



Governance Charter Work Group
Agenda for Thursday, December 11, 2025

12:00 – 1:30 pm Pacific
112 East 2nd Street, Housing Program Office
Alturas, CA 96101

December 11, 2025

12:00 pm to 1:30 pm

<https://us02web.zoom.us/j/87077986277?pwd=aSae32ZSAhccZQauBnwWfFWt13N8Nt.1>

Meeting ID: 870 7798 6277

Passcode: 106466

| | Presenter Lead | Topic/Discussion | Time |
|---|---|---|------------------|
| 1 | Kristen Schreder | Welcome & Introductions | 12:00 - 12:10 pm |
| 2 | TAC Ellen Fitzpatrick Natalie Goodman | Quick overview of TAC TA to date, previous work group meeting, and charter progress | 12:10 - 12:20 pm |
| 3 | TAC Ellen Fitzpatrick Natalie Goodman | Continued discussion of recommended substantial updates to the Governance Charter; including but not limited to: Executive Board roles, CoC membership (e.g., Advisory Boards), designated entities, and more | 12:20 – 1:25 pm |
| 4 | TAC & Kristen | Wrap up and next steps (5 minutes) Next Meeting Jan. 8 11:30 to 1:00 Pacific | 1:25 - 1:30 pm |

NorCal CoC Governance Charter Work Group Strategy

For the past couple of months the NorCal CoC Governance Charter Work Group has been working on updating the CoC Governance Charter with the support of HUD-funded technical assistance providers Ellen and Natalie with TAC. Recommendations – both structural and substantive that were distributed on November 20, 2025 to the Governance Charter Work Group. Below is a list of documents previously emailed and attached to the agenda.

1. A new version of the governance charter with track changes – this allows you to see all of the edits that TAC made, along with comments and notes
2. A new version of the governance charter without track changes – this is a clean version of the same document that is much easier to read
3. A copy of the slide deck from the 11/13 meeting for reference to our discussion and what was covered

Please note that a vote will not be held at this meeting; there will be a continued discussion about the charter revisions.

We will plan for the Work Group to vote on all of the charter amendments in January 2026. The approved recommended revisions will be presented to the Advisory Boards for approval in February and then the Executive Board for approval in March. Our goal is to have a streamlined and functional charter in early 2026.

Per the recently approved Governance Charter amendment approval process, amendments will be discussed and approved by the Governance Charter Work Group, circulated to the Advisory Boards for review and approval, and the final approval would then be made by the Executive Board.

Contents

| | |
|---|----|
| Charter Revision History | 2 |
| Continuum of Care Overview | 2 |
| CoC Vision | 2 |
| CoC Values | 2 |
| Regional Structure of the CoC | 3 |
| The CoC Executive Board | 4 |
| Responsibilities of the Executive Board | 4 |
| Composition of the Executive Board | 6 |
| Roles within the Executive Board | 7 |
| Responsibility of the Chair (Executive Board, Advisory Board, and Committees and/or Workgroups) | 7 |
| Executive Board Selection Process | 8 |
| Executive Board Service Terms | 8 |
| Executive Board Meetings | 8 |
| Executive Board Decision-making Process: Quorum and Proxies | 9 |
| The CoC Advisory Boards | 9 |
| Responsibilities of the Advisory Boards | 9 |
| Composition of the Advisory Boards | 11 |
| Committees and Workgroups | 11 |
| Designated Entities | 12 |
| Administrative Entity (or Collaborative Applicant) | 12 |
| Designation and Solicitation Process | 13 |
| Review of Administrative Entity Performance | 13 |
| Responsibilities of the Administrative Entity | 14 |
| HMIS System Administrator (HMIS Lead) | 16 |
| Designation and Solicitation Process | 16 |
| Review of HMIS System Administrator Performance | 16 |
| Responsibilities of the HMIS System Administrator | 17 |
| Code of Conduct | 17 |
| Conflict of Interest | 17 |
| Funding | 18 |
| Application Standards and Thresholds | 18 |

| | |
|--|----|
| Subrecipient Threshold Requirements | 19 |
| Rating and Ranking | 19 |
| Grievance and Appeals | 19 |
| Review and Amendment of the CoC Governance Charter | 19 |
| Feedback | 19 |
| Biannual Charter Updates | 20 |
| Emergency Amendments | 20 |

Charter Revision History

| <u>Date</u> | <u>Revisions</u> |
|-------------|------------------|
| | |
| | |
| | |

Continuum of Care Overview

The NorCal Homeless Continuum of Care (CoC) coordinates the implementation of a housing and service system that meets the needs of persons experiencing homelessness in the CoC. The CoC geographic area includes Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra and Siskiyou counties.

This Governance Charter outlines the roles and responsibilities of the CoC, the Executive Board, the Advisory Boards, the Administrative Entity, and the Homeless Management Information System (HMIS) Lead Agency.

CoC Vision

The CoC envisions a homeless response system that uses resources effectively, ~~and~~ quickly and connecting ~~s~~ our neighbors with services to regain and retain housing or to prevent homelessness from occurring. By reducing homelessness, we will improve the quality of life and well-being of everyone in our region.

CoC Values

Our values, based on a unified and community-wide solution, will align efforts to address homelessness and mitigate the impacts it has on our communities. Together, we create an assertive, effective, and strategic approach that will serve as the homeless response system.

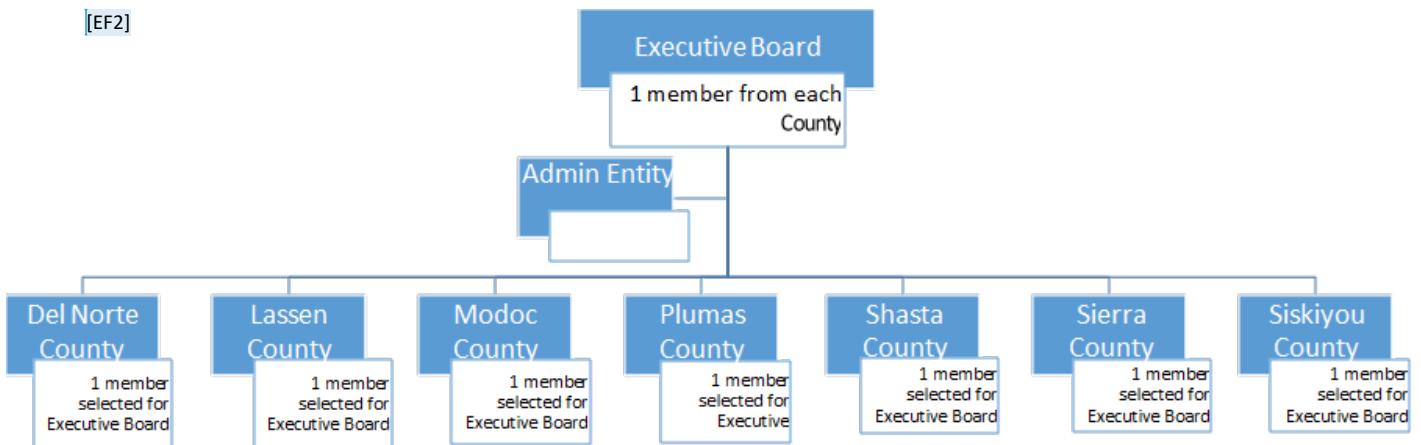
- Healthy Communities - with a coordinated, regional response, support our most vulnerable populations in identifying housing opportunities and achieving greater dignity and self-sufficiency.

- Coordinated System of Care – a community-wide response to homelessness prioritizes the quality of life for all persons, understanding that each person has unique needs, strengths, and experiences.
- Long-term Sustainability-investments in the right solutions will result in effective use of resources and significantly reduce the number of persons experiencing homelessness.

Regional Structure of the CoC

~~The NorCal CoC covers a geographically expansive area made up of seven large counties. The CoC is mostly rural [EF1]. The Continuum of Care (CoC) serves a geographically expansive region spanning seven Northern California counties: Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra, and Siskiyou. This region is defined by its rural and remote communities, sparsely populated areas, small cities, and key service hubs that support surrounding populations. The scale and rural character of the region require a collaborative and adaptable approach that balances local priorities with regional coordination. Each county presents unique demographic, economic, and housing challenges, and the CoC's structure reflects this through Advisory Boards for each county, ensuring that system planning and resource allocation are responsive to local needs while maintaining cohesive, region-wide coordination.~~

[EF2]





The CoC Executive Board

The Executive Board (also referred to as “the Board”) is the representative, governing body of the CoC and is authorized by CoC members to make decisions on behalf of the CoC. The Board provides oversight and governance on behalf of the CoC to ensure the CoC is consistent with the requirements articulated in the CoC Program Interim Rule and other directives, with applicable federal, state, and local laws, and with the CoC’s strategic direction.

~~The CoC Executive Board serves as the governing body of the CoC and is representative of CoC membership~~^[EF3].

