



NorCal CoC Governance Charter Work Group Meeting

September 25, 2025

12:00 am to 1:00 pm

112 East 2nd Street, Housing Program Office

Alturas, CA 96101

September 25, 2025

Zoom Link:

<https://us02web.zoom.us/j/6130715635?pwd=5fvG29xXaX6JaKHf4QLzicapWDSxvT.1&omn=85909084026>

Meeting ID: 613 071 5635

Passcode: 775453

**Del Norte County Health and Human Services
880 Northcrest Drive
Crescent City, CA 95531**

**Lassen County Health and Social Services
1445 Paul Bunyan, Suite C
Susanville, CA 96130**

**Shasta County
1871 Kenyon Drive
Redding, CA 96001**

**Siskiyou County
Social Services
818 S. Main St.
Yreka, CA 96097**

**Governance Charter Work
Group Members**

Dana Gill
County of Del Norte

**Grace Poor & Rebecca
Peconom**
County of Lassen,

**Maddelyn Bryan & Joanne
Johnson**
County of Siskiyou

**Hollie Zander & Lesha
Schaefer,**
County of Shasta

To Address the Board: Members of the public may address the Board on any agenda item. Pursuant to the Brown Act (Govt. Code section 54950, et seq.) Board action or discussion cannot be taken on non-agenda matters but the board may briefly respond to statements or questions. You may submit your public comment via email to cmadison@teachinc.org that will be read into the record.

1. Call to Order/Quorum Established/Introductions



2. Public Comments (limited to 3 mins. per comment)

3. Action Items:

- I. Review and approve NorCal CoC Governance Charter amendments to update Administrative Entity and Collaborative Applicant transfer from City of Redding to T.E.A.C.H., Inc. Recommended amendments are below.

~~Pg. 7 Current Administrative Entity/Interim Administrative Entity~~

~~Effective September 19, 2023,~~ On June 26, 2025 the CoC Executive Board voted to designate City of Redding Training, Employment and Community Help, Inc. (T.E.A.C.H., Inc.) to serve as the CoC's Administrative Entity/~~Interim Administrative Entity~~ for ~~two~~ one year commencing on August 1, 2025 through July 31, 2026 with the option to extend the term for one year. With written 90-day notice, the Administrative Entity/~~Interim Administrative Entity~~ can terminate its status.

Designation and Solicitation Process

Every five ____ years beginning in ~~2023~~ 2025, the CoC Executive Board will review the performance of the current Administrative Entity and determine if it will publicly solicit an Administrative Entity or continue to designate the current Administrative Entity. That decision can be made and documented within the CoC Executive Board meeting. Simple Majority Vote.

Review of Administrative Entity Performance

Every five ____ years beginning in ~~2023~~ 2025, the Executive Board will designate a group to conduct a review of the performance of the current Administrative Entity and make recommendations to continue to designate the same entity to serve as the Administrative Entity or to seek to procure a new Administrative Entity

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If needed, the Executive Board has the authority to initiate an Administrative Entity performance review outside of the 5 ____ -year requirement. This decision must be agreed to by a majority of Executive Board members.

Because the Executive Board did not conduct an Administrative Entity performance review in 2023, the first review will occur in 2024 _____. The next review will be due in 2028 _____.

The Administrative Entity's roles and responsibilities are as follows:

~~Prepare resolutions and reports to the Redding City Council as needed per City of Redding requirements;~~

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Current Collaborative Applicant

~~Effective August 15, 2023~~ On August 13, 2025 the CoC Executive Board votes ~~d~~ to designate City of Redding T.E.A.C.H., Inc. to serve as the ~~Interim~~ CoC's Collaborative Applicant. With written notice, to the Executive



Board the Collaborative Applicant can terminate its status. ~~In accordance with the MOU, written notice must be given.~~

Designation and Solicitation Process

Every ~~five~~ ___ years beginning in ~~2023~~ **2025**, the CoC Executive Board will review the performance of the current Collaborative Applicant and determine if it will publicly solicit a Collaborative Applicant or continue to designate the current Collaborative Applicant.

