutive years. Election of the board members should be staggered to ensure continuity.

Terms shall be based upon the Sacramento CoC Board's annual year of

March through February. Members who begin their first term mid-year shall be assigned a first-term end date of the February of the second year following the month in which they joined the Board.

D. Board Officers

The officers of the Sacramento CoC Board shall be a Chair, Vice Chair, and Secretary. The Governance Committee will be responsible for soliciting nominations for officer candidates from among the members of the Advisory Board. Recommended candidates for officer positions shall be included in the slate of candidates as a part of the annual election of board members recommended to the CoC Board. The term of office will be one (1) year or until a replacement is elected.

Officers are responsible for the professional functioning of the Sacramento CoC and its committees, including recommending committee chairs, overseeing committee work plans and progress, and coordinating with the CoC Lead Agency and HMIS Lead Agency. Officer duties are carried out with support of the CoC Lead Agency.

- The Chair shall be responsible for scheduling meetings, including bi-annual Sacramento CoC full membership meeting and emergency meetings; setting meeting agendas; and chairing Sacramento CoC Board meetings.
- The Vice Chair shall be responsible for chairing Sacramento CoC Board meetings when the Chair is unavailable or has recused him/herself and for carrying out other duties to support the Chair.
- The Secretary of the Sacramento CoC Board shall be responsible for ensuring meeting notices, working with the Governance Committee on membership, reviewing CoC Board meeting minutes, ensuring the election of officers and members, and for carrying out other duties to support the Chair.

E. Sacramento CoC Board Member Responsibilities

1. Participation

Board members are responsible for carrying out CoC responsibilities as outlined in Part I and consistent with this charter. Board members demonstrate their commitment by regularly attending Sacramento CoC Board meetings and participating on at least one committee. Sacramento CoC Board members shall serve without compensation, but

some board members may be provided a stipend to support their participation when they would not otherwise be able to participate.

2. Code of Conduct

Sacramento CoC business will be conducted in a manner that reflects the highest standards and in accordance with federal, state, and local laws and regulations. Sacramento CoC Board members will act in accordance with and maintain the highest standards of professional integrity, impartiality, diligence, creativity and productivity. Board members shall not derive a personal or professional profit or gain, directly or indirectly, due to participation with the Sacramento CoC Board.

3. Conflict of Interest and Recusal

Board members must comply with the Conflict of Interest regulations in the HEARTH Interim Rule 24 CFR 578.95. Prior to nomination or appointment to the Sacramento CoC Board and annually thereafter, candidates shall complete a Conflict of Interest disclosure form.

Board members shall identify actual or perceived conflicts of interest as they arise with Board business items. This includes matters that have a direct financial bearing on the individual or organization that the member is employed by or represents, including all decisions with respect to funding, awarding contracts, and implementing corrective actions. Board members with a conflict of interest shall recuse themselves from voting on any issue in which they may have a conflict but may comment on the item as a member of the audience.

4. Removal of Board Member

The seat of any board member who is absent without good cause for three consecutive Sacramento CoC Board meetings may be declared vacant by a majority vote of the remaining CoC Board members in attendance where a quorum is present. Good cause for failure to attend meetings includes, but is not limited to, illness or death of a family member.

The Sacramento CoC Board may also recommend the removal of a board member for just cause by a two-thirds (2/3) vote of the Sacramento CoC Board members in attendance at a meeting where a quorum is present. Just cause for removal includes, but is not limited to, failure to disclose a conflict of interest and intractable disruptive behavior or demeanor.

Members may motion for removal of another Sacramento CoC Board member by providing written notice to the Chair of the Sacramento CoC Board specifying reasons for removal. The item so noticed must be placed on the agenda for the next meeting.

Part IV. Sacramento CoC and Sacramento CoC Board Meetings

A. Sacramento CoC

The full membership of the Sacramento CoC shall meet at least bi-annually. These meetings will include periods of time designated for public comment.

B. Sacramento CoC Board

1. Meeting schedule

The Sacramento CoC Board shall meet monthly throughout the calendar year and may meet more often as necessary to carry out its responsibilities.

Special meetings may be called at any time by the Sacramento CoC Board Chair or upon request to the Chair by ten or more board members. Special meetings may be conducted in-person, by telephone or via computer.

2. Quorum

A simple majority of the voting members constitutes a quorum of the Sacramento CoC Board. If 51 percent of the membership is not in attendance at a meeting, no votes may take place during the meeting.

