



# **San Diego Continuum of Care Board**

## **Governance Charter**

### **Operational**

### **Responsibilities and Authorities**

Version 10.0  
Amended September 2024

Corresponding Board Policy Number: CoCBP4

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## 1. Introduction

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The purpose of the San Diego Continuum of Care Board's Governance Charter (Charter) is to describe the structure, composition, roles, responsibilities and committee formation of the Continuum of Care (CoC). On an annual basis, the Charter will be updated to reflect the San Diego CoC Governance Board's response to environmental, regulatory, and strategic issues.

In 2009, the U.S. Department of Housing and Urban Development (HUD) enacted the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) that established a CoC program to address homelessness and created specific rules, regulations and procedures to be competitive for federal dollars. The HEARTH Act also includes a provision to establish a "governance structure" that ensures an opportunity for all stakeholders to be included and participate in the CoC program. Subsequently HUD released the 2012 Interim Rule detailing the requirements for CoC implementation of HEARTH.<sup>1</sup>

Serving as the San Diego City and County HUD-designated CoC 601, the RTFH develops strategic policy and serves as San Diego City and County's CoC as defined in Section 578.5 of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) published in July 2012.

The CoC is the central collective impact organization addressing homelessness in San Diego through the coordination of resources; evaluation of the crisis response system; and the development of strategies and implementation of best practices for dramatically reducing and ending homelessness. The Board is responsible for:

- Advocating for policies and essential services that promote fair housing, client well-being, and rights/protections under the law;
- Promoting a community-wide commitment to the goal of ending homelessness;
- Providing funding for efforts to quickly re-house individuals, youth, older adults, and families who are homeless, which minimizes the trauma and dislocation caused by homelessness;
- Promoting access to and integration with mainstream programs and resources; and
- Optimizing self-sufficiency among individuals, youth, older adults, and families experiencing homelessness.

## 2. Overview

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This Charter memorializes the purpose of the collective impact approach to end homelessness using the federally-defined CoC responsibilities, outlines the primary work of the Board, and promotes partnership among the various leadership bodies. An organizational chart of the CoC Board can be found in Appendix D.

### 2.1 Mission

The mission of the Board is to engage stakeholders in a community-based process that works to end homelessness for all individuals, youth, and families throughout the San Diego County region, address the underlying causes of homelessness, and to lessen the negative impact of homelessness on individuals, youth, families and communities.

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<sup>1</sup> 24 CFR 578 HUD Interim Rule, CoC Program, effective August 30, 2012

## **2.2 Geographic Boundaries**

The CoC includes the entire geographic boundaries of San Diego county, including all cities and unincorporated communities. These boundaries contain other HUD designated program components, including Housing Authorities, HUD geocode areas, local Emergency Solutions Grant (ESG) Areas, communities eligible for State ESG funds, as well federally designated Community Development Block Grant (CDBG) entitlement areas, Housing Opportunities for Persons with AIDS (HOPWA), HOME Investment Partnerships Program (HOME), and U.S. Department of Veterans Affairs (VA) service areas. This geography is referred to as the San Diego Region (Region). Various sub-regional areas are recognized such as Central, East, South, North Inland, and North Coastal areas.

## **2.3 Emergency Solutions Grant Entitlement Areas**

Emergency Solutions Grant (ESG) funds are awarded to the San Diego ESG entitlement areas by HUD for the purpose of providing Homeless Prevention, Street Outreach, Emergency Shelter, and Rapid Rehousing. The CoC directly participates with jurisdictions that receive ESG funds. In each case, the CoC consults with the jurisdiction to develop cooperative plans and strategies that leverage ESG and other resources to provide emergency shelter, prevention, and rapid re-housing services.

The CoC and ESG entitlement areas are responsible for reporting and evaluating the performance of ESG program recipients and subrecipients. In response, the CoC has prepared an ESG Guide that includes information about the responsibilities of the CoC and ESG area, HUD regulations, cross-jurisdiction strategies, and policy statements.

Because the Guide is updated periodically, the most recent Guide is incorporated in its entirety in the Charter by reference.

## **3. Assumptions/Constraints/Risks**

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### **3.1 Assumptions**

For the purpose of this Charter, the Board is maintaining the structure that was in place prior to 2017, and re-instituted in 2019.

### **3.2 Constraints**

Implementation of this Charter is reliant on volunteer participation from members of the community and continued funding from HUD and other sources such as those providing match and leverage to CoC programs.

### **3.3 Risks**

Should no stakeholders agree to participate in the CoC, the Region may not meet HUD HEARTH regulations. Non-compliance with federal regulations places current and future federal and state funding at risk.

## 4. Purpose & Responsibilities

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### 4.1 Purpose

As defined by HUD (24 CFR part 578), the CoC is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofit providers, states, Indian Tribes or tribally designated housing entities, and local governments to quickly rehouse homeless individuals, families, persons fleeing domestic violence, dating violence, sexual assault, and stalking, and youth while minimizing the trauma and dislocation caused by homelessness; to promote access to and effective utilization of mainstream programs by homeless individuals and families, and to optimize self-sufficiency among those experiencing homelessness.

The purpose of the Continuum of Care is to establish a Board and to plan for how the region will achieve the requirements as specified by HEARTH through the coordination, development, and evaluation of services and housing for populations at-risk of and experiencing homelessness through planning, education and advocacy. To achieve this purpose, the Board will:

- Implement the [Regional Community Action Plan to Prevent and End Homelessness in San Diego](#), and evaluate the achievement of measures set forth in the Plan.
- Reinforce a Housing First philosophy for all homeless housing and service providers;
- Advocate on issues related to homelessness and for resources to support preventing and ending homelessness throughout San Diego;
- Create capacity in communities throughout the Region to take ownership of and incorporate evidence-based practices to prevent and end homelessness; and
- Increase access to permanent housing through various means including rapid re-housing, permanent supportive housing, and other viable forms of permanent housing; and
- Establish accountability with the appropriate stakeholders to resolve each case of homelessness in a timely manner as documented in HMIS.

#### 4.1.1 Role of the Lead Agency

- Ensure all of the HUD requirements of a high performing CoC are met by the lead agency
- Create written standards guiding evidence-based approaches to ending homelessness in communities throughout the Region;
- Evaluate performance of services within the Region through data collection, analysis, and monitoring;
- Monitor the system for coordinated assessment and housing prioritization for the most chronic and vulnerable homeless individuals, youth, and families in need of permanent housing options; and
- Plan for and conduct an annual Point-In-Time Count (PITC) of persons experiencing homelessness within the Region.

### 4.2 Roles & Responsibilities

The CoC is, at minimum, responsible for all duties assigned by HUD and specified through the HEARTH Act under the CoC Program. This section defines the basic roles, responsibilities, and committee structures required for operation of the CoC Board. Appendix F provides a detailed overview of the Board's roles and responsibilities.

Board members shall adhere to the Conflict of Interest definitions and requirements as set forth in CFR Section 578.95, and further described in CoC Board Policy #5: Conflict of Interest. (Appendix G).

### 4.3 Full Membership

The CoC garners community-wide commitment to preventing and ending homelessness by engaging stakeholders in all parts of the Region. In addition to the entities identified by HEARTH as required to participate on the Board, the Full Membership includes a variety of community partners to the extent they are invested in ending homelessness and present in the Region. Examples of additional stakeholders include private foundations, philanthropists, employment development, and health service organizations. The CoC Board Policy #1: Full Membership-Enrollment, provides additional information (Appendix G).

A CoC member can be an individual or agency who is concerned with and/or providing services to the various homeless subpopulations furthering the direction of the CoC. An agency and/or department with more than one individual representing that organization will be recognized as one member.

- Individual Members – CoC full individual membership is designed for those interested in and committed to ending homelessness, including consumers, students, educators, San Diego residents, and others. Individuals who care about the quality of services provided to persons experiencing homelessness, who want to ensure they are meeting their needs to the greatest extent possible are individual CoC members.
- Organizational Members – CoC Organizational Membership is open to public, private, nonprofit and for-profit organizations, corporations and agencies interested in supporting the CoC's commitment to ending homelessness. Each Organizational Member may annually designate up to three (3) individuals to serve as representatives, however there is only one vote per organization.

An “active” member is defined as an individual or organizationally designated representative whose annual membership due, and minimum participation requirements are current. Active members are eligible to vote on items that come before the Full Membership, such as the annual update to the Governance Charter, the CoC Board Slate, and the selection of service provider representatives on the Board. In addition, participation on standing and ad-hoc committees is limited to individuals who have a currently active individual or organizational CoC membership.

It is the responsibility of the CoC's Full Membership (FM) to:

- Promote, support and implement strategic initiatives and activities that align with the [Regional Community Action Plan to Prevent and End Homelessness in San Diego](#);
- Establish a Board to act on behalf of the CoC. The Board must be representative of the relevant organizations and projects serving homeless sub-populations and include at least two individuals currently experiencing homelessness or who have experienced homelessness;
- Adopt and follow a written process for selection of Board Members and review this process at least once every five years;
- Elect Homeless Service Provider seats and ratify a full slate of Board members annually;
- Participate on Standing and Ad-Hoc Board Committees;
- Follow and annually ratify a Governance Charter;
- Attend meetings of the FM, with published agendas, at least twice per year, and an annual meeting;
- Facilitate sharing of provider expertise and intervention strategies through Learning Collaboratives, as needed; and
- Inform and support the development of regional plans and strategies.

#### 4.4 CoC Board

The Board is representative of the relevant organizations and projects serving people experiencing homelessness within the Region, including at least two individuals who are currently experiencing homelessness or have previously experienced homelessness. This cross-sector representative Board enhances the Region's capacity to coordinate and leverage resources from various sectors and carry out its responsibilities. The Board's members shall represent the sub-populations included in Appendix E. Per HUD direction, one Board member may represent the interests of more than one homeless subpopulation, and the Board must represent all subpopulations within the CoC to the extent that someone is available and willing to represent that subpopulation. CoC Board Policy #2: Board and Committee Recruitment & Selection, describes the process for recruiting and seating the Board on an annual basis (Appendix G).

It is the responsibility of the Board to:

- Select Board Members annually and fill vacancies as needed;
- Establish policies for CoC operations including but not limited to written standards for providing homeless assistance;
- Ensure the Board's obligations and responsibilities are performed successfully, whether conducted directly by the Board or delegated/assigned to other entities;
- Monitor the achievement of the goals and measures identified within the [Regional Community Action Plan to Prevent and End Homelessness in San Diego](#);
- Use data to inform planning processes, make decisions, and set appropriate system and program level performance goals at local and regional levels;
- Ensure relevant organizations, funders and projects serving sub-populations of people who are homeless are represented in planning and decision making;
- Build community awareness and collaboration to meet the diverse needs of all people experiencing homelessness;
- Review, update, and annually approve the Charter, which is further described in CoC Board Policy #4: Updates to Governance Charter (Appendix G);
- Issue an annual report of homelessness in the region;
- Designate through an MOU a CoC Lead Agency to act as the Collaborative Applicant and Administrative Entity, a single Homeless Management Information System (HMIS) lead agency to operate the regional HMIS, and a Coordinated Entry System (CES) lead agency; and
- Establish regional priorities for funding that comes to the CoC, at minimum for the HUD NOFO.

