

SOUTHERN NEVADA CONTINUUM OF CARE (CoC) GOVERNANCE STRUCTURE PROPOSED AMENDMENTS

The re-authorization of the
SNRPC Committee on Homelessness (CoH) and Continuum of Care (CoC) based
upon the
HEARTH ACT

First Adoption – August 14, 2014

Adoption Schedule for Amendments

November 12, 2015 – First Review with SNH CoC Board

December 10, 2015 – For Final Adoption by CoC



Governance Structure Team

Members (part of the Planning Working Group)



- Stephen Harsin (Champion)
- Kathi Thomas-Gibson
- Barbara Geach
- Bobby Gordon
- Arash Ghafoori
- Stacy Sutton Pollard
- Michele Fuller-Hallauer – Technical Support
- Cheryl Ross – Administrative Support

General Housekeeping



- Spelling errors
- Renumbering
- Clarifying terminology (where appropriate)
- Removed all reference to the Regional Initiatives Office
- Additional Definitions

Key Items of Importance



- Creating an Executive Committee (new concept)
- Rewrite of the Regional Coordination/Administration
- Number of SNH CoC Board Meetings per year
- Board Members shall sit on one or more Working Groups
- Board Members shall serve as Champions to Working Groups
- Creating Appendix M: List of members, assignments, etc.

Definitions



- Deleted Definition of the Regional Initiatives Office (RIO)
- Deleted reference to Regional Initiatives Office and replaced with Collaborative Applicant or Executive Committee (as appropriate)
- Added definition of an Executive Committee
- Added further definitions for the Working Groups to define each of the 5 working groups:
 - ❑ **Evaluation**
 - ❑ **Planning**
 - ❑ **HMIS**
 - ❑ **Monitoring**
 - ❑ **Community Engagement**

Definitions



- **New Definition...**

Executive Committee – Given the size of the SNH CoC Board representing both jurisdictional stakeholders and community stakeholders, an Executive Committee is established to create clarity for the SNH CoC Board by focusing on the routine administrative business matters related to the CoC and SNH CoC Board, setting direction for future SNH CoC Board meetings and agendas, strategic planning, coordination of the working groups, and review financial activities among other critical items. The committee operates based on consensus and forwards items to the full SNH CoC Board for discussion, review and/or approval.

Definitions



- **Revised Definition...**

Working Group(s) – Working Groups are established to address mandates and/or topics of critical importance to the SNH CoC and specifically referenced in the HEARTH Act. Working Groups are ongoing in nature and made up of **SNH CoC Board members, staff from local jurisdictions and CoC members representing sub-populations ~~within the CoC, and may include members of the SNH CoC Board~~** without establishing a quorum of the SNH CoC Board **members** on any of the Working Groups. **Below are further definitions for each of the standing working groups:**

Definitions



- **New Definition...**

Evaluation Working Group: The assigned Champion(s) is charged with leading efforts as it relates to funding priorities, collaborative application processes, RFPs and evaluations associated with homeless efforts and ESG coordination.

Requires cross collaboration with other working groups and sharing of information for effective implementation and strategies as well as open and inclusive opportunities for CoC members to participate and be actively involved.

Definitions



- **New Definition...**

Planning Working Group: The assigned Champion(s) is charged with leading efforts as it relates to system coordination, annual Point In Time count, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment and capacity building, coordinated intake, and youth. Requires cross collaboration with other working groups and sharing of information for effective implementation and strategies as well as open and inclusive opportunities for CoC members to participate and be actively involved.

Definitions



- **New Definition...**

HMIS Working Group: The assigned Champion(s) is charged with leading efforts as it relates to the designation of HMIS Lead, designation of HMIS Administrator, oversee operations, ensure HMIS Compliance and reporting. Requires cross collaboration with other working groups and sharing of information for effective implementation and strategies as well as open and inclusive opportunities for CoC members to participate and be actively involved.

Definitions



- **New Definition...**

Monitoring Working Group: The assigned Champion(s) is charged with leading efforts as it relates to performance measures (e.g., baseline of system bed availability/capacity (filled)--broken down by type in order to monitor success/performance; monitoring the “cue” related coordinated intake; impact of outreach efforts). Requires cross collaboration with other working groups and sharing of information for effective implementation and strategies as well as open and inclusive opportunities for CoC members to participate and be actively involved.