3. Decision Making

Each board member has one vote. New board members must have attended at least one meeting before being eligible to vote. Members with a conflict of interest shall recuse themselves and abstain from voting on the conflicted action item.

The act of the majority of the board members entitled to vote at which a quorum is present shall be an act of the Sacramento CoC Board. No business may be officially transacted without a quorum.

Procedures

1. Open Meetings

All meetings of the Sacramento CoC and Sacramento CoC Board shall be open to the public except as otherwise determined by the Sacramento CoC chair or Board for reasons including, but not limited to, discussion of anticipated or pending legal or personnel matters. Meetings shall be run by the chair consistent with Robert's Rules of Order. Meetings are not subject to the Ralph M. Brown Act.

2. Meeting Calendar

The Sacramento CoC Board shall publish and follow an annual calendar with a day, time and location for Sacramento CoC full membership and Sacramento CoC Board meetings.

3. Meeting Notices

Notices of CoC Board meetings and agendas shall be distributed via e-mail to Board members and posted on the CoC website. Notices of Sacramento CoC meeting shall be distributed via email to the CoC distribution list and posted on the CoC website.

All meeting notices and agendas of the Sacramento CoC Board, except emergency meetings, shall be distributed no less than three (3) business days prior to the meeting. Meeting notices and agendas for special meetings shall be provided by email no less than 48 hours prior to the meeting.

Meeting notices and agendas for the bi-annual meetings of the full membership of the Sacramento CoC shall be distributed no less than ten (10) days prior to the scheduled meeting.

4. Meeting Minutes

Minutes of all meetings of the Sacramento CoC and Sacramento CoC Board shall be distributed via e-mail to Board members and posted on the CoC website within two weeks of the meeting.

Part V. Committee Structure

A. Types of Committees

The Sacramento CoC Board will carry out its work through Standing Committees, Ad Hoc Committees, and Collaboratives (collectively called “CoC Committees”). CoC Committees may make policy, funding or other recommendations to the Sacramento CoC Board for consideration and official action. Committees will be staffed by the Collaborative Applicant consistent with Attachment A.

- Standing Committees. Standing committees are identified in Part VI of the Governance Charter and ensure that the core functions of the Sacramento CoC are implemented. Standing committees shall be reviewed as part of the annual review of the Governance Charter and changes shall be subject to Sacramento CoC Board approval. Standing committees may organize their work through informal work groups or subcommittees.
- Ad Hoc Committees. The Sacramento CoC Board may establish time-limited ad-hoc committees to address specific issues or tasks. Ad hoc committees will be chartered with a defined scope, membership, staffing, end product and timeframe. The Sacramento CoC Board will consult with the CoC Lead Agency and HMIS Lead Agency to determine capacity to staff.
- Collaboratives. The Sacramento CoC Board may establish collaboratives with open membership to share and improve practices within subpopulations, interventions or for another identified purpose. Collaboratives will be chartered with a defined scope, staffing, and timeframe. The Sacramento CoC Board will consult with the CoC Lead Agency and HMIS Lead Agency to determine capacity to staff.

B. CoC Committee Membership and Chairs

1. CoC Committee Chairs

The Executive Committee will recommend committee chairs or co-chairs to the Sacramento CoC Board for approval. CoC Committee chairs will be appointed for two-year terms. Either the chair or co-chair of Standing Committees must be a Sacramento CoC Board member.

Working with the Collaborative Applicant, CoC Committee chairs or co-

chairs shall be responsible for the following:

- Recommending committee members from the Sacramento CoC Board and broader community to the Sacramento CoC Board for approval. All committees shall seek to include lived experience representation;
- Developing with committee members an annual work plan that identifies work products, staff and committee member roles and responsibilities and timelines;
- Soliciting stakeholder feedback, including the voice of lived experience and reflecting it in recommendations;
- Making recommendations to the Sacramento CoC Board;
- Scheduling meetings and posting an annual meeting calendar;
- Providing written agendas in advance to committee members and on the CoC website;
- With the exception of closed meetings, posting meeting summaries to committee members on the CoC website; and
- Providing regular written or oral reports, as requested, to the Sacramento CoC Board.

2. Membership

Committee members shall be appointed by the Sacramento CoC Board for two-year terms.

Voting members must follow the code of conduct, conflict of interest and recusal requirements outlined in Part IV.

C. Procedures

Committee meetings will generally follow the procedures for open meetings in Part IV consistent with the following:

- Committee chairs shall determine how often they will meet in order to achieve their work plan goals.

