Getting Started

- Call to Order
- Roll Call
- February Minutes Approval & Signature

Agenda

1. CoC Steering Committee Representative Discussion
   - Nominations Committee to recommend Slate of Officers
     - Resolution 5.2020: Motion to elect Tom McCasland as Chair
     - Resolution 6.2020: Motion to elect Barbie Brashear as Vice Chair
     - Resolution 7.2020: Motion to elect volunteer as Secretary
   - Nominations Committee to recommend “At Large Position” vacancy
     - Resolution 8.2020: Motion to elect Mercedes Sanchez to Steering Committee
   - Discussion on Two Vacant Consumer Representative Positions

2. The Way Home CoC Charter
   - Resolution 9.2020: Approval of 2020 Charter
   - Resolution 10.2020: Approval to add two (2) additional “At Large” positions to CoC Steering Committee as an amendment to the 2020 Charter

3. RRH Discussion
   - Recommendation Overview & Vote
   - Resolution 11.2020: Approval of RRH Recommendation

4. CoC Funding
   - TDHCA Update
   - Spend-Down Report & RRH Unspent Dollars

5. Provider Input Forum

6. Dashboards
   - Monthly Update
   - Two-Year Span Review
Public Comments
☐ Open

Wrap-Up Meeting
☐ Meeting Adjourn

Next CoC Steering Committee Meeting
Thursday, April 9th, 2020 at 3:30pm
United Way of Greater Houston
50 Waugh Drive, Houston, TX 77002
## Attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Representation</th>
<th>Category</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom McCasland, Vice Chair</td>
<td>Houston Housing &amp; Community Development</td>
<td>Fixed Position</td>
<td>2016 – N/A</td>
</tr>
<tr>
<td>Marilyn Kindell</td>
<td>Fort Bend County Community Development</td>
<td>Fixed Position</td>
<td>2012 – N/A</td>
</tr>
<tr>
<td>Daphne Lemelle</td>
<td>Harris County Community Services Department</td>
<td>Fixed Position</td>
<td>2012 – N/A</td>
</tr>
<tr>
<td>Horace Allison</td>
<td>Harris County Housing Authority</td>
<td>Fixed Position</td>
<td>2017 – N/A</td>
</tr>
<tr>
<td>Mark Thiele</td>
<td>Houston Housing Authority</td>
<td>Fixed Position</td>
<td>2020 – N/A</td>
</tr>
<tr>
<td>Dr. Joanne Ducharme</td>
<td>Montgomery County Community Development</td>
<td>Fixed Position</td>
<td>2016 – N/A</td>
</tr>
<tr>
<td>Melissa Quijano</td>
<td>Pasadena Community Development</td>
<td>Fixed Position</td>
<td>2017 – N/A</td>
</tr>
<tr>
<td>Jennifer Herring</td>
<td>Harris County Sheriff’s Office</td>
<td>At Large Position</td>
<td>Oct. 2019 – Oct. 2021</td>
</tr>
<tr>
<td>Mike Temple</td>
<td>Houston Galveston Area Council</td>
<td>At Large Position</td>
<td>Sept. 2014 – Sept. 2020</td>
</tr>
<tr>
<td>Dr. Sara McArthur</td>
<td>Michael E. DeBakey VA Medical Center</td>
<td>At Large Position</td>
<td>Oct. 2019 – Oct. 2021</td>
</tr>
<tr>
<td>Scott Rule</td>
<td>The Harris Center</td>
<td>At Large Position</td>
<td>Oct. 2019 – Oct. 2021</td>
</tr>
<tr>
<td>VACANT</td>
<td></td>
<td>At Large Position</td>
<td></td>
</tr>
<tr>
<td>Sharon Zachary</td>
<td>Alliance of Community Assistance Ministries</td>
<td>Provider Representative</td>
<td>Feb. 2019 – Feb. 2021</td>
</tr>
<tr>
<td>VACANT</td>
<td></td>
<td>Consumer Representative</td>
<td></td>
</tr>
<tr>
<td>VACANT</td>
<td></td>
<td>Consumer Representative</td>
<td></td>
</tr>
</tbody>
</table>
CoC Steering Committee

Thursday, February 13, 2020 at 3:30pm

Getting Started

✓ Call to Order – 3:36pm by Tom McCasland
✓ Roll Call – quorum approved
✓ January Minutes Approval – Approved by Tom McCasland, seconded by committee
  • MOU/Charter to be presented at the March meeting

Action Items

☐ 1. Sign November, December, & January Minutes
✓ 2. CoC Steering Committee Representative Discussion
  ✓ Discussion & Nominations on officer positions – Election to occur in March
  • Recommendations to come from previous board experience
  • Onboarding needs to be defined and mentors are recommended
☐  • At Large Position Vacant – with approval from new charter
☐  • Two Consumer Representative Positions Vacant – with approval of new charter
  ❖ Mark Thiele to join in place of Tory Gunsolley
  ❖ Volunteer Agenda Prep Meeting to be developed

January Resolutions

☐ 1. Motion to elect Tom McCasland as Vice Chair – Resolution to be signed
☐ 2. Motion to re-elect Preston Witt for his second term – Resolution to be signed
☐ 3. Motion to re-elect Don Titcombe for his second term – Resolution to be signed
✓ 4. TDHCA ESG place holder – Resolution to be presented
  • Nominate CFTH as the lead – motioned by D. Titcombe and seconded by P. Witt
Housing Innovations Presentation

