

SOUTHERN NEVADA HOMELESSNESS CONTINUUM OF CARE (SNHCOC)

**HUD CONTINUUM OF CARE
LOCAL COMPETITION POLICIES AND PROCEDURES
APPROVED MAY 13, 2024**

TABLE OF CONTENTS

| | |
|---|-----------|
| I. BACKGROUND AND PURPOSE | 2 |
| II. CONTINUUM OF CARE STRUCTURE AND ROLES | 3 |
| A. WHAT IS THE CONTINUUM OF CARE? | 3 |
| B. COC BOARD | 3 |
| C. COC COMMITTEES AND WORKING GROUPS | 4 |
| D. COLLABORATIVE APPLICANT | 4 |
| E. SCORING AND RANKING TEAM | 5 |
| F. CONFLICTS OF INTEREST | 6 |
| III. LOCAL COMPETITION OVERVIEW AND REQUIREMENTS | 7 |
| A. COMPETITION OVERVIEW | 7 |
| B. PROCESS REQUIREMENTS | 7 |
| C. THRESHOLD REQUIREMENTS | 8 |
| IV. LOCAL COMPETITION PROCESS | 9 |
| A. PRE-NOFO PREPARATION | 9 |
| B. LOCAL COMPETITION OPENING | 10 |
| C. SCORING AND RANKING PROCESS | 11 |
| D. APPEALS PROCESS | 13 |
| V. GLOSSARY | 15 |
| VI. APPENDIX | 18 |

I. Background and Purpose

Each year, the United States Department of Housing and Urban Development (HUD) releases funding through the Continuum of Care (CoC) Program to assist people at imminent risk of or experiencing homelessness. To apply for CoC funding, communities must establish a Continuum of Care entity consisting of the stakeholders involved in the local effort to prevent and end homelessness. In the Southern Nevada region, the CoC is the Southern Nevada Homelessness Continuum of Care (SNHCoC), and SNHCoC is responsible for preparing the annual application for HUD CoC funding.

To launch the competition, HUD issues an annual CoC Notice of Funding Opportunity (NOFO) which outlines the funding available and general requirements of the process. The SNHCoC is responsible for developing and implementing a local process that aligns with the NOFO, soliciting project applications, rating and ranking proposals, and submitting the community's Consolidated Application, which contains the project proposals that were successful in the local competition.

These *Local Competition Policies and Procedures* highlight how the local competition works, including the strategic direction and priorities reflected in the local competition, basic CoC program requirements, the application process for new and renewing projects, and how applications are scored and selected for the Consolidated Application. The policies also provide an overview of the structure and functions of the Continuum of Care for organizations and stakeholders who may be new to the process. These policies are updated annually to reflect any changes in local CoC policies or structure as well as new information or guidance reflected in that year's NOFO announcement.

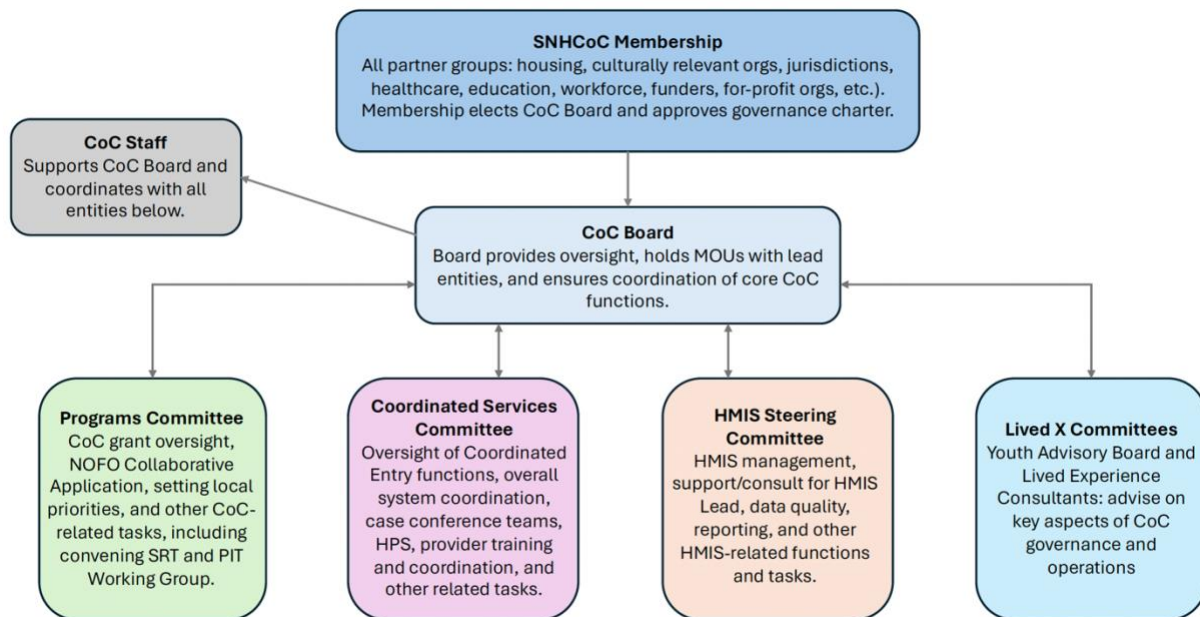
Please refer to the Glossary for definitions of key terms.

II. Continuum of Care Structure and Roles

To receive HUD CoC funding, every Continuum of Care must establish a governance structure that is codified in a Governance Charter. The SNHCoC Governance Charter is included as an appendix to this document. This section summarizes the sections of the charter most relevant to the local NOFO competition.

A. What is the Continuum of Care?

The Continuum of Care consists of a Governing Board, three Core Function Committees, two People With Lived Experience Committees, other ad-hoc Working Groups, and a general membership of interested stakeholders. CoC members are expected to work collaboratively toward the mission of the CoC, including attending quarterly meetings, electing CoC leadership, and participating in committees, events, and initiatives.



B. CoC Board

The CoC Board acts on behalf of the Continuum of Care and formally approves decisions recommended by general membership. For the purposes of the NOFO competition, the CoC Board provides overall strategic direction for the local competition, approves these Local Competition Policies and Procedures to ensure that they reflect community priorities, and approves the contents of the Consolidated Application, including the Priority List of Ranked Projects.

The Governing Board consists of 15 voting members and three ex-officio, non-voting members.

Voting members include:

- One youth with lived experience, elected by the Youth Advisory Board
- Two adults with lived experience elected by the Lived X Consultants Group
- Eight seats nominated at large: partners with vested interest in CoC Goals; business representation (recommended ex: Gaming Stakeholders); homeless service providers; transportation efforts
- City of Las Vegas: appointed seat
- City of Henderson: appointed seat
- City of North Las Vegas: appointed seat
- Clark County: appointed seat

| CoC Board (15 Voting Members; 3 Ex-Officio Members) | | | | | | |
|---|-------------------------|----------------------------------|-------------------|-----------------------------|---------------|----------------------------|
| Lived Expertise | | Community Representative | Consolidated Plan | Ex Officio (non-voting) | | |
| Youth Advisory Board (1) | Lived X Consultants (2) | CoC Member-Elected Positions (8) | Jurisdictions (4) | Collaborative Applicant (1) | HMIS Lead (1) | Coordinated Entry Lead (1) |

C. CoC Committees and Working Groups

The SNHCoC includes three Core Function committees: the HMIS Steering Committee, the CoC Programs Committee, and the Coordinated Services Committee. Each is tasked with conducting a central CoC responsibility and consists of CoC members with specialized expertise related to that responsibility.

Of the Core Function Committees, the CoC Programs Committee holds primary responsibility for overseeing the NOFO competition and evaluating the performance of CoC-funded programs. Among their NOFO-related tasks are ensuring the preparation of a high-quality CoC application and assembling an unconflicted and qualified Scoring and Ranking Team to score individual project applications.

D. Collaborative Applicant

The Collaborative Applicant is the entity responsible for preparing and submitting a consolidated application on behalf of the Continuum of Care in the annual HUD NOFO

competition. Clark County Social Service (CCSS) acts as Collaborative Applicant for the SNHCoC, applying for funding on behalf of the Southern Nevada Homelessness Continuum of Care (NV-500).

In order to conduct the local NOFO competition, the SNHCoC Collaborative Applicant (CCSS) works in partnership with a third-party facilitator. The local competition must be conducted by a third-party facilitator because CCSS serves both as the Collaborative Applicant and an applicant in the local competition, so leading the local competition would be a conflict of interest. The Third-Party Facilitator coordinates all aspects of the local competition, including conducting the Bidders Conference, providing technical assistance to applicants throughout the process, and facilitating the Scoring and Ranking process.

E. Scoring and Ranking Team

The Scoring and Ranking Team (SRT) is a time-limited committee that plays a central role in the local competition, tasked with reviewing and scoring all renewing and new project applications that are submitted as part of the annual local NOFO competition, the SRT ensures that the SNHCoC maximizes the competitiveness of its project applications for NOFO funding and recommends the most competitive applications. The SRT strives to maximize incoming funding across Tier 1, Tier 2, and Bonus offerings as described in the NOFO announcement. The SRT considers short- and long-term implications to the SNHCoC's system of care due to addition, removal, or reallocation of any individual project on the priority listing.