With regard to CoC matters, the Board shall hold at least four (4) open and public meetings per year, and should endeavor to operate in an open and transparent manner to the extent practicable. In those rare instances in which a Governance Board member is unable to attend a meeting, the Board member may designate a proxy. Board member proxies are identified at the time of application to the Board, as defined in CoC Board Policy #6: Board Member Proxies (Appendix G).

#### 4.5 Board Terms

As further described in Board Policy CoC Board Policy #2: Board Recruitment and Selection (Appendix G), Board members serve two-year terms, and may serve up to five consecutive two-year terms. For those Governance Board members interested in continuing to support the Board upon expiration of their eligibility to serve on the Board, they may continue to serve on Committees, and will be eligible to re-apply to the Board after having vacated their seat for a minimum of two years.



## 4.6 Board Policies

The CoC's Board develops policy and promotes the adoption of standards and best practices for the CoC. Board policies complement the Governance Charter and outline practices of the Board that are not included within the Governance Charter. All Board Policies are incorporated by reference in the Governance Charter, and are contained in Appendix G.

As part of the annual Governance Charter review, the Governance Advisory Committee identifies additional Board policies that are needed to support the work of the Board and its committees. The development of Board Policies is further described in CoC Board Policy 3: Board Policy Development.

## 4.7 Board Officers

The Board shall have the following Board Officers:

- The **Chair** is responsible for facilitating the Board meetings and all duties incident to the Office of the Chair and such other duties as may be prescribed by the Board from time to time. The Chair is additionally responsible to define and update the Management and Operations MOU, and to sign it on behalf of the CoC.
- The **Vice-Chair** shall perform all duties of the Chair in the event that the Chair is absent or unavailable. When acting, the Vice-Chair shall have all powers of and be subject to all restrictions on the Chair. The Vice-Chair shall have such other powers and perform such other duties as the Board or this Charter may require.
- The **2<sup>nd</sup> Vice Chair** (or Immediate Past Chair), shall perform all duties of the Chair and Vice-Chair in the event that both are unavailable. When so acting, the 2<sup>nd</sup> Vice-Chair (or Immediate Past Chair) shall have all powers of, and be subject to, all restrictions on the Chair. The 2<sup>nd</sup> Vice-Chair (or Immediate Past Chair) shall have such other powers and perform such other duties as the Board or this Charter may require.
- **Person with Lived Experience** who shall have been elected to the CoC Board from one of the designated Lived Experience seats.
- **Service Provider Representative** who shall have been elected to the CoC Board from one of the designated Service Provider seats.

The Board's Governance Advisory Committee shall nominate Board Officers, to be approved by the Board Chair and the CoC Lead Agency CEO (as an Ex-Officio Board member), prior to approval by the full Board. Board Officers shall serve two-year terms to coincide with their Board member terms.

## 4.8 Board Executive Committee

The Board's Executive Committee is a mechanism to engage, within the limits set by Board policy and the Governance Charter, in decision making, oversight, and communication on important CoC matters. The Executive Committee is comprised of the Board Officers, the Chairs of the Standing CoC Committees, and the CoC Lead Agency CEO:

- Chair
- Vice Chair
- 2nd Vice Chair, or Immediate Past Chair
- Person with Lived Experience
- Service Provider Representative
- Governance Advisory Committee Chair
- Evaluation Advisory Committee Chair
- Veterans Consortium Chair
- RTFH CEO

The Executive Committee has meetings during the year separate from the Board and are

convened as needed by the Chair. The Executive Committee's actions are reported no later than the next full meeting of the Board.

The **Executive Committee** has the responsibility to:

- Act for the Board and make decisions on matters which:
  - Require action before the next Board meeting;
  - Have been specifically delegated by the Board to the Executive Committee; and
  - Approve the CoC Board's agendas
- Act for the Board in the administration of established policies and programs, and make recommendations to the Board with respect to matters of policy and operations.

#### 4.9 Board Committees

The Board establishes Standing and Ad-Hoc Committees to provide recommendations on its primary activities, key issues or community initiatives. Committees are authorized to complete activities as designated in the Charter and those that are requested by the Board, except no committee may:

- Fill vacancies on the Board or any committee of the Board;
- Amend or repeal the Charter or adopt a new Charter;
- Create any other committees of the Board or appoint the members of committees of the Board.

As further described in CoC Board Policy #7: Standing and Ad Hoc Committees (Appendix G), Standing Committees shall include a minimum of two (2) Board members, and Ad-Hoc Committees shall include a minimum of one (1) Board member. Both Standing and Ad-Hoc Committees may include non- Board members, who are members of the Full Membership. The Committee Chair shall be designated by the CoC Board, and shall be a Board member. At the beginning of each Calendar Year, each Committee will identify a Co-Chair to assist the Chair in the facilitation of committee meetings, working with the committee to achieve the items set forth in the annual work plan, and performance of duties as the Board may assign from time to time.

Committee member terms shall be one year in length. In the early Fall of each year, the Committee Chair shall assess the current member's participation, engagement and support of the committee work plan to determine those members who will be invited to apply to continue participation on the Committee in the upcoming year. The Chair will notify the CoC Board Chair and the CoC Lead Agency CEO of those members who are recommended to discontinue participation, and consult with them on potential candidates to fill resulting Committee vacancies. A new committee slate shall be proposed by the Committee Chairs to the CoC Board Chair and CoC Lead Agency CEO by the end of October each year. Unless emergent circumstances arise, Committees will take a hiatus during the period of November through the end of January, to allow time for proposed annual Work Plans and Rosters to be reviewed, and planning for the upcoming year.

The following Committees are established as Standing Committees and may only be disbanded by a change to the Charter.

**Evaluation Advisory Committee:** The Evaluation Advisory Committee is responsible for advising the CoC Board on the performance and recommended improvements to the CoC, the review and recommendation of Community Standards, and monitoring progress toward the achievement of goals as identified in the [Regional Community Action Plan to Prevent and End Homelessness in San Diego](#). This is completed through a review of performance data obtained from various sources. Recommendations are developed for the Board of appropriate system and program level performance targets, and local and regional goals. The Evaluation Advisory Committee includes two sub-committees, the Data Sub-Committee and the Rating & Ranking Sub-Committee.

Recommendations from the sub-committees are approved by the Evaluation Advisory Committee prior to being brought forward to the CoC Board. Agencies receiving CoC funding are unable to participate in the Rating & Ranking Sub-Committee, and are prohibited from any discussion within the Evaluation Advisory Committee of recommendations generated from the Rating & Ranking Committee. The responsibilities of the sub-committees are below:

#### Data Sub-Committee

- Conduct an annual analysis including gaps of homeless systems needs and services available within the Region.
- Monitor the effectiveness of Coordinated Entry System
- Support the Homeless Management Information System (HMIS) Team through policy and procedure review and guidance, data quality review and recommendations, providing input on opportunities to improve the capturing of data and its public display, identify necessary updates to data standards, and assist RTFH in promoting messaging on the role of HMIS and the importance of using the system.

#### Rating & Ranking Sub-Committee

- Support of HUD NOFO competitive process and collaborative applications

**Veterans Consortium:** The purpose of this group is to provide regional leadership on the issue of Veteran homelessness, review data and address challenges, and coordinate the effort to end Veteran homelessness across San Diego County. The committee aligns its work with the strategies within the United States Interagency Council on Homelessness's [Criteria and Benchmarks for Achieving the Goal of Ending Veteran Homelessness](#). These include identifying all Veterans experiencing homelessness, providing shelter immediately to any Veteran experiencing unsheltered homelessness who wants it, providing service-intensive transitional housing only in limited instances, building capacity to quickly move Veterans into permanent housing, and addressing Veterans who are at-risk of homelessness. The committee also coordinates efforts with the CoC's involvement and activities within the national Built for Zero initiative focused on measuring an end state on Veteran homelessness across the CoC.

**Governance Advisory Committee:** The committee evaluates and recommends changes to improve the CoC's structure and ensure it is meeting the mission. The Governance Advisory Committee reviews Board member nominations and provides recommendations to the Board; annually reviews the Charter and provides recommendations to the Board and FM; and reviews Board policies and makes recommendations to the Board.

## 4.10 Ad Hoc Committees

Periodically, the Board needs to complete specific, time limited tasks in order to comply with regulatory demands or to advance its goals and objectives. At the request of the Board, a temporary Ad Hoc Committee may be formed to complete the identified task or address a specific need identified by the Board. These groups perform specific functions associated with completion of the task and are guided by and report to the Board. As of the Spring of 2024, the following Ad-Hoc Committees have been established:

**Youth Action Board (YAB)** was formed in 2016 and adopted into the CoC in 2019 to advise the CoC on policies related to preventing and ending youth homelessness and to ensure a continuous youth voice within the CoC to support the Youth Homelessness Demonstration Program (YHDP) and the San Diego County Coordinated Community Plan to Prevent and End Homelessness (CCP). This committee is currently inactive as the youth community reviews the CCP and reestablishes priorities moving forward.

**Ad-Hoc Committee on Addressing Homelessness Among Black San Diegans** was formed in 2020. The purpose of the Ad-Hoc Committee is to explore the factors contributing to disparities

among Black persons experiencing homelessness, listen and engage in extensive public dialogue with community stakeholders, and to develop a series of recommendations that the CoC can take to better address the impacts of systemic racism and its effects within the homeless crisis response system.

***Health and Homelessness Ad-Hoc Committee*** was formed in 2021 to address issues related to the interaction of health and homelessness and further integrate best practices among housing, social service and health providers that benefit people who are unsheltered.

***Aging and Homelessness Ad-Hoc Committee*** was formed in 2021 to recommend actions to address the unique needs of older adults experiencing homelessness.

#### **4.11 Management and Operations – CoC Lead Agency MOU**

The Designated CoC Lead Agency management and staff provide infrastructure support to the Board, Full Membership and Committees. The CoC Lead Agency CEO is responsible for the direct management of staff and execution of the MOU, and the Board Chair is responsible to define, update, and sign the MOU on behalf of the CoC. The Vice Chair may fulfill any of these functions in the event that the Chair is absent or unavailable.

