

# **Sacramento City and County Continuum of Care**

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**2023 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 areas 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 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 subrecipients, establish performance targets appropriate for population and program type;

- Monitor recipient and subrecipient performance, evaluate outcomes, and take action for performance improvement;
- 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. 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 family's 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.

## **6. 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 ESG program recipients on the plan for allocating Emergency Solutions Grants (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.
  8. Coordinated entry is intended to increase the efficiency of local crisis response, improve fairness, ease of 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.

### **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 subrecipients 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 for CoC HUD funded projects.

#### **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, Tribes and Tribally Designated Housing Entities (TDHEs) governments, businesses, advocates, public housing agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve veterans, youth, 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 individual outreach and personal communication by CoC Board leadership, membership, staff, 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. [\*\*See Appendix B: CoC Membership Recruitment Policy & Procedure for specific details on the Sacramento CoC recruitment process.\*\*](#)

#### **CoC Member Support**

CoC Board and Committee members may request support that includes mentorship, transportation, technology, and/or financial (e.g. stipend). Each request will be reviewed on a case-by-case basis by the CoC Executive Committee and SSF Staff.

#### **CoC Designated Seats:**

The CoC is committed to include a diverse body of stakeholders throughout the entire geographic area of the CoC to ensure a community-wide commitment to preventing and ending homelessness. Through the findings within the 2022 PIT Count, Racial Equity Action Plan and Youth Coordinated Community Plan, specific populations are subject to or at greater risk of experiencing homelessness compared to other groups. The following designed seats within the CoC have been established:

- **One designated seat for the Youth Action Board:** In September 2019, the CoC Board approved the decision to designate one seat to the YAB.
  - one seat to the YAB on the CoC Governance Committee
- **One designated seat for Wilton Rancheria:** In November 2022, the CoC Board approved the decision to designate one seat to the Wilton Rancheria.
- **Up to three designated seats for the Partners with Lived Expertise Committee (PWLEC):** In September 2023, the CoC Board approved the decision to designate:
  - one - two seats to the PWLEC on the CoC Board, and
  - one seat to the PWLEC on the CoC Governance Committee.

### **C. Meetings**

The CoC Board will host one public meeting of the Sacramento CoC each year to receive input from CoC membership on key issues pertinent to the community-wide effort to end homelessness.

### **D. CoC Trainings**

Starting Fall 2023, the Governance Committee and Sacramento Steps Forward Staff will share CoC Training opportunities for the CoC Board and Committee members to complete. These CoC Trainings will be mandatory, available to take electronically, and provided with a deadline. CoC members will be required to provide proof of completion to SSF staff as requested. CoC Trainings topics will consist of, but not limited, Sexual Harassment, Code of Conduct, Cultural Competency, Diversity Awareness, and more.

The CoC Governance Committee and SSF Staff are committed to create a standardization for all trainings. A “Trainings Portal” will be created in 2024 for the CoC Community to use for required and/or encouraged trainings such as HMIS, CoC Providers, Coordinated Entry, Racial Equity, and more.

### **Part III. Sacramento CoC Board**

#### **A. Composition**

The Sacramento CoC Board shall have a minimum of fifteen (15) and maximum of thirty-two (32) 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, with the exception of the Youth Action Board. For this committee, youth representation will be elected by Youth Action Board members. 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 equitable representation of stakeholders including 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 meetings 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 had to recuse 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.

Starting 2024, a “CoC Policy & Procedure Handbook” will be provided to all CoC Board and Committee members. The CoC Policy & Procedure Handbook will provide standards for, but not limited to, IT security, problem resolution, harassment, and more. All members are to review, e-sign, and return to SSF Staff as requested. All new CoC members will receive the CoC Policy & Procedure Handbook once their appointment has been approved by the 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:

- Extended leave including bonding with a newborn, adopted child, or child placed for foster care;
- Care for a family member with a serious health condition;
- Experience your own serious health condition;
- Exigency relating to a close family member's military service; and
- Prior commitment(s) from employer, religious, and/or educational institutions.