Responsibilities of the Executive Board

The responsibilities assigned to the NorCal CoC Executive Board are as follows^[EF4]:

- Hold meetings of the full membership, with published agendas, at least semi-annually (24 CFR 578.7);
 - The CoC will hold meetings monthly
- Issue public invitation for new members to join at least annually
- Adopt and follow a written process to select a board to act on behalf of the CoC. The process must be reviewed, updated, and approved by the CoC at least once every 5 years
- Designate an entity to serve as Administrative Entity
- Designate an entity to serve as Collaborative Applicant
- Designate an entity to serve as HMIS System Administrator (HMIS SA)
- In consultation with the Administrative Agency and the HMIS System Administrator, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with designating and operating a HMIS and include HMIS requirements as

~~prescribed by HUD; and a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board~~

- ~~Approve the goals of the NORCAL CONTINUUM OF CARE Strategic Plan~~
- ~~Approve Advisory Board, Administrative Entity and HMIS SA policies and procedures~~
- ~~Develop CoC policies and procedures~~
- ~~In consultation with the Administrative Entity and the HMIS SA, develop, follow, and update annually develop CoC policies and procedures~~
- ~~In consultation with the Administrative Entity and HMIS SA, develop, follow and update annually a HMIS Governance Charter (Attachment E), which includes all measures needed to comply with designating and operating a HMIS and include HMIS requirements as prescribed by HUD~~
- ~~Designate a single HMIS~~
- ~~Designate an eligible applicant every two years through a m monitoring process to manage the CoC's HMIS, known as the HMIS SA~~
- ~~Approve the privacy, security, and a data quality plan for the HMIS~~
- ~~Ensure the HMIS is administered in compliance with requirements prescribed by HUD, including procurement of costs and services through an annual monitoring process of the HMIS SA~~
- ~~Ensure consistent participation of recipients and sub-recipients in the HMIS~~
- ~~Appoint committees, subcommittees, or workgroups~~
- ~~Evaluate Strategic Plan performance~~
- ~~Evaluate outcomes of projects funded under the Emergency Solutions Grants program, the CoC program, and report to HUD and other funders~~
- ~~Approve gap analysis~~
- ~~Take action against poor performers who do not meet the minimum established performance targets for CoC activities and funding~~
- ~~Approve submission of applications in response to Program Notice of Funding Availability (NOFA) opportunities through the Rating and Ranking committee~~
- ~~Review, and evaluate specific funding requests~~
- ~~Review and approve Ranking and Rating committee funding recommendations~~
- ~~Build community awareness inclusive of the needs of all homeless populations~~
- ~~Approve Consultant applications and request for support materials, services, and supplies~~
- Designate an Administrative Entity (e.g., Collaborative Applicant) for the CoC_[EF5]
- Designate an HMIS System Administrator for the CoC
- In consultation with the Administrative Entity and HMIS System Administrator, maintain and update CoC policies and procedures as needed
- In consultation with the Administrative Entity and HMIS System Administrator, develop HMIS governance charter and review annually or updates and revisions
- Manage the CoC's strategic planning process, including the evaluation of progress
- Conduct an annual gaps analysis to determine resource needs of CoC
- Hold meetings of the full CoC membership, with published agendas, at least semi-annually
- Establish standing and ad hoc committees and work groups as needed

- Consult and coordinate with ESG recipients to maximize resources available to prevent and end homelessness
- Review and understand program performance and system-wide analyses of strengths and gaps presented at meetings or gleaned from involvement with the local community
- Manage and oversee the preparation of the HUD Continuum of Care application, in partnership with the CoC Collaborative Applicant (e.g., Administrative Entity).
- Establish impartial Review and Rank Panels as required for local funding applications.
- Oversee completion of other funding applications, such as state funded homeless services grant programs (HHAP)

Composition of the Executive Board

The CoC Executive Board is the decision-making body for the CoC. Members of the Board may include local officials, service provider agencies, formerly homeless individuals, advocates, and more. The Executive Board is to be comprised of seven (7) voting members, one representing and elected by each of the Advisory Boards in the CoC region. This will ensure a fair distribution of appointment across organizational affiliations and representation of all relevant homeless subpopulations. This ensures fair representation across the counties, organizational affiliations, and community members. Executive Board composition must include at least one homeless or formerly homeless individual.

Board composition will:

1. Represent members from the categories set forth in the Interim Final Rule (Attachment A);
2. Be reviewed annually;
3. Board members may represent more than one subpopulation or affiliation;
4. Include at least one homeless or formerly homeless individual; and
5. Seats will be designated by affiliation, community sector, and subpopulation.

The Executive Board member must:

1. Be elected onto the Executive Board by anthe Advisory Board;
2. Have knowledge of the homeless services and organizational needs within their County; and
3. Actively participate in the interest of their Advisory Board and capacity as an Executive Board member.

Roles within the Executive Board [EF6]

Secretary: The Administrative Entity acts as the Executive Board's Secretary. (See the Responsibilities of the Administrative Entity section.) All minutes of the meetings of the Executive Board shall be recorded by the Secretary. [NG7][NG8] Minutes shall be distributed electronically to all Executive Board members within 14 days of the date ~~on which~~ the meeting was held. The Secretary shall also distribute agendas for upcoming meetings prior to the date of each meeting.

Chairperson and Vice-Chairperson: The Executive Board shall be led by a Chair and Vice-Chair. In the event that the Chair is not able to fulfill one or more of the duties described below, the Vice-Chair shall fulfill the responsibilities. The Chair may also request the Vice-Chair to collaborate to fulfill these responsibilities.

The Chair shall be responsible for the following:

1. Call and preside over regular and special CoC Executive Board meetings.
2. Set the CoC Executive Board meeting agenda, in consultation with the Administrative Entity
3. Ensure that the CoC Executive Board and committees are working collectively in accordance with the Governance Charter to accomplish goals of the CoC.

Chairperson: The Chairperson of the CoC Executive Board shall preside at all meetings of the Executive Board and shall have such other powers and duties consistent with this Governance Charter.

Responsibilities include:

Vice Chairperson: In the absence or disability of the Chairperson, the Vice Chairperson shall perform the duties of the Chairperson and shall perform other duties as are designated by the Chairperson. Acts as the backup for all other officer positions.

Compliance Officer: The Compliance Officer is responsible for overseeing and managing program and funding compliance as described in funding applications.

Grievance Officer: The Grievance Officer acts as an independent official who assists in the resolution of disputes involving matters including but not limited to organization and member participation, and funding denials, program concerns.

Policy Officer: The Policy Officer is responsible for the implementation of State and Federal policy changes and oversees the policy and procedure committee.

Membership Officer: The Membership Officer is responsible for ongoing recruitment of Advisory Board members and ensuring the engagement and participating of existing members. They act as the lead for stipend consultants.

Workgroup Officer: The Workgroup Officer oversees and, if needed, facilitates workgroups. They are responsible for ensuring ongoing progress and task completion of workgroups.

Responsibility of the Chair (Executive Board, Advisory Board, and Committees and/or Workgroups)

Establish regular recurring meetings;

Track attendance and active participation;

~~Distribute a written agenda to all committee members prior to each meeting;~~

~~Ensure meeting minutes is documented each official committee meeting and distributed to all committee members;~~

~~Report meeting progress, setbacks, and concerns to the Workgroup Officer;~~

~~Submit meeting minutes to the Administrative Entity to post on the CoC website; and~~

~~Workgroups: Present project completion or upon request to Executive Board.~~

~~Committees: Report project summary to the Executive Board on a monthly basis.~~

Executive Board Selection Process

~~Executive Board members will be selected by each of the seven Advisory Boards through the locally defined decision-making process.~~

~~The Chairperson and Vice Chairperson of the Executive Board will be selected by the Executive Board through a majority vote, or quorum.~~

~~Designation of Officers: The officers of the CoC Executive Board shall be Chairperson, and Vice Chairperson.~~

~~Election and Term of Officers: CoC Executive Board shall be elected by each of the seven County's Advisory Board. The term of services is based on the term of the contract between each of the seven County's and the Administrative Entity or based on each of the seven County's written policy on service term. A majority of the Executive Board members present at the meeting at which the elections are held shall constitute a quorum for the election of officers.~~

Executive Board Service Terms

~~Executive Board Members serve two-year terms. Advisory Boards may re-nominate the same Executive Board member for consecutive terms if desired [EF9].~~

~~Resignation: Unless otherwise provided by written agreement, any representative may resign at any time by giving written notice to the Chairperson and the Administrative Entity. Any such resignations shall take effect at the time specified within the written notice or if the time be not specified therein upon its acceptance by the Executive Board. In any instance of a vacant seat on the Executive Board, Advisory Boards will be expected to select a new Executive Board member to represent the county as soon as possible, ideally within 90 days, to ensure adequate representation of each county at the Executive Board level.~~

Executive Board Meetings

All meetings shall be open to the public except as otherwise determined by the Executive Board or Advisory Boards for reasons, including, but not limited to, discussion of anticipated or pending legal or personnel matters. A CoC Executive Meeting annual calendar will establish a regular meeting day, time, and location and will follow a schedule for the calendar year. The meeting agendas shall be distributed via e-mail and posted on the CoC website. CoC agendas will follow the Meeting Agenda Template (Attachment B).

Executive Board Decision-making Process: Quorum and Proxies

Quorum determination must be made at the beginning of each Board meeting. A quorum shall consist of a majority of eligible voters. No business may be officially transacted without a quorum.

