Arlington County Continuum of Care Governance Charter



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ARTICLE 1: COC INTRODUCTION, MISSION, GUIDING PRINCIPLES, & POLICY STATEMENT

Section 1.1: Introduction & Mission

The **Arlington County, VA Continuum of Care (CoC)** works to make homelessness rare, brief and non-recurring by providing affordable and sustainable housing, tailored services, and by centering the voices and expertise of people with lived experience of homelessness. The CoC recognizes the historical and current challenges faced by the most vulnerable members of Arlington's community, which includes an overrepresentation of Black, Indigenous, and People of Color (BIPOC) in the homeless response system. , Because of this, the CoC strives to provide tailored, culturally relevant services to all clients. The work of the CoC is guided by its' Strategic Plan and federal (Department of Housing and Urban Development) and state (Department of Housing and Community Development) regulations.

Section 1.2: Values

These values guide the CoC's work to prevent and end homelessness:

- Accountability: CoC efforts will account for practices that explicitly or implicitly reinforce oppression. Future decisions, progress and challenges will be discussed openly and in community.
- Collaboration: The solutions to homelessness in Arlington, VA are identified and implemented in partnership. All stakeholders, whether funder, government agency, non-profit, advocate, or former or current program participant, have a role in these efforts.
- Equity: The CoC works towards equity and justice by addressing injustice and its' manifestations at their roots. The CoC will analyze the impacts of existing and proposed policies and practices on the varied population and demographics served.
- Dignity: People experiencing homelessness will be treated with kindness, worth, and respect. Their strengths and experiences of resiliency, recovery, and effort will be elevated as foundations for their journeys from homelessness to housing stability.
- Innovation: Using a growth mindset and exploring creative solutions to its most challenging questions, the CoC will look for opportunities to test and evaluate new approaches to preventing and ending homelessness.
- Integrity: The CoC takes responsibility for its actions, efforts, and inaction by sharing progress and outcomes publicly. The CoC will measure its impacts, the quality of services, and the extent to which its efforts align with its espoused values and principles.

Section 1.3: Overview

This Governance Charter outlines the roles and responsibilities of the Arlington County, VA CoC, the CoC Leadership Board, the CoC Executive Committee, CoC Subcommittees, the CoC Lead Agency and Collaborative Applicant and the HMIS Lead. The Charter outlines the federal, state and local requirements necessitated by legislative action and priorities and charged to the CoC governance while operationalizing the Arlington County CoC's espoused values. Below is a brief description of each entity:

- The **Arlington County CoC** is a year-round planning body of representative stakeholders in the community's work toward ending homelessness. Its work includes gathering and analyzing information in order to determine the local needs of people experiencing homelessness, implementing strategic responses, and measuring results.

- The **CoC Leadership Board** is a group of elected and appointed leaders of the Continuum of Care who have authority to make decisions on behalf of the Continuum of Care.
- The **CoC Executive Committee** serves as the principal body to lead, govern, and implement all tasks of the CoC that prevent and end homelessness.
- The **Lived Experience(d) Advisory Council** is comprised of persons with lived experience of homelessness who provides input and guidance on CoC practices and policies.
- The **Policy Impacts Taskforce** works to ensure the CoC is reviewing and operationalizing policies and practices that promote the CoC's goals across all demographics.
- The **CoC Subcommittees** are the action planning components of the Continuum. In the Subcommittees, strategies are developed, deepened and expanded into work plans.
- The **CoC Lead Agency and Collaborative Applicant** provides technical, administrative and meeting support to the CoC and is designated to prepare and submit the Continuum of Care funding application to HUD each year.
- The **HMIS Lead** is designated to provide oversight and implementation support to the CoC's HMIS.

Note: Specific roles and responsibilities for these entities are further delineated in Appendix I.

Section 1.4 Policy Statement

This Charter defines the composition, roles, responsibilities, and committee structure of the Arlington County CoC. Additionally, the Arlington County CoC serves as the U.S. Department of Housing and Urban Development (HUD) recognized decision making body for the Continuum of Care Rule 24 CFR 578, Subpart B, entitled "Establishing and Operating a Continuum of Care."