The CoC Executive Committee will be informed by SSF Staff when a member(s) have missed two consecutive meetings and will email the member(s) to confirm their membership interest and capacity. If the member:

- Doesn't respond to the email, the CoC Board Chair will bring it to the attention at the upcoming CoC Board meeting and follow the removal process as outlined within this section.
- Does respond to the email, the members must confirm future attendance and participation as outlined within this Charter. If a CoC Board member is aware of a capacity limitation, the member is to contact the CoC Board Chair and/or SSF Staff immediately to resign their membership. The CoC Board Chair will then announce at the upcoming CoC Board meeting and provide next steps on the appointment process due to the resignation.

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 annually. These meetings will include periods of time designated for public comment. The CoC Annual meeting will focus on, but not limited to, the current/upcoming CoC priorities, current events/actions in relation to CoC purpose, and/or specific efforts as decided by the CoC Executive Committee.

The CoC Annual meeting will be hosted, with support from SSF Staff, in an in-person, hybrid, and/or virtual (e.g. Zoom) meeting space for the CoC Community. Registration for the CoC Annual meeting will be

provided prior to the meeting date and additional details made available on the SSF website. Access previous CoC Annual meeting webpages here: [2021](#), [2022](#), [2023](#).

## **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.

Meeting Schedule: Monthly Meetings via Zoom on the Second Wednesday of the Month from 8:00 AM to 10:00 AM. See the CoC Meetings [webpage](#) for more details.

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 CoC 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.

## **C. Procedures**

### **A. 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. While meetings are not subject to the Ralph M. Brown Act, we strive to reach these standards to ensure transparency and accountability.

### **B. 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.

### **C. Meeting Notices**

Notices of CoC Board meetings and agendas shall be distributed via email 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, should be, when possible, 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 for the annual meeting of the full membership of the Sacramento CoC shall be distributed no less than ten (5) days prior to the scheduled meeting.

### **D. Meeting Minutes**

Action minutes, containing only record of actions taken, for all meetings of the Sacramento CoC and Sacramento CoC Board shall be distributed via email 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 with a three term limit. Either the chair or co-chair of Standing Committees must be a Sacramento CoC Board member, with the exception of the Youth Action

Board. For this committee, youth representation will be elected by Youth Action Board members.

### **CoC Committee Chair Appointment Process**

When approaching term expiration, CoC Committee Chair(s) are to discuss with SSF Staff who from the Committee they recommend to appoint as a new Committee Chair(s). In addition to the recommendation, the Committee Chair(s) and SSF Staff will review the entire Committee roster and contact member(s) to confirm their interest in the Committee Chair seat. Once confirmed, the new Committee Chair(s) recommended for appointment will be placed on the Consent Agenda at the upcoming CoC Board meeting for the Board's review and vote.

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 representation from Black, Indigenous, and People of Color (BIPOC) and people with lived experience of homelessness;
- 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 BIPOC and people with lived experience of homelessness 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. CoC Committee Membership**

The CoC Committee recruitment will occur annually mid-year (e.g. June). A two month recruitment period will be made public for the CoC Community to apply via the [CoC Membership Application](#). Each year, CoC Committees Chairs and SSF Staff *may or may not* decide to launch a CoC Committee recruitment period given the number of current Committee members with term expiration and/or the number of applicants who have applied via the CoC Membership Application. Additional details about recruitment can be found in the [Appendix B: CoC Membership Recruitment Policy & Procedure](#) and within the [CoC Membership Application](#).

Committee members shall be appointed by the Sacramento CoC Board for two-year terms, with the exception of the Youth Action Board. For this committee, youth representation will be elected among Youth Action Board members.

Voting members must follow the code of conduct, conflict of interest and recusal requirements outlined in [Part IV](#).