1. Preliminary System Analysis Results
2. Workshop Update
   - Reducing Inflow:
     - Engage mainstream system providers: hospitals, jails, behavioral health
   - Crisis Housing:
     - Looking at the supply of crisis housing and how it is currently being used
   - Unsheltered Population:
     - Unsheltered population visually shows our shortcomings
     - Opportunity on how we address this as a system
     - Unsheltered population grows and encampments then become permanent
     - Low-barrier shelter projects: Navigation center
   - PSH:
     - Grow the supply
3. Discussion & Recommendation for plan’s moving forward
   - Apply the modeling approach next: focusing on which strategies are going to have the greatest impact on homelessness
   - Engagement workshops to show possible applied strategies in March/April

Gaps

1. Services
2. Rental
3. Development

CoC Funding

1. Tier 1 FY19 Competition
2. Return Fund Analysis

Rapid Re-Housing Update & Discussion

1. RRH Data Presentation
   - Get rid of CMI
   - Continue with financial assistance
   - RRH community guidelines should be comparable to PSH guidelines
   - Action Items:
     - Get data on where evictions are occurring
     - Begin to intervene and provide onsite case management
     - Determine how these are funded

2. Lead Agency Recommendation
   - Vote to occur in March

Dashboards

1. Update

2. Dashboard Recommendations

H-3

1. Update

Public Comments

1. Open – No public comments

Wrap-Up Meeting

1. Meeting Adjourn – by Tom McCasland at 5:16pm
CoC Steering Committee

Thursday, February 13, 2020 at 3:30pm

Attendance

☐ Mike Temple, Chair, Houston Galveston Area Council
✓ Tom McCasland, Vice Chair, Houston Housing & Community Development
✓ Marilynn Kindell, Secretary, Fort Bend Community Development
✓ Daphne Lemelle, Harris County Community Services Development
✓ Horace Allison, Harris County Housing Authority
✓ Pending, Houston Housing Authority
☐ Dr. Joanne Ducharme, Montgomery County Community Development
✓ Melissa Quijano, Pasadena Community Development
☐ Barbie Brashear, Harris County Domestic Violence Coordinating Council
☐ Jennifer Herring, Harris County Sheriff’s Office
✓ Karen Tseng, Harris Health System
☐ Dr. Sara McArthur, Michael E. DeBakey VA Medical Center
☐ Scott Rule, The Harris Center
✓ Don Titcombe, Rockwell Fund Inc.
✓ Sharon Zachary, Alliance of Community Assistance Ministries
✓ Preston Witt, Harmony House Inc.

Respectfully Submitted,     Approved,

________________________                                               ________________________

_____________________                 _____________________
Date                    Date
The Way Home

Request for CoC Steering Committee Agenda Item

1. Brief Description of Proposed Item:
   Motion to elect Tom McCasland as Chair; recommended by Nominations Committee. To serve two-year term as Chair (so long as representative remains within good standing and on the Steering Committee).

2. Date of Steering Committee Meeting:
   March 12, 2020

3. Proposed Committee Resolution:

4. Approval of CoC Steering Committee Chair

   Signature: ___________________________   Date: ___________________________
Request for CoC Steering Committee Agenda Item

1. **Brief Description of Proposed Item:**
   Motion to elect Barbie Brashear as Vice Chair, recommendation made by the Nominations Committee. Vice Chair to serve a two-year term (so long as representative remains within good standing and on the Steering Committee).

2. **Date of Steering Committee Meeting:**
   March 12, 2020

3. **Proposed Committee Resolution:**

4. **Approval of CoC Steering Committee Chair**

Signature: ____________________________ Date: __________________________
1. **Brief Description of Proposed Item:**
   Motion to elect volunteer Steering Committee representative as Secretary on the CoC Steering Committee. Secretary position to serve a two-year term (so long as representative remains within good standing and on the Steering Committee).

2. **Date of Steering Committee Meeting:**
   March 12, 2020

3. **Proposed Committee Resolution:**

4. **Approval of CoC Steering Committee Chair**

Signature: ________________________ Date: ________________________
1. Brief Description of Proposed Item:

   Recommendation to add Mercedes Sanchez to the CoC Steering Committee in an “At Large” position, as recommended by the Nominations Committee.

2. Date of Steering Committee Meeting:
   March 12, 2020

3. Proposed Committee Resolution:

4. Approval of CoC Steering Committee Chair

   Signature:____________________________________  Date:________________________
Consumer Representation
Key Questions

- What things do we need to do to ensure the most equitable process and result?
- Where have we gone wrong in the past?
- What do we expect?
- What behaviors can we change?
Clearly advertise the opportunity

Be clear on the expectations of the consumer representative and the expectations of the CoC and Lead Agency

Compensate the consumer representatives

Be flexible and address barriers

Designate point people to assist the consumer representatives

Consider multiple consumer representatives

Create opportunities for relationship building
The Direction for Consumer Representatives

- Identify funding for two consumer representatives
- Develop a “job” description, expectations, etc...
- Develop a simple three-four question application
  - What is your experience with homelessness?
  - Why do you want to do this?
  - What is your commitment to joining the Steering Comm.?
  - What accommodations do you need?
- Develop an approach to bringing on mentors or point people to support consumer reps in navigating policy and implications
- Develop a onboarding process – for all members of the CoC Steering Committee
- Nomination committee will make recommendations to The Way Home Steering Committee
LONG TERM GOALS

Create and manage
• Create & manage a consumer forum (or something similar) to provide the opportunity for consumer feedback and input

Foster
• Foster a more democratic nomination process once the forum is established

Continue
• Continue to move toward and engage meaningful participation

Establish
• Establish a representational form of participation and consumer representatives
Request

• Does the Steering Committee approve the Lead Agency producing a refined plan and collateral materials related to onboarding two Consumer Reps?
The Way Home Continuum of Care Charter

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A. Purpose of the Charter

This Charter sets out the composition, roles, responsibilities and committee structure of The Way Home Continuum of Care TX:700 (CoC) whose jurisdiction includes the Houston, Pasadena, Conroe; and Harris, Fort Bend, and Montgomery Counties.