Definitions



- **New Definition...**

Community Engagement Working Group: The assigned Champion(s) is charged with leading efforts as it relates to coordinated messaging and all media outlets, outreach, inventory of Community Partners, public service announcements, educational materials and Website content. Requires cross collaboration with other working groups and sharing of information for effective implementation and strategies as well as open and inclusive opportunities for CoC members to participate and be actively involved.

CoC Responsibilities



- **Revised Language...**

2.2.1.6 In consultation with the ~~Collaborative Applicant CoC~~ **Coordinator** and the HMIS Lead, develop, follow and update the governance charter at least once within a 5 year timeframe, which will include all procedures and policies needed to comply with 24 CFR 578 Subpart B and with the HMIS requirements from HUD; and a code of conduct and recusal process for the board, its chair and any person acting on behalf of the board.

Purpose and Responsibilities of the SNH CoC Board



- Revised Language...

2.4.1.3 Annually assessing the current needs and gaps in the homeless service system in Southern Nevada as identified by the ~~Regional Initiatives office~~ CoC, Executive Committee and/or the Planning Working Group.

Organizational Flow Chart



- Updated CoC Organization Flow Chart:

2.5.1 At a minimum, ~~SNH CoC Board~~ the CoC will ~~have be~~ be represented by the SNH CoC Board, the ~~five~~ five working groups referenced below ~~that are supported by the Regional Initiatives Office as well as~~, an Executive Committee, Collaborative Applicant, ~~CoC members.~~ and other Ad Hoc Working Groups ~~may be~~ be created as necessary.

Continuum of Care

**Southern Nevada Homelessness
Continuum of Care Board
(SNH CoC Board)**



**Regional Initiatives Office
Executive Committee**

Collaborative Applicant

Unified Funding Agency

Standing Ad Hoc Working Groups

SNH CoC Board Member Selection

**Evaluation/Audit of Regional
Homeless Efforts**

Working Groups

Evaluation

Planning

HMIS

Monitoring

**Community
Engagement**

Organizational Flow Chart



- **Further Clarification/New Language...**

2.5.2 Each of the working groups referenced above includes core items to ensure oversight and active coordination. The assigned Champion for each of the working groups ensures items are being implemented and/or completed and should not be presumed to take on each core item independently. The assigned Champion and their working group members must rely on other CoC members to participate to complete each of the core items.

Organizational Flow Chart



- **Further Clarification/New Language...**

2.5.3 For a complete listing of CoC members/agencies assigned to the SNH CoC Board, Executive Committee, Working Group Champions and Ad-Hoc Working Group Champions, reference Appendix M.

Working Groups



- Revised Language...

2.6.2 ~~Any~~ All SNH CoC Board members or their alternate may participate shall serve on at least one Working Group. Each working group will have a minimum of one SNH CoC Board member or their alternate as a champion. Working groups are not subject to the Open Meeting Law, but should remain open to public participation and observation.

Working Groups



- Revised Language...

2.7.1 Creation of an Ad Hoc Working Group shall be approved by the SNH CoC Board. The creation of an Ad Hoc Working Group(s) may be requested **by the** a SNH CoC Board member or **Regional Initiatives Office the Executive Committee at any time**, in order to meet the operational needs of the CoC.

Community Stakeholders Membership



- **Revised Language...**

3.4.7 Each Community Stakeholder voted onto SNH CoC Board assigns their respective alternate to SNH CoC Board. **The alternate must also be within the same relevant group as the primary Community Stakeholder. (i.e., business seat must be represented with a business alternate; advocate seat must be represented with an advocate alternate)**

SNH CoC Board Member Selection Process for Community Stakeholders



- Revised language...

3.5.3 Completed Board Interest Forms may be submitted throughout the year ~~to the Regional Initiatives Office or~~ online at www.helphopehome.org, to the Executive Committee or the SNH CoC Board Member Selection Ad Working Group.

SNH CoC Board Member Selection Process for Community Stakeholders



- Revised language...

3.5.4 Incomplete forms will not be processed for further consideration by the Board Member Selection **Ad-Hoc** Group. ~~The RIO will return~~ Incomplete forms will be returned to the applicant making one request for required missing information to be resubmitted.

SNH CoC Board Member Selection Process for Community Stakeholders



- Revised Language...