#### **Removal of CoC Committee Member:**

The removal of a CoC Committee member(s) is to follow the CoC Board member removal process found in [E. Sacramento CoC Board Member Responsibilities under 4. Removal of Board Member](#) with the difference being that CoC Committee Chair(s), not the CoC Executive Committee, will outreach to Committee member(s) regarding their attendance and provide updates to the Committee and SSF Staff.

### **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.

- Meetings shall generally be open with the exception of the Governance Committee, 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 composed of the three Sacramento CoC Board officers to carry out officer responsibilities as described in [Part 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.

Meeting Schedule: Monthly Meetings on the Third Monday of the month from 12:30 PM to 2:00 PM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

### **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.

The CoC Governance Committee is composed of all members of the CoC Executive Committee (CoC Chair, CoC Vice Chair, and CoC Secretary) as well as additional members of the CoC Board and a representative from the Youth Action Board and from the Partners with Lived Experience Committee (PWLEC). Once appointed to Governance Committee, the terms consist of the following:

- Governance Committee members who are not members of the CoC Executive Committee have 2-year terms.
- Governance Committee members who are members of the CoC Executive Committee have 1-year terms.

Meeting Schedule: Quarterly Meetings via Zoom Third Wednesday of the month from 3:00 PM to 4:30 PM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

### **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 and ensuring the Lead Agency successfully completes the following:
  - The annual Housing Inventory Count,
  - The biennial Homeless Point-in-Time Count,
  - HUD System Performance Measures (SPMs), and
  - Longitudinal Systems Analysis (LSA)

Meeting Schedule: Quarterly Meetings via Zoom on the Second Thursday of the month from 10:00 AM to 11:30 AM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

#### **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, which includes soliciting the review and input of the Systems Performance Committee;
- Implementing the review and rank process, including determining funding priorities, and making funding recommendations for the CoC funding application, which reflect established performance targets;
- In consultation with funding recipients and ESG jurisdictions, establish written standards as described in [Part I. A.](#); and
- 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.
- Two Racial Equity Committee Liaison seats have been added to the PRC as voting members eligible to participate in the Review and Rank panel. This body will review this structure in early 2023 to determine its viability moving forward for the entire CoC.

Meeting Schedule: Monthly Meetings via Zoom on the Fourth Tuesday of the month from 10:00 AM to 11:30 AM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

### **E. Point-in-Time Count Committee**

The role of Point-In-Time (PIT) Count Committee is to engage the broader CoC community in the planning, implementation, and debriefing of biennial PIT Counts.

Activities include:

- Serving as the formal mechanism for the CoC Board to engage with staff and consultants in the planning and implementation of the count;
- Engage with the Lead Agency, including the selection of research consultant, to review and provide input on the process, methodology and survey content and the final reporting of results after the count;
- Provide regular updates, as well as recommendations as needed, to the System Performance Committee and/or the CoC Board on the planning of the unsheltered count efforts of the biennial homeless PIT Count; and
- Research and define best practice to ensure representation of all community subpopulations in the PIT Count.

Meeting Schedule: Month Meetings via Zoom on the Third Thursday of the month from 9:00 AM to 10:30 AM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

### **F. System Performance Committee**

The System Performance Committee supports system wide planning to help the overall housing and service system meet 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;
- Conducting the annual gaps analysis and presenting to the Sacramento CoC Board;
- Evaluating system-level performance using HUD and community performance measures;
- Reviewing and providing feedback as needed on aspects related to the CoC NOFA Competition and its components:
  - Project priorities list,
  - Community narrative (HUD calls this the CoC Application), and
  - Planning application
- Reviewing and providing feedback as needed on aspects related to system performance and planning activities, such as:
  - The annual Housing Inventory Count,
  - Performance targets set in the project review tools developed by the PRC,
  - Point-in-Time Counts,
  - The annual CoC application,
  - Strategic plans and community initiatives

Meeting Schedule: Monthly Meetings via Zoom on the Fourth Thursday of the month from 9:00 AM to 10:30 AM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

## **G. Coordinated Access System Committee**

The Coordinated Access 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 specific to oversight and administration of the CES;
- Regularly seeking feedback from providers, consumers, and others engaging with the CES; and
- Reporting regularly on the activities of the CES to Sacramento CoC Board and broader CoC community on access, resources, and functioning.