The CoC Board or designee must recruit a Scoring and Ranking Team of up to fifteen persons. A maximum of twelve members will serve as the primary SRT, with a remaining three asked to serve on the Appeals Committee. Recruitment is focused on CoC members, Board members and community partners representing a cross-section of stakeholders that are not themselves applicants or otherwise conflicted for a given year's HUD CoC funding. The CoC Program Committee maintains contact with adjacent agencies in homelessness response to ensure enough CoC members are available year-to-year.

The Scoring and Ranking team must be qualified, committed, and unconflicted in order to perform their duties successfully. More specifically, SRT members must be:

- Generally familiar with regional homelessness and housing issues.
- Broadly representative of relevant sectors, subpopulations, and geographic areas.
- At least one member of the SRT must have lived expertise/experience of homelessness.
- Equipped to review applications according to the best interests of persons experiencing homelessness locally.

- Available for the time required, including the time needed to attend the SRT training, carefully review and a packet of approximately 10-15 proposals, and participate in a full day of deliberation activities in the final scoring and ranking discussions.
- Non conflicted, as described below in the Conflicts of Interest section.

Prior to the annual scoring and ranking process, the third-party facilitator will train the appointed SRT on its role, the local competition's scoring tools, and additional resources for evaluation.

F. Conflicts of Interest

Any CoC members involved in the Scoring and Ranking process must avoid any real or perceived conflicts of interest.

To avoid conflicts of interest on the Scoring and Ranking Team, all SRT members must be:

- Not currently or recently (in last 12 months) employed by an organization or jurisdiction that is a grant recipient or applying for funds.
- Not a family member or partner to someone currently or formerly employed (in last 12 months) by an organization or jurisdiction that is a grant recipient or applying for funds.
- Committed to neutrality: They shall report any other actual or perceived conflicts of interest to the CoC Program Committee prior to any scoring or deliberation activities.
- Willing to sign the Confidentiality and Conflict of Interest Agreement prior to participating in SRT activities.

Members of the CoC Board must also avoid real or perceived conflicts of interest. More specifically, any CoC Board Member must recuse themselves from voting on the Priority List if they:

- Were recently (in last 12 months) employed by an organization or jurisdiction that is a grant recipient or applying for funds.
- Are a family member or partner to someone currently or formerly employed (in last 12 months) by an organization or jurisdiction that is a grant recipient or applying for funds.
- Have any other actual or perceived conflicts of interest pertaining to the CoC competition.

Any CoC Board member recusing themselves from voting on the Priority List must provide the reason for the recusal.

III. Local Competition Overview and Requirements

A. Competition Overview

There are two primary types of project application for the NOFO Competition. There are also some “exception” applications that are treated differently, as described below.

- Renewal Projects, which are already funded and are applying for ongoing funding. Renewal projects are evaluated and scored based upon objective data collected from Annual Performance Reports (APRs) and regular project monitoring that takes place throughout the year, as well as subjective data that is presented in project applications, typically in narrative format. APR data is pulled from the Homeless Management Information System (HMIS), except for organizations serving victims of domestic violence that do not participate in HMIS. DV providers will extract data from their HMIS-compatible databases for the purpose of project evaluation.
- New Projects, which are newly proposed programs that do not yet receive CoC funding. New Projects are scored based upon information submitted during the application process, including basic program information and descriptive narratives.
- Exceptions:
 - Renewal projects in their first year of funding are unlikely to have complete data. These projects are "held harmless" for a single year and placed at the bottom of Tier 1 in the Priority Listing.
 - Projects that were consolidated in the prior year may not have a full year of data for the consolidated project. In this situation, data from the two components projects will be merged, even if one of the projects has less than a year of data. Existing projects consolidated with new projects that have not yet started (i.e. new projects that are expansions of existing projects) will be evaluated based on data from the existing project).
 - HMIS and Coordinated Entry projects seeking renewal funding are not scored and are placed at the top of Tier 1.
 - Projects that are transitioning from one program type to another will be treated as new projects for purposes of Scoring and Ranking. Transitional projects are subject to the New Project Scoring tool and application process.

B. Process Requirements

- Applicants must follow guidelines of the local process. Timelines, application revisions, and other changes introduced by HUD may occur suddenly. The Collaborative Applicant and Third-Party Facilitator will communicate with community stakeholders via e-mail and public posting on the [Help Hope Home website](#) to update the community on any competition or timeline developments.
- Applicants must complete Phases 1 and 2 of the application process. In 2024, there will be a

two-phased local competition process and participation in Phase 1 is required for any organization planning to submit a full application in Phase 2, and Phase 2 is required for any application to be included in the Consolidated Application that goes to HUD.

- All applicants must attend the Bidders Conference at the start of Phase 2 of the NOFO process. The Training will provide essential information for all applicants. The session will be recorded but potential applicants are strongly encouraged to attend.
- All applications must be submitted through the Zoom Grants platform. Instructions will be provided and posted publicly.
- The CoC Board or designee may solicit additional applications if there are not enough new project applications to request the full allocation of CoC funding from HUD. This may happen after the local application deadline has passed. This ensures that the SNHCoC's Consolidated Application requests the maximum HUD funding possible. Any applications received after the deadline will be ranked at the bottom of Tier 2.

C. Threshold Requirements

All applications must meet threshold requirements to be reviewed and scored by the SRT. These include:

- New Applications: All new applications must:
 - Serve CoC-eligible populations.
 - Request funding for CoC-eligible activities.
 - Be an allowable CoC project type.
 - Be familiar with and aligned with the Housing First approach.
 - Be prepared to provide match funding for their program.

Each of the requirements listed above is spelled out in greater detail in the application instructions and discussed at the Bidders Conference.

Agencies that intend to submit a new project application must also demonstrate sufficient organizational bandwidth and infrastructure by providing recent audited financial statements.

- Renewal Applications: All renewal applications are expected to have received 80 points or higher on their 2023 project monitoring compliance score. They must have recent audited financial statements without unresolved findings. Any organization that does not meet these requirements may have to provide additional explanation and/or may be subject to partial or full reallocation.

IV. Local Competition Process

The local competition process consists of the following steps.

A. Pre-NOFO Preparation

In the weeks and months leading up to the NOFO release, the SNHCoC takes several steps to prepare for the competition. These are taken to meet HUD requirements, maximize the competitiveness of the CoC's consolidated application, and ease the burden of the local competition on grantee organizations. These steps include:

- Program Monitoring: HUD requires that all CoCs conduct regular monitoring of all CoC-funded programs to ensure compliance with HUD regulations and provision of high-quality services. The monitoring process consists of a thorough review of program policies and procedures, client files, HMIS records, and other data sources. The monitoring process yields a monitoring score for each project which applicants have the opportunity to correct as needed, but which cannot be changed once the monitoring process is closed. Project monitoring takes place outside of the NOFO competition and scores are calculated before the annual NOFO competition.

The SNHCoC is in the process of restructuring the monitoring process. For the purposes of the 2024 competition, monitoring compliance scores will be carried over from the 2023 competition. In future years, monitoring scores will be pulled from the new monitoring process.

- Planning and Priority Setting: The CoC is responsible for making a set of planning and prioritization decisions to prepare for the NOFO competition. The CoC must determine the community needs and priorities to be factored into the local competition. These needs and priorities are proposed by the CoC Program Committee and incorporated into proposed NOFO Local Competition Policies and Procedures. In 2024, due to the restructuring of the CoC leadership, the priorities listed below were carried over from 2023. The CoC Board or designee may add additional priorities upon review and approval:
 - In 2024, the CoC will invite new applications for housing projects [Permanent Supportive Housing (PSH), Rapid Rehousing (RRH), or Joint Transitional-Rapid Rehousing (TH-RRH)].
 - The CoC will not consider new applications for Coordinated Entry or HMIS programs in 2024.

The Local Competition Policies and Procedures are posted publicly on the Help Hope Home [website](#) for a period of community review and feedback, then approved by the CoC Board. If these documents are approved prior to the NOFO competition, they may require updates to the Board if HUD introduces significant changes in the NOFO announcement.

- Pre-NOFO Applicant Recruitment and Support: The CoC seeks to recruit new program providers every year and ensure that new applicants are prepared for the competition and qualified to operate a CoC-funded program. This includes conducting outreach to prospective applicants and hosting an informational Technical Assistance session to introduce interested organizations to the process, explain the requirements associated with CoC funding, and help them determine if their agency has the bandwidth and infrastructure to submit a competitive application. This session is not mandatory but is highly recommended. Recruitment and outreach are typically conducted by the Collaborative Applicant and the CoC Board and the Technical Assistance session is conducted by the Third-Party Facilitator.
- Phase 1 of Local Application: When possible, Phase 1 of the local competition takes place before the NOFO is released to reduce the burden of the local competition on applicant organizations and ensure the eligibility and competitiveness of all new applications. Phase 1 Application materials are submitted through the *Zoom Grants* online platform.
 - Phase 1 for Renewal Projects: For renewal applications, the Third-Party Facilitator gathers recent performance and compliance data from all renewal projects to calculate scores in advance of the competition. This includes monitoring scores and other objective factors that they can be calculated without SRT input. They will also confirm that all renewal projects pass threshold review. Renewal projects will receive their pre-scores after Phase 1.
 - Phase 1 for New Projects: Any organization seeking to submit a new project application must submit key documentation during Phase 1 to demonstrate that their proposed project is eligible and appropriate for CoC funding and that their agency has the infrastructure and bandwidth to manage CoC funding. New Projects must be approved during Phase 1 in order to submit a full application in Phase 2.
- SRT Recruitment: As the NOFO competition nears, the CoC Board or designee will begin to recruit the Scoring and Ranking Team, who will be responsible for reviewing and scoring project applications. SRT members must be qualified, committed, and non-conflicted, and must have the time needed to thoroughly review all applications and participate in Deliberation Day activities. Recruitment of the SRT will typically extend into the NOFO competition period, as the competition dates must be finalized before SRT members commit. More information about the SRT process is in Section IV.C. of this document.