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Review of Collaborative Applicant Performance

Every ~~five~~ ___ years beginning in ~~2020~~ **2025**, the CoC Board will designate a group to conduct a review of the performance of the current Collaborative Applicant and make recommendations regarding the Collaborative Applicant designation.

If needed, the Executive Board has the authority to initiate a Collaborative Applicant performance review outside of the ~~5~~ ___ -year requirement. This decision must be agreed to by a majority of Executive Board members.

Because the Executive Board did not conduct a Collaborative Applicant performance review in 2023, the first review will occur in ~~2024~~ _____. The next review will be due in ~~2028~~ _____.

- II. **Review and approve NorCal CoC Governance Charter amendments to transfer HMIS System Administrator from UWNC to Pathways MISI, designate T.E.A.C.H., Inc. to be the HMIS Lead Agency with HUD and transfer the service agreement with WellSky from UWNC to T.E.A.C.H., Inc. Recommended amendments are below.**

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The HMIS System Administrator (SA)

The CoC Executive Board designates an entity to serve as the HMIS SA and operate the CoC's HMIS. With written notice, the HMIS SA can terminate its status. In accordance with the MOU, written notice must be given to the Executive Board.

~~The CoC Board will enter into a Memorandum of Understanding (MOU)~~ **The Administrative Entity T.E.A.C.H., Inc. on behalf of the CoC Board will enter into a contract** with the designated HMIS SA. The ~~MOU contract will be in effect for a period of one year maximum of five years~~ and may be re-executed upon a successful performance review, as described below.

Current HMIS System Administrator

~~Effective July 31, 2023,~~ On September 18, 2025, the CoC Executive Board votes ~~d~~ to designate ~~United Way of Northern California~~ **Pathways MISI** to serve as the CoC's HMIS SA to be operational ~~January 1, 2024~~ **September 19, 2025 until September 18, 2026**. ~~Shasta County Health and Human Services Agency will continue to serve as HMIS SA and will assist with the transition of United Way of Northern California until December 31, 2023.~~



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Designation and Solicitation Process

Every ~~five~~ ____ years beginning in ~~2023~~ **2025**, the CoC Executive Board will review the performance of the current HMIS SA and determine if it will publicly solicit a HMIS SA or continue to designate the current HMIS SA. That decision can be made and documented within a CoC Executive Board meeting; Simple majority vote.

If the Executive Board determines that it needs to procure a new HMIS SA, it does the following:

1. Form a workgroup to manage the procurement process
2. Use an RFP to procure a new HMIS SA
3. Designate the HMIS SA resulting from the procurement process

Review of HMIS System Administrator Performance

Every ~~five~~ ____ years beginning in ~~2024~~ **2025**, the CoC Board will designate a group to conduct a review of the performance of the current HMIS SA and make recommendations regarding the HMIS SA designation. The performance review will include the following at minimum:

1. Review MOA between CoC Executive Board and HMIS SA and status of agreed upon work
2. Review of HMIS grant APRs
3. Review of HMIS grants for issues with grant execution, match, reporting, or expenditures
4. Review available HUD program monitoring reports and the results of findings/concerns
5. Review status of ~~Service Participation policy, fee collection, any negative feedback from end users or providers related to administration of the fee policy~~

The designated workgroup will present the results of the HMIS SA performance review to the Executive Board for consideration, along with recommendations for HMIS SA designation (either to continue to designate the current HMIS SA or to procure a new HMIS SA).

If needed, the Executive Board has the authority to initiate a HMIS SA performance review outside of the ~~5~~ ____- year requirement. This decision must be agreed to by a majority of Executive Board members.

Because the Executive Board did not conduct a HMIS SA performance review in 2023, the first review will occur in ~~2024~~ **2025**. The next review will be due in ~~2028~~.