Meeting Schedule: Monthly Meetings via Zoom on the Second Thursday of the Month from 2:30 PM to 4:00 PM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

## **H. Youth Committee**

The Sacramento Youth Action Board (YAB) is a formal committee of the Sacramento CoC Board. Membership consists of youth and young adults under the age of 25, and all YAB members have lived experience of homelessness. The YAB advises the Sacramento CoC Board on policies and activities that relate to preventing and ending youth homelessness. Specific areas of work include:

- Lead and develop all Youth Homelessness Demonstration Project activities, including developing and implementing the Coordinated Community Plan and monitoring projects.
- 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.

The YAB has one designated seat on the CoC Board as outlined in Part II. under [B. Joining the Sacramento CoC](#).

## **I. Racial Equity Committee**

The 15-20 member committee is comprised primarily of Black, Indigenous, and People of Color (BIPOC), many with lived experience of homelessness and seeks to uncover the ways in which BIPOC experiences homelessness within the local homelessness system. Activities include:

- Developing an action plan to guide the decision-making process of the CoC Board over the next three to five years;
- Incorporate racial equity goals and tools into each of the CoC Board's committees when they develop their annual work plans;
- Advise on the development and implementation of the CoC's work, goals, and tools.

Racial Equity Liaisons are made up of REQ committee members and appointed by the REQ Co-Chairs to each committee. Liaisons will attend their assigned committee meetings regularly to observe, make recommendations, and take actions back to the Racial Equity Committee for guidance and review. This body will review this structure in early 2023 to determine its viability moving forward for the entire CoC.

Meeting Schedule: Monthly Meetings via Zoom on the Third Wednesday of the month from 9:00 AM to 11:00 AM. Meeting schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

## **J. Partners with Lived Expertise Committee (PWLEC)**

The Partners with Lived Expertise Committee (**PWLEC**), born from the Racial Equity plan, has 10 members, with a tentative goal of reaching 30 active members. The PWLEC is an integral part of our homelessness response system. Centering the voices of and meaningfully engaging with persons who have lived experience of homelessness has helped us identify barriers, inequities, and gaps that contribute to under-serving our community. As a result, the PWLEC has been instrumental in designing and proposing solutions to the challenges identified via various committees, projects, work groups, and other system efforts. Activities include:

- Participate in homeless response system efforts, projects, and initiatives via the Sacramento CoC and Sacramento Steps Forward including, but not limited to, the Coordinated Access System, NOFO, City and County Efforts, and Equity work.

The PWLEC Committee has up to three designated seats within the CoC as outlined in Part II. under [B. Joining the Sacramento CoC](#).

Meeting Schedule: Monthly Meetings via Zoom on the Second Tuesday of the month from 5:30 PM to 6:30 PM. The meetings are private, with PWLEC members and SSF Staff. Meetings schedules do change, please check the [CoC Meetings webpage](#) for meeting schedules, materials, and Zoom details.

## **Part VII. CoC Lead Agency and HMIS Lead**

The Sacramento CoC Board shall appoint a CoC Lead Agency and an HMIS Lead Agency. In response to negligence or poor performance, the Sacramento CoC Board reserves the right to open an RFP process.

