

El Paso City and County CoC (TX- 603) Governance Charter

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1 BACKGROUND AND OVERVIEW

As required by federal regulation, [24 CFR 578](#), every Continuum of Care (CoC) funded by the U.S. Department of Housing and Urban Development (HUD) must develop a governance charter that describes the organization and governance of the CoC and defines the roles and responsibilities of its major stakeholders.

This charter identifies such components for the El Paso Continuum of Care (TX-603), which operates to prevent and end homelessness in El Paso City and County, Texas. Below is an organizational chart of the CoC, at a glance.

To be developed at a later time

1.1 TERMS AND DEFINITIONS

Continuum of Care (CoC) and Continuum: The group organized to carry out the responsibilities required under the CoC Program interim rule and is composed of diverse partners across the CoC’s geography that are invested in addressing and ending homelessness.

CoC Board: The body established by the CoC to act on behalf of the CoC.

CoC Membership: Synonymous with the definition of “CoC” above, the CoC membership is comprised of all partners across the geography that are invested in addressing and ending homelessness.

CoC Partner: An individual person or organization that is a member of the CoC.

CoC Program: A competitive grant opportunity administered by HUD that provides funding to CoCs to promote communitywide commitment to the goal of ending homelessness and promoting access to mainstream programs by individuals and families experiencing homelessness.

Collaborative Applicant: The eligible applicant that has been designated by the CoC to apply for a grant for CoC planning funds under the CoC Program Interim Rule. The Collaborative Applicant ensures reporting accuracy and adherence to all applicable regulations.

Coordinated Entry Lead: The entity designated by the CoC to oversee the CoC’s CES and receive the CoC-funded Coordinated Entry grant, if applicable.

Coordinated Entry System (CES): A centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals.

Department of Housing and Urban Development (HUD): The Department of the federal government that requires communities to abide by the CoC Program Interim Rule and administers the CoC Program and ESG Program.

El Paso City and County CoC (El Paso CoC) (TX-603): The HUD-designated CoC inclusive of the El Paso City and County geography.

Emergency Solutions Grant (ESG) Program: A formula grant opportunity administered by HUD that provides funding to jurisdictions to assist people with quickly regaining stability in permanent housing after experiencing a housing crisis and/or homelessness.

Emergency Solutions Grant (ESG) Recipient: State or local government entity that enters into a grant agreement with HUD to administer ESG Program assistance. The two ESG recipients within the El Paso CoC geographic area are the City of El Paso and Texas Department of Housing and Community Affairs.

Homeless Management Information System (HMIS): A local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at-risk of and experiencing homelessness across the CoC.

HMIS Lead: The entity designated by the CoC to administer the CoC's HMIS on its behalf.

HMIS Vendor: The developer that provides HMIS software as a service (SaaS) to the CoC.

1.2 CoC PURPOSE

The purpose of the El Paso CoC is to:

1. Promote community-wide commitment to the goal of ending homelessness through advocacy, education, and collaboration;
2. Identify gaps in the CoC and develop resources to fill those gaps, including the provision of decent affordable housing, education and employment, and accessible healthcare;
3. Promote access to and effective utilization of mainstream programs by individuals and families experiencing and at-risk of homelessness; and
4. Optimize self-sufficiency among individuals and families experiencing homelessness.

1.3 MISSION, VISION, AND VALUES

1.3.1 MISSION

To be developed at a later time

PLACEHOLDER LANGUAGE: Address and end homelessness as a community

1.3.2 VISION

To be developed at a later time

1.3.3 VALUES

Working together to achieve the CoC’s stated purpose, stakeholders of the CoC embrace the following values and strive to infuse them into the collective efforts to address and end homelessness as a community:

- Collaboration: Maintain a solution-focused approach to problem solving, seeking win-win scenarios
- Transparent: Engage in the work in a way that is open, available, and honest, and establishes trust among the CoC
- Accessible and Accountable: Maintain clear policies and procedures with evidence of implementation
- Respect: Communicate with CoC partners professionally and respectfully
- Equity: Ensure practices are fair and impartial, and provide opportunities for individual voice.

1.4 GEOGRAPHIC AREA

The El Paso CoC includes all of El Paso City and County (TX-603).

2 RESPONSIBILITIES OF THE CoC

As specified in the CoC Program interim rule, the El Paso CoC is responsible for the following:

1. Operate the Continuum of Care ([§ 578.7\(a\)](#));
2. Designating and operating a Homeless Management Information System (HMIS)([§ 578.7\(b\)](#));
3. Continuum of Care planning ([§ 578.7\(c\)](#));
4. Developing VAWA emergency transfer plan ([§ 578.7\(d\)](#)); and
5. Preparing an application for CoC Program funds ([§ 578.9](#)).

How the El Paso CoC operationalizes these requirements, and who is responsible for what related to fulfilling these requirements, is laid out in this Governance Charter.

3 CoC MEMBERSHIP

3.1 COMPOSITION

Representatives from relevant organizations within the CoC geographic area, including:

- nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve veterans previously and currently experiencing homelessness, and
- individuals previously and currently experiencing homelessness.

The El Paso CoC is the community planning body and is made stronger through the participation of its diverse Membership. Membership is open to any individual or organization interested in preventing and ending homelessness in El Paso City and County, TX.

Organizations receiving CoC Program funds are required to be CoC Members.

3.2 TYPES OF MEMBERSHIP

Organizations and individuals may join the CoC as Voting Members or Non-Voting Members.

Organization Member: When an individual is joining as a representative of an organization, the entire organization is considered a member and may join CoC Committees, Subcommittees, and Workgroups. The organization must indicate a Primary and Secondary contact for which CoC membership communication will be sent to. Organization Voting Members shall indicate on the Membership Registration Form the individual who is authorized to vote on items brought to the full CoC Membership for approval and an Alternate Voter.

For organizations that have multiple departments (i.e., City, County, etc.), each department may apply as a CoC member separate from each other.

Individual Member: Any individual may join the CoC as a member, separate from an organization, if the organization with which they are employed is not an organization member. An individual member does not have a secondary contact; however, in extenuating circumstances, Individual Voting Members may identify an alternate that must be indicated on their Membership Registration Form.

The Collaborative Applicant shall be responsible for maintaining and updating membership rosters and distribution lists.

3.3 RESPONSIBILITIES AND EXPECTATIONS

Responsibilities and expectations vary depending on the type of membership as outlined in the table below

	Voting Members		Non-Voting Members	
	Organization	Individual	Organization	Individual
Commit to supporting the principles outlined in the Governance Charter and operating in alignment with applicable HUD regulations to advance the goals of the CoC	Required		Required	
Agree to support the majority of the vote	Required		Strongly Recommended	
Attend Orientation	Required		Required	
Attend a minimum # of full membership meetings	Required		Optional	
Participate on at least one Committee or Subcommittee	Required*	Optional	Optional	

*Organization Voting Members must have at least one person serve on a CoC Committee or Subcommittee

Additionally, Voting Members shall vote on the following items when brought to full CoC Membership for approval:

- CoC Governance Charter, and any subsequent updates to the Governance Charter, which includes **processes** to:
 - Invite new members to join the CoC,
 - Select a CoC Board to act on behalf of the CoC,
 - Appoint additional committees, subcommittees, or work groups
 - Evaluate outcomes of projects funded under the ESG Program and the CoC Program;
 - Designate the Collaborative Applicant
 - Designate the HMIS Lead
- Coordinated Entry Policies and Procedures, and any major revisions
- Written standards for providing CoC assistance, and any major revisions

- Emergency Transfer Plan that meets the requirements under 24 CFR 578.99(j)(8), and any major revisions
- Designation of a single Homeless Management Information System (HMIS)
- Designation of the HMIS Lead
- Designation of the Collaborative Applicant
- Designation of the Coordinated Entry Lead

3.4 RECRUITMENT AND REGISTRATION

3.4.1 VOTING MEMBERS

The registration period for organizations and individuals to become Voting Members is open twice a year. The Governance Committee and Collaborative Applicant shall invite new Voting Members to join by posting announcement and Membership Registration Form on the Collaborative Applicant’s website and through email announcements.

3.4.2 NON-VOTING MEMBERS

Organizations and individuals interested in becoming Non-Voting Members may complete and submit a Membership Registration Form on Collaborative Applicant’s website at any time throughout the year.

3.5 ACTIVE PARTICIPATION

3.5.1 VOTING MEMBERS

The primary contact and voting member for CoC Voting Members are required to attend 75% of full membership meetings a year. The only exception to this is for extenuating circumstances that have been discussed with and approved by the CoC Board Chair ahead of time. Additionally, Organization Voting Members must have at least one person serve on a CoC Standing Committee or Subcommittee. Participation on a Workgroup does not satisfy this requirement.

3.6 FULL MEMBERSHIP MEETINGS

Meetings of the full CoC membership shall be held at least quarterly. Meetings may be held in-person or virtually through an online meeting platform.

The CoC Board Chair and/or Vice Chair and the Collaborative Applicant shall develop the schedule and agendas together.

Notice of the date, time, and place of full membership meetings shall be emailed to all CoC Members and posted on the Collaborative Applicant's website at least two (2) weeks before the meeting date. These activities will be undertaken by the Collaborative Applicant.