B. Continuum of Care Governance Overview

The purpose of The Way Home CoC is to create a collaborative, inclusive, community-based process and approach to plan for and manage homeless assistance resources and programs effectively and efficiently to end homelessness in the jurisdiction as specified in the US Department of Housing and Urban Development (HUD), 24 CFR Part 578, Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act: Continuum of Care Program.

The HEARTH Act, enacted into law on May 20, 2009, consolidated the homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into a single grant program and revises the Emergency Shelter Grants program and renames it the Emergency Solutions Grant (ESG) program. The HEARTH Act also codifies into law the CoC planning process, a longstanding part of HUD’s application process to assist homeless persons by providing greater community-wide coordination, decision-making, and leadership.

The CoC Steering Committee is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule. CoC governance responsibilities include:

- Planning for and operating the CoC,
- Ensuring compliance with HUD requirements and regulations;
- Coordinating the implementation of a housing and service system that meets the needs of the individuals and families who experience homelessness, including:
  - prevention and diversion strategies,
  - outreach and engagement,
  - coordinated assessment, entry, and exit,
  - crisis and emergency shelter and temporary housing, and
  - permanent housing and supportive services; and
- Designing and implementing the process associated with applying for HUD CoC Program funds.

This Governance Charter outlines the roles and responsibilities of The Way Home CoC Steering Committee, the Lead Agency, the Collaborative Applicant, and the Homeless Management Information System (HMIS) Lead.
a. Roles and Responsibilities of the Steering Committee

The CoC Steering Committee is the lead decision making body responsible for managing community planning, coordination, and evaluation to ensure that the homeless response system rapidly ends people’s homelessness permanently. This includes planning for the use of HUD’s CoC resources and coordinating these funds with other relevant resources in the jurisdiction.

The CoC Steering Committee has specific responsibilities as outlined by HUD in the CoC Interim Rule. The responsibilities required by the CoC by HUD in the Interim Rule and assigned to The CoC Steering Committee are outlined below:

<table>
<thead>
<tr>
<th>Responsibility Category</th>
<th>Responsibility</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing CoC</td>
<td>Define membership of Continuum of Care</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Establishing CoC</td>
<td>Invite new members annually</td>
<td>Continuum of Care/Lead Agency</td>
</tr>
<tr>
<td>Operating CoC</td>
<td>Hold meetings of full membership, with published agenda, at least quarterly</td>
<td>CoC Steering Committee/Lead Agency</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Establish a CoC Steering Committee and designate its responsibilities</td>
<td>CoC Steering Committee</td>
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<tr>
<td>CoC Governance and Management</td>
<td>Reviewing the Written Selection Process for the Board</td>
<td>CoC Steering Committee</td>
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<tr>
<td>CoC Governance and Management</td>
<td>Develop the CoC Governance Charter</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Review Governance Charter Annually</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>CoC Governance and Management</td>
<td>Review lead agency MOU and select lead agency</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Coordinated Assessment System</td>
<td>Develop a policy for how Coordinated System and Housing and Service System will address needs of Domestic Violence</td>
<td>CoC Steering Committee/Coordinated Assessment (Centralized Intake) Committee</td>
</tr>
<tr>
<td>Designate an HMIS</td>
<td>Ensure consistent participation of recipients and sub-recipients in HMIS</td>
<td>CoC Steering Committee/HMIS Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Participate in the Consolidated Plan</td>
<td>CoC Steering Committee</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Consult with ESG Recipients</td>
<td>Lead Agency/CoC Steering Committee</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Monitor data quality and system performance through the creation and evaluation of standardized dashboards</td>
<td>Lead Agency/CoC Steering Committee</td>
</tr>
</tbody>
</table>
Additional responsibilities of CoC Steering Committee include:

- Receiving and responding to community and public policy updates relevant to homelessness issues;
- Receiving updates on and responding to the Plan to Prevent and End Homelessness;
- Providing input on strategic priorities for the Continuum of Care;
- Reviewing and acting on the annual funding allocations;
- Reviewing and acting on additional HUD required activities;
- Reviewing and acting on any proposed funding reallocations, as required;
- Creating an appeal process for providers;
- Reviewing and making final determinations on provider appeals as recommended by CoC Steering Committee;
- Designating HMIS Lead, CoC Lead, and Collaborative Applicant for CoC through a MOU, with roles to be reviewed annually;
- Holding CoC committees accountable for fulfilling their responsibilities, and review the work of the committees;
- Providing overall direction and leadership of the process;
- Making all formal decisions of the CoC;
- Leading strategic planning and goal-setting;
- Aligning and coordinating CoC and other homeless assistance and mainstream resources;
- Ensuring the availability of data for planning;
- Establishing priorities for and making recommendations to HUD about the allocation of CoC resources;
- Establishing system and program outcomes for evaluation purposes;
- Monitoring and evaluating both system wide and individual program performance on established goals;
- Receiving reports and recommendations from sub-committees, workgroups and task groups;
- Establishing sub-committees and task groups as needed to perform CoC functions;
- Selecting the lead support agency and HMIS administrator;
- Entering into contracts and MOUs on behalf of the CoC;
- Monitoring performance under these contracts; and
- Distributing official communications from the CoC.
b. Members of the Steering Committee
Membership in the CoC ensures community wide commitment to preventing and ending homelessness and must represent a diverse body of stakeholders throughout the entire geographic area of the CoC. The intent is that the CoC be as inclusive as possible, to include the opinions and insights of various parties.

The membership of the Steering Committee consists of up to 19 designated seats as outlined below. Each Steering Committee member must have the fiscal and program authority of the organization they represent.