ARTICLE 2: COC MEMBERSHIP

Section 2.1 Continuum of Care Membership

Any individual or organization with an interest in understanding and addressing the issues related to homelessness or with a desire to participate in Arlington County's response to prevent and end homelessness may become a member of the Arlington County CoC. Many stakeholders are invested in addressing homelessness in this community, and the CoC believes that people with lived homeless experience are equally important. All persons with lived experience are invited to be members and afforded the same benefits of any other CoC members. People with lived experience serving as members of the CoC and who are not otherwise compensated for their time participating in governance activities will receive a stipend for their participation in CoC activities. For example, an employee of a CoC member organization who has lived experience but is paid to participate as a function of their employment, would not receive an additional stipend for participating. A DHS Liaison will facilitate compensation for eligible members.

Section 2.2 Levels of Membership

The CoC's Board and Committee meetings are open, public meetings. Non-members may request to make public comment in-person or in writing for committee/Board consideration.

- Open Membership
  - Any organization or person residing or doing business in Arlington County with an interest in preventing and/or ending homelessness in the community.
  - Members must commit to holding an active position and must submit a CoC application to join.
  - Active attendance is defined as annual attendance of at least 70% of meetings where applicable.
  - No more than one representative of a single organization may cast a vote at CoC governance meetings.
  - Members must follow the recusal policy outlined in this charter in situations when there is a direct conflict of interest in the outcome of a vote/decision.
  - Specific membership guidelines for each committee are noted in Section 3.

- Designated Seats
  - The only committee in which there are designated seats by organization/role is the Executive Committee. The following seats are designated for:
    - Chair and Vice Chair of the CoC/Executive Committee
    - Sub-Committee Co-Chairs
    - LEAC Co-Chairs
    - Policy Impact Taskforce Co-Chairs
    - Executive Leadership (or their designee) from area non-profits providing services for people experiencing homelessness.
    - The Department of Human Services.

Section 2.3 Outreach to New Members

The Arlington County CoC invites new members to join at any time during the year. Annually, the Arlington County CoC will issue a public invitation for any interested person within the geographic area to become a member of the CoC. The invitation is made public through the CoC Lead Agency's website, social media outlets, and an email message to all interested parties on the Arlington County CoC email listserv. Existing members are encouraged to share information about the CoC and invite interested persons to participate.

The Arlington County CoC strives for a diverse body of members. In alignment with 24 CFR Part 578.5, the CoC will continue outreach to recruit new members that include: people experiencing homelessness, formerly homeless or at risk of homelessness, nonprofit homeless assistance providers (whether or not recipients of HUD funding) and employment providers, domestic violence and sexual assault service providers, faith-based organizations, governments, funders, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, substance use service providers, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans, and individual community members.

2.4 Diversity and Representation of Membership Composition

The CoC governance is committed to having membership that reflects the population it serves (including race, color, religion, national origin, sex, age, disability, ethnicity, gender, sexual orientation, socioeconomic status). The CoC values members with lived experience and ensures their voices are elevated and respected.