The CoC Advisory Boards^[EF10]

The CoC general membership is comprised of seven Advisory Boards, one ~~in~~for each of the member counties. CoC Advisory Boards are comprised of a wide range of partners, constituting the CoC's general membership. Advisory Boards are encouraged to include broad representation of key stakeholder groups and partners working to end homelessness in the region. Membership may include, but is not limited to: ~~includes~~ representatives from nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, persons with lived experience, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals. ~~Advisory Boards may develop policies and procedures to provide structure for local operation and decision-making.~~ ^[NG11]Advisory Boards may also determine how to document membership and participation at the local level (e.g., the use of a membership form). The CoC Executive Board has established Advisory Boards to include representatives from relevant stakeholders and will include a broad representation of key stakeholder groups found within the counties encompassed in the CoC as articulated in the HUD Interim Rule. Each of the counties participating in the CoC region will be responsible for forming a local Advisory Board.

Responsibilities of the Advisory Boards

The responsibilities assigned to the NorCal CoC Advisory Boards are as follows^{[EF12][EF13][NG14]}:

- ~~Adhere to the guidelines in the Governance Charter;~~
- ~~Establish, update, and implement to the NORCAL CONTIUM OF CARE Strategic Plan;~~
- ~~Coordinate the implementation of an effective housing and service system including outreach, engagement, assessment, prevention, shelter, housing, and supportive services;~~
- ~~In conjunction with the Administrative Entity, plan for and conduct an annual Point In Time Count (PIT) and Housing Inventory Count (HIC) of homeless persons;~~
- ~~Support programs to meet the goals of the NORCAL CONTIUM OF CARE Continuum of Care Strategic Plan;~~
- ~~Appoint members with program expertise to workgroups;~~
- ~~Ensure funding requests meet the specific Strategic Plan goals;~~
- ~~Collaborate with the Administrative Entity to plan and conduct an annual gaps analysis of the homeless needs and services available;~~
- ~~Develop Advisory Board wide policies and procedures with support from the Administrative Entity;~~
- ~~Establish priorities for funding projects in concurrence with the Strategic Plan;~~
- ~~Consult with recipients and subrecipients to establish performance targets appropriate for population and program type and evaluate outcomes;~~
- ~~Evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program;~~
- ~~Build community awareness inclusive of the needs of all homeless populations;~~

- ~~Coordinate the local Point In Time (PIT) Count and Housing Inventory Count (HIC) within the Counties that meets the following requirements:~~
 - ~~Homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans must be counted as unsheltered homeless persons;~~
 - ~~Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons; and~~
 - ~~Other requirements established by HUD by Notice.~~
- ~~Adhere to the requirements as written in the CoC agreements between the Administrative Entity and the Counties and CoC Advisory Boards~~
- ~~Collaborate with the Administrative Entity to provide data for the gap analysis;~~
- ~~Coordinate, with the support of the Administrative Entity, the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:~~
 - ~~Outreach, engagement, and assessment;~~
 - ~~Shelter, housing, and supportive services; and~~
 - ~~Prevention strategies.~~
- ~~Ensure consistent participation of recipients and subrecipients in the HMIS; and~~
- ~~Develop, with support of Domestic Violence service providers, the emergency transfer plan for the Counties that meets the requirements under § 578.99(j)(8).~~

- Follow the requirements as written in the CoC agreements between the Administrative Entity and the Advisory Board;
- Elect or appoint an Executive Board member to represent the county/region;
- Identify a process to identify members with system and program expertise to join committees and workgroups (e.g. volunteer basis, elect, appoint, etc.);
- Collaborate with the Administrative Entity to plan and conduct an annual needs assessment of the homeless needs and services available;
- Support programs within the regional geography to meet the goals of the CoC Strategic Plan;
- Coordinate the implementation of an effective regional housing and service system including outreach, engagement, assessment, prevention, shelter, housing, and supportive services;
- In conjunction with the Administrative Entity and the PIT Committee, plan for and conduct an annual Point-In-Time Count (PIT) and Housing Inventory Count (HIC) of homeless persons;
- Ensure consistent participation of recipients and subrecipients in the HMIS;
- Develop, with support of Domestic Violence service providers, the emergency transfer plan for the counties that meets the requirements under § 578.99(j)(8); and
- As needed, develop Advisory Board wide policies and procedures for the respective county, with support from the Administrative Entity if needed.

Composition Decision-making for the Advisory Boards

~~CoC Advisory Boards are comprised of a wide range of partners, constituting the CoC's general membership. Advisory Boards may develop local policies and procedures to determine which Advisory Board members have decision-making power, such as by defining voting and non-voting members. Advisory Boards may also determine how to document membership and participation at the local level (e.g., the use of a membership form)~~

CoC-wide Committees and Workgroups

~~The Executive Board may establish committees and workgroups as needed, to address CoC specific needs. Committee and workgroup members are elected by the Advisory Boards for their County CoC specific topics. The work of the NorCal CoC is carried out in part by committees and workgroups. The CoC's governance structure includes both standing committees and ad hoc work groups that are established by the Executive Board on an as-needed basis, to address CoC specific needs. All efforts will be made to ensure committee and workgroup members are comprised of representatives from each County within the CoC membership is inclusive of all seven counties to ensure adequate representation, when working on CoC projects. Each committee or workgroup will select a chair(s) to facilitate meetings and ensure progress is reported to the Executive Member assigned to workgroups Board. Committee/workgroup Chairs may be charged with the following responsibilities:~~

1. Establish regular recurring meetings;
2. Track attendance and active participation;
3. Set and distribute a written agenda to all committee members prior to each meeting;
4. Ensure meeting minutes is documented each official committee meeting and distributed to all committee members and Administrative Entity for posting;
- Report on progress to the Executive Board

~~Advisory Boards shall approve memberships to the CoC PIT and HMIS Committees. The Executive Board shall approve memberships to fill vacancies of selected membership committees excluding the PIT and HMIS Committees upon recommendation of qualified candidates by the Executive Board and by the affirmative vote of the majority of the Executive Board.~~

~~Committee and workgroup participation is volunteer-based, with the exception of the Rating and Ranking Committee^[NG16]. Advisory Boards may establish a local process for identifying volunteers for CoC-wide committees and workgroups, as needed. The Executive Board will provide support to Advisory Boards on an as-requested basis in the event that an Advisory Board is having difficulty identifying volunteer members for committee and work group participation.~~

Standing CoC-wide Committees and Workgroups^{[EF17][NG18]}

1. Rating and Ranking (R&R): ~~The Rating and Ranking Committee oversees the annual rating and ranking process for CoC project applications during the HUD NOFO cycle, assessing program outcomes, compliance, and alignment with CoC priorities. The Committee determines the funding amounts of applications based on the NOFO criteria and is responsible for meeting deadlines set by the Administrative Entity. The Committee is comprised of active CoC members without conflicts of interest. (See Code of Conduct section.) To maintain objectivity, agencies~~

receiving CoC funding do not participate in this process. The Committee meets as needed to recommend improvements that strengthen system performance and funding effectiveness.

2. Homeless Youth

3. Policy and Procedures

4.2. HMIS / Coordinated Entry: -The CE and HMIS Committee oversees the design, implementation, and evaluation of the CoC's Coordinated Entry System (CES) and Homeless Management Information System (HMIS). It ensures that the CES effectively connects people experiencing homelessness to appropriate housing and services, while maintaining accurate, timely, and compliant data to inform CoC planning and performance. The Committee monitors system access and outcomes; reviews assessment and referral processes; ensures HUD compliance and data quality; oversees key reports such as the Housing Inventory Count and Point-in-Time Count; and recommends policy and system improvements to strengthen coordination, accountability, and data-driven decision-making across the CoC.

5.3. Point-In-Time Count: -The PIT Count Committee oversees the planning, coordination, and execution of the annual Point-in-Time Count across the CoC's seven-county region. The committee ensures compliance with HUD requirements related to the PIT Count and accurate data collection on people experiencing sheltered and unsheltered homelessness. Responsibilities include developing count methodologies and training materials, supporting county community members and volunteers, monitoring data quality, and analyzing trends to inform system planning. The committee also ensures broad participation among CoC members and partners to produce reliable data that guides local priorities and funding decisions.

6. NOFA template and R&R procedure development [NG19][NG20]

Advisory Boards may establish their own local committees and workgroups that address matters relevant to their geographic area.

Designated Entities

Per the CoC Program Interim Rule, All CoCs must designate a Collaborative Applicant and, a Homeless Management Information System (HMIS) Lead within the CoC's geographic region to help carry out the duties in 24 CFR 578.7–9 per the CoC Program Interim Rule [EF21]. These designated entities work collaboratively to prevent and end homelessness. This section outlines the roles and responsibilities of the Collaborative Applicant, also referred to by the NorCal CoC as the Administrative Entity, and HMIS Lead.

Administrative Entity (or Collaborative Applicant) [EF22])

The CoC Executive Board has established an Administrative Entity role to provide guidance to ensure that duties of the CoC are being met. The Administrative Entity may be a unit of local government, a non-profit agency or an individual person.

The CoC Board will enter into a Memorandum of Understanding (MOU) with the designated Administrative Entity. The MOU is in effect for a maximum of five years and may be re-executed upon a successful performance review, as described below.

Current Administrative Entity/Interim Administrative Entity [NC23]

~~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. The current Administrative Entity is identified in the written MOU between the Administrative Entity and Executive Board. With written 90-day notice, the Administrative Entity/Interim Administrative Entity can terminate its status. In accordance with the MOU, written notice must be given to the Executive Board.~~

Designation and Solicitation Process

Every five years beginning in 2023, 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 through a simple majority vote and documented within ~~during~~ the CoC Executive Board meeting. Simple Majority Vote.

