

Southern Nevada Homelessness Continuum of Care Governance Charter [2025]

Overview and Purpose

Continuums of Care (CoCs) are federally recognized local or regional planning bodies that coordinate efforts to end homelessness. This Governance Charter defines the structure and decision-making processes of the Southern Nevada Homelessness Continuum of Care (CoC), covering all of Clark County, including the cities of Las Vegas, North Las Vegas, Henderson, and unincorporated areas of the county.

This document establishes how the community will collaborate and maintain accountability to fulfill the CoC's mission and meet federal requirements as outlined in HUD's Continuum of Care Program Rule (§578) and related regulations.

Mission Statement

To promote a community-wide commitment to ending homelessness.

Vision Statement

A Southern Nevada where everyone has access to safe, dignified housing.

Guiding Principles

We believe in the equal dignity of all people, regardless of background or identity. Our work is guided by:

- Making homelessness rare, brief, and non-recurring
- Person-centered, trauma-informed care
- A Housing First approach
- Inclusivity and diverse perspectives
- Transparent service delivery
- Data-driven, action-oriented strategies

CoC Composition and Structure

The CoC is comprised of the following components:

1. General Membership

Open to individuals and agencies involved in CoC efforts. Members are expected to:

- Complete training in cultural competence and trauma-informed care
- Help shape policies that reduce barriers and disparities
- Ensure people with lived experience influence CoC activities
- Participate in the Point In Time Count

Formal membership is established by signing and submitting a CoC Partner Agreement.

2. **Governing Board**

Provides strategic direction and oversight for the CoC.

3. **Lead Entities**

Includes the Collaborative Applicant, and HMIS Lead, and ~~Coordinated Entry Lead~~ responsible for CoC operations.

4. **Core Function Committees**

- o HMIS Steering Committee
- o CoC Program Committee
- o Coordinated Services Committee

5. **Committees of People With Lived Experience**

- o Lived X Consultants
- o Youth Advisory Board

6. **Other Community Working Groups**

Groups formed to address emerging needs or specific focus areas.

Further details on each component are outlined in the full Charter below.

CoC Membership Overview

Individuals and agencies can become formal CoC Members by signing and submitting a CoC Membership Agreement, available on the CoC HelpHopeHome website. Membership is open year-round and must be renewed every two years.

Each member agency must designate one voting representative. Additional non-voting participants are encouraged, with no limit on their number. There are no term limits for CoC members.

The Collaborative Applicant manages the official CoC membership list and listserv.

The CoC seeks representation from a diverse range of sectors, including:

- Nonprofit homeless service providers
- Individuals with lived experience of homelessness
- Domestic violence service providers
- Faith-based organizations
- State, county, and city governments
- Community leaders
- Public housing authorities
- Affordable housing developers
- Organizations serving homeless/formerly homeless veterans
- Marginalized communities
- Emergency Solutions Grant (ESG) and CoC recipient agencies
- Gaming industry
- Funders
- Law enforcement
- Landlords and landlord associations
- Hospitals and healthcare providers
- Universities
- Mental health agencies
- School districts (McKinney-Vento/Homeless Education Liaisons)
- Youth service providers
- Advocates

Invitation for New Members

At least once a year, the Governing Board and general membership will review current CoC membership to identify gaps in inclusive and sectoral representation. The goal is to ensure the unique needs of individuals experiencing or at risk of homelessness in Southern Nevada are met. Members may suggest new partners or community stakeholders who are underrepresented or have a vested interest in housing and homelessness.

The Collaborative Applicant will coordinate outreach efforts, working with board members to engage potential new members. They will explain the CoC's mission, participation expectations, and invite them to apply for membership. This process will be supported by a time-limited working group.

An annual public call for new members will also be posted on **HelpHopeHome.org** and shared via the CoC listserv, encouraging recipients to circulate it broadly.

The CoC is committed to inclusion, ensuring all individuals have access to services. Voices from the Youth Advisory Board and Lived X Consultants help guide CoC efforts through lived expertise.

General Membership Expectations

CoC partners agree to collaborate toward the CoC's mission. Members are expected to:

- Attend general meetings
- Elect the Governing Board
- Confirm the Collaborative Applicant, and HMIS Lead, and Coordinated Entry Lead
- Provide feedback to the board and committees
- Participate in committees, working groups, and the annual Point-in-Time Count

These expectations are also reinforced through local service contracts.

Electing the Governing Board

The Voting Membership approves the slate of Board Members. A quorum (51% of voting members) must be present, and motions pass with a two-thirds vote of that quorum.

Confirming Lead Entities

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The Voting Membership confirms the Collaborative Applicant, and HMIS Lead, and ~~Coordinated Entry Lead~~, based on Governing Board recommendations.