B. Local Competition Opening

Once HUD releases the NOFO, the main local competition process can begin. Steps include:

- CoC Board Review of NOFO Timeline and Policy Updates: The Third-Party Facilitator will prepare a detailed NOFO competition timeline, which includes all important dates for Board approvals and key deadlines. They will also make any necessary updates to the Local Competition Policies and Procedures. These documents are reviewed and approved by the CoC Board then posted to the [Help Hope Home website](#). As part of approval, the CoC Board grants the Third-Party Facilitator and Collaborative Applicant the authority to make minor changes to the policies as needed to align with the NOFO. Significant changes will require the approval of the CoC Board or designee. The Third-Party Facilitator or Collaborative Applicant will provide monthly updates for the CoC Board throughout the NOFO competition.
- Zoom Grants Opens for Phase 2 Applications: The *Zoom Grants* platform will open for Phase 2 in accordance with the approved NOFO timeline. Applicant organizations will submit a full application for each renewal project and new project for which they intend to apply for funding.
- Technical Assistance for Applications: The Third-Party Facilitator will host a mandatory Bidders Conference/Technical Assistance session for all applicants to introduce them to Phase 2 of the application process and answer questions. They will also provide technical assistance and support throughout the competition by hosting office hours and posting responses to Frequently Asked Questions up until the competition closes.

C. Scoring and Ranking Process

Once Phase 2 of the application process is closed, all applications will be scored and ranked according to the following process.

- New Project Threshold Review: The Third-Party Facilitator will conduct a threshold review for all new applications. Applications that do not pass the threshold review will not be reviewed by the SRT.
- SRT Training: As soon as possible once the competition closes, members of the SRT will receive a packet of materials to conduct their review, including the applications assigned to them, scoring sheets, and instructions. They will participate in a training led by the Third-Party Facilitator to guide them through the SRT process.
- SRT Review and Preliminary Scoring: Each member of the SRT will complete a review of their assigned applications and prepare initial scores with the scoring sheets. The third-party NOFO facilitator is available during the review period to answer questions and provide guidance. They submit their completed score sheets to the third-party NOFO facilitator upon completion of the review.

- Priority List: Once scoring is complete, the Third-Party Facilitator compiles the scores and orders all project applications (new and renewal) from highest to lowest ranking in a Priority Listing, and in accordance with HUD’s two-tier system according to CoC NOFO guidelines. The cut-off point between the Tiers is dictated by the given year’s HUD CoC NOFO announcement. All projects are ranked according to score in the Priority Listing, with the exception of renewal projects supporting HUD-mandated systems (i.e. HMIS, SSO-CE), which are automatically ranked atop Tier 1 and first-year renewals without a full year of data, which are held harmless at the top of Tier 1.
- Deliberation Day: The SRT gathers in person for a full-day session of further review and deliberation. This is a closed-door session for the SRT and facilitators only. It is held in-person but can be made virtual if essential (e.g. during a pandemic). At this session, the Third-Party Facilitator presents the preliminary results to the SRT and facilitates a discussion to ensure that the preliminary results reflect the strategic goals of the NOFO and will result in a competitive consolidated application. Reviewers have the opportunity to revise their scores during Deliberation Day.

If two projects earn the same score, resulting in a rank that places either project at risk of losing its funding (straddling or wholly within Tier 2 of the Priority Listing), Scoring and Ranking team will use the following tie-breakers until the tie is broken:

- Greatest alignment with local priorities.
- The highest monitoring score.
- The highest local application score.
- Other considerations to be determined by the SRT.

On Deliberation Day, the SRT has the authority to re-order the list regardless of score order under the following circumstances:

- New projects may be moved below renewal projects to preserve existing system capacity (i.e. prevent renewal projects from placing in Tier 2).
- Renewals may be re-ordered to preserve capacity for special populations or other programs that meet a “niche” need.
- Projects within Tier 2 may be re-ordered to maximize overall funding for the CoC, taking into consideration the placement in Tier 2 and the amount of funding requested.

The SRT may also make reallocation decisions on Deliberation Day. HUD prioritizes CoCs that reallocate funds from underperforming projects, as a means to better fulfill local needs and improve CoC-wide performance, without negatively affecting the Annual Renewal Demand. In addition to approving voluntary reallocations submitted within local project applications, the SRT may choose to reallocate funds from underperforming renewal projects to be made available for other project applications. The SRT may also ask new project applicants to decrease or increase their budgets to ensure that the new projects submitted are maximizing available bonus funding without going over the available amounts.

- Priority Listing Released: At the end of Deliberation Day, the proposed Priority List is posted publicly. The following day, CoC members and applicant agencies are invited to a public meeting at which the Priority Listing is discussed and the SRT members provide general feedback. If logistically possible, this meeting will be both in-person with a virtual option. The SRT has the option of following this public discussion with a closed-door session if any further discussion or review is needed. The SRT then moves forward with a final proposed Priority List for CoC Board Approval.
- Appeals Process: In certain cases, applicants may appeal their ranking on the Priority Listing. Please see the Appeals Process below for details. The CoC Board cannot approve a Priority Listing until any appeals have been resolved.
- CoC Board Approval of Priority Listing: Once any appeals have been resolved, the CoC Board meets to vote on a final Priority Listing. The listing approved by the CoC Board will be included in the SNHCoC Consolidated Application for HUD funding. SRT conflict of interest rules, as described above, apply in kind to SNHCoC Board members, when voting upon the finalized Priority Listing.

D. Appeals Process

Appeals are limited to projects that have been:

- Reallocated in part or in full.
- Ranked in Tier 2.

Appeals may only be submitted if the applicant believes that one or more of the following has taken place:

- An application was not evaluated according to the published local NOFO process.
- There was a scoring error made by the SRT.
- An application was evaluated in a way that violates HUD regulations.

The following are NOT grounds for appeal:

- Errors or omissions by the applicant.
- Dissatisfaction with Project's scores.
- Need for funds.

Appellate review is limited to the information submitted prior to the local application due date. New material submissions beyond the appeal itself will not be accepted or considered. Appeals must be received by the established local competition appeals deadline. A project must notify the CoC of its intent to appeal in writing by sending an email to HelpHopeHome@ClarkCountyNV.gov. All appeals must be received within three business days of the notification of project rankings.

An appeal consists of a written statement asserting grounds for reconsideration, submitted by an individual authorized to represent the agency. An appeal must not exceed two pages typed, in 12-point font.

The CoC Board or designee will appoint an Appeals Committee of four members. Three voting members will be appointed concurrent to SRT appointments. The fourth non-voting member will be an SRT member intended to provide context on the SRT's scoring decisions. SRT conflict of interest rules, as described above, apply in kind to Appeals Committee members.

The Appeals Committee is restricted in its review to the matters asserted in a project's appeal. An appeal hearing will include a set amount of time (no more than one hour) for the organization representative(s) to present a case and participate in a discussion with the Appeals Committee. The applicant is required to attend the appeal hearing in order for the appeal to be considered. Failure to appear for the hearing will result in loss of the opportunity to present their case.

The Appeals Committee will render determinations within two business days and notify the applicant(s) in writing of outcomes.

V. Glossary

Annual Performance Report: Recipients with HUD funding received through CoC homeless assistance grants are required to submit an Annual Performance Report (APR) electronically to HUD every operating year. Data collection for the APR is aligned with the most recent version of the Homeless Management Information System (HMIS) Data Standards. The APR provides the grantee and HUD with information necessary to assess each grantee's performance and is used in the scoring of local applications. Projects that serve survivors of domestic violence are not required to enter data into HMIS, but must collect and manage data in a comparable database and provide performance information to satisfy all HUD requirements.

Annual Renewal Demand: The sum of the annual renewal amounts of all projects within the CoC eligible to apply for renewal in that fiscal year's competition, before any adjustments to rental assistance, leasing, and operating budget line items based on changes to the FMR.

Collaborative Applicant: The Collaborative Applicant is the entity responsible for preparing and submitting a CoC's consolidated application in response to HUD's annual Notice of Funding Opportunity (NOFO) for the Continuum of Care Program. Clark County Social Service (CCSS) acts as Collaborative Applicant for the SNHCoC, applying for funding on behalf of the Las Vegas/Clark County Continuum of Care (NV-500).

Consolidated Application: The CoC Consolidated Application consists of three parts, the CoC Application, the CoC Priority Listing, and all the CoC's project applications that were either approved and ranked or rejected. All three must be submitted for the CoC Consolidated Application to be considered complete.

Continuum of Care (CoC): The 2009 HEARTH Act amended the McKinney-Vento Homeless Assistance Act and established the Continuum of Care Program. The CoC Program Interim Rule, 24 CFR 578, published by HUD in 2012 formally implements the CoC Program. According to the Interim Rule, the CoC Program seeks to:

- Promote communitywide commitment to the goal of ending homelessness.
- Provide funding to quickly rehouse homeless individuals and families.
- Promote access to and utilization of mainstream programs.
- Optimize self-sufficiency among individuals and families experiencing homelessness.