Examples of areas addressed in the MOU of the Management and Operations contracted responsibilities include but are not limited to:

- Provide leadership and guidance on regional homelessness issues
- Collaborative Applicant
- HMIS Lead
- CES Administration & Oversight
- Performance Monitoring and Evaluation
- Point-in-Time Count Coordination
- Full Membership Coordination
- Support to Board, Executive Officers, and Committees
- Website & Document Portal Management
- General Point-of-Contact
- Facilitate Communities of Practice, Learning Collaboratives and TA to programs
- Conduct Community Outreach & Education
- Develop Data Dashboards
- Compile and submission of all required reports for the CoC which include but are not limited to; PITC, HIC, LSA, and HUD performance measures
- Publish Written Standards
- Provide training on Evidence Based Best Practices and Emerging Promising Practices
- Function as the Point of Contact for CoC
- Serve as the State of California Administrative Entity for state funds directed to CoC
- Provide subject matter expertise of homeless policies, practices and regulation

## Appendix A: Record of Changes

The Board's Governance Charter will be updated annually. The table below is used to provide the version number, the date of the version, the author/owner of the version, and a brief description of the reason for creating the revised version should any changes be made.

Table 1: Record of Changes

Version Number	Date	Author/Owner	Description of Change
1.0	4/28/2015	RCCC	Administrative changes
2.0	3/28/2016	N&S Charter Sub-Committee	New format, condensed verbiage, added by-laws, governance structure modification
3.0	5/04/2017	N&S Committee	Changes to align with merging of RCCC & RTFH
4.0	5/11/2018	N&S Committee	Administrative changes
5.0	6/27/2019	Governance Advisory Committee	Administrative changes
6.0	6/15/2020	Governance Advisory Committee	Administrative changes
7.0	5/13/2021	Governance Advisory Committee	Changes to align with bifurcation of the CoC Board and the CoC Lead Agency Board of Directors; increased number of people with lived experience from one to two; added Veteran's Consortium as a Standing Committee; Administrative changes
8.0	4/25/2022	Governance Advisory Committee	Administrative changes, replacement of the Board Secretary with a 2 <sup>nd</sup> Vice Chair (or Immediate Past Chair), and added a Person with Lived Experience and a Service Provider Representative to the Executive Committee, updated the roles of the Evaluation Advisory Committee, expansion of Ad Hoc Committee descriptions, and made adjustments to the Board seats
9.0	5/11/2023	Governance Advisory Committee	Incorporated the role of the Board in supporting the <a href="#">Regional Community Action Plan to Prevent and End Homelessness</a> throughout the document; updated Committee information to align with the CoC Board Policy on Committees; updated Appendix G: Roles and Responsibilities to clarify how functions support specific responsibilities of the CoC, increase the minimum number of Full Membership meetings from twice per year to at least quarterly and clarifying changes; overall administrative changes
10.0	4/18/24	Governance Advisory Committee	Administrative changes, language update to align with HUD, consolidation of acronym list and glossary, and updates to Board Policies
10.0 Amended	9/12/24	Governance Advisory Committee	The number of Flexible seats was increased by 2, going from 13 seats to 15 seats. This was approved by the Board and General Membership.

## Appendix B: Acronym List and Glossary

### Acronym List

Acronym	Definition	Description
<b>BCSH</b>	Business, Consumer Services, and Housing Agency	California State Department overseeing both the Housing and Community Development Department and the California Interagency Council on Homelessness, among several others.
<b>BFZ</b>	Built for Zero	A methodology of ending homelessness through the use of data and measuring the impact of how the local homeless response systems work together and the impact. Measuring an end to homelessness requires having real-time dynamic data analytics that allows a community to know how many people are experiencing homelessness at any given time, as well as the numbers of people entering and exiting a homeless crisis response system. In San Diego, RTFH has launched Built for Zero initiatives focusing on Veterans and Youth.
<b>CA</b>	Collaborative Applicant	Entity designated by the CoC to collect and submit the required CoC application information for all projects the CoC has selected for funding and apply for CoC planning funds on behalf of the CoC. The CoC may assign additional responsibilities to the Collaborative Applicant so long as these responsibilities are documented in the CoC's Governance Charter.
<b>CCP</b>	Coordinated Community Plan to End Youth Homelessness	Developed by local youth and stakeholders, the Coordinated Community Plan includes a shared vision and goals for ending youth homelessness in the region. Coordinated Community Plan to End Youth Homelessness
<b>CES</b>	Coordinated Entry System	Evidence-based strategy that focuses on housing and service coordination designed to link people experiencing homelessness who need a permanent housing solution based on their needs. The U.S. Department of Housing and Urban Development requires all permanent housing projects funded under Continuums of Care to utilize CES. The goals of an effective Coordinated Entry system are to quickly identify homeless people, to prevent homelessness whenever possible, to appropriately assess the needs of consumers that request help, and to connect them to housing and services quickly.
<b>CDBG</b>	Community Development Block Grant	Administered by the U.S. Department of Housing and Urban Development, the Community Development Block Grant program provides annual grants on a formula basis to the County and to "entitlement communities" (cities with over 50,000), and may be used for a wide range of activities. Funds must be spent to meet one of three broad national goals: Aid low and moderate-income persons; prevent or eliminate slum or blight conditions; or meet an urgent need that threatens health or safety. At least 70% of funds must be used for activities that benefit low- and moderate-income persons.
<b>CoC</b>	Continuum of Care	The group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule for a defined geographic area. A CoC should be composed of representatives of organizations including: nonprofit homeless providers, victim service providers,

Acronym	Definition	Description
		<p>faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social services providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons.</p> <p>Responsibilities of a CoC include operating the CoC, designating and operating an HMIS, planning for the CoC (including coordinating the implementation of a housing and services system within its geographic area that meets the needs of the individuals and families who experience homelessness there), and designing and implementing the process associated with applying for CoC Program funds.</p>
<b>ESG</b>	Emergency Solutions Grant	Funding available through the U.S. Department of Housing and Urban Development that may be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS; as well as administrative activities (up to 7.5% of a recipient's allocation can be used for administrative activities). ESG Program Fact Sheet
<b>FM/GM</b>	Full Membership/General Membership	Includes organizations addressing homelessness, advocates, people with lived experience and other stakeholders. Monthly membership meetings include promotion of best practices; discussion of system performance; connection to other systems; forum to learn from one another; and opportunity to receive funding and system updates. Voting members pay annual dues and attend a minimum number of meetings per year, and are eligible to vote for service provider representatives on the CoC Board, annual updates to the Governance Charter, and other items that may come forward to the Full Membership for a vote.
<b>HEAP</b>	Homeless Emergency Aid Program	Funding through the State of California that provided one-time funding to Continuums of Care and large cities throughout the State to provide immediate emergency assistance to people experiencing homelessness or who are at imminent risk of homelessness in San Diego County. Funds were required to be fully expended by 6/30/21. RTFH's funding allocation was used to support an array of services and interventions that were not funded through other sources.
<b>HEARTH</b>	Homeless Emergency Assistance and Rapid Transition to Housing Act	<p>The HEARTH Act was signed into law in 2009, amending and reauthorizing the McKinney-Vento Homeless Assistance Act with substantial changes, including:</p> <ul style="list-style-type: none"> <li>● A consolidation of HUD's competitive grant programs</li> <li>● The creation of a Rural Housing Stability Assistance Program</li> <li>● A change in HUD's definition of homelessness and chronic homelessness</li> <li>● A simplified match requirement</li> <li>● An increase in prevention resources</li> <li>● An increase in emphasis on performance</li> </ul>
<b>HHAP</b>	Homeless Housing, Assistance and Prevention	Administered through the California Interagency Council on Homelessness, the program provides funding to Continuums of Care, Counties, and the 14 large cities throughout the State to address homelessness. Funding can be used for a variety of needs



Acronym	Definition	Description
		throughout the system, including those that may not be able to be funded through CoC funds.
<b>HHIP</b>	Housing and Homeless Incentive Program	Administered through the California Department of Health Care Services, the program incentivizes Medi-Cal Managed Care Plans for making progress in addressing homelessness and housing insecurity as social determinants of health.
<b>HIC</b>	Housing Inventory Count	A point-in-time inventory of provider programs within a CoC that provide beds and units dedicated to serve persons who are homeless, categorized by five Program Types: Emergency Shelter; Transitional Housing; Rapid Re-housing; Safe Haven; and Permanent Supportive Housing. The Housing Inventory Count is completed the night of the Point in Time Count, and is submitted to HUD.
<b>HMIS</b>	Homeless Management Information System	A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.
<b>HOME</b>	HOME Investment Partnerships Program	The HOME program assists cities, counties, developers, including Native American Entities, and nonprofit Community Housing Development Organizations (CHDOs) to create and retain affordable housing. The program provides grants to cities and counties and low-interest loans to developers, including Native American Entities and state-certified CHDOs operating in State-eligible jurisdictions.
<b>HOPWA</b>	Housing Opportunities for Persons with AIDS	This is the only Federal program dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, the U.S. Department of Housing and Urban Development makes grants to local communities, States, and nonprofit organizations for projects that benefit low-income persons living with HIV/AIDS and their families. For more information: HOPWA
<b>HUD</b>	U.S. Department of Housing & Urban Development	The Federal agency responsible for national policy and programs that address America's housing needs, that improve and develop the Nation's communities, and enforce fair housing laws. HUD oversees the CoC program, issues the annual Notice of Funding Opportunity, collects Point in Time Count data from Continuums of Care throughout the country to report to Congress, among other functions.
<b>IO</b>	Infrastructure Organization	The RTFH serves as the Lead Agency for the CoC, which follows a collective impact approach. At times, this may be referenced as the "Infrastructure Organization". The role of RTFH is to foster the cross-sector communication, alignment, and collaboration to make any experience of homelessness in San Diego a rare, brief, and one-time event, not an outcome.
<b>LSA</b>	Longitudinal System Analysis	Also known as LSA-Stella, this is an analysis and strategy tool that helps CoCs understand how their system is performing and to model an optimized system that fully addresses homelessness in their area. FY 2021 LSA-Stella Report
<b>MOU</b>	Memorandum of Understanding	A nonbinding agreement that states each party's intentions to take action, conduct a business transaction, or form a new partnership.