At least every five years, the CoC will issue Requests For Proposals (RFP) for these roles. The Governing Board reviews proposals and recommends selections, which must be approved by a two-thirds vote of the Voting Membership. Contract changes may also be made with a two-thirds vote of the Governing Board quorum.

CoC Governing Board Structure and Operations

Board Composition

- **Voting Members (15 total):**
 - Lived Expertise (3): Youth Advisory Board (1), Lived X Consultants (2)
 - Elected Representatives (8)
 - Jurisdictional Representatives (4)
- **Ex-Officio (Non-Voting) Members (3):**
 - Collaborative Applicant
 - HMIS Lead
 - ~~Coordinated Entry Lead~~

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)	CoC Member-Elected Positions (8)	Jurisdictions (4)	Collaborative Applicant (1)	HMIS Lead (1)	Coordinated Entry Lead (1)

Board Member Selection

All Board members must be members in good standing of the Continuum of Care. Board members serve as voting members of the CoC Board and represent the interests of the broader CoC membership.

Appointed Seats

Agencies with Reserved Appointed Seats (e.g., Youth Advisory Board, Lived X Consultants, Consolidated Plan representatives) appoint their own members to the board.

Elected Seats

The Collaborative Applicant conducts an annual public call for board nominations in the fourth quarter General Membership meeting and via the CoC website and listserv. Elections occur either during a membership meeting or electronically with at least one week's notice.

A sub-committee, chaired by a Vice Chair, reviews nominees and presents a proposed slate at the first quarter General Membership meeting for a full vote.

Terms and Replacements

- **Elected Members:** Serve 2-year terms, with a limit of three consecutive terms (6 years total).
- **Appointed Members:** No term limits, but appointing bodies are encouraged to rotate representatives after 6 years.

Vacancies:

- **Appointed Seat:** The appointing agency must fill the vacancy as soon as possible.
- **Elected Seat:** A nomination period will be opened, and a replacement will be elected (in-person or electronically) to complete the term.

Returning Members: Current members seeking re-election must notify the Vice Chair. Those choosing not to continue to participate on the board should give at least one month's notice.

Board Member Replacement

If a Governing Board member resigns, is removed, or becomes unable to serve, a replacement may be appointed to serve the remainder of the term. The Governing Board may nominate a candidate to fill the vacancy, which must be approved by a two-thirds vote of the Voting Membership during a Membership Meeting by quorum. ~~In cases of urgent need, the Executive Committee may appoint an interim board member, subject to later confirmation by the full Voting Membership.~~

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Board members may be replaced under these circumstances:

1. Breach of Fiduciary Duty

- Failure to act in the best interests of the organization.
- Conflicts of interest not disclosed or resolved appropriately.

2. Violation of Ethics or Code of Conduct

- Inappropriate behavior (e.g., harassment, discrimination).
- Actions that damage the organization's reputation.
- Breach of confidentiality or misuse of sensitive information.

3. Lack of Participation or Engagement

- Chronic absenteeism from meetings or events.
- Failure to fulfill assigned duties or committee work.
- Lack of preparation or contribution to board discussions.

4. Disruptive or Obstructive Behavior

- Consistently creating conflict or tension within the board.
- Undermining board decisions or staff authority.
- Disrespectful or hostile communication with others.

5. Noncompliance with Organizational Policies

- Ignoring or refusing to follow approved policies or procedures.
- Undermining the organization's mission or strategic direction.

6. Legal or Criminal Issues

- Criminal conviction, especially if it reflects poorly on the organization or violates eligibility criteria.
- Legal actions that interfere with board responsibilities.

7. Conflict of Interest Not Resolved

- Maintaining relationships or interests that conflict with the organization's goals.
 - Engaging in self-dealing or benefiting personally from board decisions.
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Board Meetings

- **Frequency:** At least quarterly, with one annual strategic planning session.
 - **Format:** In-person or virtual.
 - **Transparency:** Meetings are posted on the CoC website. Minutes, including attendees, decisions, and next steps, will be distributed within three business days and made available upon request.
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Core CoC Committees

Standing Committees

1. **HMIS Steering Committee**
2. **CoC Program Committee**
3. **Coordinated Services Committee**

Committee Guidelines:

- Open to all CoC members
- Members are nominated from the general CoC membership
- Prioritize participation from those with lived experience and marginalized communities
- Members should have relevant expertise and direct service experience
- Meet as needed to achieve goals
- Must report activities at least quarterly to the Governing Board and General Membership

Time-limited working groups may be created as needed and must have a designated chair.

HMIS Steering Committee Responsibilities

- Ensure HMIS Lead complies with HUD and HEARTH regulations
- Ensure HMIS operations support a person-centered, data-driven system
- Guide collaboration across the CoC and service providers
- Use data to identify service gaps, evaluate outcomes, and support planning efforts

CoC Program Committee

The CoC Program Committee ensures that CoC funding applications and project expectations align with community needs and offer agencies targeted support.