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

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

Review of Administrative Entity Performance

Every five years beginning in 2023, 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. The performance review will include the following at minimum:

1. Review MOU between CoC Executive Board and Administrative Entity CA and status of agreed upon work
2. Review of CoC Planning grant APRs
3. Review of CoC Planning 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 compliance with requirements related to the submission of HIC/PIT data, LSA data, System Performance Measures, CoC Planning APR, and the CoC Application
6. Review recent CoC Program grant awards and CoC Application scores
7. Review compliance with all applicable sections of the CoC Program Rule

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

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.

Responsibilities of the Administrative Entity^[NG25]

The responsibilities assigned to the designated Administrative Entity are as follows:

- Serve as the CoC's Collaborative Applicant and Lead Agency, responsible for submitting the annual CoC Registration, Consolidated Application, and Planning Grant to HUD.
- Manage the CoC Program Competition, including reviewing HUD notices and the Grant Inventory Worksheet (GIW), preparing and submitting the CoC Application and Priority Listing, coordinating the Rating and Ranking process, and providing technical assistance to applicants.
- Coordinate and facilitate CoC meetings, including publishing agendas, providing remote participation options, and serving as Secretary for Executive Board meetings.
- Ensure compliance with HUD requirements, including timely submission of reports such as System Performance Measures, the Housing Inventory Count (HIC), and the Point-in-Time (PIT) Count.
- Consult with CoC- and ESG-funded recipients and subrecipients to establish written standards, set performance targets, evaluate outcomes, and support performance improvement.
- Support HMIS administration, ensuring consistent participation, data quality, and compliance with HUD requirements in partnership with the HMIS Lead Agency.
- Monitor funded projects to ensure compliance.
- Support CoC governance and operations, including maintaining official policies and procedures.
- Act as fiscal agent for CoC planning and HUD funds, ensuring fair distribution and compliance with funding requirements.
- Coordinate system planning and evaluation, including conducting annual needs assessment, supporting housing and service coordination across the region, and reporting on program outcomes to HUD.
- Enhance provider and community capacity through CoC-wide training, technical assistance, and outreach to increase awareness of homelessness needs and system performance.
- Facilitate meetings with published agendas;
- Provide access to participate remotely in Administrative Entity hosted meetings;
- Enhance the knowledge of the service providers to address housing needs;
- Conduct annual gap analysis;
- Facilitate the administration of an annual Point In Time Count (PIT) and Housing Inventory Count (HIC) of homeless persons with the Advisory Boards;
- Set baseline for system performance based on funding;
- Build community awareness inclusive of the needs of all homeless populations;
- Inform the Executive Board of program needs;
- Ensure consistent participation of recipients and sub recipients in the HMIS;
- Complete CoC wide funding applications;
- Develop and provide CoC trainings including HUD mandated training topics;
- Monitor performance of funding projects in accordance with the funding contract;
- Design, operate, and follow a collaborative process for development of applications for funding;

- Prepare resolutions and reports to the Redding City Council as needed per City of Redding requirements;
- Oversee the Rating and Ranking processes;
- Process Consultant applications, invoices and request for support materials, services and supplies;
- Update, maintain and monitor the CoC website;
- Report the results of the evaluation outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program to HUD;
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD;
- Provide information required to complete the Consolidated Plan(s) within the CoC's geographic area;
- Consult with State and local government Emergency Solutions Grants program recipients within the CoC's geographic area on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the performance of Emergency Solutions Grants program recipients and subrecipients;
- In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include:
 - Policies and procedures for evaluating individuals' and families' eligibility for assistance under this part;
 - Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8));
 - Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8));
 - Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;
 - Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8)); and
- Where the Continuum is designated a high-performing community, policies and procedures set forth in 24 CFR 576.400(e)(3)(vi), (e)(3)(vii), (e)(3)(viii), and (e)(3)(ix).
- Assist the Advisory Board with policies and procedures;
- Act as the Secretary for the Executive Board Meetings;
- Administrative Entity to determine equitable distribution of funds using framework identified under "Funding" when funds are required to have an equitable distribution.
- Act as the Fiscal Agent for the CoC;
- Coordinate, with Advisory Boards, the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:
 - Outreach, engagement, and assessment;
 - Shelter, housing, and supportive services; and

- Prevention strategies. [NG26]

HMIS System Administrator (HMIS Lead)

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

The CoC Executive Board will enter into a Memorandum of Understanding (MOU) with the designated HMIS SA. The MOU is in effect for a maximum of five years and may be re-executed upon a successful performance review, as described below.

Designation and Solicitation Process

~~Effective July 31, 2023, On September 18, 2025, the CoC Executive Board voted to designate United Way of Northern California to serve as the CoC's HMIS SA to be operational January 1, 2024 September 19, 2025.~~ [NG27] ~~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.~~

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 [NG28]
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~~ [NG29] 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. If/when applicable, 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. The next review will be due in 2028.~~

Responsibilities of the HMIS System Administrator

- ~~The responsibilities assigned to the designated Administrative Entity are as follows:~~
 - Identify and contract with HMIS provider with approval from the Executive Board;
 - Review, and revise privacy, security, and a data quality plan for the HMIS to present to the Executive Board;
 - Ensure HMIS software meets the minimum data and technical functionality requirements established by HUD;
 - Establish, procure, and maintain contracts and End User Agreement with HMIS user agencies as referenced in HMIS Policies and Procedures Appendix H;
 - Maintain policies and procedures for HMIS as required by HUD;
 - Develop and provide CoC HMIS trainings;
 - Provide technical assistance and training to HMIS service providers;
 - Develop standard reports and queries of HMIS data;
 - Implement the Coordinated Entry System;
 - Conduct reports as requested by the Administrative Entity, HMIS contracted agency, Advisory Boards or Executive Board;
 - Report program performance to Administrative Entity;
- ~~In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The CoC must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will~~
- ~~Develop and revise policies meant to~~ 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 non-victim service providers. This system must comply with any requirements established by HUD by Notice; [NG30]
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD; and
- With the approval of the Executive Board, apply for eligible funding.

Code of Conduct [EF31]

The NorCal CoC has adopted the following Code of Conduct that provides a foundation for the conduct and ethics of the CoC membership. Any new Executive Board member will be advised of this policy.

Conflict of Interest [NG32]

All CoC members ~~will abide by~~must comply with 24 CFR 578.95 (Conflicts of Interest) in the CoC Program Interim Rule. CoC members ~~will~~must disclose any potential conflicts of interest when the CoC is considering funding decisions or other actions that could result in the topics of funding awards or other financial benefits or loss to ~~that could be gained or lost by~~ an organization which they, or a family member, represent as an employee, agent, consultant or board member ~~or family member represents are under consideration by the group in which they are participating~~. ~~If a~~ When a conflict of interest exists, the member(s) ~~will~~must immediately disclose the conflict of interest. The member must recuse themselves from the~~related~~ discussions and any ~~related~~ votes that take place~~voting and will not be counted in determining the quorum~~.

The CoC is committed to ensuring that all decisions are informed, transparent, and free from conflict.
The CoC desires that it, and those entities to which it has delegated authority, make informed as well as non-conflicted decisions. Broad stakeholder input is essential in developing and refining key system activities such as the annual gaps analysis, eligibility criteria, prioritization standards, and performance targets. Participation in these general planning discussions does not constitute a conflict of interest.
Funded projects and jurisdictions may provide input on CoC priorities, funding policies, and scoring criteria. However, the Ranking and Rating Committee is responsible for evaluating this input and making final decisions on scoring criteria and the application process. The annual gaps analysis, eligibility criteria for who gets served by what resources in the CoC, prioritization of who gets served, performance targets, etc. are best developed and refined with broad stakeholder input. Funded projects and jurisdictions will not be deemed conflicted in discussions on these topics nor in providing input on local priorities for CoC funding and refinements the scoring criteria for projects or the application process.
The Ranking and Rating Committee will evaluate the merits of the input and will make the final determination on the scoring criteria and application process.

Funding

The Administrative Entity develops a strong application and aggressively seeks resources from other funding opportunities as appropriate. The CoC adequately manages the funds, conducts activities that achieve CoC outcomes and goals, and maximizes the use of the funds. The CoC follows a collaborative process for developing applications and approving the submission of applications in response to a NOFA published by HUD and/or the State of California; in concert with the funding priorities and plan adopted by the Strategic Plan.

When funding is made available to the CoC, a NOFA process begins, which will include an open application process across the CoC region, including an addendum with County specific criteria if applicable, and use of the Rating and Ranking committee when funds are oversubscribed.

Application Standards and Thresholds

The Administrative Entity will annually update the requirements [NG33] for federal and/or state applications, as specified in the funding contract.

All applicants must meet the following threshold requirements:

1. Service providers and counties receiving CoC funding must actively participate in the PIT/HIC count as per section D of the PIT and HIC;
2. Actively collect, enter, and -maintain HMIS data, including, but not limited to the following:
 - a. Provide timely and accurate HMIS data input, based on current HMIS user policy;
 - b. Provide timely responses to data requests; and/or
 - c. Applicant may partner with an agency that does currently collectss and enterss HMIS data. The partner Agency must be listed in the application.
3. Participate in Coordinated Entry, per user agreement as referenced in 24 CFR 578.7;
4. Be a participating member of their local NorCal CoC Advisory Board, voting or participant in good standing;
5. A completed application is submitted by the deadline;
6. Provide the following completed certifications with the funding application or NOFA;
 - a. Verification of Advisory Board certification of member status;

- b. HMIS certification of project participation; and
- c. Verification of Point in Time Participation certification.