- Committee chairs will make agendas available to members and the public 24 hours in advance and meeting summaries within two weeks of the meeting.
- Meeting shall generally be open with the exception of Executive Committee and the Project Review Committee. All Committee chairs have discretion to hold closed meetings for certain discussions and decisions.

Part VI. Standing Committees

The following Standing Committees are intended to ensure that the core responsibilities of the Sacramento CoC are carried out efficiently and effectively to meet its mission.

A. Executive Committee

The Executive Committee is comprised of the three Sacramento CoC Board officers to carry out officer responsibilities as described in Section III.D. The Executive Committee calls all meetings of the Sacramento CoC and Sacramento CoC Board. The Executive Committee may act for the Sacramento CoC Board for urgent decisions where a regular or special meeting of the Sacramento CoC Board cannot be scheduled. In such a case, decisions are then referred to the full Sacramento CoC Board for ratification.

B. Governance Committee

The Governance Committee is responsible for ongoing evaluation of the CoC structure and operations, including:

- Annual review of the governance charter and making recommendations for changes to the Sacramento CoC Board;
- Overseeing Sacramento CoC Board member appointment process, including reviewing applications and nominating candidates to the Sacramento CoC Board;
- Annually inviting membership to the Sacramento CoC and developing strategies to ensure broad participation, including persons with lived experience on the Sacramento CoC, Sacramento CoC Board, and its committees; and

- Reviewing the annual budget and year-end reconciliation of the CoC Lead Agency and HMIS Lead Agency, relative to Sacramento CoC activities and reviewing activities broadly carried out by these entities outside of the Sacramento CoC activities.

C. HMIS and Data Committee

With assistance from the HMIS Lead Agency, the HMIS and Data Committee is responsible for carrying out responsibilities of Part II. C., including,

- Ensuring HMIS is operated in compliance with HUD;
- Reviewing local reports to HUD to ensure accuracy;
- Ensuring accurate, timely and comprehensive data is available to inform Sacramento CoC activities;
- Reviewing and recommending changes to the Sacramento CoC Board on privacy, security, and data quality plans consistent with HUD regulations and notices;
- Developing and regularly reviewing HMIS policies and procedures materials; and
- Assisting in the evaluation of the HMIS Lead, as requested by the Sacramento CoC Board.

D. Project Review Committee

The Project Review Committee holds primary responsibility for overseeing a collaborative process to select projects for the HUD CoC funding application and for evaluating project performance of HUD-funded activities. Activities include:

- In consultation with funding recipients, establishing performance targets by population and program type;
- In consultation with funding recipients and ESG jurisdictions, establish written standards as described in Part I. A. 6.;
- Evaluating year-round performance of recipients and outcomes as required for HUD-funded CoC and ESG activities and report to HUD and Sacramento CoC Board; and
- Implementing the review and rank process, including determining funding priorities, and making funding recommendations for the CoC funding application.

E. System Performance Committee

The System Performance Committee is responsible for system wide planning to ensure the overall housing and service system meets the needs of individuals, including unaccompanied youth, and families experiencing homelessness. Working with the CoC Lead Agency who prepares the documents and reporting out to the Sacramento CoC Board for approval or adoption, areas of responsibility for this committee include:

- Mapping how the homeless system of services functions, including inventorying of major programs, services and resources, to inform the Sacramento CoC Board and public;
- Completing the annual Housing Inventory Count required by HUD;
- Conducting the annual gaps analysis and presenting to the Sacramento CoC Board;
- Planning and conducting the Point-In-Time Counts;
- Evaluating system-level performance using HUD and community performance measures;
- Reviewing the annual CoC application relative to system performance and planning activities; and
- Recommending strategies and actions to the Sacramento CoC Board to improve overall functioning of the homeless system.

F. Coordinated Entry System Committee

The Coordinated Entry System Committee oversees the design and implementation of the local coordinated entry system (CES) and evaluates its functioning and impact on improving access and connection to services to resolve homelessness. Responsibilities include:

- In consultation with ESG jurisdictions and CoC recipients, establishing policies and procedures, including specific policies to guide operation for persons fleeing domestic violence to ensure HUD requirements and local goals are met;
- Developing performance metrics and evaluative tools;
- Regularly seeking feedback from providers, consumers, and others;

and

- Reporting regularly to Sacramento CoC Board and broader CoC community on access, resources, and functioning.