Acronym	Definition	Description
<b>NAEH</b>	National Alliance to End Homelessness	The National Alliance to End Homelessness is a nonpartisan organization committed to preventing and ending homelessness in the United States. They conduct policy activities, research, and training to help communities turn policy into practice.
<b>NOFO/A</b>	Notice of Funding Opportunity (prior to 2022 was Notice of Funding Availability)	An announcement of funding availability for a specific purpose or set of programs. The U.S. Department of Housing and Urban Development releases an annual CoC Notice of Funding Opportunity, which provides funds for outreach, transitional housing, safe haven, rapid rehousing, permanent supportive housing, and acquisition/rehabilitation. RTFH serves as the collaborative applicant.
<b>PHA</b>	Public Housing Authority	Public housing was established to provide decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. Public housing comes in all sizes and types, from scattered single-family houses to high rise apartments for elderly families. The U.S. Department of Housing and Urban Development (HUD) administers Federal aid to local housing agencies that manage the housing for low-income residents at rents they can afford. HUD furnishes technical and professional assistance in planning, developing, and managing these developments. There are six PHAs covering the San Diego region.
<b>PITC</b>	Point in Time Count	The PITC is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that CoCs conduct an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night in January, known as the Housing Inventory Count (HIC); and a count of people experiencing unsheltered homelessness at least every other year. The San Diego region has traditionally conducted both the sheltered and unsheltered portions of the PITC annually.
<b>PSH</b>	Permanent Supportive Housing	Permanent Supportive Housing (PSH) is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability. The <a href="#">CoC's Community Standards</a> provide specific information for San Diego's CoC.
<b>RRH</b>	Rapid Rehousing	<p>Rapid Rehousing is an intervention designed to help households quickly exit homelessness by obtaining housing and remaining stably housed. The <a href="#">CoC's Operating Standards of Practice</a> provide overall guidance to providers and describe three components of RRH:</p> <ul style="list-style-type: none"> <li>✓ Housing Identification (Search and Placement): The goal of housing identification is to quickly locate housing for individuals/families experiencing homelessness.</li> <li>✓ Financial (Rental and Move-in) Assistance: The goal of rental and move-in assistance is to help with the costs associated with obtaining housing through short-to medium-term financial support.</li> <li>✓ Case Management and Supportive Services: The goal of RRH case management is to help stabilize participants to retain housing.</li> </ul>

Acronym	Definition	Description
<b>SME</b>	Subject Matter Expert	An individual, group, or organization, recognized as the expert in a particular field. In the area of homelessness, the HUD designated CoC functions as the subject matter expert in their community. In San Diego, that is the Regional Task Force on Homelessness.
<b>SPM</b>	System Performance Measures	As required by the McKinney-Vento Homeless Assistance Act, as amended, communities must measure their performance as a coordinated system, in addition to analyzing performance by specific projects or project types. The Act has established a set of selection criteria for HUD to use in awarding CoC funding. For more information and a listing of the system performance measures, please see the System Performance Measures Introductory Guide
<b>TH</b>	Transitional Housing	A time-limited temporary housing program (up to 24 months) that provides a variety of supportive services to facilitate the movement of households experiencing homelessness to permanent housing. The <a href="#">CoC's Community Standards</a> provide minimum standards for Transitional Housing.
<b>USICH</b>	U.S. Interagency Council on Homelessness	The U.S. Interagency Council on Homelessness (USICH) is the only federal agency with a sole mission focused on preventing and ending homelessness in America. The council consists of 19 federal agencies that help create and catalyze implementation of the Federal Strategic Plan to Prevent and End Homelessness. USICH works across federal, state, and local governments, as well as the private sector, to help communities create partnerships, use resources in the most efficient and effective ways, and employ evidence-based best practices.
<b>VA</b>	U.S. Department of Veterans Affairs	A critical partner in the CoC, the U.S. Department of Veteran Affairs runs programs benefiting veterans and members of their families. It offers education opportunities and rehabilitation services and provides compensation payments for disabilities or death related to military service, home loan guaranties, pensions, burials, and health care that includes the services of nursing homes, clinics, and medical centers.
<b>YHDP</b>	Youth Homelessness Demonstration Program	In July, 2018, the San Diego CoC was awarded the largest Youth Homelessness Demonstration Program grant by the U.S. Department of Housing and Urban Development in the amount of \$7.94m over a two-year period, to prevent and end youth homelessness in the San Diego region. The demonstration program ended on November 30, 2021, and the funding has been renewed through the annual CoC Notice of Funding Opportunity for San Diego.

## **Glossary**

<b>Term</b>	<b>Definition</b>
<b>Collective Impact</b>	Commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communications, and mutually reinforcing activities among all participants.
<b>Consolidated Plan</b>	The Consolidated Plan is designed to help states and local jurisdictions to assess their affordable housing and community development needs and market conditions, and to make data- driven, place-based investment decisions. The consolidated planning process serves as the framework for a community- wide dialogue to identify housing and community development priorities that align and focus funding from the CPD formula block grant programs: CDBG, HOME, ESG, and HOPWA. The Consolidated Plan is carried out through Annual Action Plans, which provide a concise summary of the actions, activities, and the specific federal and non-federal resources that will be used each year to address the priority needs and specific goals identified by the Consolidated Plan. Grantees report on accomplishments and progress toward Consolidated Plan goals in the Consolidated Annual Performance and Evaluation Report (CAPER).
<b>Housing First</b>	Housing First is an approach to serving people experiencing homelessness that recognizes a homeless person must first be able to access a decent, safe place to live, that does not limit length of stay (permanent housing), before stabilizing, improving health, reducing harmful behaviors, or increasing income.
<b>Prevention Programs</b>	Homeless Prevention Programs provide rental assistance, utility assistance and supportive services directly related to the prevention of homelessness to eligible individuals and families who are in danger of eviction, foreclosure or homelessness.
<b>Recipient</b>	An eligible entity that signs a grant agreement for a specified funding source.
<b>Sub-population (homeless)</b>	For the purpose of the Charter, sub-populations are referring to categories of individuals with related, yet distinct, needs that can be addressed through a CoC. Representation of sub- populations as required by HEARTH must be reflected on the Board
<b>Sub-recipient</b>	Non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such a program. Eligible entity that receives a sub-grant from the recipient to carry-out a project.

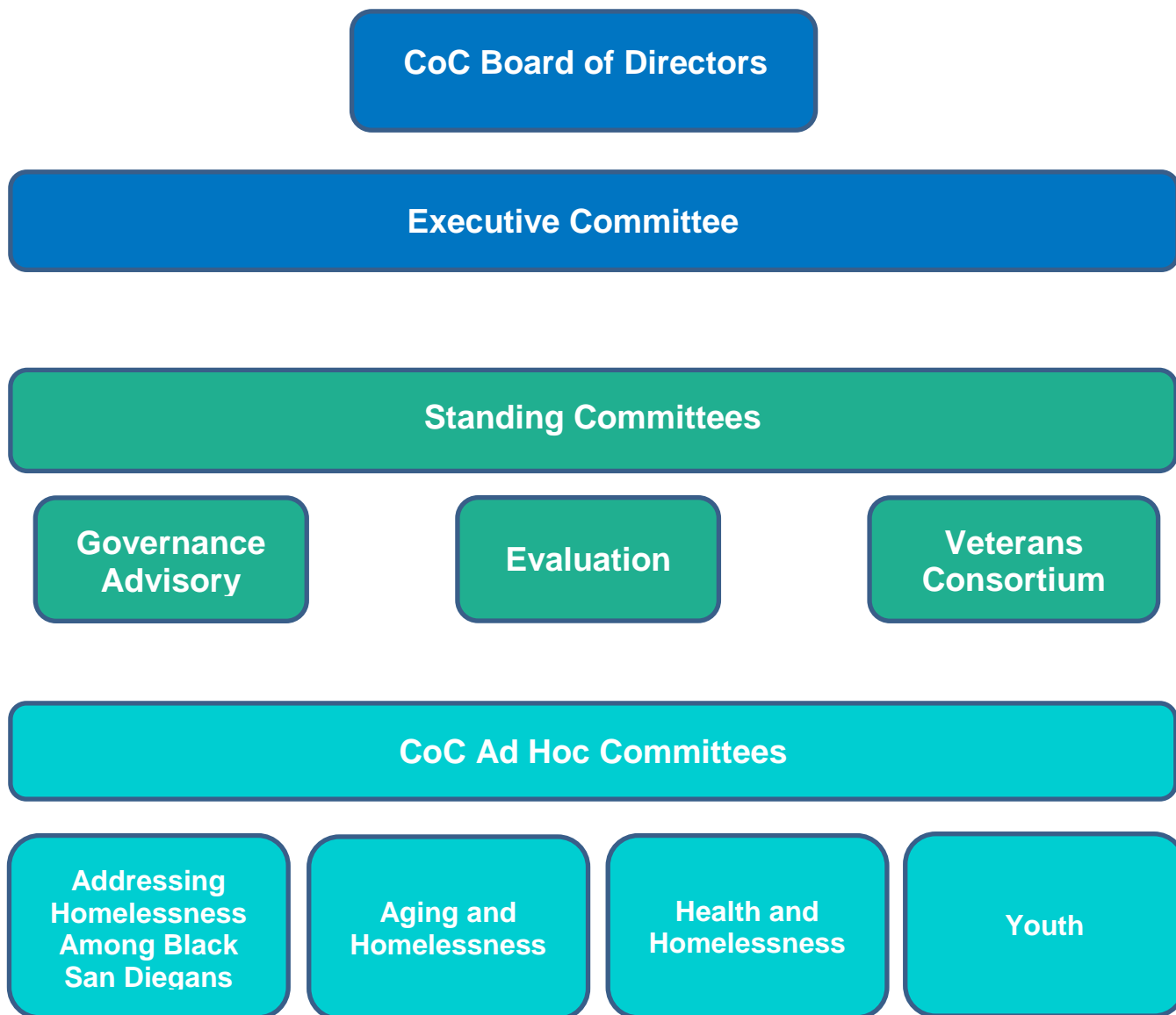
## Appendix C: Referenced Documents

This table summarizes the relationship of the Charter to other relevant documents. Identifying information for all documents used to arrive at and/or referenced within this document are provided (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

Table 4: Referenced Documents

Document Name	Document Location and/or URL	Issuance
CoC Duties	<a href="https://files.hudexchange.info/resource/s/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf">https://files.hudexchange.info/resource/s/documents/CoC-Duties-Establishing-and-Operating-a-CoC-Slides.pdf</a>	NA
ESG Guide	<a href="https://www.hudexchange.info/resource/5740/homelessness-programs-toolkit-for-state-esg-recipients/">https://www.hudexchange.info/resource/5740/homelessness-programs-toolkit-for-state-esg-recipients/</a>	August 2018
HEARTH Act	<a href="https://www.hudexchange.info/resource/1717/s-896-hearth-act/">https://www.hudexchange.info/resource/1717/s-896-hearth-act/</a>	May 2009
HUD Interim Rule	<a href="https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/">https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/</a>	July 2012
Notice Establishing Additional Requirements for a CoC Centralized or Coordinated Assessment System	<a href="https://www.hudexchange.info/resource/5208/notice-establishing-additional-requirements-for-a-continuum-of-care-centralized-or-coordinated-assessment-system/">https://www.hudexchange.info/resource/5208/notice-establishing-additional-requirements-for-a-continuum-of-care-centralized-or-coordinated-assessment-system/</a>	January 2017

## Appendix D: CoC Board Organizational Chart



## Appendix E: Continuum of Care Board Structure

Populations Experiencing Homelessness Represented through the Continuum of Care Board	
Black, Indigenous and People of Color ∞ Unaccompanied Youth and Transitional Aged Youth ∞ Older Adults ∞ Veterans ∞ Chronically Homeless ∞ LGBTQ+ Populations ∞ People Impacted by the Justice System ∞ Families with Children ∞ Unaccompanied Women ∞ People Fleeing Domestic Violence, Human Trafficking and/or Sexual Assault ∞ People with Substance Use Disorders and/or People with a Mental Illness ∞ People with HIV/AIDS and/or Other Chronic Health Conditions	
Sector Representation	Representative's Role
APPOINTED SEATS	
County of San Diego Board of Supervisors	Coordinate County efforts with those of the overall CoC.
San Diego City Councilmember	Coordinate City of San Diego efforts with those of the overall CoC.
County Health and Human Services Agency	Coordinate efforts of all health and human services providers.
Public Housing Authority: County of San Diego Department of Housing & Community Development	Coordinate efforts across all public housing authorities within the Region.
Public Housing Authority: San Diego Housing Commission	
CDBG Consolidated Plan Jurisdiction	Coordinate efforts across the Jurisdictions represented through CDBG Consolidated Plans.
U.S. Department of Veterans Affairs	Coordinate efforts of all homeless Veterans providers.
San Diego Workforce Partnership	Coordinate efforts of all employment agencies and workforce development services providers.
CoC Lead Agency CEO or designee (ex-officio member)	Implement the MOU agreement with the Board as the CoC Lead Agency and supporting all CoC directives.
DESIGNATED COMMUNITY STAKEHOLDER SEATS	
Homeless / Formerly Homeless (2)	Represent people who are currently or formerly experiencing homelessness.
Homeless Service Providers: General, Central, East, North Coastal, North Inland, and South Regions (6)	Coordinate efforts with all service providers in the designated region.