7. The applicant's organization must adequately demonstrate they have capacity and experience to successfully manage the funds, including consideration of their ability to manage existing grants; a. Additional financials may be requested per the project funding per 2 CFR Part 200.501;
8. The applicant's organization must adequately demonstrate they have capacity and experience to implement the project in their application;
9. The grant request is reasonable based upon the proposed scope, number of client services, and availability and utilization of existing competitive programs within the geographical area;
10. The application is likely to improve the CoC's outcome performance and will contribute to reducing homelessness; and
11. The project meets specific threshold requirements per the NOFA.

Subrecipient Threshold Requirements [NG34]

1. Any agency awarded CoC funding must maintain threshold requirements [NG35] [NG36] throughout the grant performance period, in accordance with the funding agreement.
2. Upon request of remaining funds, the Administrative Entity will confirm adherence with continuing to meet threshold requirements.
3. If a ~~Grant Sub-~~recipient is not maintaining threshold requirements, they will not be eligible to receive remaining funds until requirements are met, or will be required to repay the funds, as outlined in the contract.

Rating and Ranking

Agencies may be called upon to participate in the Rating and Ranking (R&R) Committee. [See the section on Committees and Workgroups for more information.](#)

~~R&R committees are neutral groups without a conflict of interest, consisting of three or more individuals comprised of active CoC voting members or participants who will rate, rank, and determine funding amounts of applications based on the NOFA Application criteria. Committee members should be familiar with housing and homeless needs and be willing to review projects with the best interest of homeless persons in mind. The R&R committee members must be able to meet deadlines set by the Administrative Entity.~~ [NG37]

Grievance and Appeals

~~All funding applications not meeting thresholds will be denied.~~ [NG38] Applicants may submit a grievance or appeal to the Administrative Entity to be reviewed by the established Grievance Committee. The Grievance Committee [NG39] will provide a written decision, the Committee's determination will be considered final.

Review and Amendment of the CoC Governance Charter

To ensure that the Governance Charter remains relevant and reflective of the needs of the community, the Governance Charter shall undergo regular reviews and updates as outlined in this section.

Feedback

Feedback from all stakeholders, including board members, committee members, staff, and the broader community, shall be encouraged on an ongoing basis.

Feedback can be submitted through the following channels:

Formal Meetings: Stakeholders may provide feedback during designated feedback sessions at Advisory Board Meetings.

Written Submissions: Stakeholders may submit feedback in writing via email to norcalcoc@cityofredding.org or other designated methods.

Surveys: Periodic surveys may be conducted to gather input on the effectiveness of the Charter and its implementation.

[Biannual Charter Updates](#)

The Governance Charter shall be reviewed and updated biannually, with revisions taking effect on January 1st and June 1st of each year.

All feedback received prior to these dates will be reviewed, and proposed amendments will be drafted and presented for approval during the update process.

Review Process:

1. Governance Charter Workgroup: A designated Workgroup, consisting of members from key committees and stakeholders, shall be responsible for reviewing all feedback and proposed changes.
2. Drafting Amendments: The Workgroup shall draft any necessary amendments to the Governance Charter based on the feedback received. Proposed amendments must be circulated to the Advisory Board for review and comment a minimum of three weeks prior to final approval.
3. Approval: The updated Governance Charter, including any amendments, shall be approved by the Advisory Boards through a majority vote. Once approved through the Advisory Boards, the final approval will be requested by the Executive Board.
4. Communication of Updates: Once the Charter has been updated, all stakeholders will be informed of the changes through official communications, including email announcements, website updates, and presentations at board or committee meetings.

[Emergency Amendments](#)

In exceptional cases where urgent changes are needed outside of the biannual review cycle, the Workgroup may propose emergency amendments. These amendments will follow an expedited review and approval process as determined by the Advisory Boards.

The Expedited Review Process: Proposed amendments will be circulated to each Advisory Board 72 hours prior to final approval. Once approved through the Advisory Boards, the final approval will be requested by the Executive Board.

Contents

| | |
|---|-------------------------------------|
| Charter Revision History | 2 |
| Continuum of Care Overview..... | 2 |
| CoC Vision | 2 |
| CoC Values | 2 |
| Regional Structure of the CoC..... | 3 |
| The CoC Executive Board | 4 |
| Responsibilities of the Executive Board..... | 4 |
| Composition of the Executive Board | 4 |
| Roles within the Executive Board | 5 |
| Responsibility of the Chair (Executive Board, Advisory Board, and Committees and/or Workgroups) | Error! Bookmark not defined. |
| Executive Board Selection Process | 5 |
| Executive Board Service Terms | 5 |
| Executive Board Meetings | 5 |
| Executive Board Decision-making Process: Quorum and Proxies | 6 |
| The CoC Advisory Boards | 6 |
| Responsibilities of the Advisory Boards..... | 6 |
| Composition of the Advisory Boards | 7 |
| Committees and Workgroups..... | 7 |
| Designated Entities | 8 |
| Administrative Entity (or Collaborative Applicant)..... | 8 |
| Designation and Solicitation Process | 8 |
| Review of Administrative Entity Performance..... | 8 |
| Responsibilities of the Administrative Entity..... | 9 |
| HMIS System Administrator (HMIS Lead) | 10 |
| Designation and Solicitation Process | 10 |
| Review of HMIS System Administrator Performance | 10 |
| Responsibilities of the HMIS System Administrator | 10 |
| Code of Conduct | 11 |
| Conflict of Interest | 11 |
| Funding | 11 |
| Application Standards and Thresholds | 12 |

| | |
|--|----|
| Subrecipient Threshold Requirements | 12 |
| Rating and Ranking | 13 |
| Grievance and Appeals | 13 |
| Review and Amendment of the CoC Governance Charter | 13 |
| Feedback | 13 |
| Biannual Charter Updates..... | 13 |
| Emergency Amendments..... | 14 |

Charter Revision History

| Date | Revisions |
|------|-----------|
| | |
| | |
| | |

Continuum of Care Overview

The NorCal Homeless Continuum of Care (CoC) coordinates the implementation of a housing and service system that meets the needs of persons experiencing homelessness in the CoC. The CoC geographic area includes Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra and Siskiyou counties.

This Governance Charter outlines the roles and responsibilities of the CoC, the Executive Board, the Advisory Boards, the Administrative Entity, and the Homeless Management Information System (HMIS) Lead Agency.

CoC Vision

The CoC envisions a homeless response system that uses resources effectively and quickly and connects our neighbors with services to regain and retain housing or to prevent homelessness from occurring. By reducing homelessness, we will improve the quality of life and well-being of everyone in our region.

CoC Values

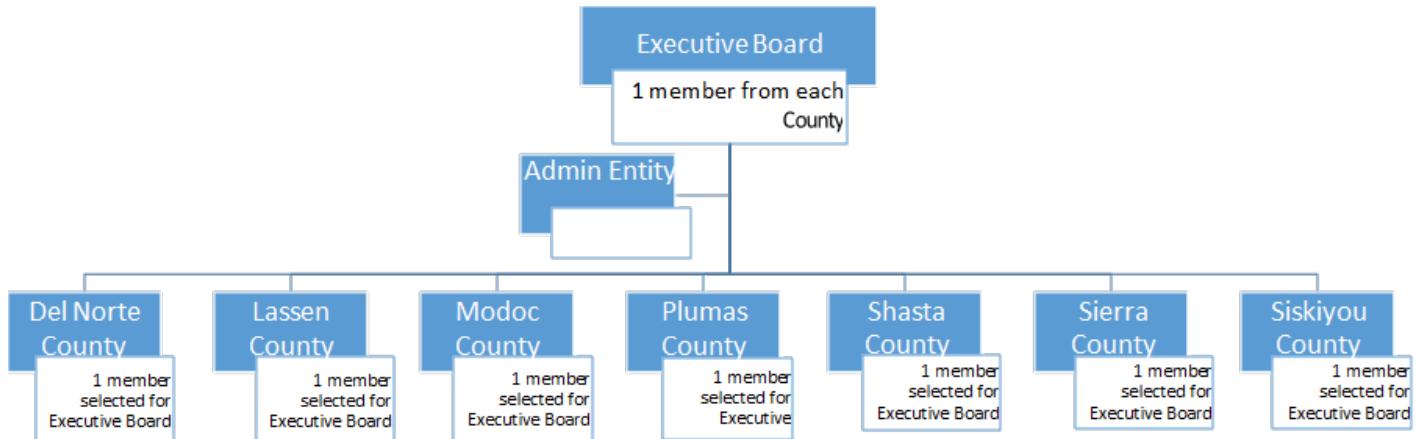
Our values, based on a unified and community-wide solution, will align efforts to address homelessness and mitigate the impacts it has on our communities. Together, we create an assertive, effective, and strategic approach that will serve as the homeless response system.

- Healthy Communities - with a coordinated, regional response, support our most vulnerable populations in identifying housing opportunities and achieving greater dignity and self-sufficiency.
- Coordinated System of Care – a community-wide response to homelessness prioritizes the quality of life for all persons, understanding that each person has unique needs, strengths, and experiences.