3.7 DECISION-MAKING PROCESS

The CoC Board shall administer, and the Collaborative Applicant shall manage, coordinate, and carry out the process of, and maintain records associated with CoC membership votes. This will include taking the meeting minutes, recording CoC membership voting items and outcome of votes, and posting the meeting minutes on the Collaborative Applicant website within one (1) week of the meeting. In the event that the subject of a vote creates an organizational conflict for the Collaborative Applicant, the CoC Board Secretary will manage, coordinate, and carry out the process of the CoC membership vote. This will include the CoC Board Secretary taking the meeting minutes, recording CoC membership voting items and outcome of votes, and providing the meeting minutes to the Collaborative Applicant to post to the Collaborative Applicant website within one (1) week of the meeting.

Each Organization Voting Member shall have one vote and must assign an Authorized Voter and an Alternate Voter if there is more than one person affiliated with the organization.

Individual Voting Members who are not affiliated with an Organization Voting Member shall have one vote each.

For in-person CoC membership meetings, a quorum is defined as more than fifty percent of active voting members without a conflict of interest. A simple majority of the present quorum in favor of a given voting item will constitute passage of that item. In the absence of a quorum, in-person voting will be deferred to the electronic voting process described herein.

When requesting electronic votes, a reasonable deadline will be set by the Collaborative Applicant, in partnership with the CoC Board. If there are not enough votes received by that deadline to represent more than fifty percent of active voting members, that deadline will be extended and notice sent again to Voting Members requesting action. Upon closure of voting, a simple majority of votes received in favor of a given voting item will constitute passage of that item.

3.7.1 ACTION WITHOUT A MEETING

For voting items that must be addressed in the absence of an in-person or virtual CoC membership meeting, the CoC Board shall administer, and the Collaborative Applicant shall manage, coordinate, and carry out the process of, and maintain records associated

with, an electronic vote. The electronic voting process shall be administered pursuant to the section above referencing electronic votes.

4 CoC BOARD

Required by HUD, the CoC Board will act on behalf of the El Paso CoC (24 CFR part 578.8(a) (3)).

4.1 RESPONSIBILITIES

The CoC Board will execute the following duties:

- In partnership with the Collaborative Applicant, hold at least four (4) full CoC Membership meetings annually with published agendas
- Approve performance targets developed in consultation with CoC recipients
- Approve a policy to monitor recipient and subrecipient performance, evaluate outcomes, and support improvement plans to meet standards
- Approve the CoC's plan that includes:
 - Coordinating the implementation of a housing and service system within the geographic area that meets the needs of individuals and families experiencing homelessness (at minimum, this must encompass street outreach, engagement, assessment, shelter, housing, supportive services, and prevention strategies)
 - Planning for and conducting the Point in Time (PIT) count that meets HUD's requirements
 - Conducting an annual gaps analysis of the homeless needs and services available within the CoC
 - Providing the information required to complete the Consolidated Plans within the CoC's geographic area
 - Consulting with State and local ESG Program recipients on the plan for allocating ESG Program funds, and reporting on and evaluating the performance of ESG Program recipients and subrecipients
- Approve a Privacy Plan, Security Plan, and Data Quality Plan for HMIS; and oversee implementation in partnership with the HMIS Management Committee and HMIS Lead
- Approve the process to ensure consistent participation of recipients and subrecipients in the HMIS; and oversee implementation in partnership with the HMIS Management Committee and HMIS Lead
- Approve, and oversee implementation of the process to ensure HMIS is administered in compliance with requirements prescribed by HUD

- Approve a collaborative process for the development of applications in response to a NOFO published by HUD under § 578.19, including the following:
 - Funding Policies and Procedures, including ranking strategy, reallocation policy, and appeal process
 - Evaluation tools and local application for new and renewal projects
 - Final ranking and funding amounts
- Approve priorities for funding projects in the geographic area
- Work with the Collaborative Applicant to develop messaging and materials to provide information and communication about, and advocate on behalf of the CoC to the community and external partners
- Receive requests for letters of support and, if approved, provide letter of support from CoC Board Chair

4.2 COMPOSITION

The CoC Board shall be representative of the relevant organizations and of projects serving subpopulations of people experiencing homelessness. Additionally, the CoC Board shall include at least two people who are currently or have previously experienced homelessness. The CoC’s policy identifying support and compensation for people with lived experience and expertise of homelessness can be found [here](#).

CoC Board members must live or work within the CoC’s geographic area.

The CoC Board shall have up to 15 voting seats and 3 non-voting seats for a total of 18 seats.

4.2.1 VOTING SEATS

There shall be five (5) Appointed voting seats on the CoC Board, one representing each of the following entities:

- El Paso City
- El Paso County
- Public Housing Authority, operating within the CoC’s geographic jurisdiction
- Independent School District
- Department of Veterans Affairs (VA)

There shall be 10 At-Large voting seats, representing the following key categories of partners:

- Two (2) individuals with lived experience and expertise of homelessness: The two people elected to fill these seats may be employed by or receive services from a homeless service provider and still sit on the CoC Board, but only one person with lived experience working at or receiving services from the same organization may sit on the board at the same time. The people elected for the lived experience seats will not be considered representatives of the organization they are employed by or receive services from, but rather as representatives of their own experiences with the homeless response system.
- Four (4) Nonprofit Homeless Service Providers: Representatives from organizations that help people experiencing homelessness by providing street outreach services and/or operating safe havens, emergency shelters, transitional housing, rapid re-housing, and/or permanent supportive housing (including CoC-funded, ESG-funded, and non-federally funded providers)
- Four (4) Other Partners: These seats are reserved for community members who do not have lived experience of homelessness or who are representatives of organizations such as affordable housing developers, businesses, colleges and universities, faith-based organizations, foundations and other types of funders, health care, behavioral/mental health services, substance use services, legal services, workforce development services, other types of social service providers, etc. Organizations represented in this category may serve people experiencing homelessness (e.g. legal services, faith-based ministries, food pantries or soup kitchens, etc.), but they cannot provide street outreach services and/or operate safe havens, emergency shelters, transitional housing, rapid re-housing, and/or permanent supportive housing.

Any given organization may only have one voting seat on the CoC Board.

4.2.2 NON-VOTING EX-OFFICIO SEATS

There shall be up to three (3) non-voting ex-officio seats on the CoC Board, one representing each of the following entities:

- Collaborative Applicant
- HMIS Lead
- Coordinated Entry Lead

In a situation where the same organization fills more than one of the roles of Collaborative Applicant, HMIS Lead, and/or Coordinated Entry Lead, that organization shall have one non-voting ex-officio seat. The ex-officio seats participate on the CoC Board in an

advisory/informational capacity due to the work they engage in on behalf of the community.

4.3 SELECTION PROCESS

The CoC must adopt and follow a written process to select a Board to act on its behalf. The process must be reviewed, updated, and approved by the full CoC at least once every five (5) years.

4.3.1 APPOINTED MEMBERS

For the appointed seats on the CoC Board, each entity identified for an appointed seat on the CoC Board will identify who shall fill their seat, based on experience, relevant job responsibilities, and connection to the work of the CoC. There may be more than one entity in El Paso that qualifies for and is willing to serve in one of the appointed seat categories (e.g., several school districts interested in the ISD appointed seat). Also, an entity interested in serving in an appointed seat may have multiple relevant departments from which to designate a representative (e.g., several departments at the City are relevant to the CoC). If this situation arises, the Governance Committee will work with those entities to establish processes that support representation of these entities or departments over time.

4.3.2 AT-LARGE MEMBERS

At-Large Members shall be elected by CoC Voting members through a process administered by the Governance Committee in collaboration with the Collaborative Applicant.

The El Paso CoC's [Governance Committee](#) will be responsible for outreach, recruitment, and engagement with community members to solicit interest for CoC Board members. In August of every year, the Governance Committee will work with the Collaborative Applicant to determine how many CoC Board seats are turning over and what kind of seats they are (i.e., what specific at-large category). The Committee will be responsible for supporting outreach and recruitment efforts to identify community members who are interested and eligible to be a CoC Board member at all times; however, recruitment will be increasingly targeted during the August - October period.

Nomination forms will be accepted in the first two weeks of November. After receiving all nomination forms, the Committee will meet to finalize the slate and send out information about the slate of candidates to the full CoC membership for review. The final slate of candidates must be sent out at least two (2) weeks prior to a CoC membership meeting to

occur in December where voting will occur. Voting in a new CoC Board member will include the following process:

1. Each voting CoC member will receive a ballot with each representative and the respective seat on the CoC Board they would fill.
2. Each CoC member will then vote for one (1) candidate per vacancy.
3. The candidate(s) with the majority of votes will fill the seat for the category for which they were nominated.
4. In the event that the number of nominees equals the number of seats available, candidates must receive a positive vote from a majority of votes cast to be elected.
5. The results of the election will be shared with the full CoC membership via email.

Newly elected CoC Board members will start their term in January of the following year. An example timeline is below.

	Timeframe	Activity	Responsible Party
Recruitment of new board members is ongoing year round.	August	Determine CoC board vacancies	CoC Governance Committee and Collaborative Applicant
	September	Announce upcoming vacancies to the CoC	Collaborative Applicant, at the request of the Governance Committee
	November	Submit CoC Board nomination forms	CoC Membership
	December	Vote for new CoC board members	CoC Voting members
	January	Orientation for new board members. One month shadow period to observe current board members.*	CoC Board
	February	Board members roll off	CoC Board
	September	Announce upcoming vacancies	CoC Board

	November	Submission of CoC board nomination forms	CoC General Membership
	December	Vote for new CoC board members	CoC Voting members
	January	Orientation for new board members. One month shadow period to observe current board members.	CoC Board

* If a vote needs to occur during the shadow period, the CoC Board will decide whether the outgoing or incoming members will participate in the vote.