G. Youth Committee

The Sacramento Youth Action Board (YAB) is a formal committee of the Sacramento CoC Board. Membership consists of persons between ages 18 and 24 years at the time initial appointment to the YAB, and at least two-thirds of YAB members must be homeless or formerly homeless. The YAB advises the Sacramento CoC Board on policies and activities that relate to preventing and ending youth homelessness. Specific areas of work include:

- Informing CoC's written plans or strategies relative to preventing and ending youth homelessness;
- Informing the design of the PIT Count; and
- Informing other CoC Committee work, such as the CES Committee, Project review Committee and System Performance Committee, as it relates to preventing and ending youth homelessness.

Part VII. CoC Lead Agency and HMIS Lead

The Sacramento CoC Board shall appoint a CoC Lead Agency and an HMIS Lead Agency for a maximum of five years before the designation must be reviewed and renewed by the Sacramento CoC Board with input from membership. In response to negligence or poor performance, the Sacramento CoC Board reserves the right to open an RFP process prior to the expiration of any five-year term.

A. CoC Lead Agency

Sacramento CoC Board shall appoint a CoC Lead Agency to provide leadership, expertise, and staff to manage the day-to-day operations of to the CoC Board. The CoC Lead Agency will be a legal entity who is also eligible to act as the Collaborative Applicant for the HUD CoC funding and the applicant for any State of California CoC funding. The CoC Lead Agency will serve the following primary roles, which are specified in more detail in Appendix A.

- Provide leadership to Sacramento CoC stakeholders and the CoC Board regarding best practices, system planning and overall direction to meet the responsibilities of the Sacramento CoC, as specified in Part I.
- Provide meeting support to the Sacramento CoC, Sacramento CoC Board, and CoC Committees. This includes scheduling meetings, developing agendas, issuing meeting materials, and posting all materials on the CoC website.
- Act as the Collaborative Applicant for the annual application to HUD for HUD CoC Program and CoC planning funding. The Collaborative Applicant is responsible for collecting and compiling the required application information from all CoC funded projects within the geographic area and for required coordination. The final application is submitted to the Sacramento CoC Board for approval prior to HUD submission.
- The CoC Lead Agency may seek and use other funding on behalf of the Sacramento CoC, as authorized by the Sacramento CoC Board. The CoC Lead Agency will share information with the Sacramento CoC Board on other homelessness-related activities or funding implemented outside of its role as the CoC Lead Agency.
- Ensure quality performance and impact for funded projects, including adherence to written standards, performance monitoring, provider training and technical assistance.
- Produce HUD-required planning materials and ensure HUD-required products and reports are completed and submitted on time, when required. This includes the PIT Count, annual gaps analysis, Housing Inventory Count, and performance reporting.
- Provide analytic support to CoC Committees needed to accomplish the scope of work outlined in Section VI of this Charter or any other explicit assignment made by the CoC Board.
- Produce other written materials such as policies, procedures, and

written reports as necessary to transparently and professionally implement CoC activities and as specified in Appendix A.

- Provide an enduring forum to continually engage stakeholders, including persons experiencing homelessness or formerly experiencing homelessness; community leaders; and the public on homelessness through proactive engagement, outreach to and coordination with stakeholders, creation of outreach materials including but not limited to interactive website, social media campaigns, and community education.
- Implement, or oversee implementation, and evaluation of the coordinated entry system.
- Monitor federal, state and local requirements, trends and resources.

The CoC Lead Agency is eligible to apply for HUD CoC Program and planning, funding and other State or local funding to support dedicated staff to carry out the work of the CoC as authorized by the Sacramento CoC Board.

At this time, the designated CoC Lead Agency is Sacramento Steps Forward.

B. HMIS Lead Agency

The Sacramento CoC Board shall designate a legal entity who is also a HUD CoC Program-eligible applicant to serve as the HMIS Lead Agency. The HMIS Lead Agency will maintain the community's HMIS in compliance with HUD standards and coordinate all related activities including training, maintenance, and the provision of technical assistance to participating organizations. The HMIS Lead Agency will provide necessary support to the CoC Lead Agency and the Sacramento CoC Board in carrying out planning activities and other activities requiring HMIS data and analysis as outlined in Part I.

The Sacramento CoC Board will maintain an HMIS Governance Agreement with the HMIS Lead Agency to be updated at least annually. The HMIS Lead Agency will be responsible for activities specified in Part I.C. and

further detailed in Appendix A.