- Long-term Sustainability-investments in the right solutions will result in effective use of resources and significantly reduce the number of persons experiencing homelessness.

Regional Structure of the CoC

The Continuum of Care (CoC) serves a geographically expansive region spanning seven Northern California counties: Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra, and Siskiyou. This region is defined by its rural and remote communities, sparsely populated areas, small cities, and key service hubs that support surrounding populations. The scale and rural character of the region require a collaborative and adaptable approach that balances local priorities with regional coordination. Each county presents unique demographic, economic, and housing challenges, and the CoC's structure reflects this through Advisory Boards for each county, ensuring that system planning and resource allocation are responsive to local needs while maintaining cohesive, region-wide coordination.



The CoC Executive Board

The Executive Board (also referred to as “the Board”) is the representative, governing body of the CoC and is authorized by CoC members to make decisions on behalf of the CoC. The Board provides oversight and governance on behalf of the CoC to ensure the CoC is consistent with the requirements articulated in the CoC Program Interim Rule and other directives, with applicable federal, state, and local laws, and with the CoC’s strategic direction.

Responsibilities of the Executive Board

The responsibilities assigned to the NorCal CoC Executive Board are as follows:

- Designate an Administrative Entity (e.g., Collaborative Applicant) for the CoC
- Designate an HMIS System Administrator for the CoC
- In consultation with the Administrative Entity and HMIS System Administrator, maintain and update CoC policies and procedures as needed
- In consultation with the Administrative Entity and HMIS System Administrator, develop HMIS governance charter and review annually or updates and revisions
- Manage the CoC’s strategic planning process, including the evaluation of progress
- Conduct an annual gaps analysis to determine resource needs of CoC
- Hold meetings of the full CoC membership, with published agendas, at least semi-annually
- Establish standing and ad hoc committees and work groups as needed
- Consult and coordinate with ESG recipients to maximize resources available to prevent and end homelessness
- Review and understand program performance and system-wide analyses of strengths and gaps presented at meetings or gleaned from involvement with the local community
- Manage and oversee the preparation of the HUD Continuum of Care application, in partnership with the CoC Collaborative Applicant (e.g., Administrative Entity).
- Establish impartial Review and Rank Panels as required for local funding applications.
- Oversee completion of other funding applications, such as state funded homeless services grant programs (HHAP)

Composition of the Executive Board

The CoC Executive Board is the decision-making body for the CoC. Members of the Board may include local officials, service provider agencies, formerly homeless individuals, advocates, and more. The Executive Board is to be comprised of seven (7) voting members, one representing and elected by each of the Advisory Boards in the CoC region. This ensures fair representation across the counties, organizational affiliations, and community members. Executive Board composition must include at least one homeless or formerly homeless individual.

The Executive Board member must:

1. Be elected by an Advisory Board;
2. Have knowledge of the homeless services and organizational needs within their County; and

3. Actively participate in the interest of their Advisory Board and capacity as an Executive Board member.

Roles within the Executive Board

Secretary: The Administrative Entity acts as the Executive Board's Secretary. (See the Responsibilities of the Administrative Entity section.) All minutes of the meetings of the Executive Board shall be recorded by the Secretary. Minutes shall be distributed electronically to all Executive Board members within 14 days of the date the meeting was held. The Secretary shall also distribute agendas for upcoming meetings prior to the date of each meeting.

Chairperson and Vice-Chairperson: The Executive Board shall be led by a Chair and Vice-Chair. In the event that the Chair is not able to fulfill one or more of the duties described below, the Vice-Chair shall fulfill the responsibilities. The Chair may also request the Vice-Chair to collaborate to fulfill these responsibilities.

The Chair shall be responsible for the following:

1. Call and preside over regular and special CoC Executive Board meetings.
2. Set the CoC Executive Board meeting agenda, in consultation with the Administrative Entity
3. Ensure that the CoC Executive Board and committees are working collectively in accordance with the Governance Charter to accomplish goals of the CoC.

Executive Board Selection Process

Executive Board members will be selected by each of the seven Advisory Boards through the locally defined decision-making process.

The Chairperson and Vice Chairperson of the Executive Board will be selected by the Executive Board through a majority vote, or quorum.

Executive Board Service Terms

Executive Board Members serve two-year terms. Advisory Boards may re-nominate the same Executive Board member for consecutive terms if desired.

Resignation: Unless otherwise provided by written agreement, any representative may resign at any time by giving written notice to the Chairperson and the Administrative Entity. Any such resignations shall take effect at the time specified within the written notice or if the time be not specified therein upon its acceptance by the Executive Board. In any instance of a vacant seat on the Executive Board, Advisory Boards will be expected to select a new Executive Board member to represent the county as soon as possible, ideally within 90 days, to ensure adequate representation of each county at the Executive Board level.

Executive Board Meetings

All meetings shall be open to the public except as otherwise determined by the Executive Board or Advisory Boards for reasons, including, but not limited to, discussion of anticipated or pending legal or personnel matters. A CoC Executive Meeting annual calendar will establish a regular meeting day, time, and location and will follow a schedule for the calendar year. The meeting agendas shall be distributed

via e-mail and posted on the CoC website. CoC agendas will follow the Meeting Agenda Template (Attachment B).

[Executive Board Decision-making Process: Quorum and Proxies](#)

Quorum determination must be made at the beginning of each Board meeting. A quorum shall consist of a majority of eligible voters. No business may be officially transacted without a quorum.

[The CoC Advisory Boards](#)

The CoC general membership is comprised of seven Advisory Boards, one for each of the member counties. CoC Advisory Boards are comprised of a wide range of partners, constituting the CoC's general membership. Advisory Boards are encouraged to include broad representation of key stakeholder groups and partners working to end homelessness in the region. Membership may include, but is not limited to: representatives from nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, persons with lived experience, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals. Advisory Boards may develop policies and procedures to provide structure for local operation and decision-making. Advisory Boards may also determine how to document membership and participation at the local level (e.g., the use of a membership form).

Responsibilities of the Advisory Boards

The responsibilities assigned to the NorCal CoC Advisory Boards are as follows:

- Follow the requirements as written in the CoC agreements between the Administrative Entity and the Advisory Board;
- Elect or appoint an Executive Board member to represent the county/region;
- Identify a process to identify members with system and program expertise to join committees and workgroups (e.g. volunteer basis, elect, appoint, etc.);
- Collaborate with the Administrative Entity to plan and conduct an annual needs assessment of the homeless needs and services available;
- Support programs within the regional geography to meet the goals of the CoC Strategic Plan;
- Coordinate the implementation of an effective regional housing and service system including outreach, engagement, assessment, prevention, shelter, housing, and supportive services;
- In conjunction with the Administrative Entity and the PIT Committee, plan for and conduct an annual Point-In-Time Count (PIT) and Housing Inventory Count (HIC) of homeless persons;
- Ensure consistent participation of recipients and subrecipients in the HMIS;
- Develop, with support of Domestic Violence service providers, the emergency transfer plan for the counties that meets the requirements under § 578.99(j)(8); and
- As needed, develop Advisory Board wide policies and procedures for the respective county, with support from the Administrative Entity if needed.

Decision-making for the Advisory Boards

Advisory Boards may develop local policies and procedures to determine which Advisory Board members have decision-making power, such as by defining voting and non-voting members.

CoC-wide Committees and Workgroups

The work of the NorCal CoC is carried out in part by committees and workgroups. The CoC's governance structure includes both standing committees and ad hoc work groups that are established by the Executive Board on an as-needed basis to address CoC specific needs. All efforts will be made to ensure committee and workgroup membership is inclusive of all seven counties to ensure adequate representation. Each committee or workgroup will select a chair(s) to facilitate meetings and ensure progress is reported to the Executive Board. Committee/workgroup Chairs may be charged with the following responsibilities:

- Establish regular recurring meetings;
- Track attendance and active participation;
- Set and distribute a written agenda to all committee members prior to each meeting;
- Ensure meeting minutes is documented each official committee meeting and distributed to all committee members and Administrative Entity for posting;
- Report on progress to the Executive Board

Committee and workgroup participation is volunteer-based, with the exception of the Rating and Ranking Committee. Advisory Boards may establish a local process for identifying volunteers for CoC-wide committees and workgroups, as needed. The Executive Board will provide support to Advisory Boards on an as-requested basis in the event that an Advisory Board is having difficulty identifying volunteer members for committee and work group participation.

Standing CoC-wide Committees and Workgroups

1. Rating and Ranking (R&R): The Rating and Ranking Committee oversees the annual rating and ranking process for CoC project applications during the HUD NOFO cycle, assessing program outcomes, compliance, and alignment with CoC priorities. The Committee determines the funding amounts of applications based on the NOFO criteria and is responsible for meeting deadlines set by the Administrative Entity. The Committee is comprised of active CoC members without conflicts of interest. (See Code of Conduct section.) To maintain objectivity, agencies receiving CoC funding do not participate in this process. The Committee meets as needed to recommend improvements that strengthen system performance and funding effectiveness.
2. HMIS / Coordinated Entry: The CE and HMIS Committee oversees the design, implementation, and evaluation of the CoC's Coordinated Entry System (CES) and Homeless Management Information System (HMIS). It ensures that the CES effectively connects people experiencing homelessness to appropriate housing and services, while maintaining accurate, timely, and compliant data to inform CoC planning and performance. The Committee monitors system access and outcomes; reviews assessment and referral processes; ensures HUD compliance and data quality; oversees key reports such as the Housing Inventory Count and Point-in-Time Count; and recommends policy and system improvements to strengthen coordination, accountability, and data-driven decision-making across the CoC.