Sector Representation	Representative's Role
<p><b>FLEXIBLE COMMUNITY STAKEHOLDER SEATS</b></p> <p>There are 15 flexible seats, however, preference is given for representation from the sectors identified below</p>	
Affordable Housing Developer	Represent regional efforts to expand the availability of affordable housing.
Education	Coordinate efforts with all education organizations.
Health	Coordinate efforts with health and behavioral health providers.
Law Enforcement	Coordinate efforts with all other public law enforcement agencies within the Region.
Justice	Coordinate efforts across the criminal legal system, including community supervision.
Business	Coordinate efforts with business organizations throughout the region. Preference given to affordable housing developers.
Funder	Represent opportunities to leverage funding to support the homeless crisis response system.
Faith Community	Coordinate efforts of all faith-based organizations.
Homeless Advocate	Represent the needs of individuals and families experiencing homelessness and advocate on their behalf.
Technology/Communication	Coordinate regional efforts to integrate information and streamline communication to assist people who are homeless.

## Appendix F: Operation of the Continuum of Care: Roles and Responsibilities

Responsibility	Required Activity	Responsible Stakeholder(s):
<b>Continuous development of the CoC Board</b>	Develop, follow, and annually update a Governance Charter, which will comply with HEARTH and all other applicable regulations	<ul style="list-style-type: none"> <li>● Board</li> <li>● Governance Advisory Committee</li> <li>● Full Membership</li> <li>● CoC Lead Agency Staff</li> </ul>
	Direct and evaluate performance of MOU with the CoC Lead Agency	<ul style="list-style-type: none"> <li>● Board</li> </ul>
	Adopt and follow a written process to select a Board and its members to act on behalf of the CoC. The process must be reviewed, updated, and approved by the Board and Full Membership at least once every 5 years.	<ul style="list-style-type: none"> <li>● Board</li> <li>● Governance Advisory Committee</li> <li>● CoC Lead Agency Staff</li> </ul>
	Appoint Board Committees, Subcommittees, and/or workgroups	<ul style="list-style-type: none"> <li>● Board</li> </ul>
	Participate in Board Committees, Subcommittees, and/or workgroups	<ul style="list-style-type: none"> <li>● Board</li> <li>● Full Membership</li> <li>● CoC Lead Agency Staff</li> </ul>
	Provide support to the Board, Executive Officers, and Committees.	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Manage the Website & Document Portal and serve as the CoC's general Point of Contact as directed by the Board.	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Review CoC activities and act on behalf of the Board as designated by the Board	<ul style="list-style-type: none"> <li>● Executive Committee</li> </ul>
<b>Convene and engage with the CoC's Full Membership</b>	Actively engage with CoC stakeholders	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>
	Convene Full Membership meetings, with published agendas, at least quarterly. In addition, convene an Annual Meeting	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Publicly invite new members to join the Full Membership annually. Ensure an updated membership roster is maintained.	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>
<b>Plan and monitor system and program performance</b>	Coordinate the implementation of a housing and service system within the Region that meets the needs of homeless individuals (including unaccompanied youth) and	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>



Responsibility	Required Activity	Responsible Stakeholder(s):
	families. At a minimum, such system encompasses the following: <ul style="list-style-type: none"> <li>● Outreach, engagement, and assessment;</li> <li>● Shelter, housing, and supportive services; and</li> <li>● Prevention strategies.</li> </ul>	
	Monitor the implementation of the <a href="#">Regional Community Action Plan to Prevent and End Homelessness in San Diego</a>	<ul style="list-style-type: none"> <li>● Board</li> <li>● Evaluation Advisory Committee</li> <li>● CoC Lead Agency Staff</li> </ul>
	Establish performance targets appropriate for population and program type, monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers. This includes ESG and CoC funded programs.	<ul style="list-style-type: none"> <li>● Board</li> <li>● Evaluation Advisory Committee</li> <li>● CoC Lead Agency Staff</li> </ul>
	Conduct an annual analysis, including gaps within the homeless system, needs, and services available throughout the region	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Provide information required to complete the Consolidated Plans within the region	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Consult with ESG program recipients within the region on the plan for allocating ESG funds	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
<b>Conduct policy, advocacy, and research activities</b>	Advocate for the adoption of policies throughout the region that are consistent with the <a href="#">Regional Community Action Plan to Prevent and End Homelessness in San Diego</a>	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>
	Issue an annual report of homelessness in the region	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Support Committee, Subcommittee, and workgroup efforts to research information to support their goals and annual Work Plans.	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>
	Advocate in the community for Board-adopted policies that are developed through Committees.	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>
<b>Promote best practices, trainings, and standards for assistance</b>	Establish Community Standards for providing homeless assistance inclusive of CoC and ESG programs.	<ul style="list-style-type: none"> <li>● Board</li> <li>● Evaluation Advisory Committee</li> <li>● CoC Lead Agency Staff</li> </ul>

Responsibility	Required Activity	Responsible Stakeholder(s):
	Facilitate Learning Collaboratives to help assure the use of evidence-based programs and other innovations with fidelity and benefit to people accessing the homeless crisis response system	<ul style="list-style-type: none"> <li>● Board</li> <li>● Full Membership</li> <li>● CoC Lead Agency Staff</li> </ul>
	Conduct community outreach and engagement as appropriate.	
<b>Conduct annual Point in Time Count (PITC)</b>	Plan and conduct, at least biennially, a PITC of homeless persons within the Region.	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
<b>Administer Homeless Management Information System (HMIS)</b>	Designate an eligible agency to manage the CoC's HMIS, which will be known as the HMIS Lead.	<ul style="list-style-type: none"> <li>● Board</li> </ul>
	Designate a single HMIS for the Region	<ul style="list-style-type: none"> <li>● Board</li> <li>● Evaluation Advisory Committee</li> <li>● CoC Lead Agency</li> </ul>
	Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.	<ul style="list-style-type: none"> <li>● Evaluation Advisory Committee</li> <li>● CoC Lead Agency Staff</li> </ul>
	Ensure consistent participation of recipients and subrecipients in the HMIS.	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
	Ensure the HMIS is administered in compliance with requirements prescribed by HUD.	<ul style="list-style-type: none"> <li>● Evaluation Advisory Committee</li> <li>● CoC Lead Agency Staff</li> </ul>
<b>Operate Coordinated Entry System (CES)</b>	Establish and operate a CES that provides an initial, comprehensive assessment of the needs of individuals and families in need of permanent housing and matches them to available resources.	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>
<b>Fund homeless services</b>	Identify and apply for competitive homeless-related federal, state, and local funding opportunities, as appropriate	<ul style="list-style-type: none"> <li>● Board</li> <li>● CoC Lead Agency Staff</li> </ul>
	Review responses to procurements released through the CoC Lead Agency, and as appropriate, provide recommendations to the Board.	<ul style="list-style-type: none"> <li>● CoC Lead Agency Staff</li> </ul>

## Appendix G: Continuum of Care Board Policies

### CoC Board Policy Matrix

Board Policy Number	Board Policy	Approved Date
CoCBP1	Full Membership – Enrollment	June 17, 2021
CoCBP2	Board Recruitment & Selection	June 17, 2021
CoCBP3	Board Policy Development	June 17, 2021
CoCBP4	Updates to Governance Charter	June 17, 2021
CoCBP5	Conflict of Interest	October 21, 2021
CoCBP6	Board Member Proxies	October 21, 2021
CoCBP7	Standing and Ad-Hoc Committees	February 23, 2023
CoCBP8	Use of Artificial Intelligence Meeting Assistants and Meeting Recordings	October 19, 2023



## Regional Task Force on Homelessness San Diego City & County

Policy: Full Membership	Policy Number: CoCBP1
Owner of Policy: Continuum of Care Board	

Original Effective Date:	Approved Date:
May 18, 2017	April 18, 2024

### 1. PURPOSE

The Continuum of Care’s Board (Board) is committed to the principle of accountability to the public. The Board will uphold a policy of openness and transparency, balanced with its roles in representing the interest of those served through the Continuum of Care (CoC).

This policy formally outlines rules and procedures to joining and maintaining membership in the CoC’s General Membership.

### 2. POLICY

The Board will ensure there are processes for:

- Application to join;
- Paying annual membership fees with applicable waivers:
- Processes for tracking eligible voting members.

All Full Membership policies outlined in the Board’s Governance Charter are incorporated herein by reference. To the extent any portion of this policy contradicts the Charter, the terms of the Charter shall prevail.

### 3. PROCEDURE

#### Application

Membership in the CoC’s Full Membership is open to organizations and individuals who support the mission to end homelessness in the San Diego Region. Those seeking membership must submit an application for the Full Membership, attend a minimum of two regularly scheduled Full Membership meetings each Fiscal Year and the annual meeting, and pay annual dues of \$50 for an individual member, and \$100 for an organizational membership. Annual fee waivers are available to Individual Members experiencing or previously experiencing homelessness.

#### Organizational Memberships

An Organizational Member may have an unrestricted number of representatives as part of the CoC's Full Membership. For purposes of voting, the Organizational Member shall annually designate up to three (3) representatives who are authorized to vote on behalf of the organization at CoC Full Membership meetings; however, each organization shall be limited to one vote. Individuals who have a recognized role in a member organization (e.g., employees, board members, or consultants, or current service recipients) may become individual members of the RTFH but may not vote.

#### Individual Memberships

Individual Members may not designate additional persons to represent them. There will be an unrestricted number of individual members representing the general community. Individual members must reside in San Diego County and may not vote if they are involved with Organizational Members as employees, board members, consultants, or current contractors.

#### Levels of Engagement

##### Voting Membership:

Voting members are able to benefit from all of the areas identified for Non-Voting Members. To be eligible to vote on items brought forward to the General Membership, annual fees for the individual or organization must be current, and the attendance requirement of having been present for at least two meetings during the Fiscal Year, and having attended the Annual Meeting, must have been met.