- City of Houston Housing and Community Development
- Harris County Community Services Division
- Houston Housing Authority
- Harris County Public Housing Authority
- Fort Bend Community Development Department
- Pasadena Community Development Department
- Montgomery County Community Development Department
- Two Service or Housing Provider Representatives
- Two Consumer Representatives
- Local Non-Governmental Funder Representative
- Seven At-large Representatives from Public/Government/Academic Organizations/Key Stakeholders (e.g., Health, Mental Health, Veterans Administration, School Districts, Child Welfare System Workforce Development Board, University, Criminal Justice, Business, Faith Community, Victim Service Providers, etc.)

c. Selection of Steering Committee Members
- Each Steering Committee member that is a named organization or jurisdiction selects or appoints its representative(s) to the committee.
- Provider representatives are selected by the CoC Provider Forum.
- Consumer representatives are selected by a vote of the Steering Committee members and are nominated by the Nominations Committee.
- Local Non-governmental Funder representatives nominated and confirmed by the Steering Committee.
- At-large representatives are selected by a vote of the members of the Steering Committee.
- The Steering Committee can add new members by a majority vote of the existing members.
d. Terms of Membership

- Members who represent a government department or organization may serve as long as they continue to hold that job/position.
- The term of office for those members who represent a segment of the population or a named organization is two years. These members may serve up to three consecutive terms.
- A member may be re-elected to the Steering Committee after a period of twelve (12) months of non-service.
- A year is considered 12 months from the month the member becomes active (voted or elected in March, they begin April and will end in March two years later).
- Members that fail to attend less than 75% of regularly scheduled meetings may be subject to removal from the Steering Committee by vote of the Committee. The Steering Committee will require the appointing and electing agencies to appoint a substitute in the event of the removal of a member of the Steering Committee.

e. Steering Committee Meetings, Quorum and Voting

CoC Steering Committee will hold no less frequently than quarterly meetings of the full CoC Governing Body membership. The agendas must be published in advance of the meeting date. The meetings are open to the public, and non-members can attend. The CoC will open a time for public comment during each meeting.

- The Steering Committee shall meet no less frequently than quarterly.
- Steering Committee members agree to meaningful participation. The Chair shall ensure members have time to process information, ask questions, and ask for clarity.
- Steering Committee Agendas and supporting materials shall be distributed to members of the Steering Committee at least seven days before a scheduled meeting, unless special circumstances dictate otherwise. If new items are made known that require Steering Committee attention inside the seven day period, they may be presented for consideration if necessary.
- A majority of 51% of the voting membership constitute a quorum at all meetings of CoC Steering Committee Attendance may be via virtual meeting technology or in person. Attendance in person is highly encouraged.
- The vote of a majority of members present (either in person or via virtual meeting technology) and voting at a meeting at which a quorum is present is enough to constitute an act of the Steering Committee.
- Steering Committee meetings shall be open to the public unless sensitive information requires closed session. A sign-in sheet will be made available for time limited public comment.
- Steering Committee meetings date, place and time will be published and distributed by the lead agency in newsletters and on the events section of the website in advance of each meeting.
f. Decision Making
Robert’s Rules of Order will be followed, and a simple majority of the members present is necessary for any resolution or vote to pass. For purposes of time-sensitive and/or critical votes an email vote may be used. On the direction of CoC Steering Committee, e-votes may be initiated by the Lead Agency. More than 51% of the voting membership must respond to the e-vote for the vote to be accepted.

g. Code of Conduct / Conflict of Interest / Recusal Process
Steering Committee members with actual or perceived conflicts of interest must identify them as they arise. Individuals with a conflict of interest may participate in all discussion but should abstain from voting on any issue in which they may have a conflict. No member of the Steering Committee shall vote upon any matter which shall have a direct financial bearing on the organization that the member represents. This includes all decisions with respect to funding, awarding contracts, and implementing corrective actions.

In accordance with HUD regulations, no member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents. Therefore, any individual participating in or influencing decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Individuals with a conflict of interest should abstain from discussion and voting on any issue in which they may have a conflict. An individual with a conflict of interest, who is the committee chair, shall yield that position during discussion and abstain from voting on the item.

Annual written conflict of interest disclosure statements will be provided by each member at the annual meeting. This form must be updated on a yearly basis. All Members will not be permitted to participate in a discussion or if a voting member, not be able to vote until the statement is on file. All voting members shall have the right to recuse themselves from voting on a matter without providing excuse.

h. Compensation of Members
Steering Committee members will receive no compensation for their duties. They may receive direct expense reimbursement for any expenses incurred for activities directed by the Steering Committee. Consumer Representatives may be reimbursed for travel and meeting time.

i. Officers of the Steering Committee
There will be three officers of the Steering Committee – Chair, Vice Chair and Secretary. These positions will be recommended by the Nominations Committee and approved by the Steering Committee. Each officer will have a one year term with an optional additional one year renewal. Renewal options will be recommended by the Nominations Committee.
• Chair – The Chair will preside at all meetings of the Steering Committee. Subject to the direction of the Steering Committee, the Chair shall give oversight to the development of policies and execution of the policies and programs of the Continuum of Care. The Chair will ensure meaningful participation and adequate time for members to process information, ask questions, and ask for clarity. The Chair will perform other duties prescribed by the Steering Committee and all duties incident to the office of Chair of the Steering Committee.

• Vice Chair – The Vice Chair will preside over meetings of the Steering Committee in the absence of the Chairman and assist the Chair and the Steering Committee on matters as may be requested from time to time.

• Secretary – The Secretary will (or delegate to another) give all notices of meeting dates, times and locations, take minutes of the meetings and keep the minutes as part of the corporate records. The Secretary will perform duties incident to the office of the Secretary and such other duties as may be assigned by the Chair or Steering Committee.

j. Standing Committees of the CoC Steering Committee
The Chair may establish standing committees as may be necessary to conduct the business of the Steering Committee. The Chair shall appoint the members of each committee established. The Chair will set the scope and duties of every standing committee for approval by Steering Committee vote.