The HMIS System Administrator's roles and responsibilities

- ~~1. Implement the Coordinated Entry System;~~

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Homeless Management Information System (HMIS) and Coordinated Entry System (CES)

The CoC has designated Service Point Software as the HMIS provider for the CoC. **On September 18, 2025, the Executive Board authorized T.E.A.C.H., Inc. to enter into a service agreement with WellSky for services with the HMIS System effective September 19, 2025.**



On September 18, 2025, the CoC Executive Board designated T.E.A.C.H., Inc. to be the HMIS Lead with HUD effective August 1, 2025. ~~and United Way of Northern California~~ The Executive Board designated Pathways MISI to serve as the CoC's HMIS SA to be operational ~~January 1, 2024~~ September 19, 2025 until September 18, 2026.

J. HUD Technical Assistance is provided by Ellen Fitzpatrick and Natalie Goodman at TAC Inc. They have provided the following documents to assist the NorCal CoC Governance Charter Work Group with anticipated amendments.

Review documents and determine next steps for prioritizing the work of the Governance Charter Work Group, determining the areas of the current Governance Charter that need revisions or additional information.

Discuss options for revising the current Governance Charter.

Attachments.

- a. CA-516 NorCal CoC Governance Charter Crosswalk, identification of typical components and required elements in the CoC current charter.
- b. Governance Charter Examples
- c. Community Samples – CoC Committee Descriptions.

K. Items for Next Meeting

L. Adjournment

Next Regular Governance Charter Work Group Meeting
Proposed - October 23, 2025
12 pm to 1:30

CA-516 NorCal CoC Governance Charter Crosswalk

Attachment A

TAC reviewed the governance charter to identify where typical components and required elements exist in the CoC's current charter. The table below lists such components, the corresponding sections within the charter (if present), and related recommendations and considerations that fall into four main categories: **(1) Membership**; **(2) Designated Entities**; **(3) Decision-Making**; **(4) General Organization**.

Some key clarification questions came out of the review related to these areas:

Membership

- Do the Advisory Board members make up the full CoC membership?
- What is the relationship and communication between Advisory Boards? For example, do the Advisory Boards ever meet altogether?

Designated Entities

- Does the same organization operate as the Administrative Entity and Collaborative Applicant?
- Who is the CES Lead? Same as HMIS Lead?

Decision-Making

- Please explain the current decision-making process and who are voting members.
- How do the various entities communicate with one another?

Typical Components & Requirements	CA-516 Governance Charter Location (Page Number)	Recommendations & Considerations
Overview & Introduction		
Mission and/or vision statement • Including description of involvement of people with lived experience	Pg. 3	

CoC purpose	Pg. 3 – See Overview and Values	
CoC structure description	Pg. 11-13, Pg. 25	Clarify the relationships between the Advisory Boards (amongst each other) and with the Executive Board, and identify standing meetings and/or existing communication channels between these bodies.
Geographic area(s) Including any regional info, e.g. regional planning councils	Pg. 3-4	
CoC Membership & Responsibilities		
CoC membership composition	Unclear	If the Advisory Board members make up the general CoC membership composition, name that clearly.
CoC membership recruitment	Unclear	Advisory Board member recruitment is mentioned. Consider adding details to explain the recruitment processes or avenues.
CoC meeting frequency Must hold at least 2 meetings/year	Pg. 4	
CoC membership attendance requirements	Incomplete Pg. 16- See PIT/HIC section under D. CoC Membership Participation Requirements	There is mention of mandatory PIT participation for CoC voting members. Consider specifying additional membership attendance requirements.
Decision-making process, voting, proxy, and quorum requirements	Pg. 12, 14	Outline decision-making processes and member roles clearly. Clarify if Executive Board members are the sole voting members.