Coordinated or Centralized Entry System: (as defined by HUD) means a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

eLOCCS: The electronic Line of Credit Control System (eLOCCS) is HUD's primary grant disbursement system, handling disbursements for the majority of HUD programs, including the CoC Program. Grant disbursements are facilitated via the Internet through the eLOCCS system.

Eligible Applicant: (as defined by HUD) a private nonprofit organization, State, local government, or instrumentality of State and local government.

e-SNAPS: The electronic grants management system used by HUD's Office of Special Needs Assistance Programs (SNAPS). This system supports the CoC Program applications for funding consideration and grant awards process for conditionally awarded projects under the HUD CoC Program.

Grant Inventory Worksheet: The Continuum of Care (CoC) Grant Inventory Worksheet (GIW) report is used to record all grants within a CoC's geographic area that are eligible for renewal funding in the upcoming CoC Program Competition. The GIW calculates an Annual Renewal Amount (ARA) for each project, which is the sum of each project's renewable budget line items (e.g., rental assistance, leasing, supportive services) and identifies the maximum renewal amount a renewal project applicant may apply for during the CoC Program Competition. The GIW report also calculates the CoC's Estimated Annual Renewal Demand (ARD), which is the sum of all ARAs within the CoC.

Homeless Management Information System (HMIS): HMIS is the 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. Each CoC is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards. The SNH CoC uses Clarity Human Services as its HMIS software. Data from HMIS or a comparable data base for victim services providers is used score renewal applications. Clark County Department of Social Services is the HMIS Lead Agency responsible for administering the HMIS on behalf of the CoC.

Housing First: A model of housing assistance that prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold).

Housing Quality Standards (HQS): The HUD minimum quality standards for tenant-based programs. HQS apply to the building and premises, as well as the unit.

HUD Continuum of Care Notice of Funding Opportunity (NOFO): HUD releases an annual Notice of Funding Opportunity (NOFO) to announce the start of each year's national competition for CoC funding.

Match: Cash and/or in-kind resources contributed by the CoC and ESG grant recipient as a condition of receiving CoC or ESG funding. All grant funds must be matched with an amount no

less than 25% of the awarded grant (excluding the amount awarded to the leasing budget line item). CoC Program recipients may also use program income as match.

Priority Listing: The Collaborative Applicant must either approve and rank or reject each Project Application, making sure to provide a justification for any rejection. The Collaborative Applicant must also rank all projects with a unique rank number prior to submitting the CoC Priority Listing to HUD.

New Project Application: New projects are those applying for the first time in a given year's CoC NOFO.

Project Sponsor: A project sponsor is the organization that is responsible for carrying out the proposed project activities. A project sponsor can be the applicant or a sub-recipient of the grant.

Reallocation: Reallocation as a process that CoCs use to shift funds in whole or part from existing eligible renewal projects to create one or more new projects without affecting the CoC's Annual Renewal Demand. Reallocation is most often used for unspent funds in existing grants or for projects that no longer meet the needs of the CoC, such as converting transitional housing to RRH. CoCs may use relocation to create new PSH, RRH, Joint TH/PH-RRH, HMIS or SSO for coordinated assessment.

Recipient: An applicant of CoC Program funds that executes a grant agreement with HUD for CoC Program funds. To be eligible to apply for CoC Program funds, an applicant must be a private nonprofit organization, State, local government, or instrumentality of State or local government, Indian Tribes and Tribally Designated Housing Entities (THDEs) (as defined in section 4 of the Native American Housing Assistance and Self-Determination Act of 1996 (25 U.S.C. 4103), and or a public housing agency as such term is defined in 24 CFR 5.100, are eligible without limitation or exclusion.

Renewal Application: Projects with existing HUD CoC contracts that expire in calendar year 2024, must submit a local application to have their funding renewed. Grant terms are generally one year and must be renewed annually through the local process.

Tier 1/Tier 2: HUD requires Collaborative Applicants to rank all projects in two tiers. Tier 1 is defined by HUD in the annual NOFO as a percent of the CoC's Annual Renewal Demand (ARD) determined by HUD on the final approved Grant Inventory Worksheet (GIW). Projects ranked in Tier 1 by the CoC can be confident they will get funded, assuming they CoC has done its due diligence in ensuring the project meets HUD's threshold requirements. Tier 2 is the difference between Tier 1 and the CoC's ARD plus any amount available for bonus (including the Domestic Violence Bonus). Tier 2 projects are not assured funding and compete nationally for an award.

VI. Appendix

Attached as an Appendix is the February 2024 SNHCoC Governance Charter.

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

I. Overview and Purpose

Continuums of Care are a federally-recognized, local, or regional planning body designed to promote a community-wide commitment to ending homelessness. This charter outlines the structure and decision-making process of the Southern Nevada Homelessness Continuum of Care (CoC), encompassing the entire geography of Clark County and four local consolidated planning jurisdictions: Las Vegas, North Las Vegas, Henderson, and Clark County.

This Governance Charter memorializes how the community will promote partnership and accountability to obtain the CoC mission and meet federally defined responsibilities of operating a HUD Continuum of Care as found in the [Continuum of Care Program Rule at §578 and its related HUD rules, regulations and notices](#).

Mission Statement

It is our mission to promote a community-wide commitment to ending homelessness. Through the collaborative efforts of people with lived experience of homelessness, nonprofit providers, and state, federal, and local government, we unite community resources to provide comprehensive support and services for people experiencing homelessness, and those on the brink of homelessness, ensuring a coordinated and holistic approach to address their individualized needs.

Vision Statement

The CoC strives to ensure that homelessness is rare, brief, one-time, and equitably addressed. To achieve this goal, we center racial equity, amplify the voices of people with lived experience of homelessness, and work together to implement comprehensive strategies to prevent and end homelessness in Southern Nevada.

Guiding Principles

We adhere to the belief that all persons are equal regardless of race, color, ethnicity, religion, sex, age, national origin, sexual orientation, gender identity, disability, health, education level, or any other basis. We recognize that certain groups are disproportionately impacted by homelessness and systemic barriers and strive to develop a system that centers equity for all populations. Our work and decision-making is driven by the following principles:

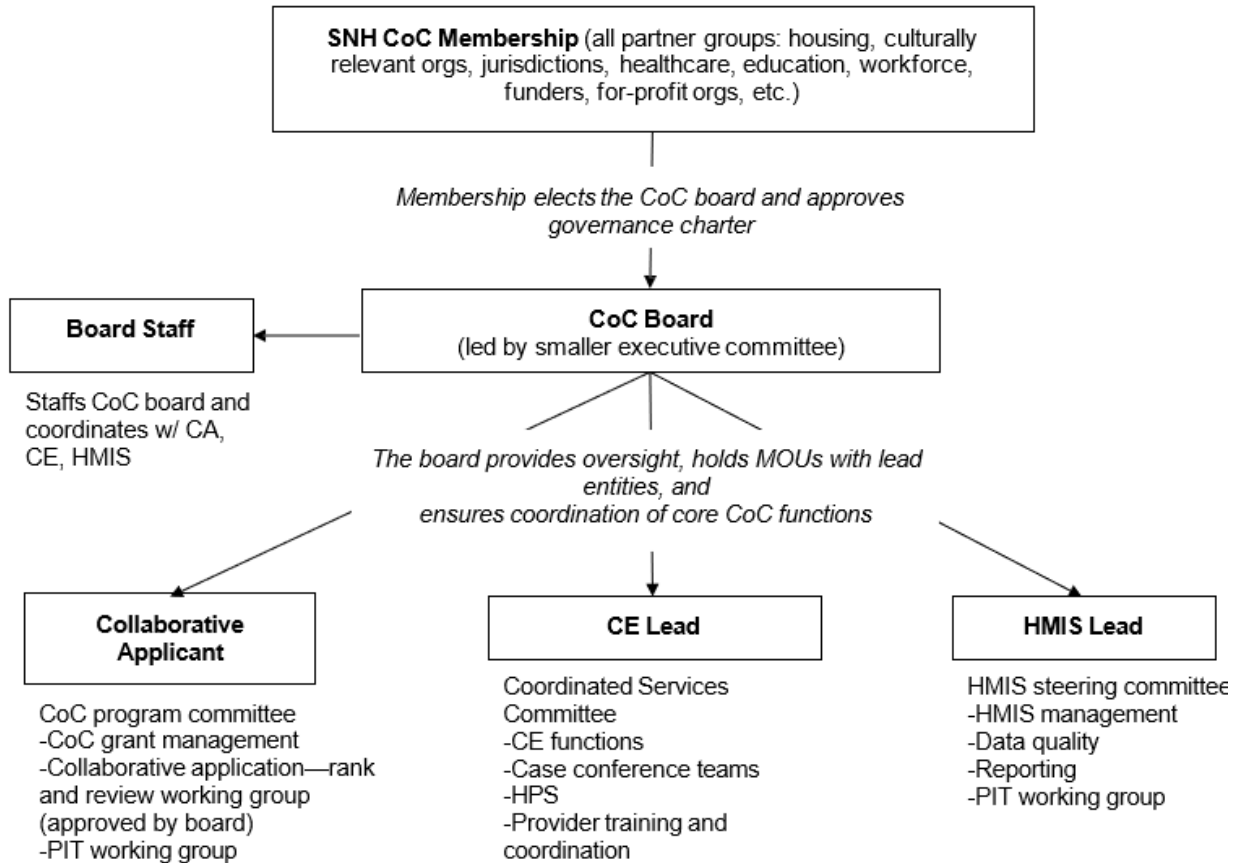
- Person-centered systems and practices
- Housing focus
- Inclusivity and diversity of perspective
- Transparency in community
- Equity
- Data-informed
- Action-oriented

II. CoC Composition and Structure

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

The CoC is composed of:

1. CoC general membership,
2. Governing Board,
3. Three CoC Core Function Committees (HMIS Steering, CoC Program Committee, and Coordinated Services),
4. People With Lived Experience Committees (the Lived X Consultants and the Youth Advisory Board), and
5. Other Community Working Groups.