The HMIS Lead Agency is eligible to apply for HMIS funds through the HUD CoC grant process or other sources, as authorized by the Sacramento CoC Board. Funding shall support staff and resource the HMIS functions so that the HMIS is implemented as specified by HUD guidelines and to meet other goals identified by the Sacramento CoC. The HMIS Lead Agency will share information with the Sacramento CoC Board on other activities or funding related to HMIS implemented outside of its role as the HMIS Lead Agency.

At this time, the designated HMIS Lead Agency is Sacramento Steps Forward.

Appendix A: Roles and Responsibilities

CoC Responsibilities	Sacramento CoC Board	Responsible Committee	Support Needed
Governance/Administration			
1. Hold meetings of full membership semi-annually	Lead	Executive	Support all meetings, including logistics, notices, minutes
2. Make public invitation for new CoC members annually and as vacancies arise and appoint new members	Approve	Governance	Lead staff
3. Oversee Board membership process. Review process every five years.	Approve	Governance	Support committee work
4. Appoint Chairs and members for Standing Committees. Develop workplans.	Approve	Executive	Support solicitation of chairs and members Staff all standing committees
5. Create and charter additional Ad Hoc Committees and Collaboratives	Approve	Executive	Recommend staffing capacity when new Ad Hoc committees and Collaboratives are being considered
6. Annually review governance charter in consultation with Collaborative Applicant and HMIS Lead	Approve	Governance	Work collaboratively with committee
7. Establish code of conduct, recusal processes to comply with conflict of interest.	Approve (with annual charter)	Governance	Implement through collecting forms and monitoring conflicts, recusals, etc.
8. Coordinate on organizational and administrative matters, including financials, staffing.	Receive annual report	Executive	Coordinate on organizational issues – including financials and staffing, and report out annually
9. Coordinate with SSF Board	Receive Report	CoC Board Chair	
10. Evaluate and designate CoC Lead Agency and HMIS Lead every five years	Approve	Executive	Collaborative review
11. Review CoC Lead Agency and HMIS Lead Agency financials (budget and year-end)	Receive report	Governance	Work collaboratively to review and submit
CoC Funding Application			
12. Design, operate and follow a collaborative application process	Approve	Project Review	Work collaboratively with committee on process and submission

Appendix A: Roles and Responsibilities

13.Establish funding priorities	Approve	Project Review/ System Performance	Work collaboratively with committee on process and submission
14.Rate and rank projects	Approve	Project Review	Work collaboratively with committee on process and submission
15.Develop system (non project) for portions of application, including application for planning activities.	Approve	System Performance	Work collaboratively with committee on process and submission
16.Monitor and ensure compliance with new federal policies.	Approve	Varies by topic	Lead Staff
CoC Project Oversight			
17.Coordinate implementation of a County-wide housing and support services system for persons experiencing homelessness	Approve	System Performance	Lead Staff
18.Establish performance targets by population and program type	Approve	Project Performance	Lead staff
19.Monitor performance, evaluate outcomes and take action against poor performance	Receive report	Project Performance	Lead staff Conduct onsite monitoring, reports and follow up
20.Evaluate ESG and CoC outcomes and report to HUD and CoC Board	Receive report	Project Performance	Lead staff
21.Establish and follow written standards for providing CoC assistance, in consultation with ESG, including P&P for <ul style="list-style-type: none"> Evaluating eligibility; Prioritizing who receives TH assistance Prioritizing who receives RRH Rent and assistance standards Prioritizing PSH 	Approve	Project Performance	Lead staff

Appendix A: Roles and Responsibilities

Coordinated Entry			
22.Establish and operate centralized or coordinated entry, in consultation with ESG recipients.		CES	implementation of Coordinated entry, either directly or through contracts
23.Approve policies and procedures. Develop specific policy to guide operation for DV.	Approve	CES	Lead staff
24.Ongoing evaluation of system and outcomes and annual report	Receive report	CES	Lead staff
HMIS/Data			
25.Designate single HMIS system and lead	Approve	HMIS and Data	
26.Review, revise and approve, privacy, security, data quality plans	Approve	HMIS and Data	HMIS Lead prepares plans
27.Ensure HMIS operated in compliance with HUD		HMIS and Data	HMIS Lead implements
28. Report to HUD and community on system and project performance outcomes	Receive report	HMIS and Data/System Performance	HMIS Lead prepares reports
Communitywide Planning			
29.Develop communitywide plan to ensure outreach, shelter, housing, supportive services, prevention	Approve	System Performance	Lead staff
30.Conduct PIT	Receive report	System Performance	Prepare or contract for report, leads community discussion in developing and reviewing
31.Conduct annual gaps analysis of needs and services	Approve	System Performance	Prepare or contract for report, leads community discussion in developing and reviewing
32.Submit Housing Inventory Count (HIC) to HUD	Receive report	System Performance	Lead staff
Coordination			
33.Provide info for Consolidated Plan	Receive report	System Performance	Lead staff