Entity(s) responsible for setting performance and outcome targets	Missing	Ensure it is clear who is responsible for setting these targets.
Entity(s) responsible for monitoring and evaluation	Pg. 19 (Collaborative Applicant)	
Review and approval of processes in accordance with CoC Program Interim Rule	Unsure, Pg. 16-19	
Board of Directors		
How the Board was established	Missing	
The Board's role	Governance Charter, Pg. 4-6	- A fair amount of decision-making and responsibilities falls on the Board - Some of the responsibilities of the Board and Advisory Boards overlap – how can they be more clear or distinct? What is the best way to align across counties? (For instance, on Written Standards, or PIT, etc.)
Organization (i.e. number of members, terms, rotation policy)	Missing	
Board selection process	Pg. 4	It is clear that the Advisory Boards elect representatives to join as Executive Board members. However, consider explaining that selection process more clearly.
Meeting frequency	Pg. 4	
Membership representation	Pg. 25	- Clarify if these entities are part of the Executive Board, Advisory Board, or general membership. - One Board member must be currently or formerly experiencing homelessness.
Officer descriptions and election	Pg. 12-13(See Officers of the Exec Board section)	Clarify how the election process works across the Advisory Boards and if each

		Advisory Board also has these officer positions.
Decision-making process, voting, proxy, and quorum requirements	Pg. 12, 14	See note under CoC Membership, Decision-Making Process
Code of conduct	Missing	
Conflict of interest and recusal process	Pg. 14	Recusal mentioned generally, but process is not explained.
Duties	Pg. 4-6	
Committees and/or workgroups 1. Including structure, seated and ad hoc committees, and descriptions	Pg. 13-14	Add descriptions for standing committees/workgroups.
CoC Roles		
Collaborative Applicant and responsibilities	Pg. 19-20	- Clarify if the Collaborative Applicant is distinct from the Admin Entity. - Need to update with new/current Admin Entity. - Does the Admin Entity oversee the CoC NOFO competition/local process?
HMIS Lead Agency and responsibilities	Pg. 10, 11	
CE Lead Agency and responsibilities	Missing or unclear	Is this the same agency as the HMIS Lead?
VAWA Requirements		
VAWA emergency transfer plan, i.e. explain or reference	Missing	
Charter Amendment Process		
Process for reviewing and amending governance charter Including how the CoC updates the charter and coordination with the	Pg. 22	

Collaborative Applicant and HMIS Lead		
Miscellaneous		
Definitions (if applicable)	Pg. 23-24	
Resources and links, e.g. Interim Rule, HUD Notices, etc.		

Governance Charter Examples Attachment B

TAC has provided five sample CoC governance charters for review. These five charters were not vetted for complete compliance with HUD, CoC Program requirements, and federal Executive Orders; however, they include strong and/or comparable examples in these areas of interest expressed by the NorCal CoC:

1. CoC Governance Structure
2. Decision-making
3. Participation/engagement
4. Missing elements from charter

Continuum of Care	Charter Highlights & Considerations
<u>Colorado Balance of State CoC</u>	• The organization of this charter is clear and easy to follow • This CoC is geographically large and diverse, and utilizes a regional planning group model that is similar to NorCal's Advisory Boards – the way it is described may be helpful in further developing NorCal's description of the CoC's general membership (<i>pg. 14</i>) • Strong descriptions of designated entities and related responsibilities (Collaborative Applicant, HMIS Lead)
<u>Sonoma County CoC</u>	• Clear description of Board composition, terms of office, operation (<i>pg. 9-15</i>) • Strong descriptions of designated entities and related responsibilities (Lead Agency, Collaborative Applicant, HMIS Lead) (<i>pg. 22-25</i>) • Clear description of general and voting membership (<i>pg. 7-8</i>) • Includes an example of membership description that delineates voting members versus general membership, which may help NorCal describe function of advisory boards/general membership in more detail (<i>pg. 7-8</i>)