##### Non-Voting Membership:

Individuals and organizations may have a Non-Voting Membership, and are not subject to the attendance requirements. Non-voting members are still able to benefit from the following areas:

- Strategic Collaboration Across the Region – remain informed on initiatives and provide a voice in the strategies
- Training and Education – access the latest education, training, principles, and best practices to end homelessness. Non-voting members may participate in learning collaboratives and ongoing training.
- Legislative Advocacy Opportunities – Stay abreast of advocacy opportunities and share views on legislative issues related to homelessness.
- Regional Planning – RTFH is the body responsible for a coordinated effective regional system to reduce and end homelessness in the San Diego region. Non-voting members are part of that system.



## Regional Task Force on Homelessness San Diego City & County

Policy: Board Member Recruitment and Selection	Policy Number: CoCBP2
Applicability:	Continuum of Care Board Members

Original Effective Date:	Approved Date:
December 8, 2016	April 18, 2024

### 1. PURPOSE

The purpose of this policy is to define the processes for nomination and selection of the Continuum of Care Board (Board). Board Members should provide an appropriate mix of skills to provide the necessary breadth, depth of knowledge and experience to meet the Board’s responsibilities and objectives. The Board aims for a composition that will appropriately represent the interests of the homeless crisis response system’s stakeholders, the local community, and will reflect diversity in its composition by recruiting members with varied geographical, social, economic, environmental, business, and cultural backgrounds. The Board should make an intentional effort to maintain a reasonable balance with respect to age, gender, race and ethnicity.

Board members are elected for a term of two years, and are eligible to serve on the Board for up to five terms, or a total of ten years. This provision does not apply to Appointed Seats.

Board members who have completed five consecutive terms, are eligible to serve on the Board following a minimum of a two-year hiatus from Board membership. Former Board members are eligible to serve on Standing and Ad-Hoc Committees.

### 2. POLICY

The Board should attempt, using its network of contacts, to identify appropriate individuals with needed diversity, skills and interests as potential Board members. Terms are staggered to ensure continuity; half are up for election each year. All Board recruitment and selection policies outlined in the CoC Board’s Governance Charter are incorporated herein by reference.

The Board will ensure there are processes for:

- Application to join;
- Criteria for selection;
- Notification of selection;
- Board member Expectations and Responsibilities

### 3. PROCEDURE

The Governance Advisory Committee shall annually assess the Board's diversity of experience, skills, sector representation, race/ethnicity, age and gender to ensure a representative Board. All actions in the recruitment and selection of members to the Board, shall be in alignment with the Governance Charter.

People seeking to serve on the Board must be either Organizational or Individual Members of the RTFH, and must be current on dues and have met General Membership meeting requirements. Please see CoC Board Policy #1 for additional information related to General Membership.

#### Flexible Board Seats and Designated Seats for People with Lived Experience

Annually, a public recruitment and application process shall be completed by the Governance Advisory Committee to solicit interested applicants for Flexible and Designated seats on the Board where current terms are expiring. Designated seats are specified for two Board members who have previously, or are currently, experiencing homelessness. Flexible seats can be filled by representatives of various sectors embodied by the CoC, including housing developers, healthcare justice, education, older adults, people with chronic physical and/or behavioral health conditions, and others as specified in Appendix E of the Governance Charter. Incumbents, who have not reached their five-term maximum limit, are eligible to apply to remain in their seat. Once the Governance Advisory Committee, in consultation with the CEO of the Regional Task Force on Homelessness, identifies a proposed slate of Board members for those seats where the term is expiring, the candidates will be included in the proposed Board Slate recommended by the Governance Advisory Committee to the Board, with a vote of the Board occurring at a public CoC Board meeting. The CoC Board-approved slate shall be proposed for ratification by the CoC Full Membership at their next regularly scheduled meeting.

#### Designated Board Seats for Service Providers

The RTFH shall regularly assess its representation on the Board to ensure diversity and expertise are reflective of the entire county and share that information with the General Membership on an annual basis. Service providers selected for the Board represent the providers within the region of the county they were selected for (e.g. Central, East, South, N. Inland, N. Coastal), and do not represent their specific organization.

In alignment with the open application process, applications will be solicited by the RTFH for upcoming vacancies for service provider seats. The Full Membership shall receive all of the submitted applications at least one week prior to a regularly scheduled CoC Full Membership meeting. At the CoC Full Membership meeting, voting members shall vote for a representative to fill each of the open service provider seats on the Board. An eligible voting member is defined as being current on dues and having met the attendance requirements for Full Membership meetings that year. Only one representative from an Organizational Member is eligible to vote, as described in CoC Board Policy #1: Full Membership.

In rare instances, a vacancy may occur on the Board prior to the end of a term, and it is critical that the seat be filled prior to the next annual open recruitment. If that situation arises, the Governance Advisory Committee, in consultation with the RTFH CEO, shall determine if the seat is critical to be immediately filled. In the event that a candidate needs to be immediately identified to fulfill the remainder of the term for the vacated seat, applications will be solicited from potential candidates. When the original term expires, the seat shall be publicly opened.

#### Appointed Board Seats

The Board includes eight appointed seats for specific organizations. The appointed seats include a member from the County's Board of Supervisors, a member of the San Diego City Council, a

representative from one of the CDBG Consolidated Plan jurisdictions, the County's Health and Human Services Agency, the County's Public Housing Authority, the San Diego Housing Commission, the Workforce Partnership, and the U.S. Department of Veteran Affairs. In addition, the CoC Lead Agency's CEO or designee, serves as an ex-officio Board member. In the event of a vacancy in one of the Appointed Seats, the designated organization shall appoint a new member to complete the vacating member's term. When terms expire for the Appointed Seats, the designated organization shall identify whether the incumbent will continue for the upcoming term, or if a new organizational representative will be appointed to the seat.

### Annual Calendar

Below is an outline of major activities associated with selection of Board members on an annual basis. Throughout the year, Board seat vacancies that occur mid-term shall be filled by the appropriate body, and the selected individual will fill the remainder of the original term.

- Quarters 1-2: (July-December):
  - The Governance Advisory Committee shall assess the current membership on the Board to identify any gaps that need to be filled to ensure an inclusive, region-wide body.
- Quarter 3: (January-March):
  - An open recruitment process shall be conducted to solicit applications for expiring seats.
- Quarter 4: (April-June):
  - The Governance Advisory Committee shall evaluate applicants for Flexible and Designated Lived Experience Seats, and develop a recommended slate for the CoC Board. The proposed slate shall also include Appointed Seat representatives. The CoC Board shall vote on the recommended slate.
  - At the Annual Meeting of the General Membership, voting members will be asked to elect providers to fill vacating seats. In addition, they will be asked to ratify the Board's approved slate.
  - Board Orientations shall be conducted for new members, including submission of signed Board Commitment Form and Conflict of Interest disclosures.
  - Updated annual Conflict of Interest Disclosures are submitted by all Board members.





## Regional Task Force on Homelessness San Diego City & County

Policy: Board Policy Development	Policy Number: CoCBP3
Owner of Policy: Continuum of Care Board	

Original Effective Date:	Approved Date:
May 18, 2017	April 18, 2024

### 1. PURPOSE

The Continuum of Care’s Board (Board) develops policy and promotes the adoption of standards and best practices for the Continuum of Care (CoC). Board policies provide clarifying information in specific areas that are not addressed through the Governance Charter.

The purpose of this policy is to outline how Board policies are developed, approved and maintained, and to clarify the relation of Board policy with other administrative guidance such as regulations and handbooks. The Board policies are framed and meant to be interpreted in the context of applicable laws and regulations. Changes in needs, conditions, purposes and objectives as well as changes in state and federal laws and regulations may require changes in the Governance Charter or updates to Board policies.

### 2. POLICY

The Board will ensure there are processes for:

- Development of policy;
- Review and maintenance of policy;
- Adoption, waiver, and/or repeal of policy;
- Communication and availability.

To the extent any portion of this policy contradicts the Board’s Governance Charter, the terms of the Governance Charter shall prevail.

### 3. PROCEDURE

#### Development of Policy

As part of the annual Charter update process, the Governance Advisory Committee shall identify if there are any additional Board policies that are needed. Board policies complement the Governance Charter and outline practices of the Board that are not included within the Governance Charter. In the event that the Board identifies the need for a new policy, the Governance Advisory Committee shall draft the policy for adoption by the Board.

Review and Maintenance of Policy

On an annual basis, the Governance Advisory Committee shall review existing CoC Board policies to determine if any need to be updated or considered for sunset. Recommendations shall be forwarded from the Governance Advisory Committee to the Board for approval as part of the overall Charter update process.

Adoption, Update, or Repeal of Policy

At least a two-thirds vote of the Board is required for the adoption, update, or repeal of a Board policy. The vote shall occur at a regularly scheduled Board meeting, or a special Board meeting called due to unforeseen circumstances.

A new policy proposal or policy change may be referred back to the Governance Advisory Committee when the Board determines the proposed policy action needs further study, and then brought back to the Board for approval.

Communication and Availability

The Chief Executive Officer of the RTFH, or designee shall establish and maintain an orderly plan for preserving and making accessible the policies adopted by the Board. A copy of all Board policies shall also be maintained on the RTFH website.



## Regional Task Force on Homelessness San Diego City & County

Policy: Updates to Governance Charter	Policy Number: CoCBP4
Owner of Policy: Continuum of Care Board	

Original Effective Date:	Approved Date:
May 18, 2017	April 18, 2024

### 1. PURPOSE

The Continuum of Care (CoC) is a collective impact organization and as such, is committed to the principles of inclusiveness and transparency. This policy formally outlines the process for updating the Governance Charter (Charter). The purpose of the Charter is to describe the role and function of the CoC Board in compliance with the HEARTH Act.

The Charter is framed and meant to be interpreted in the context of applicable laws and regulations. Changes in needs, conditions, purposes and objectives as well as changes in state and federal laws and regulations may require revisions, deletions and additions to the Charter.

### 2. POLICY

The Board will ensure there are processes for:

- Development of Charter updates; and
- Communication and availability.

To the extent any portion of this policy contradicts the Charter, the terms of the Charter shall prevail.

### 3. PROCEDURE

#### Development of Updates

On an annual basis, the Governance Advisory Committee (GAC) shall identify necessary changes to the Charter to ensure continued compliance with laws and regulations that specifically impact the operations of the CoC's Board, as well as revisions necessary to meet local needs to strengthen processes and responsiveness to the San Diego region. Proposals regarding updates to the Charter may be initiated in writing by a member of the Board, or member of the General Membership. The GAC shall review proposals prior to bringing them forward to the Board for adoption.

Proposed annual Charter updates shall be publicly posted on the RTFH website for at least two weeks for input, and at least one community input session shall be hosted by GAC. Following review of

community input, GAC shall finalize the proposed revisions to the Charter and RTFH shall ensure any necessary administrative and legal review is conducted.