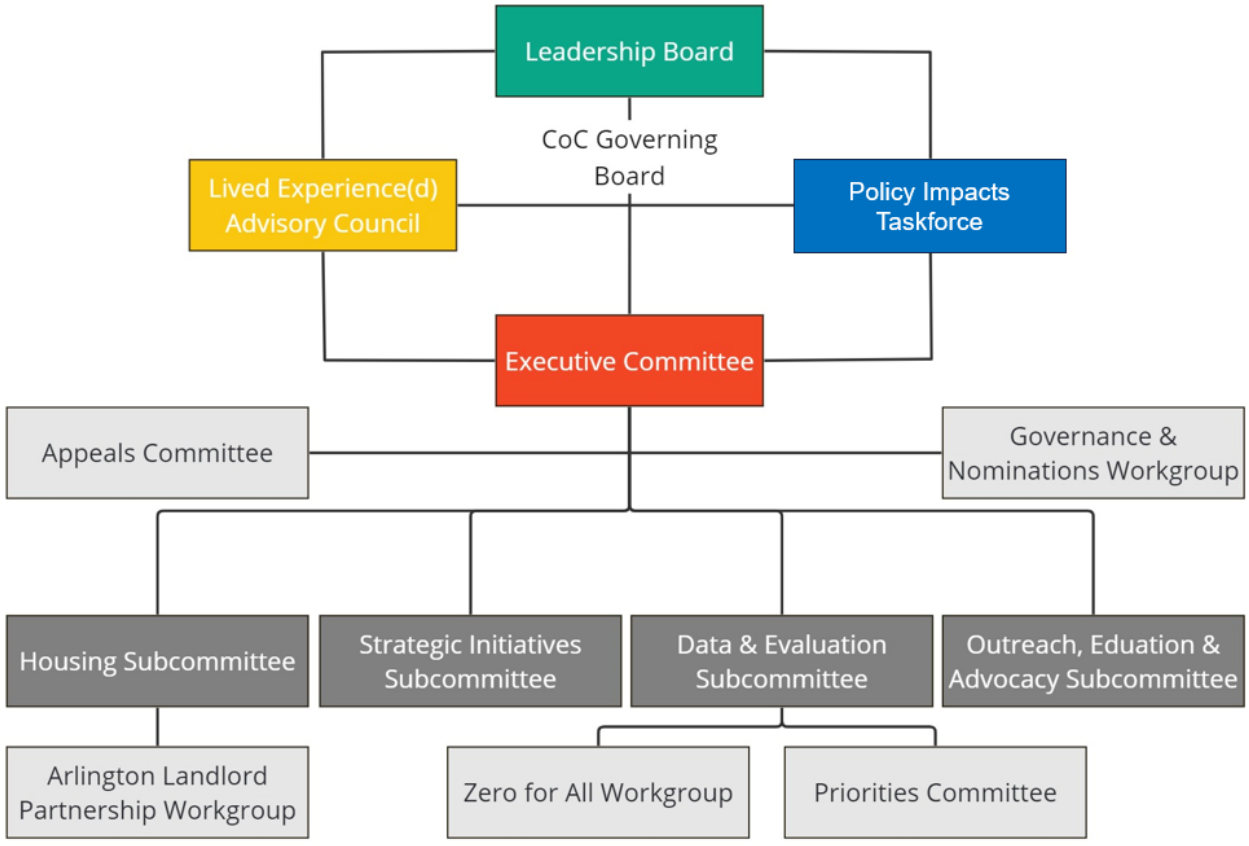
ARTICLE 3: COC COMMITTEES

Section 3.1 Structure

The following leadership and governance structure lays the foundation for a community process to implement a successful Strategic Plan and its subsequent activities:

- CoC Leadership Board
- Lived Experience(d) Advisory Council
- Policy Impacts Taskforce
- Executive Committee
- CoC Subcommittees
- CoC Ad-Hoc Committees/Workgroups

Arlington CoC Governance Structure



The Leadership Board, Lived Experience(d) Advisory Council, Policy Impacts Taskforce, and Executive Committee comprise the CoC Governing Board, leading the Arlington, Virginia Continuum of Care activities. The specialized expertise and roles of each group are interconnected. The effectiveness of the CoC depends on the collaboration, partnership, and expertise of each group. To that end, coordination, alignment of activities, and communication between groups is critical to the successful implementation of the CoC's Strategic Plan, resource allocation, and grounding local efforts in the CoC's values and mission. These groups will convene regularly to establish priorities for the upcoming year and to review progress and address ongoing challenges.

Membership Structure:

- Each Board/Committee membership is outlined in the subsequent sections.
- Each Board/Committee includes a DHS Liaison to support meeting agenda development, note-taking, assisting with meeting locations, etc. The DHS Liaison also supports on-boarding, member recruitment, and other forms of member support, as needed.

Section 3.2 CoC Leadership Board

The **CoC Leadership Board** membership will consist of an odd number of non-conflicted members who will be responsible for meeting four (4) times during the operating year or as needed and responsible for:

- Providing guidance to the CoC regarding funding and policy priorities for each given CoC operating year. These priorities will serve as guidance for the Executive Committee, Subcommittees, and the CoC to follow.
- Making decisions regarding reallocation of resources for the federal, state, and local funds.
- Making determinations about the funding sources the CoC will apply for at the federal, state and local levels.
- Making determinations about the program components (e.g. Permanent Supportive Housing, Rapid Re-Housing) that will be applied for at the federal, state, and local levels.