To ensure that the selection process for the CoC Board is effective, the following responsibilities are accounted for across the various entities involved in the process:

- **Collaborative Applicant**
 - Maintain a current list of CoC Board members, including the seat they hold, their term, and when they are up for rolling off the CoC Board.
 - Send out necessary communication about the CoC Board nomination process, at the request of the Governance Committee.
- **Governance Committee**
 - Outreach, recruitment, and engagement to solicit potential CoC Board members.
 - Receive the CoC Board nomination forms.
 - Finalize and present the slate of candidates for presenting to the CoC membership for review and voting purposes.
- **CoC Membership**
 - Review the final slate of candidates for the CoC Board seats.
 - Vote during the December meeting of any given year for new CoC Board members.

4.3.3 NON-VOTING EX-OFFICIO MEMBERS

For the Ex-Officio seats on the CoC Board, each entity identified for a seat on the CoC Board will identify who will fill their seat, based on experience, relevant job responsibilities, and connection to the work of the CoC.

4.4 TERM OF OFFICE

4.4.1 APPOINTED MEMBERS

Appointed Members shall not be subject to term limits. Appointed Members must be reappointed or replaced by the appointing entity every three (3) years or when the seat otherwise becomes vacant.

4.4.2 AT-LARGE MEMBERS

At-Large Board Members shall serve staggered 3-year terms such that no majority of At-Large Board Members will turn over in any given year.

For the At-Large Members elected in June 2025, within each At-Large category, one-third shall be randomly selected to serve a 1.5 year term, one-third to serve a 2.5-year term, and the other one-third to serve a 3.5-year term. Thereafter, all At-Large Members shall be elected to serve three-year terms.

At-Large CoC Board Members may serve two (2) consecutive full terms defined as three years. Following the end of their second full term, they shall not be eligible for re-election to the CoC Board until one (1) year has passed.

4.4.3 NON-VOTING EX-OFFICIO MEMBERS

Non-Voting Ex-Officio Members shall not be subject to term limits.

4.5 ACTIVE PARTICIPATION

CoC Board members are expected to attend all CoC Board meetings. Any Board member who was notified of meetings and fails to attend at least 75% of all CoC Board meetings in the most recent 12 months shall be presumed to have resigned. In this event, the Governance Committee Chair shall confirm resignation with the CoC Board member and, upon confirmation, initiate the process to fill the vacant seat pursuant to the governance charter.

4.6 RESIGNATIONS AND REMOVAL

CoC Board Members may resign at any time by giving verbal or written notice to the CoC Board Chair and Collaborative Applicant.

Board Members may be removed from the Board by a majority vote of the remaining Board Members for violation of the Board Member Code of Conduct or Conflict of Interest Policy.

4.7 VACANCIES

If a vacancy occurs, the Governance Committee, in partnership with the Collaborative Applicant shall immediately move to fill the position as outlined herein.

When an Appointed Member resigns, is removed from the CoC Board, or cannot serve for any reason, the Governance Committee Chair shall contact the authorized official of the organization represented by such member in writing and request appointment of a new representative to fill the unexpired term.

When an At-Large Member resigns, is removed from the CoC Board, or cannot serve for any reason, the Governance Committee, in partnership with the Collaborative Applicant, shall call a special election to fill the unexpired term.

4.8 OFFICERS

4.8.1 OFFICER RESPONSIBILITIES

Chair: Governs and leads the CoC Board. Responsible for scheduling the agenda for Special Meetings of the CoC Board.

Vice Chair: In the absence of the Chair, assumes the Chair's duties.

Chair Elect: In the absence of the Chair and Vice Chair, assumes the Chair's duties. This role is specifically identified as part of the Executive Committee for an individual to learn and grow into the Chair role after the Chair's term(s) is up.

Secretary: Keeps accurate records of every CoC Board meeting, or designates another person to do so at each meeting, including the names of those in attendance. Additionally, if any actions are taken outside the confines of an "official" meeting, these will also be recorded. Responsible for the timely posting and dissemination of all meeting summaries, minutes, announcements, and notices, or for ensuring that said information is posted and disseminated by the designated entities. Within one (1) week of any meeting, the Secretary is responsible for providing the Collaborative Applicant meeting materials for recordkeeping purposes and to ensure any materials that need to be made publicly available are posted to the Collaborative Applicant's website. In the absence of the Chair and Vice Chair, assumes the Chair's duties.

4.8.2 ELIGIBILITY AND SELECTION OF BOARD OFFICERS

Appointed and At-Large Members of the CoC Board are eligible to serve as Board Officers.

At the beginning of each calendar year, the Vice Chair, Chair Elect, and Secretary roles shall be nominated from the CoC Board membership and elected by a simple majority vote of the CoC Board Voting Members. To ensure continuity and leadership development within the CoC Board, the Chair position shall be filled by the outgoing Chair Elect. In the event that the outgoing Chair Elect chooses not to take the Chair position, or they are no longer a Board Member in the new year, the Chair role will be included in the nomination process.

4.8.3 OFFICER TERM OF OFFICE

Officers shall each serve up to a one-year term and may be elected for up to two (2) consecutive terms. After serving two consecutive terms, a CoC Board member may not be elected again to the same Officer position until one year has passed.

4.8.4 RESIGNATIONS

Any Officer may resign as an Officer at any time, and remain a CoC Board Member, by giving written notice to the remaining Officers and the Collaborative Applicant.

4.8.5 VACANCIES

When the Chair resigns or cannot serve the full term for any reason, the remaining Vice-Chair shall call a special election to fill the unexpired term. In this scenario, the Chair Elect has the first right of refusal.

When the Vice-Chair, Chair Elect, or Secretary resigns or cannot serve the full term for any reason, the Chair shall call a special election to fill the unexpired term.

If the Chair, Vice-Chair, Chair Elect, and Secretary positions are vacant, a special election shall be called and overseen by the Chair of the Governance Committee.

4.9 CODE OF CONDUCT AND CONFLICTS OF INTEREST

In alignment with Section 578.95(b) of the CoC Program interim rule, no Continuum of Care board 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.

CoC Board Members must abide by the Code of Conduct and Conflicts of Interest policies outlined in [Section 9](#) of this Governance Charter.

4.10 CoC BOARD MEETINGS

4.10.1 FREQUENCY

The CoC Board shall hold a minimum of four (4) meetings each year, the day and time to be set by the Chair with the approval of the CoC Board.

Additional meetings of the CoC Board may be called by the Chair when it is deemed in the best interest of the CoC, or when to address time sensitive business of the CoC.

4.10.2 QUORUM

A majority of non-conflicted voting Board members (as defined in the [Conflict of Interest](#) section) in attendance in person, virtually, or via telephone shall constitute a quorum.

4.10.3 AGENDA AND MINUTES

The CoC Board Chair and/or Vice Chair shall develop the meeting agenda in partnership with the Collaborative Applicant. The agenda and background materials for CoC Board meetings shall be distributed to all Board Members no later than one (1) week prior to the scheduled meeting. If an agenda topic includes a potential conflict of interest for any given CoC Board member, that individual will be asked not to attend the meeting or part of the meeting where the topic will be discussed.

Draft meeting minutes shall be distributed to all Board Members no later than two (2) weeks following the recorded meeting. Minutes shall be approved during the next scheduled CoC Board Meeting and posted on the Collaborative Applicant's website.

4.11 DECISION-MAKING PROCESS

4.11.1 VOTING PROCEDURE

All votes shall be by-voice or ballot at the will of the majority of voting members present. Each Voting Board Member is allowed one vote. The Secretary will be responsible for recording all votes.

For in-person CoC Board meetings, a quorum is defined as more than fifty percent of Voting Members without a conflict of interest. A simple majority of the present quorum in favor of a given voting item will constitute passage of that item. In the absence of a quorum, in-person voting will be deferred to the electronic voting process described herein.

When requesting electronic votes, a reasonable deadline will be set by the CoC Board Chair. If there are not enough votes received by that deadline to represent more than fifty percent of active voting members, that deadline will be extended and notice sent again to

Voting Members requesting action. Upon closure of voting, a simple majority of votes received in favor of a given voting item will constitute passage of that item.

4.11.2 ACTION WITHOUT A MEETING

For time-sensitive voting items that must be addressed in the absence of a CoC Board meeting, the Board Chair may direct the Secretary and Collaborative Applicant to administer the electronic voting process.

5 COMMITTEES, SUBCOMMITTEES, AND WORKGROUPS

5.1 COMMITTEES

5.1.1 STANDING COMMITTEES

Standing Committees are permanent committees of the CoC established by the Governance Charter to carry out specific mandates related to CoC business, as described herein.

Through the adoption of this Charter, the El Paso CoC appoints the following Standing Committees:

1. Governance Committee
2. Funding Committee
3. Planning Committee
4. HMIS Management Committee
5. Coordinated Access Oversight Committee
6. Performance Committee

5.1.1.1 COMPOSITION

Standing Committees shall be composed of CoC Members and external stakeholders/advisors interested in the purposes of the respective Committee. Depending upon the expertise needed to support any given committee's priorities, CoC Members may engage in direct recruitment for committee members. Availability permitting, CoC Members may sit on more than one committee. Unless otherwise specified, CoC Members may join Standing Committees at any point throughout the year.

To ensure clarity of roles and support transparent committee processes, Standing Committees shall provide information to the CoC Membership and report to the CoC Board. The Collaborative Applicant, HMIS Lead, and/or Coordinated Entry Lead may provide informational, administrative, and/or logistical support to each Standing Committee, including but not limited to assisting with preparing agendas, meeting

materials, and meeting notes, and maintaining Committee rosters and distribution lists. No staff member from an organization providing administrative and/or logistical support for a Standing Committee shall serve as Chair for that committee.