Each part of the CoC’s composition is further detailed throughout this section.

1. General Membership

CoC membership is open to any individual or agency engaged in the CoC’s work. Individuals and agencies become formal CoC Partners by signing and submitting a CoC Membership Agreement (available on the [CoC HelpHopeHome website](#)). Members are welcome to join at any time and are required to renew their membership every two years. CoC member agencies must designate one person as the voting member for the agency. Additionally, it is encouraged that multiple individuals participate as non-voting members in the CoC’s activities. No minimum

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

or maximum number of non-voting members for the CoC exists. There are no term limits for CoC Members. The collaborative applicant will maintain the CoC membership list and listserv.

The CoC strives to include member representation from all of the following entities/sectors:

- Nonprofit homeless service providers
- People with Lived Experience of Homelessness
- Domestic violence victim service providers
- Faith-based organizations
- State government
- County Government
- City Government
- Community Leaders
- Public housing authorities
- Affordable housing developers
- Organizations that serve homeless and formerly homeless veterans
- BIPOC and People from Marginalized Communities
- ESG recipient agencies
- CoC recipient agencies
- Gaming industry
- Funders
- Law Enforcement
- Landlord (associations)
- Hospitals or Healthcare Providers
- Universities
- Mental Health Agencies
- School Districts (McKinney Vento Programming/Homeless Education Liaisons)
- Youth service provider
- Advocates

Invitation for new members

At least annually, Governing Board members and the general membership will be asked to review existing membership, identify gaps in equitable and sectoral representation of membership (to ensure we are serving the unique needs of those experiencing or at-risk of experiencing homelessness within Southern Nevada), and suggest additional partners or players in the community who are underrepresented and/or have a vested interest in the work of housing and homelessness to support the representation of those gaps. Collaborative Applicant staff will work with board members to reach out to individuals who could offer this representation to explain the CoC's mission and what participation entails and invite them to submit a CoC Membership application. This work will be coordinated by the Collaborative Applicant and a time-limited working group.

The Collaborative Applicant will also issue an annual public invitation for new members to join the Continuum of Care via posting on the CoC HelpHopeHome.org website and through the CoC listserv, encouraging recipients to share with others that may not be included.

The CoC recognizes and values the importance of addressing disparities to ensure everyone has access to the support and services they need, regardless of factors such as race, gender, socioeconomic status or other dimensions of identity. Individuals from the Youth Advisory Board and the Lived X Consultants provide an elevated voice for those with lived expertise of experiencing homelessness to the CoC, promoting a just and inclusive society to achieve equal outcomes and opportunities for all.

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

General Membership Expectations

All CoC Partners will agree to work collaboratively toward the mission and vision of the continuum of care. This includes: attending general membership meetings, electing the CoC Governing Board, confirming the Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entity, offering systemic and frontline feedback to the Governing Board and committees, intentionally joining relevant committees and working groups, and participation in the community-wide, annual point-in-time count. These expectations will be reinforced through each jurisdictional contract for homelessness and housing service delivery.

Electing the CoC Governing Board

The Voting Membership is responsible for approving the slate of Board Members. When electing Board members, 51% of voting members must be present to constitute a quorum. For a motion to pass, $\frac{2}{3}$ majority of the quorum must vote in favor.

With a recommendation from the Governing Board, the Voting Membership is responsible for voting to confirm the Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entity.

At least every five years, the CoC will publish a request for proposal (RFP) for the Collaborative Applicant role, HMIS Lead Entity role, and Coordinated Entry Lead Entity (up to three separate RFPs as applicable- funding permitting). The Governing Board will review all responses to the RFP and make a recommendation to the Voting Membership. The membership must then vote to approve the board's recommendation by a $\frac{2}{3}$ majority of members. The board may negotiate and make necessary modifications to the contract with the Collaborative Applicant by a $\frac{2}{3}$ vote of a quorum of the Governing Board.

CoC General Membership Meetings

CoC General Membership or "Partner" meetings will occur at least four times per year and, when necessary, at the call of the Chair. These meetings provide relevant information, training, and education related to CoC activities and priorities, funding opportunities, best practices, etc. CoC Partner meetings are open to any person interested in participating but should be attended at a minimum by the voting representative of each CoC Partner agency. Voting Members are expected to attend at least 75% of all General Membership meetings. If the voting representative cannot attend, they should ensure another agency representative is attending in proxy whenever possible; the proxy representative should indicate this in the meeting chat (virtual) or sign-in sheet (in-person).

Committee chairs and board leadership are encouraged to continually seek input from general CoC Membership during membership meetings. They may choose to bring certain items to a vote when they would benefit from the input of broader representation.

Notification of meetings and proposed agendas will be shared in advance via the CoC listserv and posted on the CoC HelpHopeHome website. A 51% of voting members constitutes a

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

quorum, and any action that takes place during any meeting at which a quorum is present shall be considered an action of the full membership. CoC Partners may attend meetings either in-person or virtually and are permitted and encouraged to send a delegate if they are unable to attend.

2. Governing Board

The Southern Nevada Homelessness Continuum of Care Governing Board (Governing Board) is the official board acting on behalf of the Continuum of Care. The board answers to and represents the full CoC membership. The Governing Board will formally approve any decisions recommended by the membership.

The Governing Board is ultimately responsible for approving or finalizing any decisions of the CoC as outlined in the CoC Interim Rule in 24 CFR 578 (see the CoC Responsibilities table below for further detail). Major decisions may be taken to the general membership or specific committees for recommendation at the discretion of the Governing Board.

The Governing Board may defer certain board decision-making responsibilities to the Collaborative Applicant, HMIS Lead, Coordinated Entry Lead Entity, and/or CoC Committees as appropriate and reasonable for the effective functioning of the CoC.

Governing Board Membership

The Governing Board consists of 15 voting members and three ex-officio, non-voting members.

Voting members include:

- One youth with lived experience, elected by the Youth Advisory Board
- Two adults with lived experience elected by the Lived X Consultants Group
- Eight seats nominated at large: partners with vested interest in CoC Goals; business representation (recommended ex: Gaming Stakeholders); homeless service providers; transportation efforts
- City of Las Vegas: appointed seat
- City of Henderson: appointed seat
- City of North Las Vegas: appointed seat
- Clark County: appointed seat

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

CoC Board Makeup

| CoC Board (15 Voting Members; 3 Ex-Officio Members) | | | | | | |
|---|-------------------------|---------------------------|-------------------|-----------------------------|----------------|----------------------------|
| Lived Expertise | | Community Representatives | Consolidated Plan | Ex Officio (non-voting) | | |
| Youth Advisory Board (1) | Lived X Consultants (2) | | | Collaborative Applicant (1) | HMI S Lead (1) | Coordinated Entry Lead (1) |
| | | Elected Positions (8) | Jurisdictions (4) | | | |

Reserved Seats: Governing Board Members representing agencies entitled to a Reserved Seat (people with lived experience, consolidated plan, ex officio) are appointed to the Governing Board by their respective agency.

Elected Seats: The Collaborative Applicant manages board recruitment with a public call for Governing Board nominations to be conducted at least once annually in October at the General Membership meeting. The election and voting process may occur during a General Membership meeting or electronically via email or other online forum with at least one week's advance notice.

A Governing Board membership sub-committee (nominating committee), chaired by a Vice Chair, will review applicants and draft a proposed slate of board members to be presented at the January General Membership meeting. The entire membership will then vote upon that slate. Upon the inception of this Charter, the previous Steering Committee will remain active to comprise members of the nominating committee, propose slate of Board members under this Charter, and support the transition of newly elected Board members until voting is complete.

Governing Board Members representing the Lived X Consultants and Youth Advisory Board are appointed by their respective membership.

The three non-voting, ex-officio members represent the following three entities and report directly to the board:

- The Collaborative Applicant,
- HMIS Lead, and
- Coordinated Entry Lead.

Governing Board Member Selection

All CoC members will be eligible to participate on the SNHCoC Governing Board, and a call for interested candidates to serve on the Governing Board will be made at the October General Membership meeting and through the CoC listserv and website at least once annually.

Governing Board Terms

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

Governing Board members serve two-year terms, with the ability to serve three (3) consecutive terms for six (6) years. Governing Board Members in a reserved seat are exempt from term limits, but appointing bodies are encouraged to select a new representative to the Board after six (6) years of service when possible.

When a Member representing an appointed seat is no longer available, that agency shall appoint a new Governing Board Member as soon as possible. If an Elected Seat is vacated in the middle of a two-year term, there will be an electronic nomination period open to the full CoC Membership. The election of a replacement board member may occur during a General Membership meeting or electronically via email or other online forum with at least one week's advance notice. This position will be held to complete the remainder of the term of the vacated seat. Current Board Members seeking to serve an additional term shall notify the Governing Board Membership Sub-Committee Chair for inclusion in the next nominations cycle. Conversely, if an Elected Board Member declines to serve a second or third term, they shall notify the Governing Board Membership Sub-Committee Chair at least one month prior to the end of their term.