### **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 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 [Part 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 the 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
<b>Governance/Administration</b>			
1. Hold meeting of full membership, 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.	Approve	Governance	Support committee work
4. Appoint Chairs and members for Standing Committees. Develop work plans.	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 and confirm expectations are being met	Approve	Executive	Collaborative review
11. Review CoC Lead Agency and HMIS Lead Agency financials as related to HUD and State-funded CoC projects (budget and year- end)	Receive report	Governance	Work collaboratively to review and submit
<b>CoC Funding Application</b>			
12. Design, operate and follow a collaborative application process	Approve	Project Review	Work collaboratively with committee on process and submission
13. Establish HUD-funded priorities	Approve	Project Review/ System Performance	Work collaboratively



			with committee on process and submission (Project Review Committee is lead)
14. Review 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
<b>CoC Project Oversight</b>			
17. Coordinate implementation of a County-wide housing and support services system for persons experiencing homelessness	Approve	Executive Committee: All Committees System Performance	Lead Staff
18. Establish new HUD CoC Project performance targets by population and program type	Approve	Project Review Committee with support from System Performance	Lead staff
19. Monitor performance, evaluate outcomes and provide recommendation to	Receive report	Project Review with support from System Performance	Lead staff Conduct onsite monitoring, reports and follow up

CoC Board for action to address poor performance			
20. Evaluate ESG and CoC outcomes and report to HUD and CoC Board	Receive report	Project Review with support from System Performance	Independent Consultant 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"> <li>• Evaluating eligibility;</li> <li>• Prioritizing who receives TA assistance</li> <li>• Prioritizing who receives RRH</li> <li>• Rent and assistance standards</li> <li>• Prioritizing PSH</li> </ul>	Approve	Project Review with support from System Performance	Independent Consultant Lead staff
<b>Coordinated Entry</b>			
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

<b>HMIS/Data</b>			
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
<b>Community Wide Planning</b>			
29. Support development of communitywide plan to ensure outreach, shelter, housing, supportive services, prevention	Approve	Executive Committee: All Committees System Performance	Lead staff
30. Conduct PIT	Receive report	PIT Committee	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	HMIS and Data	Lead staff
<b>Coordination</b>			
33. Provide info for Consolidated Plan	Receive report	System Performance	Lead staff
34. Consult with ESG recipients on the Plan for allocating ESG funding and reporting on performance in CAPER	Receive report	Project Review Committee is lead, with support from System Performance	Lead staff
<b>Communication</b>			
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

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**Appendix B: CoC Membership Recruitment Policy & Procedure**

The [Sacramento Continuum of Care \(CoC\)](#) includes a diverse body of stakeholders throughout the entire geographic area of the CoC to ensure a community-wide commitment to preventing and ending homelessness. The [CoC Board](#) and [CoC Committees](#) are intended to ensure that the core responsibilities of the Sacramento CoC are carried out efficiently and effectively to meet its mission. Sacramento Steps Forward (SSF), the lead agency for Sacramento CoC, is the regional planning body that coordinates housing and services for homeless families and individuals in Sacramento. Our role as a convener allows us to invite key agencies working in homelessness to a shared table. By bringing our partners together, we can

support community alignment and collaboration to address the homeless crisis in Sacramento.

In November 2021, SSF launched a new CoC membership recruitment process to meet goals of advancing racial equity and increasing engagement with persons with lived expertise of homelessness in the CoC's work, as well as creating consistent, proactive, and transparent processes for filling vacancies for the CoC Board and its Committees.

The new CoC membership recruitment process includes:

- An online application which is to be used for the recruitment of the CoC Board and the CoC Committees. The CoC Membership Application is available [here](#)
- An increased recruitment period with applications submission available for two consecutive months. The recruitment periods are shared within the application, on the SSF website, and mentioned within CoC meetings.

Note: The Governance Committee and Executive Committee do not use the new CoC Membership Applications because membership is limited to CoC Board members.

## **Terms**

The CoC recruitment is based on the terms for the CoC Board and Committees currently outlined within the Governance Charter. The CoC Board and Committees have different terms:

The CoC Board member terms outlined in [Part III. C.](#) within the Governance Charter, include:

“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.”