Each Standing Committee shall be led by a Chair chosen from and agreed upon by Committee membership. The Chair shall serve a one-year term. There is no limit to the number of terms a Chair may serve.

Funding Committee Composition

The Funding Committee shall be composed of CoC Members and subject matter experts interested in the purposes of the Committee who do not have a conflict of interest. For the purposes of the Funding Committee, a conflict of interest exists if:

- The person is currently, or was in the last one-year, an employee, board member, agent, consultant, officer, elected or appointed official, or program participant of an organization currently receiving CoC funding or applying for CoC funding either as a recipient or subrecipient; or
- The person is currently, or was in the last one-year, an immediate family member of any of the individuals listed above; or
- The person, their employer, or organization for which they serve as a board member, currently has, or in the last one-year had, business ties to an organization currently receiving CoC funding or applying for CoC funding either as a recipient or subrecipient, and could:
 - Obtain financial interest or benefit from a CoC-funded activity, or
 - Have a financial interest in any contract, subcontract, or agreement related to a CoC-funded activity, or
 - Have a financial interest in the proceeds from a CoC-funded activity

All Funding Committee members shall sign a Conflicts of Interest and Confidentiality acknowledgement form. Additionally, this form will include a statement of commitment to uphold the mission, vision, values, and priorities of the CoC, specifically for members of the Funding Committee who are not CoC members. Committee members who do not uphold the conflicts of interest and confidentiality requirements shall be removed by a vote of the remaining committee members. Appeals on the Committee's vote to remove a committee member may be brought to the CoC Board for a vote.

Due to the responsibilities mandated for the Collaborative Applicant by the CoC Program interim rule, the Collaborative Applicant shall be actively included in Funding Committee activities associated with the CoC Program funding process. However, the Collaborative Applicant shall not be involved in developing or recommending the local application,

evaluation tool, or ranking for any project type for which they receive CoC funding. Additionally, Collaborative Applicant shall not score any CoC Program project applications.

5.1.1.2 RESPONSIBILITIES

5.1.1.2.1 GOVERNANCE COMMITTEE

The Governance Committee has authority to make decisions independent of the CoC Board on matters directly related to the CoC Board selection process and the appointment or election of CoC Board members. In these situations, if the Governance Committee chair and co-chair are also CoC Board members, other committee members will be identified to support the work of the Governance Committee until such time that the focus of the committee no longer focuses on matters related to CoC Board members. Otherwise, the Governance Committee, like any other committee of the CoC, works in partnership with the CoC Board to advance the priorities of the CoC. The Governance Committee will be primarily responsible for matters related to CoC governance, including the following:

- In partnership with the Collaborative Applicant and HMIS Lead, review and recommend updates to the CoC Governance Charter at least annually.
- In partnership with the Collaborative Applicant:
 - Invite new members to join the CoC twice a year.
 - Implement the process in the governance charter to select a CoC Board to act on behalf of the CoC, and ensure that the process is reviewed, updated, and approved by the CoC at least once every five years (beginning with 2025).
- Evaluate performance of Collaborative Applicant at least every three years
- Implement the process to designate an eligible applicant to be the Collaborative Applicant.
- In the event that there is no operational CoC Board for the El Paso CoC, serve as the decision-making body for items requiring board approval and primary support to the CoC until a CoC Board is seated.

5.1.1.2.2 FUNDING COMMITTEE

The Funding Committee works closely with the Collaborative Applicant in designing and operating a collaborative process to apply for CoC Program funds. Responsibilities include:

- With support from the Collaborative Applicant:

- Develop, review, and recommend updates to Funding Policies and Procedures, including ranking strategy, reallocation policy, and appeal process for CoC Board approval
- Recommend funding priorities for CoC Board approval
- Develop evaluation tools and applications for new and renewal projects for CoC Board approval
- Develop final ranking and funding recommendations based on ranking strategy, reallocation policy, and funding available for Board approval
- Approve Request for Proposals (RFP)/Local Competition Guide drafted by Collaborative Applicant
- Review and score new and renewal project applications

Leading up to the issuance of a local competition process for CoC funding, the Funding Committee will consult with the Collaborative Applicant to determine the level of technical assistance and support provided to agencies seeking guidance in developing proposals.

- The Collaborative Applicant will work with the Funding Committee to identify training opportunities that are made available to any and all interested agencies prior to the release of a local competition process. These opportunities will be communicated through the CoC Membership listserv and posted on the Collaborative Applicant’s website.
- Technical assistance requests from individual agencies, and responses to them, that align with the level of technical assistance agreed upon by the Funding Committee and the Collaborative Applicant shall be made public, either by being submitted in writing or documented in a recorded virtual meeting. The Collaborative Applicant will partner with the Funding Committee to ensure that any given request is not a conflict of interest or provides any given agency a competitive advantage during a local competition process.
- If the technical assistance request results in questions and answers that should be made available to all, the Collaborative Applicant will publish the question and answer on the Collaborative Applicant’s website.

5.1.1.2.3 PLANNING COMMITTEE

The Planning Committee guides the CoC’s annual planning process, strategic direction, and consultation with key partners. Responsibilities include:

- In partnership with the Collaborative Applicant, develop and implement the CoC’s plan that includes:
 - Coordinating the implementation of a housing and service system within the geographic area that meets the needs of individuals and families

- experiencing homelessness (at minimum, this must encompass street outreach, engagement, assessment, shelter, housing, supportive services, and prevention strategies);
 - Planning for and conducting the Point in Time (PIT) count that meets HUD’s requirements;
 - Conducting an annual gaps analysis of the homeless needs and services available within the CoC;
 - Providing the information required to complete the Consolidated Plans within the CoC’s geographic area; and
 - Consulting with State and local ESG Program recipients on the plan for allocating ESG Program funds, and reporting on and evaluating the performance of ESG Program recipients and subrecipients.
- When community or regional funding opportunities are made available through a public funding entity that could be applied for on behalf of the entire CoC, the Planning Committee will communicate the opportunity to the CoC.
 - This committee’s role is advisory: it may review the opportunity, recommend the CoC’s participation, and identify potential partners, but final decisions regarding the CoC’s role must be approved by the CoC Board and aligned with the requirements of the public funding entity.
- In partnership with the Collaborative Applicant, CE Lead, and Coordinated Access Oversight Committee:
 - Consult with public entity ESG recipients to include the City of El Paso and the State of Texas to develop, review, and recommend updates as needed to the written standards for providing CoC-funded assistance for CoC Membership approval, and
 - Develop, review, and recommend updates as needed to the Emergency Transfer Plan that meets the requirements under 24 CFR 578.99(j)(8) for CoC Membership approval.

5.1.1.2.4 HMIS MANAGEMENT COMMITTEE

The HMIS Management Committee develops policies and procedures and provides oversight to the HMIS Lead Agency on HMIS issues including project participation, participant privacy, data security, data quality, and HMIS governance. Responsibilities include:

- In partnership with the HMIS Lead:
 - Plan for and conduct, at least biennially, a PIT count of people experiencing homelessness, as applicable;

- Recommend a single HMIS for the geographic area;
- Develop, review, and recommend revisions to the Privacy Plan, Security Plan, and Data Quality Plan for HMIS;
- Develop the process to ensure consistent participation of recipients and subrecipients in the HMIS;
- Develop and implement a process to ensure HMIS is administered in compliance with requirements prescribed by HUD; and
- Recommend other HMIS- and data-related policies to the CoC Board, as appropriate.
- Evaluate the HMIS Lead every three (3) years

5.1.1.2.5 COORDINATED ACCESS OVERSIGHT COMMITTEE

The Coordinated Access and Oversight Committee oversees the design, implementation, and continuous improvement of the Coordinated Entry System (CES) required by HUD.

- Serve as the primary oversight body for Coordinated Entry, which includes developing a CES Evaluation process and a Coordinated Entry Lead Evaluation process.
- Evaluate the Coordinated Entry Lead every three (3) years.
- Evaluate the quality and effectiveness of the CES for both participating projects and households at least annually.
- In partnership with the Coordinated Entry Lead, responsibilities include:
 - Ensure that the CoC, in consultation with ESG recipients, establishes and operates a CES that complies with any requirements established by HUD.
 - Develop, review, and recommend updates to the Coordinated Entry Policies and Procedures for CoC Membership approval
 - Investigate and resolve participant and provider grievances or concerns about the CES.
 - Provide information and feedback to the CoC, CoC Board, and the community at-large regarding CES.
 - On a regular basis, review performance data from the CE process to identify areas for improvement.
- In partnership with the Collaborative Applicant, Planning Committee, and CE Lead:
 - Consult with public entity ESG recipients to include the City of El Paso and the State of Texas to develop, review, and recommend updates as needed to the written standards for providing CoC-funded assistance for CoC Membership approval, and

- Develop, review, and recommend updates as needed to the Emergency Transfer Plan that meets the requirements under 24 CFR 578.99(j)(8) for CoC Membership approval.

5.1.1.2.6 PERFORMANCE COMMITTEE

The Performance Committee ensures that the CoC has a consistent process for evaluating performance of HUD CoC and ESG funded homelessness assistance projects.

Responsibilities include:

- In partnership with the Collaborative Applicant and HMIS Lead, consult with recipients and subrecipients to:
 - Develop recommendations for performance targets appropriate for population and program type for CoC Board approval; and
 - Develop and implement policies and procedures to monitor recipient and subrecipient progress, assess outcomes, and provide support or guidance to address performance challenges and strengthen performance effectiveness.
- In partnership with the Collaborative Applicant and HMIS Lead, recommend the process to evaluate outcomes of projects funded under the ESG Program and the CoC Program, and report to HUD.
- Review CoC overall performance, including an analysis of the CoC's System Performance Measures (SPMs), Longitudinal Systems Analysis (LSA) via Stella P, and Point in Time (PIT) Count data.