Key Responsibilities:

1. **Data Review and Analysis:** Collaborate with the designated monitoring team, HMIS Steering Committee and the Governing Board to analyze data on homelessness and community indicators, supporting data-informed decisions and resource allocation.
2. **Point-in-Time (PIT) Count:** Partner with the HMIS Steering Committee to coordinate and implement HUD-compliant PIT counts and ensure timely and accurate reporting.
3. **Emergency Solution Grant Oversight:** Monitor ESG-funded program performance and coordinate with ESG partners and the Coordinated Entry Services Committee to ensure alignment and accountability.
4. **Funding Leadership:** Lead the development of funding priorities, guide application and RFP processes, and evaluate CoC-funded projects to ensure they meet established goals and respond to emerging community needs.
5. **Rank & Review/PIT Working Group:** Convene temporary working groups as needed to support the PIT count process and conduct the annual project ranking and review.
6. **Systemwide Planning:** Collaborate with core committees on system-wide planning efforts, including:
 - System coordination and performance improvement
 - Gaps analysis and consolidated planning
 - Discharge planning and governance enhancements
 - Capacity building across the CoC network

The committee also identifies training needs, sets performance targets, and promotes equity-based practices to reduce service barriers.

Coordinated Services Committee

The Coordinated Services Committee ensures person-centered, HUD-compliant service delivery across the continuum.

Key Responsibilities:

1. **Unmet Needs Analysis:** Review access issues and recommend improvements to access points and same-day service delivery.
2. **System Efficiency:** Work with ~~the designated c~~Coordinated ~~e~~Entry ~~Lead~~-supports (to include technical assistance providers or consultants) to enhance crisis response efficiency and access to mainstream resources.
3. **Housing Problem Solving:** Ensure consistent, person-centered implementation across access points.
4. **System Planning:** Collaborate with other core committees on coordination, planning, governance, and capacity building.
5. **Shelter Coordination:** Focus on emergency shelter service coordination.
6. **Learning Collaboratives:** Maintain shared learning opportunities across the provider network.

People with Lived Experience Committees

People with lived experience of homelessness play a central role in shaping Clark County’s homelessness response. Their input extends beyond advisory roles to shared decision-making across all CoC entities.

Committees:

- **Lived X Team**
- **Youth Advisory Board**

These self-governed groups consult with the Governing Board, CoC committees, and general membership based on their own priorities. Each committee maintains a public charter and contact information to ensure accessibility for those currently experiencing homelessness.

Members are compensated for their contributions.

Other Community Working Groups

Population-specific groups (e.g., Youth, Veterans, Outreach/Unsheltered Response) play a key role in targeted homelessness response. These groups are self-governed and participate in an advisory capacity through CoC meetings or committees. They are encouraged to present updates and collaborate regularly through the CoC’s general membership and board meetings.

Collaborative Applicant, HMIS Lead, and ~~Coordinated Entry~~ other identified Lead Entities

The ~~Collaborative Applicant, and HMIS Lead, and Coordinated Entry Lead~~ collectively manage the day-to-day operations of the Continuum of Care (CoC), in alignment with its mission and vision. Their responsibilities are detailed in this Charter and further defined through annual Memorandums of Understanding (MOUs) with the Governing Board, acting on behalf of the CoC General Membership. Each entity reports to the Governing Board and collaborates with CoC committees, working groups, and the broader membership.

Collaborative Applicant (CA)

The Collaborative Applicant is responsible for managing HUD CoC grant activities and serving as the primary liaison with HUD. The Governing Board selects the CA via a public application process at least every five years.

Key Responsibilities (not exhaustive):

- Serve as HUD’s “Collaborative Applicant” and “Primary Contact”
 - Submit the annual Consolidated and Planning Grant Applications
 - Oversee project ranking and review (via a Board-designated committee)
 - Coordinate the Point-in-Time Count and Housing Inventory Count
 - Support Governing Board and general membership meetings
 - Maintain CoC website, records, and shared communications
 - Support technical assistance for project applicants
 - Monitor program and system performance with the Governing Board
 - Ensure compliance with HUD planning requirements
 - Provide staff for all CoC committees
 - Lead client centered best practices integration
 - Hire a CoC Director and relevant staff
 - Hold an **ex officio** seat on the Governing Board
 - Submit an annual equity progress report
 - Recruit and onboard new Governing Board and voting members
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HMIS Lead Entity

The HMIS Lead oversees implementation, compliance, and day-to-day operations of the Homeless Management Information System. The HMIS Lead is selected every five years through a public application process.