The Committee can also be called to convene when there is need to make key decisions related to the release of Notice of Funding Opportunity (NOFOs) from the US Department of Housing and Urban Development (HUD), the Virginia Department of Housing and Community Development (DHCD) application, and other funding opportunities.

Composition of Membership

The Leadership Board will be made up of no less than 7 and no more than 13 members that will be appointed/selected by the Chair and Vice-Chair of the Executive Committee and by members of the Governance and Nominations Workgroup. Membership pool will be open to include people with lived experience, senior level Arlington County Government staff, academia, affordable housing developers, law enforcement, philanthropy/foundations, employers, etc.

Section 3.3 CoC Executive Committee

The **CoC Executive Committee (Ex Comm)** will serve as the principal body to lead, govern, and implement all tasks of the CoC that prevent and ends homelessness. It will be a partnership of community leaders from private and public agencies, faith community, and others committed to ending homelessness, as well as people with lived experience of homelessness.

Composition of Membership

The Ex Comm membership shall include the following members:

- The Chair and Vice-Chair of the CoC/Executive Committee
- Co-Chairs of each Sub-Committee
- LEAC Co-Chairs
- Policy Impact Co-Chairs
- Arlington County DHS liaisons
- CoC Coordinator
- HMIS Lead Administrator
- Executive staff of area non-profits providing services to people experiencing homelessness; and
- Members not affiliated with a committee or non-profit

Each Chair and Vice-Chair will serve in his/her position for a term not to exceed two (2) years to promote diversity, the spirit of rotation and a staggered turnover. The first year of a term will consist of shadowing, onboarding and learning. The second year of a term will consist of leading, onboarding and teaching.

The following are designated seats:

- Sub-Committee Co-Chairs.
- Executive Leadership (or their designee) from area non-profits providing services for people experiencing homelessness.
- The Department of Human Services.

All other at-large members must apply to join the Executive Committee.

Section 3.4 Lived Experience(d) Advisory Council

The Lived Experience(d) Advisory Council (LEAC) provides a formal mechanism for individuals or persons in families who are currently or formerly unhoused to serve as subject matter experts on local efforts to prevent and end homelessness. LEAC membership is structured so that it is representative of the broad array of people who experience homelessness in Arlington County. LEAC members do not serve as representatives of CoC non-profit providers but rather provide insight and recommendations based on their own knowledge and expertise. LEAC is a part of the CoC's governing board and is charged with providing feedback on policy and strategies in the execution of Arlington County CoC's Strategic Plan to Prevent and End Homelessness.

More specifically the LEAC:

- Identifies and prioritizes problems in the current homeless response system.
- Provides data-informed advice and recommendations for improvements to the CoC.
- Educates the community, policy makers, and legislators on how laws and regulations affect people experiencing homelessness and how to help more people access housing.
- Educates, brings awareness, acknowledges, and validates all experiences around being unhoused.
- Suggests ways that community members can address the needs of families and individuals in need of housing.
- Gives voice to system reform and necessary funding at the federal, local, and community levels in support of the CoC's Strategic Plan.

Section 3.5 Policy Impacts Taskforce

The **Policy Impacts Task Force** is intended to examine the impacts of existing policies and practices. Members actively seek out strategies to operationalize practices which lead to improved outcomes for the most vulnerable members of Arlington County's community. This work cannot occur within one, stand-alone committee, but rather through the combined efforts of all CoC committees and its' members. The Policy Impacts Taskforce's charge is both leading specific action in this area and supporting other committees in those efforts.
Activities include:

- Utilizing decision-making framework grounded in CoC priorities to review and update policies and practices undertaken by the CoC.
- Reviewing indicators of disparate outcomes, best practices, and local data to ascertain pertinent information on issues related to improving disparate outcomes identified across CoC performance.
- Supporting other CoC committees and its' members in integrating learnings in program/project implementation and committee activities.

Section 3.6 CoC Subcommittees

The CoC has four (4) distinct Subcommittees with responsibilities that focus on the continued implementation of the Action Plan as well as federal and state requirements of a CoC. Below are the subcommittees that have been established:

- Housing Subcommittee
- Strategic Initiatives
- Data & Evaluation Subcommittee
- Outreach, Education & Advocacy Subcommittee

Composition of Subcommittee Members

Members of the established CoC Subcommittee will include:

- Two (2) Co-Chairs
  - Each subcommittee may, at its discretion, add additional co-chairs based on the committee's needs.
- One (1) DHS Liaison
- Members who have expressed interest in serving on the Subcommittee and have completed the CoC Membership Application.