<u>Long Island, NY CoC</u>	• The organization of this charter is clear and easy to follow • Strong description of governing board, terms of office, and decision-making (pg. 8-13) • See example of emergency transfer plan development description to meet VAWA requirements (pg. 6) • See example of Code of Conduct section (pg. 21)
<u>Monterey and San Benito Counties CoC</u>	• The organization of this charter is clear and easy to follow, with a simplified table of contents • Strong description of board composition, responsibilities, and decision-making (pg. 9-12) • Strong description of standing committees' purpose, function, and membership (pg. 14-15) • See example of Code of Conduct section (pg. 15-16)
<u>Iowa Balance of State CoC</u>	• A geographically large CoC covering 96 of Iowa's 99 counties – example of a large CoC that does not have a board comprised of specific regional membership • Strong description of email voting option in lieu of the CoC board's ability to engage in live decision-making • See example of description of CoC's coordinated service regions and coordinated entry responsibilities

Community Samples – CoC Committee Descriptions **Attachment C**

Sacramento City & County CoC (CA), pg. 18-28 of Governance Charter

Strengths:

- Starts by explaining the committee structure, including naming the different types of bodies that conduct work (e.g. Ad Hoc Committees, Standing Committees, etc.) and related descriptions
- Each committee has members and Chair(s), which is clearly identified. These roles are explained, i.e. expected representation, terms, selection, responsibilities, and removal
- Structure, expectations, and procedures are consistent across the committees and named explicitly
- Committee responsibilities are outlined in a bulleted list, and the member composition is explained
- Committee meeting details are included (e.g. day, time, and format)

Sample Text

B. CoC Committee Membership and Chairs

1. CoC Committee Chairs

The Executive Committee will recommend committee chairs or cochairs 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 term expiration is approaching, CoC Committee Chair(s) are to discuss with SSF Staff who from the Committee they recommend appointing 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.

CoC Committee 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.
- 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;
- 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.

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:
 - o The annual Housing Inventory Count,
 - o The biennial Homeless Point-in-Time Count,
 - o HUD System Performance Measures (SPMs), and
 - o Longitudinal Systems Analysis (LSA)

Meeting Schedule: Every Other Month 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.

Maricopa Regional CoC (AZ), pg. 9-19 of Governance Charter

Strengths:

- Explains the overarching purpose and role of committees, as well as subcommittees, ad hoc workgroups, etc.
- Different types of committees are explained before listing out the specific committees themselves
- Committee responsibilities are outlined in a bulleted list, and the expected membership and representation is noted (i.e. # of memberships, community seats and who is represented, etc.)
- Committee member terms and selection process are explained

Sample Text

A. ROLE OF COMMITTEES

Each committee operates under the authority of the Board and is charged with the following general responsibilities:

- **Data/Trend Analysis:** In coordination with the applicable designated staffing entity and as it relates to its area of focus, collect and compile relevant data, review it regularly to monitor trends, and identify changes that can help shape the CoC's strategies, policies, and funding priorities.
- **Developing/Updating Guidance Documents:** Work in partnership with the applicable designated staffing entity to develop, review, and update plans, policies, and procedures relevant to its area of focus.
- **Recommendations:** Review/discuss options and develop recommendations for presentation to the Board for consideration and approval.
- **Implementation Support:** Support the implementation of Board-approved policies, programs, and initiatives within its respective domain.
- **Stakeholder Engagement:** Engage relevant stakeholders, including persons with lived experience, service providers, and government agencies
- **Coordination:** Collaborate with other committees and workgroups to ensure alignment across the CoC's strategic priorities and activities.

B. CREATION OF ANNUAL WORKPLANS

While the domain of each standing committee is described generally below, each committee will be responsible for developing an annual workplan by November of each year that outlines priorities and deliverables for the following year, the anticipated meeting schedule for the year, the identification of subcommittees or ad hoc workgroups needed to help accomplish its work, and a target timeline for delivery of any reports or deliverables within its purview to the Board. As noted under Section 4.1, the Board retains final decision-making/approval authority on all requirements, policy decisions, and deliverables that are the purview of the CoC in support of its responsibility of ensuring compliance with federal CoC requirements.