3.5.5 Once the SNH CoC Board is in place (January 2015), only Board Interest Forms that are submitted prior to ~~September 1st~~ **future appointments** will be reviewed and considered for a January appointment. **In the absence of a Board Interest Form for a designated seat on the SNH CoC Board, the Board Member Selection Ad Hoc Working Group may reach out to appropriate parties for consideration.**

SNH CoC Board Member Selection Process for Community Stakeholders



- Revised language...

3.5.6 The ~~Ad Hoc~~ Board Member Selection ~~Ad Hoc~~ Working Group will ~~have two (2) months to~~ review and prepare their recommendations for the SNH CoC Board to consider at its January meeting.

Working Group and Ad Hoc Working Group Memberships



- Revised language...

3.6.1 ~~At least one member or alternate member of~~ SNH CoC Board members will be assigned as a “champion” to each of the Working Groups and/or Ad Hoc Working Groups. **Decisions will be based on a consensus of the group, reviewed by the Executive Committee with final recommendations being forwarded to the SNH CoC Board for possible action.**

Working Group and Ad Hoc Working Group Memberships



- **New language...**

3.6.2 Consideration for changes and/or rotation of a working group and/or ad hoc working group champions will be reviewed and considered by the Executive Committee with final recommendations being forwarded to the SNH CoC Board for possible action.

Responsibilities of ALL Members



- Revised language...

3.7.2 Each SNH CoC Board member **shall serve** on at least one Working Group (i.e., Evaluation, Planning, HMIS, Monitoring, and/or Community Engagement).

Voting



- Delete language...

~~3.8.4 A majority vote of the Jurisdictional Stakeholders that are financial contributors to the administration and operations of the Regional Initiatives Office to shared homeless efforts (i.e, annual census) is required for all budgetary matters.~~

Attendance



- Revised language...

3.9.3 To notify of an absence before a scheduled SNH CoC Board meeting, the representative or **alternate representative must contact one of the Co-Chairs and/or the ~~Regional Initiatives Office Collaborative Applicant~~** in advance of the meeting. In the event the member is unable to notify in advance of the meeting, the general reason for the absence must be provided to the **~~Regional Initiatives office Collaborative Applicant~~** within two (2) weeks after the meeting.

Working Group Membership and Responsibilities



- Revised language...

3.9.4 When any committee member fails to maintain an active membership status, the ~~Regional Initiatives Office Collaborative Applicant~~ will notify the Co-Chairs and prepare a letter for the Co-Chairs to notice the committee member and their respective agency in writing of the absences and request the agency appoint a new representative, or risk losing their seat on the SNH CoC Board.

Resignations



- Revised language...

3.11.1 A member may resign at any time by giving written notice to SNH CoC Board or the ~~Regional Initiatives Office Collaborative Applicant~~. Such resignation shall take effect upon the date stated in the notice. If no date is specified in the notice, the resignation will be effective immediately.

SNH CoC Board Co-Chair(s) and Responsibilities



- Delete language...

~~4.1.2.5 Meet with the Regional Initiatives Office on a regular basis.~~

Executive Committee



- **NEW SECTION 4.4...**

4.4.1 **Role and Responsibilities** - An Executive Committee is formed to focus on the following items for the SNH CoC Board:

4.4.1.1 **General Business** – Setting Direction (i.e., agenda setting)

4.4.1.2 **Strategic Alignment** of programs, resources, activities that furthers our collective efforts to end homelessness

Executive Committee



- **NEW SECTION 4.4 (continued)...**

4.1.1.3 Responsible for developing the Strategic Planning Framework

4.1.1.4 Board Orientation / Mentoring

4.1.1.5 Financials as it relates to CoC Funding, Trust Funds, (e.g., CoC Budget including revenue and expenditures, etc.)