5.1.2 AD-HOC COMMITTEES

The CoC Board may, at its discretion, appoint Ad-Hoc Committees to undertake special assignments to carry out work of the CoC that cannot be adequately addressed by one of the Standing Committees established in this Charter. Ad-Hoc Committees shall be formed to complete a specific task or objective, and meet temporarily until the assignment is completed, at which time the Ad-Hoc Committee is dissolved.

Composition of Ad-Hoc Committees shall include any CoC members interested in the specific task or objective of the committee, as well as any identified subject matter experts needed to support the specific work.

5.2 SUBCOMMITTEES

Committees may choose to create subcommittees for the purpose of fulfilling its responsibilities. All subcommittees should have a clear purpose and focus, and report to the Committee that creates them.

Composition of subcommittees shall include any CoC members interested in the given topic, as well as any identified subject matter experts needed to support the specific topic.

5.3 WORKGROUPS

Workgroups may be established centered around specific topics, subpopulations, to accomplish action specific work not related to CoC governance, or to inform policies, procedures, or processes. Workgroups have no formal CoC governance responsibilities or decision-making authority.

All workgroups should have a clear purpose or focus and may be established by the CoC Board, CoC Committees and Subcommittees, the Collaborative Applicant, HMIS Lead, or Coordinated Entry Lead.

Workgroups may be ongoing or time-limited, shall meet as needed, and may include but are not limited to the following examples:

- HMIS Workgroup (formerly the HMIS Steering Committee) functions as an end user group and provides a space where end users can interact directly with the HMIS Lead and each other.
- Street Outreach Workgroup functions as a group of providers supporting the operations of street outreach and connecting with the most vulnerable clients in the community.
- School District Homeless Liaisons Workgroup coordinates efforts between the CoC and local school districts to ensure children and youth experiencing homelessness are identified, supported, and connected to appropriate resources.
- Service Provider Workgroup
- Veteran By-Name List Workgroup

6 COLLABORATIVE APPLICANT

6.1 RESPONSIBILITIES

6.1.1 PREPARING AN APPLICATION FOR CoC FUNDS

The Collaborative Applicant shall work closely with the Funding Committee to develop and operate a collaborative process for the development of applications in response to a NOFO published by HUD under [24 CFR 578.19](#).

Responsibilities include providing support to the Funding Committee for the following for CoC Board approval:

- Develop, review, and recommend updates to Funding Policies and Procedures, including ranking strategy, reallocation policy, and appeal process;

- Recommend priorities for funding projects within the CoC;
- Develop evaluation tools and applications for new and renewal projects; and
- Develop final ranking and funding recommendations based on ranking strategy, reallocation policy, and funding available.

The Collaborative Applicant shall also be responsible for:

- Drafting the Local Request for Proposals/Competition Guide to be approved by the Funding Committee;
- Collecting and combining the required application information from all applicants and for all projects the CoC has selected for funding;
- Applying for the CoC Planning grant; and
- Providing administrative/staffing support to the Funding Committee, as needed.

6.1.2 COC RECORDKEEPING

The Collaborative Applicant shall bear primary responsibility for maintaining CoC records. This includes, but is not limited to, all records associated with establishing and operating a Continuum of Care.

In compliance with [24 CFR 578.103\(a\)\(1\)](#), the Collaborative Applicant must keep the following documentation related to establishing and operating TX-603 – El Paso City and County CoC:

1. Evidence that the Board selected by the Continuum of Care meets the requirements of [24 CFR 578.5\(b\)](#);
2. Evidence that the Continuum has been established and operated as set forth in [subpart B of 24 CFR 578](#), including published agendas and meeting minutes, an approved Governance Charter that is reviewed and updated annually, a written process for selecting a board that is reviewed and updated at least once every five (5) years, evidence required for designating a single HMIS for the Continuum, and monitoring reports of recipients and subrecipients;
3. Evidence that the Continuum has prepared the application for funds as set forth in [24 CFR 578.9](#), including the designation of the eligible applicant to be the collaborative applicant.

To support the Collaborative Applicant in ensuring compliance with recordkeeping requirements, the CoC Board and all Committees will ensure the following:

- Information to populate calendar invites are made available to the Collaborative Applicant to send out to relevant entities at least two (2) weeks prior to any

scheduled meeting. This expectation is related to CoC Membership and CoC Board meetings only.

- Committee chairs will maintain the calendar invites for relevant committee meetings. However, the schedule for committee meetings will be made available to the Collaborative Applicant to populate and manage a CoC-level calendar on the Collaborative Applicant website.
- Meeting agendas and any supporting materials are developed and made available on the Collaborative Applicant website at least five (5) business days prior to the scheduled meeting.
- Meeting minutes and voting item outcomes shall be approved electronically and will be made available on the Collaborative Applicant website no later than three (3) weeks after the meeting.

6.1.3 OTHER RESPONSIBILITIES

- In partnership with the CoC Board, hold at least four (4) full CoC Membership meetings annually with published agendas
- In partnership with the Governance Committee and HMIS Lead, review and recommend updates to the CoC Governance Charter at least annually for CoC Membership approval.
- In partnership with the Governance Committee:
 - Publicly invite new members to join the CoC twice a year.
 - Implement the process in the governance charter to select a CoC Board to act on behalf of the CoC, and ensure that the process is reviewed, updated, and approved by the CoC at least once every five years (beginning with 2025).
- In partnership with the Performance Committee and HMIS Lead, consult with recipients and subrecipients to:
 - Develop recommendations for performance targets appropriate for population and program type for CoC Board approval; and
 - Develop and implement policies and procedures to monitor recipient and subrecipient progress, assess outcomes, and provide support or guidance to address performance challenges and strengthen performance effectiveness, as needed.
- Implement the process to evaluate outcomes of projects funded under the ESG Program and the CoC Program, and report to HUD
- In partnership with the Planning Committee, develop and implement the CoC's plan that includes:

- Coordinating the implementation of a housing and service system within the geographic area that meets the needs of individuals and families experiencing homelessness (at minimum, this must encompass street outreach, engagement, assessment, shelter, housing, supportive services, and prevention strategies);
- Planning for and conducting the Point in Time (PIT) count that meets HUD's requirements;
- Conducting an annual gaps analysis of the homeless needs and services available within the CoC;
- Providing the information required to complete the Consolidated Plans within the CoC's geographic area; and
- Consulting with State and local ESG Program recipients on the plan for allocating ESG Program funds, and reporting on and evaluating the performance of ESG Program recipients and subrecipients.
- In partnership with the Planning Committee, CE Lead, and Coordinated Access Oversight Committee:
 - Consult with ESG recipients to develop, review, and recommend updates as needed to the written standards for providing CoC assistance for CoC Membership approval, and
 - Develop, review, and recommend updates as needed to the Emergency Transfer Plan that meets the requirements under 24 CFR 578.99(j)(8) for CoC Membership approval.
- Actively engage in the Collaborative Applicant monitoring and evaluation process approved by the CoC Board, including providing requested data, documentation, records, and other supporting materials, and engaging in interviews by persons appointed to conduct the process
- Provide information and communication about policy and funding issues, and subsequently advocate on behalf of the CoC to the community and external partners in partnership with the CoC Board and at the CoC Board's request.

The Collaborative Applicant shall also provide administrative/staffing support to the CoC Board and standing committees or other committees/workgroups, as needed.

6.2 SELECTION PROCESS

At least once every five (5) years, the CoC shall utilize a competitive process to identify the provider to serve as Collaborative Applicant for the next designation period. Nothing in this section shall limit the CoC Board's authority to authorize an RFI or RFP at any time, as determined necessary to fulfill the CoC's governance, oversight, or operational

responsibilities. An Ad Hoc Committee, working with applicable committee(s), shall review RFP responses and conduct a vote to recommend a provider Collaborative Applicant candidate to the CoC Membership, based on a timeline described in the RFP. The designated provider will execute a formal MOU with the CoC and assume responsibilities on a date specified in the MOU.

6.3 MONITORING AND EVALUATION

Governance Committee Members without a conflict of interest shall conduct a comprehensive evaluation of the Collaborative Applicant's performance every three (3) years, beginning in 2026.

The Collaborative Applicant shall be evaluated on whether it is fulfilling its duties and responsibilities as outlined in the Governance Charter and MOU.

The Collaborative Applicant Evaluation process shall result in one of the following recommendations to the CoC Board:

1. Re-confirm the current Collaborative Applicant and re-authorize the MOU;
2. Issue a corrective action plan that includes:
 - a. Concerns and findings identified through the monitoring and evaluation;
 - b. Measurable steps needed to correct or resolve them;
 - c. A timeline for when concerns and findings must be addressed; and
 - d. Actions to be taken if the concerns and findings are not addressed; or
3. Engage in a process to identify and select a new Collaborative Applicant.

During the years that a comprehensive evaluation does not occur, the Governance Committee will support monitoring processes to ensure the Collaborative Applicant is meeting the needs of the CoC, as identified in the Governance Charter and MOU.

7 HMIS LEAD

7.1 RESPONSIBILITIES

The HMIS Lead is the entity designated by the CoC to operate the HMIS on the CoC's behalf. This includes system administration, end user training and support, federal reporting, and other responsibilities, as identified in the HMIS MOU.