Appendix A: Roles and Responsibilities

34.Consult with ESG recipients on the Plan for allocating ESG funding and reporting on performance in CAPER	Receive report	System Performance	Lead staff
Communication			
35.Maintain CoC membership and communications, including website		Executive	Lead staff
36.Communicate with public, leaders and stakeholders on key issues	Receive report	Executive	Lead staff

CoC Meeting
September 11, 2019

Sacramento CoC Governance Charter

Cindy Cavanaugh, Chair
Sarah Bontrager
Emily Halcon
Mike Jaske
Erin Johansen

Background

- ▶ Sacramento CoC Governance Charter originally adopted in 2013 and modified in 2016
- ▶ Continuum of Care are entities created around HUD CoC funding
 - ▶ CoC Program created through the McKinney-Vento Homeless Assistance Act
 - ▶ As amended by S.896 Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009
 - ▶ A “must read”: HEARTH Interim Rule, Section 578.5, July 2012. Updated version, April 1, 2017 (VAWA added)

Background

- ▶ Learning Experience!
 - ▶ HUD regulations and existing Governance Charter require an annual review and update
- ▶ Governance Committee undertook deep review beginning in 2018:
 - ▶ Improve organization and clarity of language, remove duplication
 - ▶ Reflect the HUD Interim Rule
 - ▶ Reflect experience of CoC Board in recent years
 - ▶ Learn from other CoCs: Austin, Denver, Los Angeles, King County, Alameda County

Overview and Purpose

- ▶ Clarify entities and relationships
 - ▶ Sacramento CoC
 - ▶ Sacramento CoC Board (**Name change**)
 - ▶ CoC Committees
 - ▶ CoC Lead Agency and HMIS Lead Agency
- ▶ Reflect mission and values, rather than repeat federal language
 - ▶ Community-wide commitment to ending homelessness
 - ▶ Collaboration and Inclusive
 - ▶ Effective and efficient use of resources to end homelessness quickly
- ▶ Expand purpose to include non-HUD CoC funding

Part I. CoC Responsibilities

- ▶ Largely mirrors HUD Interim Rule
- ▶ Clarifies
 - ▶ Full CoC Membership and Annual Meetings
 - ▶ Role in establishing performance targets, monitoring, outcome evaluation (CoC and ESG)
 - ▶ Written standards for CoC assistance (eligibility, prioritizing)
- ▶ Adds
 - ▶ CoC Funding outside of HUD
 - ▶ Sharing data and analyses to inform system and solutions

Part II. Sacramento CoC

Part III. Sacramento CoC Board

- ▶ New Section on full Sacramento CoC membership and meetings
- ▶ Significant reorganization
- ▶ Reflects existing practices re: Board member appointment
- ▶ Specifies Board Officer role/responsibilities, including
 - ▶ Five-year evaluation of CoC Lead Agency and HMIS Lead
 - ▶ Appointing committee chairs and overseeing committee work

Part III. CoC Board Member Responsibilities

- ▶ Reorganized section focusing on participation, code of conduct, conflict of interest, and removal
- ▶ Clarifies:
 - ▶ Conflict of interest rules in one place: if actual or perceived conflict, member must recuse from voting and discussion (except as audience member)
- ▶ Adds:
 - ▶ Expectation to participate on at least one committee

Part IV. CoC and CoC Board Meetings

- ▶ Consolidates and reorganizes information on meeting schedule, quorum, decision making and other procedures
- ▶ Meeting notices and agendas no less than
 - ▶ Three business days prior for CoC Board
 - ▶ Ten business days prior to full membership meeting
- ▶ Meeting minutes within two weeks of meeting

Part V. CoC Committee Structure

- ▶ Clarification of types of CoC committees
 - ▶ Standing Committees - formal membership
 - ▶ Ad Hoc Committees - formal members, time limited
 - ▶ Collaboratives - open membership, chartered scope and timeframe
- ▶ New: Responsibilities of committee chairs (with Exec and SSF)
 - ▶ Recommend members
 - ▶ Develop realistic workplan with members
 - ▶ Regular reporting out to Board
- ▶ Two-year terms for members
- ▶ Open meetings except for Executive and Project Review Committee, with chair discretion to hold closed meetings