4.1.1.6 Working Group Information Sharing / Coordination.

Executive Committee

- **NEW SECTION 4.4 (continued)...**



4.1.1.7 Agenda Setting Meetings - Agenda setting meetings shall occur with the Executive Committee. The agendas shall be organized to include formal actions, business items, updates, topic discussions that could be in a workshop format, and informational sharing including challenges or issues for Board member input and feedback by CoC Homeless providers. ~~Co-Chair(s), Co-Vice-Chair(s) at least fourteen (14) calendar days prior to the next regularly scheduled meeting. One of the Co-Chairs must be notified of any matters to be placed on the agenda by other interested parties prior to the agenda setting meeting. An written agenda along with all supporting documentation shall be distributed delivered to members and available for the SNH CoC Board members at the time of the official posting of the agenda. five (5) business days prior to a scheduled meeting.~~

Executive Committee



- **NEW SECTION 4.4 (continued)...**

4.4.2 Procedures

- 4.4.2.1 The Executive Committee will meet monthly and may adjust their meetings as deemed appropriate to support the direction of the SNH CoC Board.
- 4.4.2.2 Decisions will be based on a consensus of the group, with final recommendations being forwarded to the SNH CoC Board for final action.
- 4.4.2.3 **Supplemental Funding Sources** - The **Regional Initiatives Office Executive Committee** should explore the availability of State, Federal, and other monies, which together with private donations, may assist in meeting the budgetary requirements of the regional homeless efforts.

Executive Committee



- **OVERVIEW of Members...**

The Executive Committee consists of a minimum of 9 members but not to exceed 11 members from the SNH CoC Board:

- **2 Co-Chairs of the SNH CoC Board;**
- **2 Co-Vice Chairs of the SNH CoC Board;**
- **Each of the 5 Working Group Champions; and**
- **2 Community Stakeholders.**

Executive Committee



- **NEW SECTION 4.4 (continued)...**

4.4.3 Membership - The Executive Committee will consist of a minimum of 9 members but not to exceed 11 members from the SNH CoC Board. At a minimum, the Executive Board will be made of up the 2 Co-Chairs of the SNH CoC Board; 2 Co-Vice Chairs of the SNH CoC Board; each of the 5 Working Group Champions; and 2 Community Stakeholders. The Executive Committee will select the at large members from the SNH CoC Board in conjunction with the transition of the Co-Chairs and Co-Vice Chairs. The CoC Coordinator is technical support to the Executive Committee.

SNH CoC Board Meetings



- Revised Language...

5.2.1 Regular Board meetings are held **no fewer than 6 times per year monthly** on the day designated in the Public Notice. The Co-Chairs may cancel up to **3 2** meetings per calendar year.

Notice



- **Revised Language...**

5.5.1 Written notice of all regular and special meetings of the SNH CoC Board shall be given by or under the direction of the Co-Chair(s), or in the absence of the Co-Chair(s), to give notice by the Co-Vice Chair(s) as required by NRS Chapter 241 (Open Meeting Law). A copy of all meeting notices shall be filed with the records of the **Regional Initiatives Office Collaborative Applicant.**

Meeting Agenda



- Revised Language...

5.6.1 A written agenda of matters to be discussed at each meeting along with supporting documentation for all action and discussion items shall be delivered to members of SNH CoC Board at least five (5) business days prior to a meeting. ~~by direction of the Board Co-Chairs, Co-Vice Chairs and/or Executive Committee and Regional Initiatives Office.~~ Each agenda shall clearly specify all matters to be acted upon.

Meeting Agenda



- Revised Language...

5.6.2 CoC members and/or SNH CoC Board Members may submit a request for an item to be agendized **in writing** to one of the Co-Chairs **or the Executive Committee** to be considered for a future meeting.

5.6.3 The Executive Committee will be responsible for reviewing, coordinating and tracking agenda items brought before the SNH CoC Board.

Minutes of SNH CoC Board Meetings



- Revised Language...

5.7.1 Accurate minutes of the proceedings of all SNH CoC Board meetings shall be prepared in accordance with NRS Chapter 241 (Open Meeting Law) and approved by SNH CoC Board. Minutes shall be filed with the **Regional Initiatives Office Collaborative Applicant**.

Records



- Revised Language...

5.8.1 All records of the SNH CoC Board shall be housed in a central records depository with the ~~Regional Initiatives office~~ Collaborative Applicant and shall be available for inspection in accordance with NRS Chapter 239 (Public Records) during normal business hours and retained per the NRS per Retention Policies.

Approval of Financial Items



- Revised Language...

6.3.1 Financial items require a super-majority (two-thirds) vote of SNH CoC Board to pass an action, as it relates to either a budgetary matter or a matter that involves public money and private contributions. ~~With regards to the proposed Regional Homeless Coordination Interlocal Agreement budget, a majority vote of Jurisdictional Stakeholders sitting on the SNH CoC Board will be required. (Reference Appendix F)~~

Comprehensive Annual Budget



- Revised Language...