Key Responsibilities (summarized):

- **Project Management:** 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.
- **Training and Support:** Develop, conduct, and document training for HMIS users and data collectors.
- **Security and Privacy:** Help establish and oversee policies related to the HMIS system security and privacy.
- **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.
- **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.
- **Governance Role:** Participate in sub-committees and hold an **ex officio** seat on the Governing Board

The HMIS Lead collaborates with the CoC, ESG programs, Nevada Statewide HMIS Collaborative, and other funders requiring HMIS.

Coordinated Entry (CE) ~~Lead Entity~~ Technical Assistance Support

The CE ~~Support role~~ ~~Lead~~ manages the community's crisis response system for those at risk of or experiencing homelessness. They ensure inclusive and fair service access and ongoing system improvement. ~~→ The Coordinated Entry Lead is selected every five years through a public application process.~~

Key Responsibilities:

- Oversee Coordinated Entry access, assessment, and referral processes
 - Lead the Coordinated Services Committee and case conferencing
 - Train providers in person-centered and inclusive practices
 - Integrate harm reduction principles into CE procedures
 - Maintain transparent communication with the Board and public
 - Implement Housing Problem Solving and monitor effectiveness
 - Update CE policies as needed in response to changing community needs
 - ~~Hold an ex officio seat on the Governing Board~~
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Continuum of Care (CoC) Responsibilities

As defined by the HEARTH Act (24 CFR §578.7), the Continuum of Care (CoC) is responsible for operating and overseeing the local homeless response system. Key roles are shared among the **Governing Board**, **Collaborative Applicant (CA)**, **HMIS Lead**, and three core committees: **Programs**, **Coordinated Services**, and **HMIS Steering**. The **Governing Board** holds ultimate authority for oversight, strategy alignment, and ensuring actions are driven by system gaps analysis and equity goals.

Responsibilities and Assigned Roles

A. Operating the Continuum of Care (§578.7a)

Responsibility	Lead Entity / Support
CoC Meetings	Governing Board leads; CA supports agenda, logistics, and notes; all entities contribute content.
New Member Outreach	CA conducts annual public outreach with Board input.
Board Selection	CA coordinates annual slate; members approve; Board selection process updated every 5 years.
Committees & Workgroups	Board appoints as needed; CA, and HMIS Lead, and CE Lead provide staffing.
Governance Charter	CA, Board, and membership review and revise annually; public input collected; CA posts updates online.
Monitoring	CA and Programs Committee, with third-party support, conduct evaluations; report issues to Board.
Performance Evaluation	CA, Board, and HMIS Committee set targets, post tools, review results quarterly, and adjust as needed.
Coordinated Entry (CE)	CE Support role Lead oversees system; CA monitors performance with feedback from Board and CE Committee.
Written Standards	CA leads annual update with community input; ensures alignment with Housing First and equity principles.

B. CoC Planning (§578.7c)

Responsibility	Lead Entity / Support
System Coordination	Board uses data and community input to set local priorities and update the system annually.
Point-in-Time (PIT) Count	CA leads; temporary PIT Workgroup, HMIS Lead, and volunteers assist.

Responsibility	Lead Entity / Support
Consolidated Plan Input	CA collaborates with jurisdictions; Board provides data and feedback.
ESG Consultation	CA and Programs Committee consult with ESG recipients; include in rank and review process.

C. HMIS Oversight (§578.7b)

Responsibility	Lead Entity / Support
HMIS Designation	Membership selects, based on Board and HMIS Committee recommendation; HMIS Lead manages vendor contracts.
HMIS Lead Designation	Membership selects eligible entity; HMIS Lead follows HUD guidance and ensures compliance.
HMIS Compliance	HMIS Lead ensures adherence to HUD rules; evaluated by Board and HMIS Committee.
Privacy, Security & Data Quality	HMIS Lead drafts plans; HMIS Committee reviews and approves.
Participation Compliance	CA supports HMIS Lead and Committees; Board steps in when corrective action is needed.

D. Violence Against Women Act (VAWA) requirements (§578.7d)

Responsibility	Lead Entity / Support
Emergency Transfer Plan	CA supports the CE Support role and Committees in transfer plan development

E. Funding Application (§578.9)

Responsibility	Lead Entity / Support
Funding Priorities	CA and Board define local priorities; third party manages transparent application process.
Consolidated Application	CA runs collaborative process; drafts application with community and Board input; selects review committee.
Collaborative Applicant Designation	CA applies for planning grant funds per MOU and local priorities; Board approves prior to submission.

Governance Charter Review and Amendment Process

The **Governing Board** will review and update the **Governance Charter** at least once annually, or as needed, based on member feedback. This process will:

- Be facilitated by the **Collaborative Applicant**
 - Include **public input** and engagement with individuals who have **lived experience**
 - Ensure the **charter and proposed amendments** are publicly posted on the **CoC website**
 - Share results of **community engagement efforts** related to governance and equity goals on the website
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Appendices

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