Additional responsibilities include:

- In partnership with the Collaborative Applicant and Governance Committee, the HMIS Lead develops, follows, and recommend updates annually the CoC Governance Charter annually;

- In partnership with the HMIS Management Committee:
 - Plan for and conduct, at least biennially, a PIT count of people experiencing homelessness;
 - Recommend a single HMIS for the geographic area;
 - Develop, review, and revise a Privacy Plan, Security Plan, and Data Quality Plan for HMIS;
 - Develop and implement the process to ensure consistent participation of recipients and subrecipients in the HMIS; and
 - Develop and implement a process to ensure HMIS is administered in compliance with requirements prescribed by HUD.
- Provide administrative/staffing support to the HMIS Management Committee, as needed.

7.2 SELECTION PROCESS

At least once every five (5) years, the CoC shall utilize a competitive process to identify the provider to serve as HMIS Lead for the next designation period. Nothing in this section shall limit the CoC Board’s authority to authorize an RFI or RFP at any time, as determined necessary to fulfill the CoC’s governance, oversight, or operational responsibilities. An Ad Hoc Committee, working with applicable committee(s), shall review RFP responses and conduct a vote to recommend a provider HMIS Lead candidate to the CoC Membership, based on a timeline described in the RFP. The designated provider will execute a formal MOU with the CoC and assume responsibilities on a date specified in the MOU.

The El Paso CoC membership designates the HMIS Lead to serve on behalf of the CoC. The CoC establishes its relationship with the HMIS Lead through a Memorandum of Understanding (MOU).

7.3 MONITORING AND EVALUATION

HMIS Management Committee Members without a conflict of interest shall conduct a comprehensive evaluation of the HMIS Lead’s performance every three (3) years, beginning in 2027. The exception to this timeline is if the HMIS Lead is the same entity as the Collaborative Applicant. In this scenario, the evaluation of the HMIS Lead will occur concurrently with the Collaborative Applicant evaluation.

The HMIS Lead shall be evaluated on whether it is fulfilling its duties and responsibilities as outlined in the Governance Charter and MOU.

The HMIS Lead Evaluation process shall result in one of the following recommendations to the CoC Board:

1. Re-confirm the current HMIS Lead and re-authorize the MOU;
2. Issue a corrective action plan that includes:
 - a. Concerns and findings identified through the monitoring and evaluation;
 - b. Measurable steps needed to correct or resolve them;
 - c. A timeline for when concerns and findings must be addressed; and
 - d. Actions to be taken if the concerns and findings are not addressed; or
3. Engage in a process to identify and select a new HMIS Lead.

During the years that a comprehensive evaluation does not occur, the HMIS Management Committee will support monitoring processes to ensure the HMIS Lead is meeting the needs of the CoC, as identified in the Governance Charter and MOU.

8 COORDINATED ENTRY LEAD

8.1 RESPONSIBILITIES

The Coordinated Entry Lead is the entity designated by the CoC to oversee and operate the CoC's coordinated entry system in compliance with HUD requirements.

Furthermore, in partnership with the Coordinated Access Oversight Committee, responsibilities include:

- Ensure that the CoC, in consultation with ESG recipients, establishes, develops, and oversees operations of a CES that complies with any requirements established by HUD.
- Develop, review, and recommend updates to the Coordinated Entry Policies and Procedures for CoC Membership approval
- Investigate and resolve participant and provider grievances or concerns about the CES.
- Provide information and feedback to the CoC, CoC Board, and the community at-large regarding CES.
- On a regular basis, review performance data from the CE process to identify areas for improvement.

In partnership with the Collaborative Applicant, Planning Committee, and Coordinated Access and Oversight Committee:

- Consult with ESG recipients to develop, review, and recommend updates as needed to the written standards for providing CoC assistance for CoC Membership approval, and

- Develop, review, and recommend updates as needed to the Emergency Transfer Plan that meets the requirements under 24 CFR 578.99(j)(8) for CoC Membership approval.

The Coordinated Entry Lead is also responsible for providing administrative/staffing support to the Coordinated Access and Oversight Committee.

Additional responsibilities shall be identified in the Coordinated Entry Lead MOU and Coordinated Entry Policies and Procedures.

8.2 SELECTION PROCESS

At least once every five (5) years, the CoC shall utilize a competitive process to identify the provider to serve as Coordinated Entry (CE) Lead for the next designation period. Nothing in this section shall limit the CoC Board's authority to authorize an RFI or RFP at any time, as determined necessary to fulfill the CoC's governance, oversight, or operational responsibilities. An Ad Hoc Committee, working with applicable committee(s), shall review RFP responses and conduct a vote to recommend a provider Coordinated Entry (CE) Lead candidate to the CoC Membership, based on a timeline described in the RFP. The designated provider will execute a formal MOU with the CoC and assume responsibilities on a date specified in the MOU.

8.3 MONITORING AND EVALUATION

Coordinated Access Oversight Committee Members without a conflict of interest shall conduct a comprehensive evaluation of the Coordinated Entry Lead's performance every three (3) years, beginning in 2028. The exception to this timeline is if the Coordinated Entry Lead is the same entity as the Collaborative Applicant. In this scenario, the evaluation of the Coordinated Entry Lead will occur concurrently with the Collaborative Applicant evaluation.

The Coordinated Entry Lead shall be evaluated on whether it is fulfilling its duties and responsibilities as outlined in the Governance Charter and MOU.

The Coordinated Entry Lead Evaluation process shall result in one of the following recommendations to the CoC Board:

1. Re-confirm the current Coordinated Entry Lead and re-authorize the MOU;
2. Issue a corrective action plan that includes:
 - a. Concerns and findings identified through the monitoring and evaluation;
 - b. Measurable steps needed to correct or resolve them;
 - c. A timeline for when concerns and findings must be addressed; and
 - d. Actions to be taken if the concerns and findings are not addressed; or

3. Engage in a process to identify and select a new Coordinated Entry Lead.

During the years that a comprehensive evaluation does not occur, the Coordinated Access Oversight Committee will support monitoring processes to ensure the Coordinated Entry Lead is meeting the needs of the CoC, as identified in the Governance Charter and MOU.

9 CODE OF CONDUCT AND CONFLICTS OF INTEREST

9.1 GENERAL CONDUCT

The El Paso Continuum of Care is comprised of partners critical to the well-being of some of our community's most vulnerable members. This can be incredibly rewarding but is also extremely challenging. Staff and leadership often are exposed to the trauma of their clients' lives and agencies should take care to consider the secondary trauma of team members and ensure they are encouraged to practice self-care.

The CoC stakeholder group is diverse, with government, private, and faith-based organizations all working to end homelessness in the community. Clients and former clients may also be part of the Continuum of Care. The competition for funds in a high-poverty region is fierce. It is natural for all of the above to lead to intense discussion that may sometimes result in emotional responses. It is important that we remain flexible, positive, and collegial, even when our opinions differ.

CoC members, including CoC Board members, are expected to:

- a. Abide by the governing documents and policies of the El Paso CoC
- b. Comply with applicable federal, state, and local laws, regulations, and fiduciary responsibilities
- c. Not accept commissions, gifts, payments, loans, or other items of value from anyone who has or may seek some benefit from the El Paso CoC
- d. Act at all times in accordance with the highest ethical standards and in the best interest of the El Paso CoC, its members, program participants, and constituents
- e. Respect the confidentiality of sensitive information about the El Paso CoC, its members, program participants, and staff
- f. Respect the uniqueness and intrinsic worth of every individual, and treat all people with dignity, respect, and compassion
- g. Respect the opinions of others and engage positively when opinions differ

9.2 CoC BOARD MEMBER CONDUCT

In addition to the general code of conduct applicable to all CoC members, CoC Board members are expected to:

- a. Act with honesty and integrity
- b. Abide by the participation requirements outlined in this charter
- c. Support actions taken by the CoC membership and the CoC Board whether or not you were in the majority making a given decision
- d. Participate actively in meetings and other activities of the CoC Board, including participation in any committee assignments
- e. Respect procedure and display courteous conduct in all board and committee meetings
- f. Refrain from independently exerting influence over CoC member agencies and other partners

9.3 MEETING ETIQUETTE

Meetings are generally conducted with the goal of establishing consensus; Robert's Rules of Order may be invoked by any participant if needed. To maintain a healthy environment in group meetings across the collaborators, all participants across all meetings of the CoC are expected to abide by common principles of meeting etiquette:

- a. Be punctual
- b. Be informed about the primary business of the meeting, including review of any materials sent in advance
 - a. See [Recordkeeping section](#) for details related to meeting agendas and supporting materials, calendar invites, and meeting minutes
- c. Respect the facilitation process
- d. Participate actively, including use of the chat feature in virtual meetings
- e. Do not dominate the conversation, allow others the opportunity to speak
- f. Extend grace to each other
- g. Check yourself and others when voices are raised
- h. Apologize when you have been harsh and exercise forgiveness when harsh words have been exchanged
- i. Maintain focus on the issue at hand and the current conversation
- j. Listen and ask clarifying questions when needed

- k. Refrain from airing complaints or grievances against individuals or entities publicly; use the formal grievance process instead

9.4 CONFLICTS OF INTEREST

9.4.1

Covered Person: Any person who works for or represents a recipient or subrecipient of CoC funding, has or had responsibilities or influence over funded activities or access to inside information about CoC funded activities within the past year, and may gain a financial interest or benefit. This includes employees, agents, consultants, officers, or elected/appointed officials of such agencies. It also includes immediate family members or business partners who may stand to gain a financial interest or benefit from CoC funded activities.