Board Meetings

The Board will meet at minimum quarterly, with one Governing Board strategic planning session occurring at least once annually. Meetings may be held in-person or virtually. The Collaborative Applicant will post Governing Board meeting information on the CoC website and meeting minutes will be made available to General Members upon request. Meeting minutes will include the following:

- Date and Time,
- Names of attendees and absentees,
- Decisions made about each agenda item: including actions, next steps, voting outcomes, motions taken, items to be carried over, and
- Date of next meeting.

Meeting minutes will be sent to Governing Board members within three working days of each Governing Board meeting.

CoC Governing Board Operations, Governing Board Positions, and information about the Executive Committee are located in Appendix A.

3. CoC Core Function Committees

The three core function committees are the HMIS Steering Committee, CoC Program Committee, and Coordinated Services Committee. Decisions or recommendations made by the three core committees will be confirmed and finalized by the Governing Board as outlined in each committee's charter. All CoC members/partners will be eligible to participate in CoC committees. Committees should consist of members providing direct service in the committee's subject matter or program area and must include members with applicable expertise, including

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

review and analysis of relevant data. To ensure equitable representation throughout the CoC, those with lived experience will be prioritized to participate in each committee.

Committee members determine the frequency of committee meetings to meet the objectives and needs of the committee. Time-limited working groups may be ad-hoc and/or seasonal. Each committee and time-limited working group will have a chair and report activities back to the Governing Board and general membership on an as-needed basis, at least quarterly. The formation of additional committees and time-limited working groups may be recommended by the Governing Board or the general membership and voted upon by the Governing Board on an as-needed basis.

Process for nominating HMIS Steering Committee, Coordinated Services, CoC Program Committee Chair Representatives available in Appendix C.

HMIS Steering Committee

The HMIS Steering Committee will provide HMIS governance, oversight, and evaluation and coordinate needs with the statewide CoC Steering Committee. The CoC will nominate and confirm representatives to serve on the HMIS Steering Committee. These members may be nominated among interested candidates from the general membership and will include the HMIS Lead agency/role. The HMIS Steering Committee makeup will include people with lived expertise, representatives of marginalized communities, and service providers. The HMIS Steering Committee provides counsel and assistance to the HMIS Lead Entity and Lead staff members, CoC governing bodies, and contributing providers regarding homeless service data and HMIS. In brief, the HMIS Steering Committee is responsible to:

1. Ensure that the HMIS Lead Agency is in regulatory compliance with the HEARTH Act and HUD system requirements as outlined in current HUD Data Technical Standards;
2. Ensure HMIS is set up and operating in a manner that is consistent with the CoC's values and supports the CoC's mission and vision for a person-centered system that makes homelessness rare, brief, and non-recurring. This includes, but is not limited to, supporting the CoC's ability to: coordinate case management across agencies, programs, and services; track, measure, and report outcomes achieved by the CoC and the programs within it; coordinate services across the Statewide CoCs; share actionable data with funders, boards, partners, and other stakeholders; use data to identify service gaps and advocate for the development or modification of policies; and track and measure outcomes for the goals outlined in federal, state, and local plans to end homelessness.

CoC Programs Committee

The CoC Program Committee focuses on aligning the CoC funding application and the requirements and expectations of CoC projects to offer agencies more targeted and effective support. The CoC will nominate and confirm representatives to serve on the Program Committee. These members may be nominated among interested candidates from the general

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

membership. The Program Committee makeup will include people with lived expertise, representatives of marginalized communities, and service providers. Tasks include but are not limited to:

1. In partnership with the HMIS Steering Committee and the Governing Board: Review of data, including homeless-related and other community indicators that drive data-informed recommendations and decisions.
2. In partnership with the HMIS Steering Committee: Ensure the annual point-in-time count is conducted per HUD guidelines and results are analyzed and reported to the appropriate entities.
3. Oversight for ESG coordination and program monitoring as it relates to performance measures; collaborate with identified ESG-specific program management teams; collaborate with the Coordinated Entry Services Committee for effective implementation and strategies.
4. Lead efforts as it relates to funding priorities, collaborative application processes, Request for Proposals (RFPs), and evaluations associated with homeless efforts and ESG coordination.
5. Time-limited Rank and Review working group as designated.
 - a. Time-Limited Point In Time (PIT)- focused on inclusive coordination and communication across all CoC partners (jurisdictional/community).
6. Core committees will work together to lead efforts related to system coordination, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment, and capacity building, reporting findings and recommendations to the Governing Board for ultimate approval as necessary.

The Program Committee identifies training needs, sets performance targets, and facilitates and encourages service providers to use an equity lens to avoid creating barriers to services.

Coordinated Services Committee

The Coordinated Services Committee supports person-centered service delivery and coordination across the entire continuum in a way that meets compliance with the Coordinated Entry requirements in place by HUD. The Coordinated Services Committee supports the entire service provider community across the entire continuum of services that a household may need. The CoC will nominate and confirm representatives to serve on the Coordinated Services Committee. These members may be nominated among interested candidates from the general membership. The Coordinated Services Committee makeup will include people with lived expertise, representatives of marginalized communities, and service providers. Committee membership will consist of 51% direct service providers or members with lived experience. The committee will review procedures that outline efforts such as:

1. Understanding the needs of persons not served- review and suggest response or policy changes to drive improvements at access points, same-day service delivery, and ensure housing problem-solving implementation is consistent across all access points;

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

2. The Committee and Coordinated Entry Lead entity will maintain decision-making and communication expectations for increasing the efficiency of local crisis response systems and improving fairness and ease of access to resources, including mainstream resources.
3. Ensure Housing Problem Solving implementation is consistent with Coordinated Entry access points and person-centered practices.
4. The core committees will work together to lead efforts related to system coordination, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment, and capacity building; reporting findings and recommendations to the Governing Board for ultimate approval as necessary.
5. Coordinating provider functions focused on emergency shelter or shelter-specific work.
6. Maintain Learning Collaborative efforts for all providers within the continuum.

4. People with Lived Experience Committees

The voice of people with lived experience of homelessness is essential to how we design and implement an effective homelessness response system in Clark County. These perspectives must go beyond advisory roles or token representation to shared power. Instead, people with lived experience of homelessness should be represented in significant numbers on all boards, committees, and workgroups across our system. The policies, priorities, and homeless system response strategies of the CoC will be informed by individuals with recent or current lived experiences of homelessness.

There are two committees for people with lived experience, the Lived X Consultants and Youth Advisory Board. These committees serve in a consultancy role to the Governing Board, committees, and broader CoC membership based on their self-identified priorities. The membership, leadership and governance of these committees is determined by each respective committee and shall not be dictated by an external body. Each People With Lived Experience Committee will have a publicly posted charter and publicly listed contact information to ensure all people experiencing homelessness in southern Nevada can contact the committee should they wish to bring an issue to the board or membership through that body rather than contact another CoC entity directly.

The CoC compensates the Lived X Consultants and Youth Advisory Board members for their contributions.

5. Other Community Working Groups

Population-focused working groups such as the Youth Working Group, coordinated outreach/unsheltered response, or Veteran working groups continue to be a critical part of the community response to homelessness. These working groups should regularly request time on general membership and board meeting agendas to share updates and engage broader community collaboration for the special interest or subpopulation. Similar to the lived experience committees, they are self-governed and may contribute in an advisory role to the CoC through general membership meetings, CoC Committees or alternative core committees as applicable.

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

III. The Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entities

The Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entities collectively manage the day to day operations and details of the Continuum of Care to realize the mission and vision of the CoC. The scope of their responsibilities is outlined in this governance charter and further detailed through an annual memorandum of understanding (MOU) to be negotiated between each designated entity and the CoC Board, acting on behalf of the CoC General Membership. Each entity reports directly to the CoC Governing Board and seeks continual direction and collaboration with the CoC Governing Board, General Membership, Core Function Committees, People with Lived Experience Committees, and Other Community Working Groups as applicable.

1. Collaborative Applicant

HUD requires each Continuum of Care to select a "Collaborative Applicant" to prepare and submit the annual consolidated application for HUD Continuum of Care funds. The Governing Board will release a Request for Applications at least every five years and select a Collaborative Applicant from those applications received. The Collaborative Applicant will be responsible for the following (note: this list is not exhaustive. See Collaborative Applicant MOU for further detail):

1. Serving as the "Collaborative Applicant" for purposes of the annual HUD CoC grant application;
2. Managing the annual grant competition and preparing the annual consolidated grant application;
3. Submit CoC's Consolidated Application to HUD in the annual CoC Competition;
4. Project Ranking to be developed by a committee designated by the Governing Board;
5. Prepare and submit CoC Planning Grant application in the annual CoC Competition;
6. To the extent possible, provide technical assistance on HUD's electronic grant application to independent project applicants;
7. Serving as the "CoC Primary Contact" as defined by HUD;
8. To consult with recipients and subrecipients of HUD funds to establish program and system performance targets, monitor recipient and subrecipient performance, evaluate outcomes, and provide support for poor performers - with support from the Governing Board;
9. Planning, coordinating, and submitting Housing Inventory Count and Point-in-Time Count in accordance with annual requirements published by HUD;
10. Coordinate and provide staff support for the Governing Board and general membership meetings;
11. Provide staff support to all CoC committee meetings to ensure knowledge of all CoC committee activities;
12. Manage shared communications amongst CoC partners and members via website and email;
13. Participate in sub-committees and meetings as required/appropriate, including the HMIS Statewide Governance Committee and CoC committees;