Part VI. Standing Committees

- ▶ Limited modification of purpose
 - ▶ Executive - adds committee oversight
 - ▶ Governance - adds budget review role and nominating role
 - ▶ HMIS and Data - adds HMIS governance agreement
 - ▶ Project Review - adds written standards
- ▶ New or restructured committees
 - ▶ System Performance -PIT function moved here
 - ▶ Coordinated Entry - combines two committees
 - ▶ Youth: Youth Action Board becomes committee

Part VI. System Performance Committee

- ▶ System side planning to ensure overall housing and services system works
 - ▶ System mapping
 - ▶ Housing Inventory County
 - ▶ Annual Gaps Analysis
 - ▶ Point-in-Time Counts
 - ▶ Evaluating system level performance
 - ▶ Responsible for CoC app relative to system performance and planning activities
- ▶ Initial work will be supported by CESH consultant and staff paid by CESH- need to stand up immediately

Part VII. CoC Lead Agency

- ▶ Clearer more substantive description of roles, including detailed matrix in appendix, but not an MOU
- ▶ CoC Lead Agency
 - ▶ Leadership, expertise, day-to-day staffing of operations
 - ▶ Collaborative applicant and other CoC funding, as authorized
 - ▶ HUD compliance
 - ▶ Quality projects and performance
 - ▶ Enduring forum for stakeholders, including CoC website, community education
 - ▶ Implement or oversee Coordinated entry

Part VII. HMIS Lead Agency

- ▶ References an HMIS governance agreement to be updated annually
 - ▶ Best practice in other CoCs
 - ▶ Can add to 2020 workplan
- ▶ Data work is not a “stand alone”
 - ▶ Essential to Performance Review Committee and other CoC business

Next Steps - What's next?

- ▶ Refine and Operationalize Roles & Responsibilities
 - ▶ Scope MOU with CoC Lead Agency and HMIS Lead Agency
 - ▶ December target date
 - ▶ Governance Committee and SSF
 - ▶ HMIS Governance Agreement
 - ▶ HMIS Committee

Next Steps - What's next?

- ▶ Stand up new or modified Committees
 - ▶ Identify chair and members for System Performance Committee; begin work
 - ▶ Consolidate Coordinated Entry committees into one
 - ▶ Transition to Youth Action Board for Youth Committee
 - ▶ CoC Board members join one or more committees - create process for solicitation of interest
 - ▶ Committee Chairs develop workplans for calendar year - due to Executive Committee in November



SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

TO: CoC Board Members

FROM: Michele Watts, SSF Chief Programs Officer

DATE: September 17, 2019

RE: FY2019 HUD CoC Program Planning Grant Application

Purpose

Sacramento Steps Forward (SSF) requests the CoC Board's approval to submit an application for HUD CoC Program Planning Grant funds for the scope of activities provided in this memo. The proposal was presented to the board on September 11, 2019, with action to be taken the following week, on September 17, 2019.

Background

At the September 11, 2019 CoC Board meeting, staff presented detailed information on the purpose of CoC planning grants, eligible activities, local use or proposed use of funds in prior cycles, and a budget and proposed activities for the current application cycle. The September 11, 2019 board memo is attached.

Members requested additional details on the activities proposed and a more detailed budget for the FY2019 Planning Grant prior to the board's approval. Staff will provide these details, including the application itself, on Monday, September 16, 2019, prior to the meeting on September 17, 2019. Presentation on this agenda item will focus on responding to these two member questions. Members also asked about the broader funding picture for planning and system-level activities, which includes the planning grant as well as other resources, such as state CESH funds. Staff agreed to return at a future meeting with a matrix of these activities and funding sources.

Requested Action

CoC Board approval to submit an application for HUD CoC Program Planning Grant funds for the scope of activities provided in the attached "FY2019 HUD CoC Program Planning Grant Activities & Budget" memo dated September 11, 2019.



TO: CoC Board Members

FROM: Michele Watts, SSF Chief Programs Officer

DATE: September 11, 2019

RE: FY2019 HUD CoC Program Planning Grant Activities & Budget

Purpose

Sacramento Steps Forward (SSF) requests the CoC Board's approval to submit an application for HUD CoC Program Planning Grant funds for the scope of activities provided in this memo. The proposal is being presented to the board on September 11, 2019, with action to be taken the following week, on September 17, 2019.