No standing committee has the authority to act on behalf of the Steering Committee beyond duties described in the following sections. The current standing committee is the Nominations Committee.

• Nominations Committee Duties:
  o Recommend members to fill the positions of:
    ▪ Seven At-large Representatives from Public/Government/Academic Organizations/Key Stakeholders (e.g., Health, Mental Health, Veterans Administration, School Districts, Child Welfare System, Workforce Development Board, University, Criminal Justice, Business, Faith Community, Victim Service Providers, etc.)
    ▪ Two Consumer Representatives
  o Recommend a slate of voting members and officers annually.

k. Resignation:
Unless otherwise provided by written agreement, any voting member may resign at any time by giving written notice to the Chair or Vice Chair. Any such resignations shall take effect at the time specified within the written notice or if the time be not specified, therein upon its acceptance by the Steering Committee.
I. Advisory Seats:
In addition to the above roles, committee members may designate nonvoting representatives to attend and participate in meetings to provide advice and expertise on particular issues.

C. Committees and Workgroups

Committees and Workgroups will be established to conduct the functions necessary to support the CoC mission and meet funding obligations. CoC Steering Committee may establish Committees, Subcommittees, or Work Groups that are made up of the CoC members to act on behalf of the CoC on an ad hoc basis as needed.

CoC Steering Committee gives authority to the CoC Committees for specific responsibilities. The responsibilities required by the CoC Interim Rule, and designated to each committee, are outlined below:

<table>
<thead>
<tr>
<th>Responsibility Category</th>
<th>Responsibility</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall and Project-Level Performance</td>
<td>Establish performance targets in consultation with recipients/sub-recipients</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Overall and Project-Level Performance</td>
<td>Monitor recipient/sub-recipient performance</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Overall and Project-Level Performance</td>
<td>Evaluate outcomes for ESG and CoC Projects and report to HUD</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Overall and Project-Level Performance</td>
<td>Measure and communicate system performance</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Coordinated Access System</td>
<td>Ensure operation of a Coordinated Access System in consultation with ESG</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Coordinated Access System</td>
<td>Develop a policy for how Coordinated System and Housing and Service System will address needs of Domestic Violence</td>
<td>Harris County Domestic Violence Coordinating Council</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Plan and Conduct a Point-in-Time Study</td>
<td>Lead Agency</td>
</tr>
<tr>
<td>Plan for the CoC</td>
<td>Conduct an annual gaps analysis of homeless needs and services</td>
<td>Lead Agency</td>
</tr>
</tbody>
</table>

Additional responsibilities are also listed below:

Point in Time Committee
The Way Home

- In collaboration with the CoC Lead agency, organize and implement the annual Point in Time Count
- Must include representation from HMIS Lead Agency
- Should include a person who is homeless or formerly homeless

System Performance and Outcomes
- In collaboration with the HMIS lead, ensure the completion of the Annual Gaps Analysis
- In collaboration with the CoC Lead Agency, evaluate how well the homeless system is meeting HUD’s system-wide performance measures
- Provide recommendations to the full CoC Governing Body membership and CoC Board on how system wide performance can be improved
- Work with CoC Lead Agency to complete project performance evaluation and monitoring
- Must include representation from the CoC Lead Agency

System Funding
- Research strategic funding opportunities to support the homeless system
- Outreach to non-traditional funders (business community, etc.) to procure funding for the homeless system
- Provide recommendations to CoC Steering Committee and full CoC membership on potential opportunities for increased funding
- Analyze current federal, state, and local funding dedicated to the homeless system and provide recommendations to CoC Steering Committee and full CoC membership on potential reallocation of resources based on CoC strategic priorities, gaps, and system performance

Coordinated Assessment (Centralized Intake)
- Provide macro-level CoC oversight of the Coordinated Assessment System
- In coordination with the Coordinated Assessment (Centralized Intake) administering agency, troubleshoot any issues
- Make recommendations to CoC Steering Committee and the full CoC membership on any macro-level changes for system improvement
- Must include representation from the CoC Lead Agency
- Should include a person who is homeless or formerly homeless

CoC Project Rating and Ranking
- Score and rank projects and provide the ranking recommendation to CoC Steering Committee
- Homeless Services agencies that receive CoC funding are prohibited from participating on this committee
- Members are appointed by CoC Steering Committee

Nominations and Membership
• Engage in recruitment activities to engage as many and diverse stakeholders in the CoC as possible, including recruitment for participating and membership on CoC Steering Committee and the CoC committees

• Work in collaboration with CoC Steering Committee to develop any qualifications for membership in CoC entities as deemed necessary.

a. Current Committees and Workgroups

The Continuum of Care is comprised of standing committees, workgroups and task workgroups which have various roles and responsibilities. Several workgroups are designated by this charter. Ad hoc working groups and task workgroups may be formed by the Steering Committee and given specific responsibilities as needed by the Continuum of Care. The Steering Committee will have oversight of the CoC workgroup system including setting the scope and duties of workgroups. The Steering Committee will approve or retire a workgroup as needed in accordance with the strategic plan to end homelessness.