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

14. Prepare annual Grant Inventory Worksheet (GIW);
15. Study HUD guidance on system-wide performance, work with Coordinated Entry Lead Entity and HMIS Lead to identify bright spots and areas for improvement, and use results in annual CoC grant application;
16. Maintain compliance with planning grant requirements;
17. Provide general direction, oversight and vision for the CoC, specifically related to new/emerging best practices and opportunities from HUD and other experts;
18. Maintain CoC's website;
19. Maintain records of all general membership and Governing Board meetings, including voting decisions and any other vital CoC records in accordance with requirements in CoC interim rule;
20. Confirm quorum is met and take attendance at all Governing Board meetings; maintain attendance records for quarterly membership meetings;
21. Post and distribute agendas in advance of general membership and Governing Board meetings;
22. Act as the grant applicant for non-CoC-funded grant opportunities to support CoC activities;
23. Develop and conduct ongoing Governing Board training to ensure that board members know the roles and responsibilities of all of the entities in the CoC and the tools and data available to make decisions;
24. Ensure CoC recruits new Voting Members annually following requirements in CoC Interim Rule;
25. Engage and assist in onboarding new Governing Board members
26. Ensure CoC reviews the Governing Board selection process at least every five years per requirements in CoC Interim Rule;
27. Provide updates upon request to the Governing Board and general membership about the duties described here;
28. Participate in sub-committees and meetings as required/appropriate and
29. Hire a CoC Director and other CoC-focused staff; the CoC Director is the position dedicated by the Collaborative Applicant to staff the CoC Governing Board and oversee all operational aspects of the Collaborative Applicant.
30. Hold an ex officio seat on the Governing Board.
31. Any other responsibilities determined by the board and agreed upon by MOU.

2. HMIS Lead

HUD requires each Continuum of Care to select an HMIS software and HMIS Lead entity to meet the data collection and reporting requirements of the CoC. The Governing Board will release a Request for Applications at least every five years and select an HMIS Lead from those applications received. The HMIS Lead will be responsible for the following (note: this list is not exhaustive. See HMIS Lead Entity MOU for further detail):

Project Management:

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

Oversee the general management of the HMIS project. May also supervise HMIS staff. Usually interacts with CoC leadership, program leadership, and the HMIS Lead agency's leadership.

System Administration:

Manage the technical aspects of the day-to-day operations of the HMIS. Work directly with the end users and the HMIS software vendor to ensure authorized access to client information, accessibility of the HMIS software, software performance, correct setup and monitoring of system security, and adherence to CoC privacy policies within the software. Tasks include but are not limited to (See HMIS Lead MOU for further detail):

1. Work with HMIS staff to implement an HMIS operations plan to ensure all responsibilities are fulfilled in a timely manner;
2. Maintain a calendar of events, such as report due dates, training dates, monitoring dates, data committee meeting dates, annual recertification due dates, to support ongoing and cyclical HMIS operational activities;
3. Ensure the HMIS network infrastructure is up and running;
4. Ensure hosting, storage, and back-up procedures are completed in accordance with CoC expectations (if a vendor function, the system administrator should verify);
5. Add, remove, or update user account information, reset passwords, set and monitor end user access levels;
6. Ensure correct set up of projects in the HMIS;
7. Customize/configure workflows within the capacity of the software, as authorized by the CoC, and in accordance with the CoC Privacy Plan, Privacy Notice, and data use and disclosure agreements;
8. Assess and conduct HMIS software performance for improvement;
9. Work with HMIS staff and software vendor to develop and implement custom project work plans;
10. Manage HMIS software updates;
11. Test, monitor, and validate software fixes;
12. Ensure technical requirements are incorporated into planning for special software projects;
13. Ensure the existence of current software technical documentation, such as system configuration and a local HMIS specific data dictionary;
14. Remove or archive client data from HMIS as authorized by the CoC;
15. Work with software vendor/ensure presence of a disaster protection and recovery plan for data hosting sites, including back-up sites and accessibility protocols;
16. Develop and manage a disaster recovery protocol for System Admin/HMIS Lead paper and electronic HMIS documents and agreements;
17. Support non-HMIS programs with a comparable database; and
18. Install and configure new hardware and software related to the HMIS for the HMIS Lead;

Training: Develop, conduct, and document training for HMIS users and data collectors. Tasks include but are not limited to:

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

1. Develop and implement a regular training plan for HMIS end-users, that ensures all required HMIS participants have received training and orientation on regulations pertaining to their funding;
2. Develop and implement a regular training plan for HMIS software data entry and capabilities;
3. Provide training on system security, privacy, and HMIS policies and procedures; and
4. Provide training on report generation, relevant to audience (CoC Annual Performance Report, System Performance Measures, Emergency Solutions Grant Consolidated Annual Performance and Evaluation Report);

Security and privacy: Help establish and oversee policies related to the HMIS system security and privacy. Tasks include but are not limited to:

1. Establish policies, procedures, and conduct security standard monitoring, including HMIS related hard copy documents, such as completed intake forms, printed By Name Lists, printed documents with Personal Identifying Information (PII), and filing systems used to house these documents;
2. Create and implement a system security plan;
3. Implement technical safeguards to protect HMIS data, assuring devices used for HMIS are password protected, have up-to-date antivirus software, have locking screensavers, have individual or network firewalls, and physical device locations are secure;
4. Ensure that the HMIS software is configured correctly to ensure compliance with CoC established security policies and procedures;
5. Monitor audit logs for unauthorized access to client records and report deviations from security protocol according to an established channel of communication;
6. Ensure security of data during any electronic transfer of data;
7. Conduct security standard monitoring in accordance with established policies and procedures;
8. Establish policies, procedures, and monitoring plan for the Privacy Notice; client authorization form (Release of Information); and electronic and paper documents containing personal identifying information (i.e. intake forms, assessment tools, By Name Lists, referral forms, etc.);
9. Ensure that the HMIS software is configured correctly to ensure compliance with CoC established privacy policies and procedures; and
10. Conduct monitoring for compliance to established policies, procedures, and plans and report deviations from privacy protocol according to an established channel of communication;

Technical support: Receive, triage, and resolve technical issues in the HMIS experienced by the end users. Work with the system administrator to identify HMIS software issues and with HMIS training staff to identify end-user training needs. Tasks include but are not limited to:

1. Develop and establish HMIS support structure, helpdesk, HMIS Policies and Procedures;

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

2. Conduct HMIS support and help desk activities within the scope of established HMIS policies, procedures, and protocols;
3. Respond to technical queries and assist end-users;
4. Troubleshoot and resolve HMIS issues/bug/default tracking with HMIS software vendor;
5. Monitor data collection and review report compliance with HUD standards and federal partner requirements, when applicable;
6. Manage communication with the HMIS software vendor; report ongoing issues in accordance with HMIS Policies and Procedures;
7. Work with HMIS software vendor to plan and implement software upgrades and fixes; and
8. Design and implement a customer feedback forum (HMIS User group);

Data Quality

1. Establish and maintain data quality policies and procedures;
2. Develop and maintain a data quality improvement/ maintenance plan;
3. Test, monitor, validate, and verify the HMIS software can collect required data elements;
4. Monitor data quality in accordance with CoC established Data Quality Management Plan;
5. Work with end users to identify and resolve data quality issues;
6. Perform data integrity maintenance, such as record deduplication/merger, as authorized by the CoC;
7. Develop and operate a data quality monitoring plan to ensure the HMIS collects required data as per the most recent HUD specifications, including federal partner requirements; and
8. Establish, maintain, and monitor data and hardware disposal policies and procedures;

Data analysis and reporting: Analyze data for the CoC, including non-HMIS data. Submit regular reports and requested data to the Board and each CoC Committee on an ongoing basis - at least quarterly or at an interval determined by the respective Board or Committee. Ensure CoC reporting requirements are met per HUD. Tasks include but are not limited to:

1. Manage data imports and exports;
2. Create and maintain documentation of custom reports;
3. Extract, compile, and analyze HMIS data, in accordance with CoC policies and procedures, including creation and submission of HUD required reporting on behalf of the CoC;
4. Extract, compile, and analyze HMIS data, in accordance with CoC policies and procedures, to support service program staff in the creation and submission of federal project reports; and
5. Contribute to and/or prepare and submit the HMIS APR;
6. Communications: Disseminate information to the community and manage communications related to data on behalf of the CoC. Tasks include but are not limited to:
7. Manage HMIS public website and community dashboard reporting; and

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

8. Support the HMIS Liaison and CoC leadership's outreach to project and community leadership to cultivate and maintain support and understanding of HMIS.
9. Participate in sub-committees and meetings as required/appropriate, including the HMIS Statewide Governance Committee and CoC committees
10. Hold an ex officio seat on the Governing Board.

The CoC, in partnership with the HMIS Lead intends to do all of the above listed activities in coordination with the CoC program, ESG program, the Nevada Statewide HMIS Collaborative and other entities/funders with HMIS requirements.