Representation: A CoC Board member could be considered to represent an organization through a number of relational ties, including being a contractor/sub-recipient of funds, Board member, consumer, employee, former employee (within the past year). A CoC Board member would also be considered to represent an entity if they have an immediate family member with any of these relationships to an applicant.

9.4.2 FINANCIAL CONFLICTS

The CoC Board will conduct decision-making pursuant to the conditions set forth in the CoC Program Interim Rule at 24 CFR 578.95(b), which states:

No Continuum of Care Board 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.

A financial conflict of interest would arise if a CoC Board member participated in an evaluation of applications (rating/ranking) or decision-making processes concerning the potential award of a grant or other financial benefits for which any organization they represent has applied.

No covered person may participate in decisions for which they or the organization they represent may gain a financial interest or benefit from the results of the decision.

9.4.3 MONITORING/EVALUATION CONFLICTS

No CoC Board member, or any other relevant CoC member, may participate in any formal external monitoring or evaluation of any entity they represent, per the definition above, except as obligated by any grant or contract that has been awarded to an entity at which they are employed.

9.4.4 OPERATIONAL CONFLICTS

There may be times when the CoC Board is called upon to discuss grievances/complaints/concerns related to (for example) how an entity in the community is interacting with other entities and/or providing services to consumers. See grievance procedures in this Charter for the guidelines on how CoC Board members representing any parties to a dispute/grievance/complaint participate in exploring or responding to those issues. Should those issues rise to the level of the CoC Board making decisions regarding those issues, the CoC Board member must recuse themselves.

9.4.5 OTHER CONFLICTS

CoC members are encouraged to participate in committees that may develop and present items for consideration by the CoC Board. In some cases, committee members may be empowered to vote on items entrusted to them. Even outside of committee meetings, CoC voting and non-voting members may provide input and contribute to discussions that can impact the entire CoC network. Most of the time, CoC members represent an entity and/or consumers in these discussions (see definition of “representation” for CoC Board members).

Though not held to the same rigorous standard as CoC Board members, all CoC members are expected to review the CoC Board Conflict of Interest language and disclose when a course of action could potentially have a significant benefit for their entity financially or operationally. When a CoC member meets the definition of “covered person” for a given discussion, then they must not participate in any related decisions.

9.4.6 DISCLOSURE

CoC Board members have a duty to disclose in good faith any actual or potential conflicts of interest before engaging in any discussion or evaluation of applications for grants or other financial benefits. Actual or potential conflicts of interest disclosed at CoC Board and committee meetings will be recorded in the minutes of that meeting.

Upon initial election or appointment, and annually thereafter, each CoC Board member must complete, sign, and submit in the format prescribed by the CoC Board a written disclosure of any actual or potential conflicts of interest.

9.4.7 RECUSAL

Board members must recuse themselves from any discussion, evaluation, and decision-making related to the disclosed conflict. The recusal of a Board member in any meeting is noted in the minutes of the meeting.

10.1 DEFINITIONS

CoC: The Continuum of Care (TX-603) as defined by the Department of Housing and Urban Development (HUD) Continuum of Care Program Interim Rule (24 CFR Part 578) encompassing El Paso City and County.

CoC Funded Agency: Any entity currently receiving HUD Continuum of Care program funding through the TX-603 El Paso City and County Continuum of Care, including the Collaborative Applicant and HMIS Lead.

CoC Member: Any entity or person that is currently a member of the CoC as defined by the governance charter, including CoC Funded Agencies.

Collaborative Applicant: The entity designated by the CoC to collect and submit the CoC Consolidated Application in response to a HUD NOFO pursuant to 24 CFR Part 578.

Consumer: Any individual who is, has, or is attempting to receive services or support from a CoC Funded Agency.

Consumer Grievance: A grievance brought by a consumer, or on behalf of a consumer, related to a CoC Funded Agency's actions or inactions that adversely impact a consumer or consumer's rights, welfare, or status.

Grievance: Any grievance between CoC Member (individuals or agencies) and/or consumer against a CoC Member regarding a failure to act in accordance with the CoC's governing documents or standards, or arising out of conduct that adversely affects an individual consumer's rights, welfare, or status. The grievance procedure is applicable only to specific issues and should not be used as a forum for initiating policy changes in the CoC.

Non-CoC Funded Agency Grievance: A grievance against a CoC Member that is not a CoC Funded Agency.

Non-Consumer Grievance: A grievance brought by any individual or entity arising out of a CoC Funded Agency's conduct, which does not relate to consumer rights, welfare, or status.

10.2 CoC PROVIDER REQUIREMENTS

All CoC-Funded Member Agencies must maintain an internal grievance policy that provides for a prompt response to all grievances, ensures that no retaliation or loss of services will result from filing a grievance, and notifies consumers of their right to file a grievance. Grievances filed directly with the CoC will be directed back to the applicable CoC Funded Agency's grievance process if that process has not yet been utilized.

CoC Funded Agencies are encouraged to employ the following steps in their grievance policies:

- a. Grievances should, whenever possible and practical, be discussed first directly with the case manager or applicable party.
- b. If the initial discussion does not end in satisfactory resolutions, then a formal discussion should be scheduled for the applicable parties to discuss the grievance along with a witness of their choosing if desired.
- c. If the grievance is still not resolved, then there must be a process for agency leadership to address the grievance and provide resolution.
- d. Grievances that cannot be resolved through these steps may be elevated through the CoC's grievance process.

A timeline for steps should be included in the grievance process.

10.3 LIMITATIONS

The CoC grievance policy and procedures shall not apply in the following situations:

- a. Grievances not involving a CoC Member.
- b. Grievances related to a CoC Funded Agency's compliance with the terms of its grant agreement with HUD or other contractual obligations, unless the grievance is related to the rights, welfare, or status of a consumer.
- c. Grievances filed by an employee or volunteer of a CoC Funded Agency regarding their agency's action or inactions related to the employee or a volunteer.
- d. Grievances between CoC Members, including grievances between agency staff and/or leadership, unless such grievances involve a breach of applicable CoC policies.
- e. Consumer grievances that have not yet been processed through a CoC Funded Agency's internal grievance policy when applicable.

10.4 CoC GRIEVANCE PROCESS

The CoC is committed to providing a transparent process to address problems as they arise between CoC Members. All consumers and CoC Members may use this process to have grievances addressed promptly, fairly, and without fear of retaliation. Problems are best addressed as close to the source as possible, and the CoC encourages resolution of problems through internal processes whenever possible. To the extent that issues cannot

be resolved within individual agencies, the CoC has established this process to govern how grievances may be brought to the CoC.

- a. Grievances must be submitted via email or written statement directed to Board Secretary and Board Chair (or their designee). Written grievances must include a summary of the situation, the name of the CoC Member involved, the CoC policy or written standard that is allegedly being violated, steps taken to resolve the grievance prior to submitting to the CoC, and results of those steps.
- b. The CoC Board Secretary and/or Board Chair will acknowledge receipt of grievances within five (5) business days. If you do not receive acknowledgment of the receipt of your grievance, please call the intended recipient. Grievances will be reviewed by the CoC representative within 10 working days. The CoC representative will determine if the grievance is appropriate for the CoC grievance process. If so, the process will proceed, if not the CoC representative will make an appropriate referral. The CoC representative will advise the person filing the grievance of their right to be free from retaliation and that any retaliation should be reported to the CoC representative.
- c. If the grievance is determined to be appropriate for the CoC grievance process, the CoC representative will gather relevant information from the person filing the grievance and the CoC Funded Agency or CoC Member indicated. Based on the facts and any supporting documentation, the CoC representative will take steps to resolve the grievance. Steps taken **may** include but are not limited to:
 - resolving the grievance within the scope of the CoC Board’s authority,
 - interviewing further people,
 - arranging a meeting between the person filing the grievance and the CoC Board representatives,
 - referral to a community mediation service, and/or
 - arranging a meeting between the person filing the grievance and the CoC Member against which the grievance was filed.

During any meeting between parties, the person filing the grievance will be given the opportunity to include another trusted individual for support.

- d. If no mutually agreeable resolution is possible, the grievance may be referred by the CoC representative to a committee or another appropriate entity based on the nature of the grievance, as applicable. The person filing the grievance may request that the CoC representative or their designee present the grievance to that group. If

possible, all parties to the grievance should be present during deliberation. The CoC representative will keep the person filing the grievance aware of progress of deliberations.

- e. The CoC representatives will inform the person filing the grievance of the resolution determined by the process above and will involve the person in the resolution to the extent possible and appropriate.
- f. If the person filing the grievance is not satisfied with the outcome of the grievance, they may appeal in writing to the CoC Board of Directors for further review at a scheduled closed executive session. All outcomes determined by the CoC Board of Directors upon appeal will be considered final.

11 APPROVAL OF CHARTER AND SUBSEQUENT REVISIONS

11.1 INITIAL APPROVAL

11.2 REVIEW AND REVISION PROCESS

With 30 days' notice to CoC Membership voting members, this Governance Charter may be edited to correct grammar, clarify a sentence, rename the CoC or a committee, or otherwise make minor changes that do not change the intent of the Governance Charter in whole or in part.

The Governance Committee, in partnership with the Collaborative Applicant and HMIS Lead, shall review and recommend revisions annually. Updates must be voted on and approved by the CoC Membership.

11.3 CHARTER VERSION HISTORY

Date Approved	Comments/Change Log

This Appendix includes language directly from HUD's [CoC Program Interim Rule](#) that identifies the requirements and responsibilities of a Continuum of Care.

Operate the Continuum of Care.