The CoC Executive Committee member terms outlined in [Part III. D.](#) within the Governance Charter, include:

“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.”

The CoC Governance Committee member terms outlined in [Part VI. B](#) within the Governance Charter, include:

The CoC Governance Committee is composed of all members of the CoC Executive Committee (CoC Chair, CoC Vice Chair, and CoC Secretary) as well as additional members of the CoC Board and a representative from the Youth Action Board. Once appointed, Governance Committee member terms consist of the following:

- Governance Committee members who are not members of the CoC Executive Committee have 2-year terms.
- Governance Committee members who are members of the CoC Executive Committee have 1-year terms.

The CoC Committees have terms outlined in [Part V. B. 2.](#) within the Governance Charter, include:

“Committee members shall be appointed by the Sacramento CoC Board for two-year terms, with the exception of the Youth Action Board. For this committee, youth representation will be elected among Youth Action Board members.”

### **How to Apply**

The CoC Membership Application is an online application made publicly available on the SSF website during active recruitment periods and upon request by contacting [Michelle Charlton](#), SSF CoC Coordinator. Recruitment for the CoC Board and Committees are announced: (1) on the [SSF website](#), (2) within SSF email correspondence ([monthly SSF Newsletter](#) and various CoC meeting pre meeting invite) and (3) verbally within the recurring [CoC meetings](#) held via Zoom.

### **Ad Hoc CoC Board and Committee Appointments**

CoC Board and Committee allows for Ad Hoc CoC membership appointments as follows:

- Current CoC Board and Committee members are to notify the CoC Board/Committee Chair(s) and Sacramento Steps Forward Staff they will resign from their CoC membership. The resigning CoC member can recommend a member from their organization as a possible replacement, however the CoC is not limited to the recommendation as the only candidate when replacing the resigning CoC member from the CoC Board/Committee.
- If representation from a specific stakeholder/group, that is not currently represented within the CoC, is brought to the CoC Board/Committee attention, members from that specific stakeholder/group can recommend new member(s) to be appointed to the Board/Committee for the CoC Board review and approval.

### **Application Review & Selection Process:**

The CoC Board and each CoC Committee have a two-month recruitment period when actively recruiting members. After the recruitment period is over, Committee chair(s) and SSF lead committee staff meet to review the applications submitted. For the CoC Board recruitment, the Governance Committee and SSF lead staff review the applications submitted. Once new members are agreed upon, SSF staff completes the following:

1. **Emails the selected applicants** congratulating them on their selection, to confirm interest and capacity, and the next steps.
2. **Emails the non-selected applicants**, they were not selected, thank them for the application, share CoC opportunities, and encourage them to attend CoC meetings.
3. **Creates a memo** to provide within the upcoming CoC Board meeting materials for the CoC Board approval. Within the memo the following sections are included: background, the Board or Committee specific purpose and scope, member roles and responsibilities, the current Board or Committee roster, the proposed new slate, the recruitment process, and the action requested for the CoC Board's approval. Below is an example of a "CoC Board/Committee Recruitment Timeline" table which is included in the recruitment process section within the memo:

<b>CoC "XX" Board/Committee Recruitment Timeline</b>
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Application Period	Day, Month, Date, Year – Day, Month, Date, Year
Application Due Date	Day, Month, Date, Year, Time
Slate Developed	Day, Month, Date, Year
CoC Board Approval of Slate	Day, Month, Date, Year

**Use of the New CoC Membership Application**

Since the launch of the new CoC membership recruitment process, the CoC Board and Committees have used the new recruitment process:

- [Project Review Committee](#): November 2021 – January 2022
- [CoC Board](#) and the [Coordinated Entry System Committee](#): December 2021 – February 2022

**Future Efforts**

SSF is committed to creating consistent, proactive, and transparent processes for filling vacancies for the CoC Board and the Committees. As we receive feedback from the CoC community, we plan to create educational materials which include, but are not limited to, visuals, videos, and more.