3. Point-In-Time Count: The PIT Count Committee oversees the planning, coordination, and execution of the annual Point-in-Time Count across the CoC's seven-county region. The committee ensures compliance with HUD requirements related to the PIT Count and accurate data collection on people experiencing sheltered and unsheltered homelessness. Responsibilities include developing count methodologies and training materials, supporting county community members and volunteers, monitoring data quality, and analyzing trends to inform system planning. The committee also ensures broad participation among CoC members and partners to produce reliable data that guides local priorities and funding decisions.

Advisory Boards may establish their own local committees and workgroups that address matters relevant to their geographic area.

Designated Entities

Per the CoC Program Interim Rule, all CoCs must designate a Collaborative Applicant and a Homeless Management Information System (HMIS) Lead within the CoC's geographic region to help carry out the duties in 24 CFR 578.7–9. These designated entities work collaboratively to prevent and end homelessness. This section outlines the roles and responsibilities of the Collaborative Applicant, also referred to by the NorCal CoC as the Administrative Entity, and HMIS Lead.

Administrative Entity (or Collaborative Applicant)

The CoC Executive Board has established an Administrative Entity role to provide guidance to ensure that duties of the CoC are being met. The Administrative Entity may be a unit of local government, a non-profit agency or an individual person. The CoC Board will enter into a Memorandum of Understanding (MOU) with the designated Administrative Entity. The MOU is in effect for a maximum of five years and may be re-executed upon a successful performance review, as described below.

Designation and Solicitation Process

Every five years beginning in 2023, 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 through a simple majority vote during the CoC Executive Board meeting.

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

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

Review of Administrative Entity Performance

Every five years beginning in 2023, 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. The performance review will include the following at minimum:

1. Review MOU between CoC Executive Board and Administrative Entity and status of agreed upon work
2. Review of CoC Planning grant APRs
3. Review of CoC Planning 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 compliance with requirements related to the submission of HIC/PIT data, LSA data, System Performance Measures, CoC Planning APR, and the CoC Application
6. Review recent CoC Program grant awards and CoC Application scores
7. Review compliance with all applicable sections of the CoC Program Rule

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

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.

Responsibilities of the Administrative Entity

The responsibilities assigned to the designated Administrative Entity are as follows:

- Serve as the CoC's Collaborative Applicant and Lead Agency, responsible for submitting the annual CoC Registration, Consolidated Application, and Planning Grant to HUD.
- Manage the CoC Program Competition, including reviewing HUD notices and the Grant Inventory Worksheet (GIW), preparing and submitting the CoC Application and Priority Listing, coordinating the Rating and Ranking process, and providing technical assistance to applicants.
- Coordinate and facilitate CoC meetings, including publishing agendas, providing remote participation options, and serving as Secretary for Executive Board meetings.
- Ensure compliance with HUD requirements, including timely submission of reports such as System Performance Measures, the Housing Inventory Count (HIC), and the Point-in-Time (PIT) Count.
- Consult with CoC- and ESG-funded recipients and subrecipients to establish written standards, set performance targets, evaluate outcomes, and support performance improvement.
- Support HMIS administration, ensuring consistent participation, data quality, and compliance with HUD requirements in partnership with the HMIS Lead Agency.
- Monitor funded projects to ensure compliance.
- Support CoC governance and operations, including maintaining official policies and procedures.
- Act as fiscal agent for CoC planning and HUD funds, ensuring fair distribution and compliance with funding requirements.
- Coordinate system planning and evaluation, including conducting annual needs assessment, supporting housing and service coordination across the region, and reporting on program outcomes to HUD.
- Enhance provider and community capacity through CoC-wide training, technical assistance, and outreach to increase awareness of homelessness needs and system performance.

HMIS System Administrator (HMIS Lead)

The CoC Executive Board designates an entity to serve as the HMIS System Administrator (SA), or HMIS Lead, and operate the CoC's HMIS. With written notice to the Executive Board, the HMIS SA can terminate its status.

The CoC Executive Board will enter into a Memorandum of Understanding (MOU) with the designated HMIS SA. The MOU is in effect for a maximum of five years and may be re-executed upon a successful performance review, as described below.

Designation and Solicitation Process

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, 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. If/when applicable, 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.

Responsibilities of the HMIS System Administrator

- Identify and contract with HMIS provider with approval from the Executive Board;
- Review, and revise privacy, security, and a data quality plan for the HMIS to present to the Executive Board;
- Ensure HMIS software meets the minimum data and technical functionality requirements established by HUD;
- Establish, procure, and maintain contracts and End User Agreement with HMIS user agencies as referenced in HMIS Policies and Procedures Appendix H;

- Maintain policies and procedures for HMIS as required by HUD;
- Develop and provide CoC HMIS trainings;
- Provide technical assistance and training to HMIS service providers;
- Develop standard reports and queries of HMIS data;
- Implement the Coordinated Entry System;
- Conduct reports as requested by the Administrative Entity, HMIS contracted agency, Advisory Boards or Executive Board;
- Report program performance to Administrative Entity;
-
- Develop and revise policies meant to 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 non-victim service providers. This system must comply with any requirements established by HUD by Notice;
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD; and
- With the approval of the Executive Board, apply for eligible funding.

Code of Conduct

The NorCal CoC has adopted the following Code of Conduct that provides a foundation for the conduct and ethics of the CoC membership. Any new Executive Board member will be advised of this policy.

Conflict of Interest

All CoC members must comply with 24 CFR 578.95 (Conflicts of Interest) in the CoC Program Interim Rule. CoC members must disclose any potential conflict of interest when the CoC is considering funding decisions or other actions that could result in the financial benefit or loss to an organization they, or a family member, represent as an employee, agent, consultant or board member. When a conflict of interest exists, the member(s) must immediately disclose the conflict of interest. The member must recuse themselves from related discussions and voting and will not be counted in determining the quorum.

The CoC is committed to ensuring that all decisions are informed, transparent, and free from conflict. Broad stakeholder input is essential in developing and refining key system activities such as the annual gaps analysis, eligibility criteria, prioritization standards, and performance targets. Participation in these general planning discussions does not constitute a conflict of interest. Funded projects and jurisdictions may provide input on CoC priorities, funding policies, and scoring criteria. However, the Ranking and Rating Committee is responsible for evaluating this input and making final decisions on scoring criteria and the application process.

Funding

The Administrative Entity develops a strong application and aggressively seeks resources from other funding opportunities as appropriate. The CoC adequately manages the funds, conducts activities that achieve CoC outcomes and goals, and maximizes the use of the funds. The CoC follows a collaborative process for developing applications and approving the submission of applications in response to a NOFA published by HUD and/or the State of California; in concert with the funding priorities and plan adopted by the Strategic Plan.

When funding is made available to the CoC, a NOFA process begins, which will include an open application process across the CoC region, including an addendum with County specific criteria if applicable, and use of the Rating and Ranking committee when funds are oversubscribed.

Application Standards and Thresholds

The Administrative Entity will annually update the requirements for federal and/or state applications, as specified in the funding contract.

All applicants must meet the following threshold requirements:

1. Service providers and counties receiving CoC funding must actively participate in the PIT/HIC count;
2. Actively collect, enter, and maintain HMIS data, including, but not limited to the following:
 - a. Provide timely and accurate HMIS data input, based on current HMIS user policy;
 - b. Provide timely responses to data requests; and/or
 - c. Applicant may partner with an agency that currently collects and enters HMIS data. The partner Agency must be listed in the application.
3. Participate in Coordinated Entry, per user agreement as referenced in 24 CFR 578.7;
4. Be a participating member of their local NorCal CoC Advisory Board;
5. A completed application is submitted by the deadline;
6. Provide the following completed certifications with the funding application or NOFA;
 - a. Verification of Advisory Board member status;
 - b. HMIS certification of project participation; and
 - c. Verification of Point in Time participation.
7. The applicant's organization must adequately demonstrate they have capacity and experience to successfully manage the funds, including consideration of their ability to manage existing grants. Additional financials may be requested per the project funding per 2 CFR Part 200.501;
8. The applicant's organization must adequately demonstrate they have capacity and experience to implement the project in their application;
9. The grant request is reasonable based upon the proposed scope, number of client services, and availability and utilization of existing competitive programs within the geographical area;
10. The application is likely to improve the CoC's outcome performance and will contribute to reducing homelessness; and
11. The project meets specific threshold requirements per the NOFA.

Subrecipient Threshold Requirements

1. Any agency awarded CoC funding must maintain threshold requirements throughout the grant performance period, in accordance with the funding agreement.
2. Upon request of remaining funds, the Administrative Entity will confirm adherence with continuing to meet threshold requirements.
3. If a grant subrecipient is not maintaining threshold requirements, they will not be eligible to receive remaining funds until requirements are met, or will be required to repay the funds as outlined in the contract.

Rating and Ranking

Agencies may be called upon to participate in the Rating and Ranking (R&R) Committee. See the section on Committees and Workgroups for more information.