Workgroups are the action planning and implementations components of the system. Workgroup activities may be facilitated by the lead agency or other key stakeholder(s) as appointed by the Steering Committee. Workgroups may make recommendations for Resolutions to the Steering Committee regarding CoC policies and procedures, report outcomes and data analytics, and recommend performance measures and suggestions for system improvements. The lead agency shall be responsible for reporting workgroup activities to the Steering Committee. The lead agency will maintain an overview of active system workgroups on the CoC section of its website. These CoC workgroups include but are not limited to the following:

• CoC Provider Forum
  o The CoC Provider Forum is the primary policy, input and planning group for the CoC provider community. Members of the CoC Provider Forum includes all homeless service provider agencies (see CoC Membership Policy in The Way Home Guidebook and Policies & Procedures). Participation in the CoC Provider Forum is vital to the CoC planning process.
  o The two consumer representatives to the CoC Steering Committee will, in cooperation with the Lead Agency, convene forums to gather input to inform the CoC Steering Committee in their decision-making.
  o The CoC Provider Forum will convene no less than quarterly and may convene for special meetings when needed.
  o The CoC Provider Forum will review the annual update to the CoC Charter.
  o The CoC Provider Forum is governed by The Way Home Guidebook and Policies & Procedures which is maintained on the CoC section of the lead agency website and reviewed annually by the provider forum at a minimum.
The Way Home

- Consumer Input Forum
  - The Consumer Input Forum is the primary vehicle through which the CoC gathers input from the consumer population. Participants of the Consumer Input Forum will include those currently experiencing homelessness and those who have formerly experienced homelessness.
  - The two consumer representatives to the CoC Steering Committee will, in cooperation with the Lead Agency, convene forums to gather input to inform the CoC Steering Committee in their decision-making.

- HMIS Forum
  - The CoC HMIS Lead Agency will conduct quarterly HMIS Forums open to the public and specifically participating agency HMIS users and managers. The Forum will offer community reports on performance measures and provide user training opportunities when necessary. Notice of the Forum will be sent in advance to the HMIS e-mail distribution list and by public notice through the CoC Connection newsletter and placement on the Lead Agency’s website.

- Provider Affinity Groups
  - Provider Affinity Groups include existing and to be formed work groups focused on planning around specific program types or system components such as prevention/diversion, permanent supportive housing rapid rehousing, outreach, etc. These groups include staff from provider and government organizations, consumers, funders, etc.

- Population Specific Work Groups
  - Population Specific Work Groups include both existing and to be formed groups focused on planning for the needs of specific sub-populations such as, Veterans, Victim Services Providers and Youth/Young Adults. These groups include staff from provider and government organizations, consumers, funders, etc.

- Task Specific Work Groups
  - Task Specific Work Groups include both existing and to be formed groups focused on planning for a task specific activity or function under the guidance of the CoC strategic plan such as the Homeless Count, Coordinated Access, Income Now, Housing Navigation, Supportive Housing Development Workgroup, etc. These groups include staff from provider and government organizations, consumers, funders, etc.
  - The lead agency will maintain an active list of CoC workgroups on the CoC section of its website.
  - The lead agency will report progress of Task Specific Work Groups regularly to the Steering Committee through the lead agency report. The lead agency will submit referendums to the Steering Committee regarding policy and procedures that affect the operations of the CoC.
D. Lead Agency

The CoC Steering Committee will appoint a Lead Agency that will provide meeting support for CoC Steering Committee, CoC Board and all other committees. The Lead Agency is responsible for scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to the Continuum of Care website. All responsibilities are documented in the Continuum of Care Lead Agency Memorandum of Understanding.

The designation of the Lead Agency is valid for a maximum of five (5) years before the designation must be reviewed and renewed by the CoC Steering Committee. No requirement for a Request for Proposal (RFP) will be made if no other agencies are interested and this step is unnecessary. In response to negligence or poor performance of the CoC Lead Agency, the CoC reserves the right to open an RFP process prior to the five year mark, and designate a new CoC Lead Agency.

At this time, the designated Lead Agency is the Coalition for the Homeless.

Specific responsibilities include:
- Provide leadership to CoC stakeholders regarding best practices, system planning and direction
- Coordinate, facilitate, and inform the CoC Steering Committee
- Facilitate workgroups
- Produce planning materials
- Coordinate Needs/Gaps Assessments
- Collect and report CoC and program performance data and use data gathered to encourage performance Improvement
- Evaluate and incentivize performance with oversight from the Steering Committee
- Coordinate resources, maximize multiple existing and new funding sources both, integrate activities and facilitate collaboration
- Prepare collaborative application for CoC funds
- Act as collaborative applicant for other funds as deemed necessary and appropriate to meet CoC goals
- Provide technical assistance and training to CoC members
- Represent progress and learnings of the CoC in state and national forums
- Build awareness and build support by leading advocacy efforts
- Build strategic partnerships with key stakeholders and mainstream resources in order to increase and build system capacity
- Analyze and report on CoC expansion opportunities to the CoC Steering Committee
E. Collaborative Applicant

The Continuum of Care must designate a legal entity who is also a Continuum of Care Program eligible applicant to serve as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all Continuum of Care Program funded projects within the geographic area. The Collaborative Applicant is also responsible for submitting the annual application to HUD for Continuum of Care Program funding and to apply for Continuum of Care Planning dollars. These and any additional responsibilities are documented in the Continuum of Care Collaborative Applicant Memorandum of Understanding. The designation of the Collaborative Applicant is valid for a maximum of five (5) years before the designation must be reviewed and renewed by the CoC Steering Committee. In response to negligence, poor performance, or loss of eligibility, CoC Steering Committee reserves the right to open an RFP process prior to the five year mark, and designate a new Collaborative Applicant.

Before the submission of the annual application to HUD for Continuum of Care Program funding, the Collaborative Applicant must submit a final draft of the application to CoC Steering Committee for approval. Depending on the timing of the submission to HUD, CoC Steering Committee and Collaborative Applicant will create a timeline for submission to the Continuum of Care.

At this time, the designated Collaborative Applicant is the Coalition for the Homeless.

F. HMIS Administrator

The Continuum of Care must designate a legal entity who is also a Continuum of Care Program eligible applicant to serve as the Homeless Management Information System (HMIS) Lead. The HMIS Lead will maintain the community’s HMIS in compliance with HUD standards and coordinate all related activities including training, maintenance, and the provision of technical assistance to contributing organizations. Responsibilities required by the Continuum of Care Interim Rule are outlined in this Governance Charter. These and any additional responsibilities are documented in the Continuum of Care Homeless Management Information System Lead Memorandum of Understanding.