The Continuum of Care must:

- (1) Hold meetings of the full membership, with published agendas, at least semi-annually;
- (2) Make an invitation for new members to join publicly available within the geographic area at least annually;
- (3) Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every 5 years;
- (4) Appoint additional committees, subcommittees, or workgroups;
- (5) In consultation with the collaborative applicant and the HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with subpart B of this part and with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board;
- (6) Consult with recipients and subrecipients to establish performance targets appropriate for population and program type monitor recipient and subrecipient performance, evaluate outcomes, and support improvement plans with recipients/subrecipients, as needed;
- (7) Evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program, and report to HUD;
- (8) In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim

service providers. This system must comply with any requirements established by HUD by Notice.

(9) In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include:

- (i) Policies and procedures for evaluating individuals' and families' eligibility for CoC Program assistance;
- (ii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8));
- (iii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8));
- (iv) Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;
- (v) Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required under § 578.99(j)(8)); and
- (vi) Where the Continuum is designated a high-performing community, as described in subpart G of this part, policies and procedures set forth in 24 CFR 576.400(e)(3)(vi), (e)(3)(vii), (e)(3)(viii), and (e)(3)(ix).

Designating and Operating an HMIS.

The Continuum of Care must:

- (1) Designate a single Homeless Management Information System (HMIS) for the geographic area;
- (2) Designate an eligible applicant to manage the Continuum's HMIS, which will be known as the HMIS Lead;
- (3) Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.

- (4) Ensure consistent participation of recipients and subrecipients in the HMIS; and
- (5) Ensure the HMIS is administered in compliance with requirements prescribed by HUD.

Continuum of Care Planning

The Continuum of Care must develop a plan that includes:

- (1) Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:
 - (i) Outreach, engagement, and assessment;
 - (ii) Shelter, housing, and supportive services;
 - (iii) Prevention strategies.
- (2) Planning for and conducting, at least biennially, a point-in-time count of homeless persons within the geographic area that meets the following requirements:
 - (i) Homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans must be counted as unsheltered homeless persons.
 - (ii) Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons.
 - (iii) Other requirements established by HUD by Notice.
- (3) Conducting an annual gaps analysis of the homeless needs and services available within the geographic area;
- (4) Providing information required to complete the Consolidated Plan(s) within the Continuum's geographic area;
- (5) Consulting with State and local government Emergency Solutions Grants program recipients within the Continuum's geographic area on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the performance of Emergency Solutions Grants program recipients and subrecipients.

VAWA Emergency Transfer Plan

The Continuum of Care must develop a VAWA emergency transfer plan for the CoC that meets the requirements under [§ 578.99\(j\)\(8\)](#).

Preparing an Application for CoC Program Funds

The Continuum of Care must:

- (1) Design, operate, and follow a collaborative process for the development of applications and approve the submission of applications in response to a NOFA published by HUD under 24 CFR 578.19;
- (2) Establish priorities for funding projects in the geographic area;
- (3) Determine if one application for funding will be submitted for all projects within the geographic area or if more than one application will be submitted for the projects within the geographic area;
 - (i) If more than one application will be submitted, designate an eligible applicant to be the collaborative applicant that will collect and combine the required application information from all applicants and for all projects within the geographic area that the Continuum has selected funding. The collaborative applicant will also apply for Continuum of Care planning activities. If the Continuum is an eligible applicant, it may designate itself;
 - (ii) If only one application will be submitted, that applicant will be the collaborative applicant and will collect and combine the required application information from all projects within the geographic area that the Continuum has selected for funding and apply for Continuum of Care planning activities;

The Continuum 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. This includes approving the Continuum of Care application.

13 APPENDIX B: ROLES AND RESPONSIBILITIES TABLE

What follows is the table the Governance Committee developed to operationalize roles and responsibilities for the El Paso CoC. This includes the following definitions:

- Developer: Entity that creates any policy, guiding principle, and/or process
- Approver: Entity that approves/votes on any policy, guiding principle, and/or process prior to implementation
- Operationalizer: Entity that implements the policy, guiding principle, and/or process once approved

As indicated in the roles and responsibilities throughout the Governance Charter, and in the table below, there may be more than one entity responsible for developing, approving, or operationalizing any given task.

Task	Developer	Approver	Operationalizer
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 Subpart 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.	Governance Committee, in partnership with the Collaborative Applicant and HMIS Lead	CoC Membership	CoC Board, Committees, Collaborative Applicant, HMIS Lead
Hold meetings of the full membership, with published agendas, at least semiannually.	CoC Board, in partnership with Collaborative Applicant	CoC Board	CoC Board, Collaborative Applicant
Make an invitation for new members to join publicly available within the geographic at least annually.	Governance Committee, in partnership with Collaborative Applicant	CoC Membership	Governance Committee, in partnership with the Collaborative Applicant
Adopt and follow a written process to select a CoC board to act on behalf of the CoC. The process must be reviewed, updated, and approved by the CoC at	Governance Committee, in partnership with	CoC Membership	Governance Committee, in partnership with the Collaborative Applicant

least once every five years.	Collaborative Applicant		
Collaborate with recipients and subrecipients to establish performance targets aligned with program type and population needs; and monitor progress, assess outcomes, and provide support or guidance to address performance challenges and strengthen performance effectiveness	Performance Committee, in partnership with Collaborative Applicant and HMIS Lead	CoC Board	CoC Board, Performance Committee, Collaborative Applicant
Appoint additional committees, subcommittees, or work groups.	Governance Committee, in partnership with Collaborative Applicant	CoC Membership	CoC Board, Collaborative Applicant, HMIS Lead, other partners as applicable
Evaluate outcomes of projects funded under the ESG program and the CoC Program, and report to HUD.	Performance Committee, in partnership with CoC Board and ESG Recipient(s)	CoC Membership	Collaborative Applicant, HMIS Lead
In consultation with recipients of ESG program funds within the geographic area, establish and operate a coordinated entry system that complies with any requirements established by HUD by Notice	Coordinated Access Oversight Committee	CoC Membership	CE Lead

<p>In consultation with recipients of ESG program funds within the geographic area, establish and consistently follow written standards for providing CoC assistance. At a minimum, these written standards must include: (i) Policies and procedures for evaluating individuals' and families' eligibility for assistance under this part; (ii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority (iii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority (iv) Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;</p> <p>(v) Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required</p>	<p>Planning Committee</p>	<p>CoC Membership</p>	<p>Funded Organizations, CE Lead</p>
<p>Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following: Outreach, engagement, and assessment; Shelter, housing, and supportive services; and Prevention strategies.</p>	<p>Planning Committee</p>	<p>CoC Board</p>	<p>Homeless Service Providers, CE Lead</p>
<p>Planning for and conducting, at least biennially, a PIT count of homeless persons within the geographic area that meets the following requirements: Homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans must be counted as unsheltered homeless persons. Persons living in emergency shelters and transitional housing projects must be</p>	<p>Planning Committee, in partnership with Collaborative Applicant</p>	<p>CoC Board</p>	<p>Planning Committee, Collaborative Applicant, HMIS Lead</p>

counted as sheltered homeless persons. Other requirements established by HUD by Notice.			
Conducting an annual gaps analysis of the homeless needs and services available within the geographic area	Planning Committee, in partnership with Collaborative Applicant	CoC Board	Planning Committee, HMIS Lead, Collaborative Applicant, CE Lead
Providing the information required to complete the Consolidated Plan(s) within the CoC's geographic area	Committee, in partnership with ESG Recipient(s) and other CPD program recipients	CoC Board	CoC Board, Collaborative Applicant, HMIS Lead
Consulting with State and local government ESG Program recipients within the CoC's geographic area on the plan for allocating ESG Program funds and reporting on and evaluating the performance of ESG Program recipients and subrecipients.	CoC Board, in partnership with ESG Recipient(s)	CoC Board	CoC Board, Collaborative Applicant, HMIS Lead
Designate a single Homeless Management Information System (HMIS) for the geographic area;	HMIS Management Committee, in partnership with HMIS Lead	CoC Membership	HMIS Management Committee, HMIS Lead
Designate an eligible applicant to manage the Continuum's HMIS, which will be known as the HMIS Lead;	HMIS Management Committee	CoC Membership	CoC Board
Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS;	HMIS Management Committee, in partnership with HMIS Lead	CoC Board	HMIS Lead
Ensure consistent participation of recipients and	HMIS Lead, in partnership with	CoC Board	CoC Board, HMIS Lead

subrecipients in the HMIS; and	Committee		
Ensure the HMIS is administered in compliance with requirements prescribed by HUD.	HMIS management Committee, in partnership with CoC Board	CoC Board	HMIS Management Committee, CoC Board, HMIS Lead
Develop emergency transfer plan for the CoC that meets the requirements under 24 CFR 578.99(j)(8).	Planning Committee, in partnership with Homeless Service Providers	CoC Membership	Homeless Service Providers, CE Lead
Design, operate, and follow a collaborative process for the development of applications and approve the submission of applications in response to a NOFO published by HUD under § 578.19	Funding Committee, in partnership with Independent Reviewers and Collaborative Applicant	CoC Board	Funding Committee, Collaborative Applicant, HMIS Lead
Establish priorities for funding projects in the geographic area	Funding Committee, in partnership with the Collaborative Applicant	CoC Board	Funding Committee, Collaborative Applicant
Designate an eligible applicant to be the collaborative applicant that will collect and combine the required application information from all applicants and for all projects within the geographic area that the Continuum has selected funding. The collaborative applicant will also apply for Continuum of Care planning activities. If the Continuum is an eligible applicant, it may designate itself.	Governance Committee, in partnership with CoC Board	CoC Membership	Funding Committee, Collaborative Applicant