6.4.1 The ~~Regional Initiatives Office Collaborative Applicant~~ shall ~~develop~~ compile a comprehensive annual budget as it relates to all regional efforts to end homelessness to present to SNH CoC Board. The ~~Regional Initiatives Office Collaborative Applicant~~ will present twice a year a budget expenditure report to SNH CoC Board.

Regional Coordination / Administration



- Complete rewrite of ARTICLE 8...

Article 8.1 REGIONAL COORDINATION / ADMINISTRATION

Regional Coordination / Administration



- **COC Support**
 - ✓ assigned to SNH CoC Board
- **SNH CoC Board Support**
 - ✓ assigned to Collaborative Applicant
- **Executive Committee Support**
 - ✓ assigned to the Planning Working Group
- **Working Groups and Ad Hoc Committees Support**
 - ✓ responsible for providing their own support

Regional Coordination / Administration



- **SNH CoC Board Agenda Setting**
 - ✓ assigned to the Executive Committee
- **Strategic Planning Framework**
 - ✓ assigned to the Executive Committee
- **Media Contact**
 - ✓ assigned to the Evaluation Working Group

Regional Coordination / Administration



Article 8.1 REGIONAL COORDINATION / ADMINISTRATION

8.1.1 In the spirit of the HEARTH Act; the administration and facilitation of regional work to end homelessness in Southern Nevada, various roles and responsibilities will be shared among the respective jurisdictional stakeholders and community stakeholders to coordinate, facilitate and complete the necessary work.

8.1.2 For a complete listing of CoC members/agencies assigned to the SNH CoC Board, Executive Committee, Working Group Champions and Ad-Hoc Working Group Champions, reference Appendix M.

Regional Coordination / Administration



8.2 Continuum of Care (CoC)

8.2.1 The SNH CoC Board supports the CoC and is the official board acting on behalf of the Continuum of Care to address all related business requiring direction and/or formal actions in furthering the mission to end homelessness in Southern Nevada.

Regional Coordination / Administration



8.3 SNH CoC Board

8.3.1 The Collaborative Applicant will provide the basic administrative support (i.e., posting agendas, meeting minutes, and basic financial status/updates) for the SNH CoC Board. ~~efforts of the Regional~~

8.3.1.1 **Posted agendas** should include location, date and time, public comment portions in accordance with NRS Chapter 241 (Open Meeting Law) and should indicate the type of action that may be taken on each item (i.e., formal vote of approval/denial, majority vote when warranted, receive report, no action necessary, etc.) as applicable.

8.3.1.2 **Minutes** - Accurate minutes of the proceedings of all SNH CoC Board meetings shall be prepared and filed with the records of the ~~Regional Initiatives Office~~-Collaborative Applicant.

Regional Coordination / Administration



8.3 SNH CoC Board (continued)

8.3.1.3 **Records** - All records of the SNH CoC Board, ~~work groups and ad hoc groups as well as current Rules of Practice and Procedure,~~ shall be housed in a central records depository with the ~~Regional Initiatives Office Collaborative Applicant~~ and shall be available for inspection during normal business hours.

8.3.2 The ~~Regional Initiatives Office Collaborative Applicant~~ will serve as the ~~is the~~ steward and custodian of regional output and information on homelessness in the Southern Nevada region.

Regional Coordination / Administration



8.3 SNH CoC Board (continued)

8.3.2.1 **Published Reports, Plans and Analysis** - Published or final reports, plans and analysis are available to the public via helphopehome website, which include, but are not limited to:

8.3.2.1 (A) Annual Census Report

8.3.2.1 (B) Action ~~Strategie~~ Plans

8.3.2.1 (C) Gaps Analysis

8.3.2.1 (E) HelpHopeHome Plan (Regional Plan to End Homelessness)

8.3.2.1 (F) Annual Homeless Assessment Report (AHAR)

8.3.2.1 (G) Grants Inventory Worksheet

8.3.2.1 (H) SNH CoC Strategic Plans

8.3.2.1 (I) Housing Inventory Chart (HIC)

8.3.2.1 (J) HUD Continuum of Care Consolidated Application

Regional Coordination / Administration



8.4 Executive Committee

8.4.1 The Planning Working Group Champion(s) will provide the basic administrative support to the Executive Committee by providing logistical, technical and administrative support.