The designation of the HMIS Lead is valid for a maximum of five years before the designation must be reviewed and renewed by the CoC Steering Committee. No requirement for a Request for Proposal (RFP) will be made if no other agencies are interested and this step is unnecessary. In response to negligence or poor performance of the HMIS Lead, the CoC reserves the right to open an RFP process prior to the five year mark, and designate a new HMIS Lead. At this time, the Coalition for the Homeless has been designated as the HMIS administrator for The Way Home Continuum of Care.

G. Reporting

Proceedings of all Steering Committee meetings are documented in minutes. Minutes of all meetings are circulated and approved at the subsequent meeting. Once approved, minutes are made available electronically to the public.
H. Charter Amendments

Once every year CoC Steering Committee must review this Charter. Members of CoC Steering Committee, CoC Board, Collaborative Applicant, Lead Agency, or HMIS Lead may make suggestions for updating. It is the Lead Agency’s responsibility to review HUD rules, regulations, and guidance and to suggest updates to the Charter as required by HUD. The updates must be presented to the full CoC Steering Committee prior to the Annual Meeting. Updates to the Charter require two (2) meetings: the first to review changes, and the second to vote.

A simple majority is required by CoC Steering Committee at the Annual Meeting. This Charter may be amended by voice or ballot at the will of the majority of those in attendance at a meeting with a quorum represented.

I. Definitions

1. Centralized Intake: Refers to the Continuum of Care’s Coordinated Assessment system.

2. CoC Steering Committee/Board: The primary decision-making group for the continuum of Care, voted into their positions by the CoC Steering Committee.

3. CoC Committees: Groups of volunteers who work throughout the year to accomplish specified tasks for the Continuum of Care. There are seven standing committees, and CoC Steering Committee can create ad-hoc committees as needed to support the CoC.

4. CoC Lead Agency: Agency that is designated to carry out the activities of the CoC including fiscal and compliance activities and CoC administrative duties.

5. Collaborative Applicant: Agency or organization designated by CoC Steering Committee to be the entity that submits the CoC funding application to HUD.

6. Continuum of Care (CoC): A collaborative and strategic funding source from HUD that helps communities make progress towards preventing and ending homelessness in their communities. HUD also refers to the group of community stakeholders involved in homelessness as the “Continuum of Care.”

7. Continuum of Care Interim Rule: Published by HUD in 2012, the CoC Interim Rule focuses on regulatory implementation of the Continuum of Care (CoC) Program, including the Continuum of Care planning process.

8. Coordinated Assessment: 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. This definition establishes basic minimum HUD requirements for the Continuum’s centralized or coordinated assessment system.

9. Governance Charter: A document that outlines the roles and responsibilities of the CoC Steering Committee, the CoC Steering Committee, Continuum of Care Committee(s), the Lead Agency, the Collaborative Applicant and the Homeless Management Information System (HMIS) Lead with the intent to creating an inclusive, transparent process by which makes strategic decisions in order to meet the goals of preventing and ending homelessness.

10. The HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act: The HEARTH Act of 2009 was signed into law on May 20, 2009. The HEARTH Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including a change in HUD’s definition of homelessness and chronic homelessness.

11. HMIS: A computerized data collection application designed to capture client-level information over time on the characteristics of service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community’s system of homeless services.

12. HMIS Lead Agency: Agency, organization or government department designated by CoC to administer and manage the HMIS.

13. HUD: Acronym used to refer to the federal Department of Housing and Urban Development that administers the Continuum of Care funding and program.

14. NOFA: Notice of Funding Availability. As it relates to The Way Home, the NOFA refers to the annual Continuum of Care collaborative application for McKinney-Vento Homeless Assistance funds as amended by the HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act. The competition is facilitated by the Lead Agency with direction by the CoC Steering Committee. The collaborative application is submitted by the Lead Agency on behalf of The Way Home.

15. PSH: Permanent Supportive Housing is a Housing First Intervention that combines indefinite leasing or rental assistance with supportive services to help people and families experiencing chronic homelessness achieve housing stability.

16. RRH: Rapid Re-housing is a housing first intervention that emphasizes housing search and location services and short to medium-term rental assistance to move individuals and families experiencing homelessness (with or without a disability) as rapidly as possible into permanent housing. Intense but short-term case management is provided to help families stabilize and prepare to live independently.

17. RFP or RFQ: Request for Proposals or Request for Qualifications are used in procurement bidding for vendors and provides specific scope of work and requirements.
18. Workgroups: Workgroups are the action planning components of the CoC. Workgroup activities may be facilitated by the Lead Agency or other key stakeholder(s) as appointed by the Steering Committee. Workgroups may make recommendations for Resolutions to the Steering Committee regarding CoC policies and procedures, and/or report outcomes and data analytics, performance measures, and activities to the Steering Committee. The Lead Agency shall be responsible for reporting Workgroup activities to the Steering Committee. The Steering Committee may retire a task workgroup no longer required by majority vote.
1. **Brief Description of Proposed Item:**

   Recommendation to adopt the updated CoC Governance Charter to reflect CoC system updates.

2. **Date of Steering Committee Meeting:**

   March 12, 2020

3. **Proposed Committee Resolution:**

4. **Approval of CoC Steering Committee Chair**

   Signature:____________________________________  Date:_______________________
Request for CoC Steering Committee Agenda Item

1. **Brief Description of Proposed Item:**

   Recommendation to add two additional “At Large” positions by the Nominations Committee for the 2020 CoC Charter.