SECTION 5.2: STANDING COMMITTEES – DOMAIN AND MEMBERSHIP

A Standing Committee is a committee with an established set of responsibilities that meets regularly and continues from one year to the next, unless the Board determines the body is no longer needed and votes to disband it, which will be reflected by amendment to this charter. There are six standing committees, as outlined below.

C. COORDINATED ENTRY

The Coordinated Entry Committee oversees the design, implementation, and ongoing evaluation of the CoC's Coordinated Entry System (CES). This committee ensures the system is effective in connecting individuals and families experiencing homelessness to appropriate housing and services. Duties include (but are not limited to):

- Development of dashboards and/or other tools needed to monitor system access and system outcomes for all subpopulations;
- Review of assessment procedures, referral protocols, and prioritization criteria on an annual basis, recommending modification and updates as needed;
- Monitoring and troubleshooting of quality control and system fidelity across partners; recommending changes as needed.
- Monitoring shelter capacity and utilization for singles and families;
- Identifying gaps and barriers that prevent individuals and families from accessing system entry points, recommending changes as needed;
- Monitoring housing unit/subsidy utilization and turnover for singles and family households to ensure equitable and efficient use of housing resources (for both CES-participating and non-participating programs);
- Monitoring CES participation across CoC programs and identifying strategies to increase involvement among non-participating agencies; and
- Supporting the evaluation and recompute of the CE Entity, as requested by the Executive Committee.

Membership

8 to 15 seats, including:

Ex Officio Seats:

- ESG Entitlement Recipient Representatives (appointed by Funders Committee) (1-2)
- Non-Entitlement Funder Representatives (appointed by Funders Committee) (1-2)

Community Seats:

- Lived experience (1-2)
- Opportunity (1-2)

- Service Provider Organizations (3-6)
- Private Sector Partners (2-4)

Committee Staff (non-voting): CE Lead, Data Lead, Collaborative Applicant

Arlington County CoC (VA), pg. 6-12 of Governance Charter

Strengths:

- Visually explains the overall governance structure and how the committees and workgroups fit into the broader governance
- Committee membership is outlined in the respective committee sections
- Committee purposes and responsibilities are clearly outlined

Sample Text

Section 3.6 CoC Subcommittees

The CoC has four (4) distinct Subcommittees with responsibilities that focus on the continued implementation of the Action Plan as well as federal and state requirements of a CoC. Below are the subcommittees that have been established:

- Housing Subcommittee
- Strategic Initiatives
- Data & Evaluation Subcommittee
- Outreach, Education & Advocacy Subcommittee

Composition of Subcommittee

Members of the established CoC Subcommittee will include:

- Two (2) Co-Chairs
- One (1) DHS Liaison
- Members who have expressed interest in serving on the Subcommittee and who have completed the CoC Membership Application.

The **Housing Subcommittee** is responsible for implementing an action plan to include the following:

- Facilitating access to affordable housing for homeless individuals and families.
- Increasing the supply of rental assistance provided to homeless individuals and families.
- Increasing the supply of housing affordable to homeless individuals and families.

The **Arlington Landlord Partnership (ALP) – Workgroup of the Housing Committee** is a partnership between landlords and homeless service providers whose mission is to increase the availability of both private and non-profit rental housing for individuals and families experiencing homelessness in Arlington whose leasing barriers prevent them from accessing permanent housing. The ALP is a workgroup reporting to the Housing Sub-Committee of the CoC. The ALP Workgroup, composed of representatives of ALP Participating Agencies and ALP Landlords is responsible for the following activities:

- Monitoring the performance of all ALP Participating Agencies to ensure they continue to meet participation expectations.

- Overseeing the ALP Risk Reduction Fund, reviewing claims and submitting them to the Fiscal Agent for processing. Contacting landlords/property managers periodically to ensure successful tenancies for the referred ALP clients and maintaining effective partnerships with the landlords/property managers.
- Meeting monthly to review any claims and/or discuss any outstanding tenancy issues among partners.
- Briefing and elevating policy questions, system impacts, and recommendations to the Housing Committee for additional guidance.