### Annual Calendar

#### *Quarter Three (January to March):*

- GAC will review the current Charter to determine any areas for revision, including recommendations from RTFH
- GAC conducts at least one community input meeting to solicit feedback on proposed updates, and will review input received through the public posting on the RTFH website.

#### *Quarter Four (April to June):*

- GAC will finalize proposed changes, post them to public comment, and bring forward to the full Board for approval
- GAC will present the Charter, inclusive of the Board approved annual updates, to the next regularly scheduled Full Membership meeting for ratification by eligible voting members.

### Communication and Availability

The RTFH shall post the Charter on its website. Annual updates shall be posted on the RTFH website within one week of Board approval and General Membership ratification.



## Regional Task Force on Homelessness San Diego City & County

Policy: Code of Conduct and Conflict of Interest	Policy Number: CoCBP5
Applicability: Continuum of Care Board and Committee Members	
Original Effective Date:	Approved Date:
September 19, 2019	April 18, 2024

### 1. PURPOSE

The purpose of the Code of Conduct and Conflict of Interest Policy is to ensure processes are in place to maintain written standards and codes of conduct covering conflicts of interest and governing the actions of Continuum of Care Board (Board) members in the discharge of their responsibilities. The provisions of the Conflict of Interest policy are adapted from, and align with, the HEARTH Act and the Code of Federal Regulations, Section 578.95.

This Policy is intended to supplement and clarify, but not replace, any applicable state and federal laws governing conflicts of interest applicable to the Board. In the event of any inconsistency with applicable state or federal law, applicable law shall prevail.

### 2. POLICY

The Board shall follow the Code of Conduct and Conflict of Interest definitions and requirements as set forth in the HEARTH Act and CFR Section 578.95, Continuum of Care (CoC) Board members shall not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

The Board will ensure there are processes for:

- Identifying potential conflicts of interest; and
- Adopting recusal processes when necessary

### 3. DEFINITIONS

#### Interested Person

Any member of the CoC Board (a “director”), principal officer, or member of a committee with board-delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person for purposes of this Policy. In addition to the parties noted, this Code of Conduct is also applicable to employees or agents, any member of his/her immediate family,

his/her partner or an organization that employs any of the indicated parties.

### **Financial Interest**

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a.) An ownership or investment interest in any entity with which the RTFH has entered into, or proposes to enter into, any transaction or arrangement;
- b.) A compensation arrangement with the RTFH or with any entity or individual with which the RTFH has entered into, or proposes to enter into, any transaction or arrangement; or
- c.) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the RTFH entered into or proposes to enter into any transaction or arrangement.

However, notwithstanding the above and consistent with California Corporations Code Section 5233 regarding self-dealing transactions, a financial interest shall not include:

- a.) The compensation, typically director and officer stipends/per diems and reimbursement of expenses, of a director as a director or officer of the RTFH;
- b.) A transaction which is part of a public or charitable program of the RTFH if it: (i) is approved or authorized by the RTFH in good faith and without unjustified favoritism; and (ii) results in a benefit to one or more directors or their families because they are in the class of persons intended to be benefited by the public or charitable program; or
- c.) A transaction, of which the interested director has no actual knowledge, and which does not exceed the lesser of 1 percent of the gross receipts of the RTFH for the preceding fiscal year or one hundred thousand dollars (\$100,000).

Compensation includes direct and indirect remuneration, as well as gifts totaling \$250 or more during the previous 12 months.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the Board or applicable committee determines that a conflict of interest is present.

## **4. PROCEDURES**

### **1. Duty to Disclose**

In connection with any transaction, discussions or resulting decisions or arrangement to which the RTFH is a party, where there is an actual or potential conflict of interest, an interested person must disclose the existence and nature of his or her financial interest to the CoC Board Members, and, if applicable, members of committees with board-delegated powers considering the proposed transaction or arrangement.

For example, a member would disclose the existence and nature of any financial interest in connection with a transaction or arrangement between the RTFH and the member, or between the RTFH and the agency that the member represents.

### **2. Determining Whether a Conflict of Interest Exists**

After disclosure of the financial interest and all material facts, and after any discussion with the potentially interested person, the CoC Board, or Governance committee if applicable, must decide whether an actual conflict of interest exists. The disinterested directors or applicable committee members shall determine on a case-by-case basis whether the disclosed interest

constitutes an actual conflict of interest. Guidance for determining case-by-case will come for the 24 CFR especially for HEARTH these areas must be considered:

- Organizational conflict of interest (in 24 CFR part 578.95(c)),
- CoC board conflict of interest (in 24 CFR part 578.95(b)),
- Other conflict of interest requirements (in 24 CFR part 578.95(d)),
- Factors to consider when providing exceptions (in 24 CFR part 578.95 (d) (2)),
- Consider procurement of property and services (in 24 CFR part 578.95 (a)).

Among other matters, the HEARTH Act requires a collaborative process among member stakeholders for development and approval of HUD applications, and establishing funding priorities, with ultimate determinations made by the Board. At the same time, the HEARTH Act restricts directors from participation and influencing decisions concerning an award of a grant or other financial benefits to the organization the director represents. Because a key purpose of the HEARTH Act is to increase collaboration between service providers, the intent of the conflict regulation contained therein should be limited to prohibiting a Board or Committee Member from deliberating and voting on formal action (i.e., “decisions”) of the CoC Board when that action concerns an award of a grant or other financial benefits to the organization the Member represents.

### 3. Procedures for Addressing a HEARTH Act Conflict of Interest

- a) A Board or Committee Member who represents a CoC agency may discuss and collaborate with and among stakeholders, and participate in committee or Board discussions concerning the development and approval of HUD applications, the establishment of funding priorities, and other matters of interest and responsibility of the RTFH.
- b) However, if and when the CoC Board or committee has a formal action on its agenda whereby a decision will be considered and acted upon that involves the award of a grant or other financial benefit to a member agency, any Board or Committee Member representing that organization shall, at or prior to that meeting, disclose that relationship and publicly recuse himself or herself from any and all discussion or participation in that action. The meeting minutes shall reflect that disclosure and recusal.

### 4. Procedures for Addressing a Non-HEARTH Act Conflict of Interest

- a) If the CoC Board or Governance committee, if applicable, determines after a financially interested person’s disclosure that a conflict of interest is present, the interested person may make a presentation at the board or committee meeting about the conflict and respond to any inquiry regarding factual information related to the transaction or arrangement. The interested person shall recuse himself or herself from participating in any discussion, deliberation or vote concerning whether to enter into the transaction or arrangement.
- b) The chairperson of the CoC Board or Governance committee may, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c) After exercising due diligence appropriate for the circumstances, the CoC Board or Governance committee shall determine whether the RTFH can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances that would not produce a conflict of interest, the board or committee shall determine by a majority vote of the disinterested members whether the transaction or arrangement is in the RTFH’s best interest, for the RTFH’s own benefit, and whether the transaction or arrangement is fair and reasonable to the RTFH. In conformity with the above determination, the board or committee shall make its decision as to whether to enter into



the transaction or agreement.

Notwithstanding the foregoing, compliance with any of the approval procedures set forth in California Corporations Code Section 5233 regarding self-dealing transactions shall constitute compliance with this Policy. Further, directors representing the RTFH's member agencies may participate in discussions pertaining to grants or awards to the member agency in a manner that is consistent with the HEARTH Act.

#### 5. Violations of the Conflict of Interest Policy

- a) If the CoC Board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b) If, after considering the member's response and after making further investigation as warranted by the circumstances, the CoC board or committee determines that the director has failed to disclose an actual or possible conflict of interest, it shall take appropriate censure or other corrective action.

### 5. RECORDS OF PROCEEDINGS

The minutes of meetings of the CoC Board and all committees with board delegated powers shall contain:

- a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the CoC Board's or committee's decision as to whether a conflict of interest in fact existed.
- b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any proposed alternatives, and a record of any votes taken in connection with the transaction or arrangement

### 6. COMPENSATION

A CoC Board Member who receives compensation, directly or indirectly, from the RTFH for services may not vote on matters pertaining to that director's compensation, except for compensation of a director as a director or officer of the RTFH (e.g., per diem, reimbursement).

### 7. ANNUAL STATEMENTS

Each director, principal officer and member of a committee with CoC Board delegated powers shall annually sign a statement that affirms such person:

- a) Has received a copy of the Conflict of Interest Policy;
- b) Has read and understands the Policy;
- c) Disclosed in writing any Conflict of Interest;
- d) Has agreed to comply with the Policy; and
- e) Understands that the RTFH is charitable and in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.



## Regional Task Force on Homelessness San Diego City & County

Policy: Board Member Proxy Policy	Policy Number: CoCBP6
Owner of Policy: Continuum of Care Board	
Original Effective Date: May 18, 2017*	Approved Date: October 21, 2021

\*Repealed May 16, 2019

### 1. PURPOSE

The purpose of the Board Member Proxy Policy is to authorize Continuum of Care Board (Board) members up to one proxy representative at Board meetings, in the event the duly elected Board Member cannot attend a meeting. Board members are expected to attend at least 50% of the scheduled meetings during any fiscal year. The Governance Advisory Committee will consider the attendance of Board members when considering applications to renew terms on the Board.

The following policy and procedures are established for determining how proxies shall be designated and recognized. To the extent any portion of this policy contradicts the Charter the terms of the Charter shall prevail.

### 2. POLICY

The Board will ensure there are processes for:

- Proxy eligibility; and
- Proxy voting.

### 3. PROCEDURE

Each member of the Board shall have one vote. A member of the Board shall not designate another member of the Board as a proxy.

#### Eligibility

Each member of the Board may be represented by one proxy. The Board will automatically recognize as proxy any eligible member so designated in writing by the Board member within their application to serve on the Board. Changes in proxy will be recognized by the Board upon delivery of such written notification by the Board member to the Board Chair and the RTFH CEO. Written notification of proxy designation must contain the signature of the Board member authorizing the proxy.

In the event a written designation of proxy is not received by the Board Chair and RTFH CEO, the Board may approve an eligible member as proxy by a majority vote of the members present as long as a quorum of the Board is in attendance.

Individuals identified to serve as proxies shall represent the same stakeholder group as the Board member. For designated seats, the proxy shall represent the same sector or organization of the seat, and for provider seats, the proxy shall represent the same region of the provider.

### Voting Requirements

Members of the Board, or their duly designated and recognized proxy, must be present at the Board meeting to cast their vote on items being considered. No member of the Board, or their duly designated and recognized proxy, may cast a vote in absentia. Board members who are unable to attend meetings of the Board, and who are not represented by proxy, may have their comments on specific items being considered by the Board presented by submitting their comments in writing to the Board Chair and RTFH CEO. Such written comments may be presented for consideration by the Board but shall not constitute or be recorded as a vote by the absent member.