2. **Date of Steering Committee Meeting:**
   March 12, 2020

3. **Proposed Committee Resolution:**

4. **Approval of CoC Steering Committee Chair**

   Signature:_________________________________________ Date:_______________________
1. **Brief Description of Proposed Item:**

   In the most recent NOFA, The Coalition for the Homeless (CFTH) recommended that $600K be reallocated from RRH due to the non-expenditure of a portion of RRH dollars that were being used for the Adult RRH program. This reallocation was then used to fund potential new permanent supportive housing (PSH) slots. That decision, along with ongoing complications with the collaboration and lower than expected outcomes, sparked the need for a system evaluation on how RRH could better serve The Way Home. The CFTH began gathering and evaluating RRH data beginning in the Spring of 2018. After this review, CFTH met with local RRH funders and RRH providers about potential changes to make to the collaborative. Both groups provided recommendations and feedback. The final data analysis and recommendation was provided to the CoC Steering Committee on February 13, 2020.

2. **Recommendation from the Lead Agency**

   a) **RRH Structure Dissolvement:**

   o Eliminate the Case Management Intermediary role and leave the Financial Assistance Intermediary role intact.
     - Doing this would release City, County, & State funding back to the system and keep CoC funds to operate the program and pay subsidies. Potential case management partners would apply for RRH services dollars on their own through each funders’ RFP process. This would also allow for the opportunity to utilize City, County, and State dollars to fund outreach, diversion, or homelessness prevention.

   o Further reallocate unspent funds from the CoC RRH grant to back to the CoC during the next NOFA process. This would allow for the creation of additional PSH projects to serve highly vulnerable families and individuals that are not chronically homeless yet have proven through data to not be successful in traditional RRH.

   b) **Program Delivery:**

   o Target RRH assistance for a minimum of one-year to individuals or families that have been employed within the last 90 days at the time of their coordinated access assessment. This recommendation follows the data that showed that maintaining employment indicates a certain level of ability to operate within the mainstream & self-resolve within a year. Further, financial assistance provided over one has not shown to help resolve barriers to independent living.
o Continue to implement a gradually increasing pay scale to better assimilate participates to paying rent and budgeting and offer incentives for completing tasks orientated to self-sufficiency.

3. Date of Steering Committee Meeting:
   March 12, 2020

4. Committee Recommendation:

5. Approval of CoC Steering Committee Chair

Signature:____________________________________  Date:_______________________
WHAT PROVIDERS SAY ABOUT:
ACCESS

- Web-Based Meetings
  - To occur monthly
  - Ability to write in questions & comments
  - Use log-in as attendance

- In-Person Meetings
  - To occur quarterly
  - Used for networking or participation based meetings
  - Access to past meetings and meeting information
  - More geographic locations for the quarterly in-person meetings
AGENDA

- Allow allotted time for networking and breakout groups based on services
- Meeting materials sent in advance
- Meeting and materials posted after every meeting
- Allot time for agencies to speak for their organizations
  - Services they provide
  - Staff and structure update
- Resource guide
- The ask of agencies for materials
- Trainings
ENGAGEMENT

- Spotlight providers
- Involvement w/agencies
  - Housing Authority
  - City and Harris County
  - HPD and HOT Team
- Consumer Input Forum
- Liaison presentations or involvement
- Service specific meetings
RELEVANCE

- Scoring process
  - Updates
  - Describe how agencies scoring comes together – determine how to help
  - Discuss HUD process

- Dashboards
  - Performance

- Invite providers to send topics of discussion for meeting

- Resource page
  - Include meeting times and materials
  - Resources they can connect to
  - Events which pertain to agencies
  - Place to submit questions and comments
NEXT STEPS

STAGE 01: Gather Input
STAGE 02: Present Input to Provider Reps
STAGE 03: Provider Reps Propose Change to Steering Committee
STAGE 04: Steering Committee Votes On Change(s)
STAGE 05: Implement Change
**The Way Home CoC Monthly Report**

**Housing Assessments**
- December: 120 Chronically Homeless, 335 Not Chronically Homeless
- January: 141 Chronically Homeless, 380 Not Chronically Homeless
- February: 164 Chronically Homeless, 386 Not Chronically Homeless

**Housed in RRH**
- December: 44 Chronically Homeless, 43 Not Chronically Homeless
- January: 43 Chronically Homeless, 13 Not Chronically Homeless
- February: 29 Chronically Homeless, 10 Not Chronically Homeless

**Avg Days until PH Placement**
- PSH: December = 30, January = 30, February = 30
- RRH: December = 55, January = 72, February = 72

**Number on the Housing Waitlist**
- December: Chronically Homeless = 174, Not Chronically Homeless = 1271
- January: Chronically Homeless = 155, Not Chronically Homeless = 1086
- February: Chronically Homeless = 187, Not Chronically Homeless = 1129

**Avg Days on the CA Waitlist**
- December: 124 Chronically Homeless, 103 Not Chronically Homeless
- January: 122 Chronically Homeless, 100 Not Chronically Homeless
- February: 111 Chronically Homeless, 68 Not Chronically Homeless

**Number of days until permanent housing move-in**
- December: 0 days
- January: 50 days
- February: 10 days

**Number of days households are waiting for a housing referral**
- December: 0 days
- January: 5 days
- February: 10 days

**Households assessed at one of the Coordinated Access Hubs**
- December: 120
- January: 141
- February: 164

**Individuals housed in permanent supportive housing**
- December: 44
- January: 43
- February: 29

**Individuals housed in rapid rehousing**
- December: 44
- January: 43
- February: 29

**Number of households waiting for permanent housing**
- December: 174
- January: 155
- February: 174
Where individuals were living prior to project enrollment

Bed Utilization on February 29, 2020

Percentage of beds occupied during the month

Leavers with Increased Income, February 2020

Percentage of adults that exited during the month & increased their income from any source between entry & exit