8.4.2 The Planning Working Group Champion(s) is the steward and custodian of Executive Committee output and information on homelessness.

Regional Coordination / Administration



8.5 Working Groups and Ad Hoc Committee

8.5.1 Each of the Working Group Champion(s) are responsible for their own logistical, technical and administrative support.

Regional Coordination / Administration



8.6 Collaborative Applicant

8.6.1 The Collaborative Applicant shall be responsible for coordinating the CoC funding, application process and reporting process.

8.6.2 The ~~Regional Initiatives Office~~ Collaborative Applicant will serve as the ~~is the~~ steward and custodian of regional ~~output and information on homelessness in the Southern Nevada region.~~ The ~~Regional Initiative Office of~~ budgetary and financial matters as it pertains to the CoC.

Regional Coordination / Administration



8.6 Collaborative Applicant (continued)

8.6.2.1 **Budget** - Prepare a comprehensive annual **CoC** budget for review by SNH CoC Board that includes, but is not limited to:

8.6.2.1 (A) **Homeless Trust Fund**

8.6.2.1 (B) Federal, State and Local Grant Funding

8.6.2.1 (C) **CoC Grant Funds**

8.6.2.1 (D) Jurisdictional Contributions **through Interlocals** (direct allocations)

8.6.2.1 (E) Jurisdictional **and Stakeholder** Contributions (**direct and** indirect support to homeless efforts)

Regional Coordination / Administration



8.6 Collaborative Applicant (continued)

8.6.2.2 **Regional Homeless Coordination Interlocal Agreement Coordination** - The ~~Regional Initiatives Office~~ Collaborative Applicant shall coordinate the Interlocal Agreement when applicable between the participating stakeholders.

Regional Coordination / Administration



8.7 Continuum of Care (CoC) Coordinator

8.7.1 The Continuum of Care Coordinator (CoC) is responsible for coordinating key business items (particularly Federal mandates) on behalf of the CoC and SNH CoC Board and ensuring stakeholders are convened to get business done through a consensus model.

8.7.2 The CoC Coordinator is responsible for ensuring that all HUD mandated reports are submitted in a timely fashion.

Regional Coordination / Administration



- Deleted Sections...

~~Section 8.8 Regional Initiatives Office~~

~~Section 8.9 Administration and Facilitation~~

~~Section 8.10 Facilitation and Regional Coordination including
Champion assigning Champions~~

~~Section 8.11 Organizational Reporting for the Regional Coordinator~~

~~Section 8.12 Performance~~

~~Section 8.13 Interview Process~~

~~Section 8.14 Hiring, Funding and Ratification of the Regional
Coordinator~~

Official Communication and Representation



- Revised Language...

9.1.1.4 This does not preclude the SNH CoC Board, **Executive Committee**, any of the working groups, or the ad-hoc committees, ~~or the Regional Initiatives Office~~ from using the logo, stationery and/or branding to further the work of the CoC.

Media Contact and Public Information



- Revised Language...

9.2.1 The ~~Regional Initiatives Office~~ Community Engagement Working Group shall maintain positive media relations and accurate public information messages. Prior to the release of information or communicating to the media the ~~Regional Initiatives Office~~ Community Engagement Working Group or any CoC member shall first consult with the Public Information Officers of the participating local jurisdictions and the SNH CoC Board Co-Chairs. The Community Engagement Working group shall inform the Executive Committee of all media inquiries.

Appeals



- **Revised Language...**

17.1.1 Any agency who wishes to appeal a recommendation that will be considered by the SNH CoC Board shall submit their request in writing to the **Regional Initiatives Office** one of the Co-Chairs of the SNH CoC Board **or the Executive Committee**. Every effort will be made for the appeal to be heard on the next available agenda and if need be, a special public meeting will be scheduled.

APPENDIX



- **NEW Appendix...**

Appendix M: Members, Board Members, Assignments & Admin/Technical Support

*“Reference **Appendix M** to review the current listing of CoC members/agencies assigned to the SNH CoC Board, Executive Committee, Working Group Champions and Ad-Hoc Working Group Champions.”*

Time Schedule



SNH CoC Board Presentation and Review
November 11, 2015

SNH CoC Board acceptance and approval
December 10, 2015

SNH CoC Board recommendation to the
CoC for approval
December 10, 2015

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