## Regional Task Force on Homelessness San Diego City & County

Policy: Standing and Ad-Hoc Committees	Policy Number: CoCBP7
Owner of Policy: Continuum of Care Board	
Original Effective Date: February 23, 2023	Approved Date: April 18, 2024

### 1. PURPOSE

The purpose of the Standing and Ad-Hoc Committees (Committees) Policy is to establish expectations and processes to be followed by Committees established by the Continuum of Care Board (Board).

### 2. POLICY STATEMENT

The Board values broad participation in decision-making. The Board uses committees to seek additional expertise and input on CoC activities, key issues, and community initiatives. The Board will ensure there are processes for:

- Approving Committee Chair(s) and conducting Committee Chair Orientations;
- Approving Committee Members and conducting Committee Member Orientations
- Maintaining an Active Committee

While having processes for Committees is critical, there are circumstances in which an exception is needed. In these instances, the board reserves the right to amend this policy at any time. If there is a conflict between this policy and the Governance Charter, the Governance Charter shall prevail.

### 3. POLICY

#### General

Committees are established by the CoC Board. They are advisory and assist the Board and staff by preparing recommendations for Board decisions. The CoC maintains Standing Committees, which are long term and are required by the federally mandated CoC program; and Ad-Hoc Committees, which are task-specific and time-limited. All Committee members shall annually sign a [Board and Committee Commitment Form](#).

RTFH staff are assigned to each Committee to provide support, guidance and consultation regarding the Committee’s discussions and how they support the overall CoC. Committees shall not exercise authority over or direct RTFH staff.

#### Composition

The Board shall appoint at least one Board member to serve as Committee Chair. A Co-chair shall also be identified, but does not need to be a Board member. In the event the Committee Chair is no

longer able to serve in that capacity, the Board shall appoint another Board member to serve as Chair. Committees generally should not exceed 12 members. Committee Chairs may request approval from the Board Chair and RTFH CEO if additional members add value to accomplishing the goals of the Committee.

Standing Committees: Shall include a minimum of two Board members, and may include non-Board members.

Ad-Hoc Committees: Shall include a minimum of one Board member, and shall include non-Board members.

### **Term**

Committee members serve a term of one year. Committee membership is reviewed annually in the final quarter of the calendar year. There are no term limits.

### **Selection Process**

Committee members shall be selected in accordance with the provisions of this policy and the CoC Governance Charter. All members (other than the Chair(s)) must be approved by the Board Chair and RTFH CEO. Committee Chair(s) shall be responsible for communicating with applicants. During the final quarter of each calendar year, the Committee Chair(s) shall consult with RTFH staff to assess committee membership and recommend changes for the upcoming year.

New Members: New applicants shall submit a [Committee Application](#) to the Committee Chair(s). Applicants recommended for appointment will be presented to the Board Chair and RTFH CEO for appointment.

Existing Members: Existing members shall submit an Application and provide an updated Board and Committee Commitment Form. The Committee Chair(s) will make recommendations to the Board Chair and RTFH CEO for reappointment. Board Chair and RTFH CEO will be advised on existing member(s) not being recommended for reappointment.

In the event a member steps away from a Committee during the member's term, the Chair(s) shall determine whether or not to fill the vacancy.

### **Quorum and Voting**

A quorum is defined as fifty-percent plus one of the voting members on the committee. A quorum is required for voting on any Committee action or approval.

## **4. EXPECTATIONS**

### **General**

Neither Committees, nor their individual members, may engage in any of the following activities:

- Fill vacancies on the Board or any committee of the Board
- Amend or repeal the Charter or adopt a new Charter
- Create any other committees of the Board or appoint the members of committees of the Board
- Speak or act for the Board or RTFH unless formally given such authority for specific purposes
- Exercise authority over or direct RTFH staff
- Serve with a member of their household or immediate family or with a member that is an employer/employee on the same committee
- Have the power to employ any person for, or on behalf of, the Board or RTFH, or incur any expense, unless specifically authorized by RTFH

### **Work Plan**

Each Committee shall establish a work plan with up to five measurable goals to guide Committee activities. The Work Plan shall be approved by the Committee in the final quarter of the calendar year,

and submitted by the Committee Chair to the Board Chair and RTFH CEO for approval. The Committee Chair may establish time-limited sub-committees or workgroups that report back to the overall Committee. The Work Plan should be reviewed and updated at least quarterly during a Committee meeting.

### **Attendance and Participation**

Committee members are expected to actively participate in Committee meetings and activities. In the event a committee member is unable to meaningfully participate, the Committee Member should discuss participation with the Chair(s) to determine continued membership. If a committee member fails to attend three (3) scheduled meetings during a year, the Chair(s) shall meet with the committee member and with the CoC Board Chair and/or RTFH CEO to discuss the ability of the member to continue their participation on the Committee.

### **Committee Chair Orientation**

Committee Chairs shall attend an annual orientation during the first quarter of each Calendar Year. The orientation shall be led by the Board Chair, Vice Chair, or Governance Advisory Committee Chair, along with the RTFH CEO. The orientation shall minimally include:

- Role of Committees in supporting the CoC Board
- Role of Committee Chairs including but not limited to, agenda planning, communication with members, facilitating meetings, review of minutes prior to distribution to committee members, and identifying new members as necessary
- Role of RTFH staff in supporting the Chair and Co-Chair and the work of Committees
- Developing the Committee Work Plan
- Process for bringing action or informational items to the Board
- Annual Committee reports to the Board
- Committee member orientation

### **Committee Member Orientation**

Within the first quarter of the calendar year, all committee members, including new and returning members, shall attend an orientation, conducted by the Chair(s) of the Committee with support from RTFH staff. The orientation shall minimally include:

- Role of the CoC
- Role of Committees in supporting the Board
- Role of RTFH staff in supporting the work of Committees
- Role and Purpose of the Committee
- Purpose of the Committee Work Plan and the current Work Plan
- Key items brought to the Board by the Committee in the past 1-2 years
- Committee Roster
- Committee Meeting Schedule

### **Removing Members**

Members who do not meet expectations may be recommended for removal by the Chair(s) in consultation with the Board Chair and RTFH CEO. Members recommended for removal will be contacted by the Board Chair and/or RTFH CEO.

**Calendar of Activities:**

Quarter	Activity	Lead
January-March	<ul style="list-style-type: none"> <li>❖ Committee Chair Orientation</li> <li>❖ Committee Member Orientation</li> <li>❖ Review work plan</li> </ul>	<ul style="list-style-type: none"> <li>❖ CoC Board Chair, Governance Advisory Committee Chair, and/or RTFH CEO</li> <li>❖ CoC Board Chair and RTFH Committee</li> </ul>
April-June	<ul style="list-style-type: none"> <li>❖ June: Annual CoC Board Retreat; review Committee needs</li> <li>❖ <i>Committees:</i> Review work plan</li> </ul>	<ul style="list-style-type: none"> <li>❖ CoC Board</li> <li>❖ Committee</li> </ul>
July-September	<ul style="list-style-type: none"> <li>❖ August: CoC Board implement Committee recommendations</li> <li>❖ Complete annual work plan</li> </ul>	<ul style="list-style-type: none"> <li>❖ CoC Board</li> <li>❖ Committee with support from RTFH staff to the Committee for existing committees</li> </ul>
October-December	<p>Committee Member Recruitment:</p> <ul style="list-style-type: none"> <li>❖ <i>Continuing Committees:</i> <ul style="list-style-type: none"> <li>○ Chair(s) identify existing members to continue participation and new members to fill vacancies.</li> <li>○ Applications accepted.</li> </ul> </li> <li><i>New Committees:</i> <ul style="list-style-type: none"> <li>○ Chairs identify potential committee members in consultation with RTFH CEO</li> <li>○ Applications accepted and reviewed.</li> </ul> </li> <li>❖ October: Committee fully seated</li> <li>❖ Review progress on Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>❖ Committee Chair and Co-Chair with support from RTFH staff to the Committee</li> <li>❖ RTFH Staff for newly formed Committees</li> </ul>



## Regional Task Force on Homelessness San Diego City & County

Policy: Use of Artificial Intelligence Meeting Assistants and Meeting Recordings	Policy Number: CoCBP8
Owner of Policy: Continuum of Care Board	
Original Effective Date: October 19, 2023	Approved Date: April 18, 2024

### 1. POLICY STATEMENT

The Board shall ensure there are processes for:

- Prohibiting the use of Artificial Intelligence Meeting Assistants at any Continuum of Care (CoC) meeting; and
- Prohibiting recording of any CoC meeting or training without the prior consent of meeting attendees.

### 2. POLICY

The CoC is a collective impact body, and relies upon the engagement and participation of the community of providers and stakeholders throughout San Diego to address homelessness, as outlined in the [Regional Community Action Plan to Prevent and End Homelessness in San Diego](#). To ensure engagement from stakeholders throughout the county, RTFH routinely uses virtual platforms for meetings and trainings or educational sessions. The use of Artificial Intelligence Meeting Assistants, does not align with active engagement by the community, and can be used to record meetings without attendees' consent.

#### Artificial Intelligence Meeting Assistants

The use of Artificial Intelligence (AI) Meeting Assistants, of any type, is prohibited in CoC meetings convened by RTFH. This applies to the following:

- CoC Board, Committee, and Workgroup Meetings, including the CoC Board's Annual Retreat
- General Membership Meetings
- Trainings or Educational Sessions
- Other CoC meetings convened by RTFH

RTFH staff will immediately remove AI Meeting Assistants from any meetings, and will not allow reentry. At no time shall attempted meeting attendance through an AI Meeting Assistant be considered, or counted, as the individual's presence.

#### Meeting Recordings

CoC meetings convened by RTFH shall not be recorded without the prior consent of attendees. RTFH does record meetings, and includes the opportunity for participants to acknowledge that they understand it is being recorded, when they join the meeting. RTFH staff shall not share the recordings outside of the organization.

### 3. PROCEDURE

#### Artificial Intelligence Devices

1. At the beginning of each meeting, the facilitator shall remind attendees of the CoC's policy prohibiting attendance via an AI Meeting Assistant.
2. Throughout the meeting, the RTFH administrative staff shall monitor participants for AI Meeting Assistants, and shall immediately remove any AI Meeting Assistants that join the meeting.
3. RTFH staff shall record the number of meeting attendees, excluding any individual or organization attempting to join through an AI Meeting Assistant.
4. Meeting attendance for individuals or organizations shall include only those who have attended the meeting personally, and have not attempted to attend through an AI Meeting Assistant.

#### Meeting Recordings

1. RTFH staff shall engage the recording acknowledgement for each virtual meeting that is recorded, ensuring that participants are not allowed to join until they acknowledge that the meeting is being recorded.
2. Meeting recordings shall only be used by RTFH staff for the purposes of developing meeting minutes and verifying information.
3. Meeting recordings shall be maintained in files accessible only to RTFH employees.
4. RTFH will verbally acknowledge this policy at the start of all CoC meetings, as we are unable to gather consent from all attendees, we ask you please turn off any and all background AI recordings. If the AI recording is not eliminated, you will be removed from the meeting.