3. Coordinated Entry Lead Entity

The Coordinated Entry (CE) Lead Entity operates the coordinated crisis response system to persons who are at imminent risk of experiencing literal homelessness and those who are homeless. The CE Lead Entity ensures equitable access to services; identifies areas for improvement and acts to increase the efficiency of local crisis response activities as they pertain to homeless services; participates in, maintains, and provides ongoing training; manages and provides oversight of the community's coordinated intake and assessment process for services to those experiencing a housing crisis. Tasks include but are not limited to:

1. Convene diverse community partners and staff for continuous community input and feedback;
2. Direct priorities of the Coordinated Services Committee and oversee case conferencing efforts;
3. Participate as an ex officio member on the CoC board and executive committee;
4. Transparently keep the board and the general community informed of progress and updates (through public meetings, compilation and regular distribution of CE data, open communication with service providers, and publicly available, updated policies and procedures);
5. Provide Housing Problem Solving implementation and ongoing oversight.
6. Assess and update the coordinated entry access and assessment process in response to evolving community programs and needs; throughout the year (on-going basis).

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

IV. CoC Responsibilities

The CoC is required to carry out the following responsibilities as designated by the HEARTH Act in 24 CFR §578.7. Each responsibility references the specific entity who is accountable to ensure completion and compliance. The Governing Board, collaborative applicant (CA), HMIS Lead, and all three core committees will work together to lead efforts related to system coordination, gaps analysis, consolidated plan, discharge planning, governance structure updates, alignment, capacity building, and reporting findings and recommendations to the Governing Board.

Ultimate oversight for the work of these assigned entities, insurance that leadership and strategy are tied to gaps analysis and equitable outcomes, and decision-making authority for the CoC will reside with the Governing Board.

| Continuum of Care Responsibilities | | | Responsible Entity |
|---|----------------------------|---|---|
| §578.7 (a) Operate the Continuum of Care | Regular meetings | Hold meetings of the full membership, with published agendas, at least semiannually. CoCs may conduct membership meetings more often for the purposes of activity planning, ongoing communication, staff training, etc. | Governing Board calls and facilitates meeting; CA assists with quarterly CoC meeting agenda-setting, communications, logistics, and note-taking. All entities direct content and participate in meetings |
| | Invitation for new members | Issue a public invitation for new members from within the CoC's geographic areas at least annually | The CA will help identify and outreach to target groups for CoC inclusion in consultation with the board |
| | Board selection | Adopt and follow a written process to select a CoC board to act on behalf of the CoC. The CoC must review, update, and approve the selection process at least once every five years. The CoC board must meet all requirements as specified in 24 CFR part 578.5(b). Many of the operating responsibilities of the CoC may be appropriately assigned to the board. | CA coordinates getting the new board slate each year to the CoC membership meeting for approval. |
| | Additional committees | Appoint additional committees, subcommittees, or work groups as needed. | Governing Board to appoint additional committees, subcommittees, and workgroups as needed; CA staffs Governing Board, Programs Committee, and other special initiative work groups as needed; HMIS Lead staffs HMIS Steering Committee, and CE Lead staffs Coordinated Services Committee |

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

| | | | |
|--|--------------------|--|---|
| | Governance charter | In consultation with the collaborative applicant and the HMIS lead, develop, follow, and update annually 1) a governance charter that includes all procedures and policies needed to comply with 24 CFR part 578.5(b) and with HMIS requirements as prescribed by HUD, and 2) a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board. | CA/Board/membership propose governance charter edits consistent with HUD and local priorities; Board and CA facilitates an annual governance charter review, including a public input process; CA makes updates to the governance charter and posts the most current version to the web. |
| | Monitoring | Monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers. | CA work with third party to monitor & evaluate recipients; work with monitoring entity to report relevant information to the Programs Committee; create written process and follow-through for poor performers; Program Committee and CA execute monitoring & evaluation, consistent with board priorities, toward ongoing system performance improvements. Report summary and raise significant concerns to the Board. |
| | Evaluation | Establish performance targets appropriate for population and program type in consultation with recipients and subrecipients. Monitor recipient and subrecipient performance, evaluate outcomes, and take actions against poor performers. | CA work with third party for evaluation of projects; post monitoring tools on CoC website; CoC membership provide input in review of proposed targets; CoC Board approve targets and tracks performance quarterly; HMIS Steering Committee & HMIS Lead ensure quarterly performance reports are shared with the CoC Programs Committee, CA and Board to improve performance. |
| | Coordinated entry | Establish and operate a coordinated assessment system, in consultation with the recipients of ESG program funds. | Coordinated Entry Lead Entity with guidance from the Coordinated Services Committee, CE participants, and CoC membership; CA monitors Coordinated Entry Lead Entity with Board, provider, participant, and Coordinated Services Committee input |

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

| | | | |
|--|---------------------|---|---|
| | Written standards | Establish and consistently follow written standards for providing CoC assistance, in consultation with the recipients of ESG program funds. At a minimum the written standards must include: - policies and procedures for evaluating individuals' and families' eligibility for assistance under the CoC program, determining and prioritizing which eligible individuals and families will receive TH, RRH, and PSH. Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance. | CA gathers community and membership input to draft, annually revise, post and maintain written standards. |
| §578.7 (c) Continuum of Care planning. The Continuum must develop a plan that includes: | System coordination | The CoC is responsible for coordinating and implementing a comprehensive system to address the needs of the homeless population and subpopulations and persons experiencing a housing crisis. At minimum the system should encompass outreach, engagement, and assessment; shelter, housing, and supportive services; and homelessness prevention strategies. | Board gathers community input, analyzes data, and reviews gaps seen through the NOFO process to recommend and annually update system improvements (Local priorities) |
| | Point-in-time count | Identify the number of homeless persons who are unsheltered and sheltered (ES & TH) according to requirements established by HUD. | CA facilitates PIT count; time-limited PIT working group; HMIS Lead/Steering Committee; CoC Membership (volunteer contributions) |
| | Consolidated plan | A CoC must provide information for consolidated planning within its geographic area. Ideally, this would include collaboration in the broader consolidated planning process. | CA provides data and collaborates on planning, with input from the Board, to populate the homelessness section in each jurisdictional consolidated plan |
| | ESG consultation | A CoC must consult with State and local government ESG recipients within its geographic area with respect to the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients. | CA/Programs Committee coordinates with ESG jurisdictions and collaborates on monitoring and evaluation of ESG projects. ESG recipients participate in CoC rank and review. |
| §578.7 (b) Designating and operating an HMIS. The Continuum of Care must: | HMIS | Designate a single HMIS for the CoC geographic area | CoC General Membership, with recommendation from the Board (and HMIS Steering Committee). HMIS Lead facilitates vendor contracts and reports to the CoC Board and membership. |
| | HMIS lead | Designate a single eligible applicant to serve as the HMIS lead to manage the HMIS. | CoC General Membership, with recommendation from the Board (and HMIS Steering Committee). HMIS Lead |

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

| | | | |
|--|-------------------------------------|--|---|
| | | | supports overall HMIS governance processes and maintains activities consistent with HUD guidance https://www.hudexchange.info/resource/6261/hmis-lead-series/ . |
| | HMIS compliance | Ensuring that the HMIS is administered in compliance with requirements prescribed by HUD. | HMIS Lead; evaluation from CoC Board with recommendation from HMIS Steering Committee (see also HMIS Lead Improvement & Evaluation Matrix) |
| | Privacy, security, and data quality | Reviewing, revising, and approving an HMIS privacy plan, security plan, and data quality plan. | HMIS Lead to draft, update, seek input; HMIS Steering Committee to review and approve |
| | HMIS participation | Ensuring the consistent participation of recipients and subrecipients in the HMIS. | CA to support HMIS Lead/HMIS Steering Committee and CoC Programs Committee; Board to support when ethical breach or significant corrective action is required. |
| §578.9 Prepare an Application for funds: | Funding priorities and process | A CoC must establish priorities for funding projects in its geographic area. The selection process must be transparent and inclusive and based on the standards indicated in 24 CFR part 578.19(b) | CA works with neutral third party to facilitate local application process; works with CoC Board to develop local priorities (see system coordination above) to direct competition ranking; third party will do external facilitation of local application process - CA contracts with third party. |
| | Consolidated application process | A CoC must design, operate, and follow a collaborative process for developing applications and approving the submission of applications in response to the HUD CoC NOFA, and in concert with the funding priorities and plan adopted by the CoC. | CA works with third party to run local application process which includes threshold development, rating & ranking development, reallocation discussion, and bonus projects. CA writes consolidated application, seeking out Board and community input in advance; CA selects Review & Ranking committee with board input and approval, communicates process publicly. |

**Southern Nevada Homelessness Continuum of Care
Governance Charter [2/08/2024]**

| | | | |
|--|-------------------------|--|---|
| | Collaborative Applicant | Designate an eligible applicant to serve as the collaborative applicant. If the CoC chooses to apply for CoC planning funds, the collaborative applicant is also the only eligible applicant to apply for these funds. The CoC retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. | CA Applies for planning grant funds; application and budgets directed by local priorities and CA MOU. Board approves and has the opportunity to provide feedback on the planning grant application prior to submission, |
|--|-------------------------|--|---|

Southern Nevada Homelessness Continuum of Care Governance Charter [2/08/2024]

V. Process for Reviewing and Amending the Governance Charter

The Governing Board shall review and amend the Governance Charter at least annually (through a public input process led by the Executive Committee), or at any time as needed based on membership feedback. The Governance Charter and any proposal for amendments shall be publicly available to the General Membership on the CoC website.

VI. Appendices

- A. CoC Governing Board Operations, CoC Transparency, Code of Conduct, Conflict of Interest**
- B. Signed Collaborative Applicant, HMIS Lead, and Coordinated Entry Lead Entity MOUs**
- C. Process for nominating HMIS Steering Committee, Coordinated Services, CoC Program Committee Chair Representatives**