Background

As part of the annual HUD CoC Program NOFA, communities may apply for funds to support planning activities to fulfill certain requirements of the HEARTH Act. The Collaborative Applicant is the only entity eligible to apply for these funds. Eligible activities fall into eight categories: (1) coordination activities; (2) grant evaluation; (3) grant monitoring activities; (4) participation in the consolidated plan(s); (5) CoC application activities; (6) determining geographical area to be served by the CoC; (7) developing a CoC system; and (8) HUD compliance activities. Each CoC is eligible for a specific amount of funds based on HUD's Final Pro Rata Need (FPRN) formula. For FY2019, the Sacramento CoC is eligible for \$609,817.

SSF has received planning grant funds annually since the FY2015 NOFA cycle. Historically, there has been significant lag time between award and execution, with the FY2017 planning grant just executed in July 2019. Funds sought in the current competition will be available no sooner than the fourth quarter of 2020. While it can be challenging to fully anticipate the CoC's planning needs over 12 months from now, HUD allows for revisions to proposed activities when the grant agreement is being finalized. Unlike other CoC Program grants, planning grants can operate concurrently/overlap with each other.

At SSF, planning grant funds support key activities through a combination of consultant services and staff. Core consultant services include point-in-time count research design and methodology, implementation, data analysis and reporting, as well as event planning and coordination. Support for the annual NOFA application and year-round

performance review is also provided by consultants. On the staff side, planning grant funds support CoC Board and committees positions, data analytics and research analysts, and coordinated entry system planning positions. Planning grant resources enable SSF to fulfill many of its core responsibilities for the CoC Board. To understand how other CoCs are using their planning grants, SSF consulted HomeBase staff who reported that it is common to use these funds for staffing costs or a combination of consultants and staff.

Table 1 provides additional detail on planning grants awarded to date.

Table 1. FY2015 – FY2018 Planning Grants

Competition Year	Funding Amount	Activities
FY2015	\$144,000	<ul style="list-style-type: none"> - 2017 point-in-time count (CSUS) - did not fully expend this grant
3/2017 – 2/2018 grant term		
FY2016	\$144,000	<ul style="list-style-type: none"> - 2019 point-in-time count, partial (CSUS) - annual NOFA application and year-round performance review (HomeBase) - 100-Day Challenge on Youth Homelessness
7/2018 – 6/2019 grant term		
FY2017	\$581,035	<ul style="list-style-type: none"> - 2019 point-in-time count, partial (CSUS) - annual NOFA application and year-round performance review (HomeBase) - CoC Board (including Consolidated Plan activities), Data, and CES planning staff
7/2019 6/2020 grant term		
FY2018	\$587,971	<ul style="list-style-type: none"> - annual NOFA application and year-round performance review (HomeBase) - CoC Board (including Consolidated Plan activities), Data, and CES planning staff
Grant agreement not yet executed		

FY2019 NOFA Cycle

In preparation for the FY2019 Planning Grant application, SSF held an information and input session with CoC Board members on April 25, 2019. Staff reviewed the eligible activities as stated in the HEARTH Act and then presented the budgets and activities undertaken with these funds locally. Staff also shared SSF's intention to seek funding for similar activities in this NOFA cycle. Based on input received at this meeting, SSF added Consolidated Plan activities to the FY2017 planning grant.

The proposed activities for FY2019 Planning Grant funds mirror past and current cycles, with the budget consisting of a combination of consultant and staff costs. Staffing makes up 62% of the \$609,817 budget, with the remaining 38% funding consultants. Table 2 below lists the activities proposed for funding, which category of eligible activity they fall under, the dollar amount per category, and whether the activity will be provided by consultants or staff.

Table 2. FY2019 Planning Grant- Proposed Activities & Budget

Funding Category	Activity	Amount	Consultant or Staff
Coordination Activities	CoC Board & Committees Support	\$75,000	Staff
Participation in the Consolidated Plan	Participation in the Consolidated Plans (City & County of Sacramento, Citrus Heights, Elk Grove, Rancho Cordova)	\$5,000	Staff
CoC Application Activities	Annual NOFA application & year-round performance review	\$125,000	Consultant
Developing a CoC System	Data Analytics & Research; Coordinated Entry System Planning/Design	\$300,000	Staff
HUD Compliance Activities	2021 Point-in-Time Count (Research & Analysis; Event Planning & Coordination)	\$104,817	Consultants