Grievance and Appeals

All funding applications not meeting thresholds will be denied. Applicants may submit a grievance or appeal to the Administrative Entity to be reviewed by the established Grievance Committee. The Grievance Committee will provide a written decision, the Committee's determination will be considered final.

Review and Amendment of the CoC Governance Charter

To ensure that the Governance Charter remains relevant and reflective of the needs of the community, the Governance Charter shall undergo regular reviews and updates as outlined in this section.

Feedback

Feedback from all stakeholders, including board members, committee members, staff, and the broader community, shall be encouraged on an ongoing basis.

Feedback can be submitted through the following channels:

Formal Meetings: Stakeholders may provide feedback during designated feedback sessions at Advisory Board Meetings.

Written Submissions: Stakeholders may submit feedback in writing via email to norcalcoc@cityoffredding.org, or other designated methods.

Surveys: Periodic surveys may be conducted to gather input on the effectiveness of the Charter and its implementation.

Biannual Charter Updates

The Governance Charter shall be reviewed and updated biannually, with revisions taking effect on January 1st and June 1st of each year.

All feedback received prior to these dates will be reviewed, and proposed amendments will be drafted and presented for approval during the update process.

Review Process:

1. **Governance Charter Workgroup:** A designated Workgroup, consisting of members from key committees and stakeholders, shall be responsible for reviewing all feedback and proposed changes.
2. **Drafting Amendments:** The Workgroup shall draft any necessary amendments to the Governance Charter based on the feedback received. Proposed amendments must be circulated to the Advisory Board for review and comment a minimum of three weeks prior to final approval.
3. **Approval:** The updated Governance Charter, including any amendments, shall be approved by the Advisory Boards through a majority vote. Once approved through the Advisory Boards, the final approval will be requested by the Executive Board.

4. Communication of Updates: Once the Charter has been updated, all stakeholders will be informed of the changes through official communications, including email announcements, website updates, and presentations at board or committee meetings.

Emergency Amendments

In exceptional cases where urgent changes are needed outside of the biannual review cycle, the Workgroup may propose emergency amendments. These amendments will follow an expedited review and approval process as determined by the Advisory Boards.

The Expedited Review Process: Proposed amendments will be circulated to each Advisory Board 72 hours prior to final approval. Once approved through the Advisory Boards, the final approval will be requested by the Executive Board.

NorCal CoC Governance Work Group

Governance Charter Review & Recommendations

Ellen Fitzpatrick & Natalie Goodman

November 13, 2025

TAC's Work with NorCal CoC

HUD-Funded Direct TA

- Began in October of 2024 with former TAC staffer Chanita Jackson
- Original scope included:
 - ▶ Develop strategy to engage all counties in the CoC
 - ▶ Simplify governance structure and make policies more accessible
 - ▶ Improve governance structure so that it is functional and streamlined, supporting CoC's operational goals in compliance with HUD regulation
- Natalie and Ellen began supporting the work in June 2025 after some staffing changes. Work to date has focused on a thorough review of the NorCal CoC Governance Charter. We looked for:
 - ▶ Compliance with HUD requirements
 - ▶ Areas that could be strengthened
- In October 2023, we were tasked with reorganizing the Governance Charter

Goals for Today

- Review a high-level summary of the Governance Charter revisions
- Discuss recommended substantive updates to the Governance Charter

Workgroup Members will leave today feeling prepared to review the Governance Charter revisions between now and the next meeting, December 11th.

Meeting Agreements

Does the Work Group have meeting agreements in place?

If not, TAC proposes the following for today:

- Active listening & participation
- Take space, make space
- Participate with your system hat on, not individual agency/role
- Solutions-oriented

TAC's Revision Process

- Moved all existing text from NorCal Governance Charter into a new Word document for ease of use, re-organized
- Tracked all changes to text, added comments with questions and notes
- Created a 'clean' version for easier reading and review
- Identified substantial recommendations for Governance

Overview of Charter Revisions

- Added Charter Revision History table to document updates
- Drafted narrative text to describe the regional structure
- Added brief introductions for each section
- Reorganized all Executive Board related info into one section with sub-sections for: responsibilities, composition, meetings, and decision-making
 - Rewrote Executive Board responsibilities to clarify and streamline
- Reorganized all Advisory Board related info into one section with sub-sections for: responsibilities and composition
 - Rewrote Advisory Board responsibilities to clarify and streamline

Overview of Charter Revisions cont.

- Consolidated all Committee/Workgroup related info into one section and drafted sample descriptions for the existing committees
- Created a Code of Conduct section and incorporated the existing Conflict of Interest policy
- Updated Funding section to capture existing info on application standards, rating and ranking, etc.
- Removed the following sections and incorporated relevant info into existing sections: Coordinated Entry (CE), Policies and Procedures, Strategic Plan, Website
- Removed county-specific info, i.e. Shasta Advisory Board

Charter Revisions & Recommendations: Executive Board & Membership

Executive Board Roles

- Executive Board roles:
 - ▶ Secretary
 - ▶ Chairperson
 - ▶ Vice Chairperson
 - ▶ Compliance Officer
 - ▶ Grievance Officer
 - ▶ Policy Officer
 - ▶ Membership Officer
 - ▶ Workgroup Officer
- 1. There are 8 roles and only 7 Board members
- 2. Does this model currently work; is the Board able to fill all 8 of these roles and does it utilize them?

TAC's recommendation:

- Executive Board to have Co-chairs that provide leadership and structure to board affairs – eliminate other roles
- Elected by majority vote of Executive Board
- Responsibilities of co-chairs outlined in Charter
- Those responsibilities currently listed for Officers will become responsibilities of the full Executive Board

Charter Revisions & Recommendations: Executive Board & Membership

Executive Board Terms

- Charter currently describes Board terms in this way: *The term of services is based on the term of the contract between each of the seven counties and the Administrative Entity or based on each of the seven counties' written policy on service term.*

1. Are there agreements in place between all 7 counties and the administrative entity? If so, why and what are they for?

TAC's recommendation:

- Establish a standard term of service that applies to all Executive Board members for clarity and simplicity. For example:
 - Executive Board members serve three-year terms. Advisory Boards may renominate the same Executive Board member for consecutive terms.

Charter Revisions & Recommendations: Executive Board & Membership

Advisory Boards

- TAC recommends:
 - ▶ Eliminating Advisory Board Membership Policy that dictates membership and voting requirements
 - ▶ Instead, allow Advisory Boards to establish locally driven policies and procedures for how to operate; including but not limited to:
 - ⌚ Decision-making process (e.g., how will they elect an Executive Board member)
 - ⌚ Membership (e.g., what defines a voting member versus a general member, how to document membership and participation as necessary, etc.)

Charter Revisions & Recommendations: Executive Board & Membership

Committees and Workgroups

- List of Committees/Workgroups currently referenced in charter:
 - ▶ Rating and Ranking
 - ▶ Homeless Youth
 - ▶ Policy and Procedures
 - ▶ HMIS/Coordinated Entry
 - ▶ Point in Time Count
 - ▶ NOFA Template & R&R Procedure Development
 - ▶ Grievance and Appeals
 - ▶ Governance Charter
- 1. Are all of these committees and workgroups operational?
- 2. Are there any missing from this list that currently operate?

TAC's recommendation:

- Reduce list to include only those committees and workgroups that operate, add descriptions for role/responsibility clarity
- Consolidate where possible to reduce time and participation burden on members

Charter Revisions & Recommendations: Executive Board & Membership

Committees and Workgroups

- Decision-making for Committees and Workgroups - Charter currently states the following:
 - ▶ Advisory Boards shall approve memberships to the CoC PIT and HMIS Committees. The Executive Board shall approve memberships to fill vacancies of selected membership committees excluding the PIT and HMIS Committees upon recommendation of qualified candidates by the Executive Board and by the affirmative vote of the majority of the Executive Board

TAC's recommendation:

- Allow for volunteer-based committee and workgroup participation
- Create clear expectations for role/responsibility as a committee or workgroup member so that members understand what they are volunteering for

Charter Revisions & Recommendations: Designated Entities

TAC's Questions

- HUD uses the term 'Collaborative Applicant' to refer to the agency that is responsible for compiling and submitting the CoC Program Application
 - ▶ Is the Administrative Entity the same thing as the Collaborative Applicant in the NorCal CoC?
- Is there a Coordinated Entry Lead/Operator role in the NorCal CoC?

Charter Revisions & Recommendations: Designated Entities

TAC's Recommendations

- Remove 'Current Administrative Entity' and 'Current HMIS System Administrator' from Governance Charter
 - ▶ That information can be found by request from the Board, as the Board should be responsible for ensuring that there are written agreements (e.g., MOUs) between the CoC and each of those designated entities

Charter Revisions & Recommendations: Decision-Making

Funding

- What funding does the CoC oversee/apply for/distribute besides CoC Program and HHAP?
 - ▶ This section feels unclear currently, and with a better understanding of what it is meant to describe, TAC will amend and provide newly drafted language to the workgroup

Next Steps

- Review the Governance Charter – TAC will provide both ‘track changes’ and ‘clean’ version for reference
 - ▶ Send feedback, major red flags to Ellen and Natalie via email by Thursday **December 4th**
 - 🔗 ngoodman@tacinc.org
 - 🔗 efitzpatrick@tacinc.org
- Come prepared to continue the discussion and make final revisions to charter during next Workgroup meeting on Thursday **December 11th**