The **Housing Subcommittee** is responsible for implementing an action plan to include the following:

- Facilitating access to affordable housing for homeless individuals and families.
- Increasing the supply of rental assistance provided to homeless individuals and families.
- Increasing the supply of housing affordable to homeless individuals and families.

The **Arlington Landlord Partnership (ALP) – Workgroup of the Housing Committee** is a partnership between landlords and homeless service providers whose mission is to increase the availability of both private and non-profit rental housing for individuals and families experiencing

homelessness in Arlington whose leasing barriers prevent them from accessing permanent housing. The ALP is a workgroup reporting to the Housing Sub-Committee of the CoC. The ALP Workgroup, composed of representatives of ALP Participating Agencies and ALP Landlords is responsible for the following activities:

- Monitoring the performance of all ALP Participating Agencies to ensure they continue to meet participation expectations.
- Overseeing the ALP Risk Reduction Fund, reviewing claims and submitting them to the Fiscal Agent for processing.
- Contacting landlords/property managers periodically to ensure successful tenancies for the referred ALP clients and maintaining effective partnerships with the landlords/property managers.
- Meeting monthly to review any claims and/or discuss any outstanding tenancy issues among partners.
- Briefing and elevating policy questions, system impacts, and recommendations to the Housing Committee for additional guidance.

The **Strategic Initiatives Subcommittee** is responsible for implementing an action plan that addresses systemic and cross-systems improvements in the following areas:

- Increasing access to and improved collaborations across systems with shared goals (Arlington Public Schools, Child and Family Services, Behavioral Health, and other key systems named in the CoC's Strategic Plan).
- Increasing the income of persons experiencing homelessness through employment and benefits.
- Developing and implementing prevention strategies to reduce the number of persons who experience homelessness.

The **Outreach, Education and Advocacy (OEA) Subcommittee** is responsible for:

- Developing and implementing an educational campaign that provides information about the causes of homelessness and available services.
- Supporting the development and dissemination of the CoC's annual report.
- Educating the community about Arlington County's efforts to prevent and end homelessness.
- Encouraging community engagement.

The **Data & Evaluation Subcommittee (D&E)** is responsible for establishing protocols and procedures for CoC data entry about homeless households and persons at risk of experiencing homelessness. Activities include:

- Maintaining data integrity for information placed into the Homeless Management Information System (HMIS).
- Developing policies that ensure information is captured for the HEARTH Act[1], National Performance Benchmarks/Program Standards, and Continuum of Care (CoC) Standards.
- Conducting the Annual Point-In-Time Survey and Housing Inventory Checklist.

[1] The Homeless Emergency Assistance and Rapid Transition Housing (HEARTH) Act was signed into lawon May 20,2009. The Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act.

- Providing system and intervention-level quantitative and qualitative data to the broader CoC, governance committees and in to support the CoC's annual efforts, including Annual Report.

The **Zero for All Workgroup** is responsible for tracking the CoC's progress towards its goal of ending and sustaining an end to homelessness for all populations by 2026. Activities include:

- Reviewing By-Names-List (BNL) for accuracy and data quality.
- Tracking and reporting on progress towards bi-annual population-level milestones.
- Reviewing monthly data submissions to Community Solutions.

This workgroup collaborates closely with partners charged with overseeing the By-Names-List and efforts made to prioritize and refer people from the BNL to available housing resources.

Section 3.7 CoC Ad-hoc Committees or Workgroups

In addition to the established subcommittees, the CoC also has Ad-hoc Committees/Workgroups that include:

- Priorities Committee
- Governance and Nominations Workgroup
- Appeals Ad-Hoc Committee

The **Priorities Committee** is assembled by the Data & Evaluation Committee. Priorities Committee members are responsible, when necessary, to make determinations if projects are part of the CoC applications at the state and federal levels. In some instances, this will include prioritizing projects for an application and/or determining allocation of funds when competing applications are presented. The Priorities Committee will meet as necessary, for the review of applications for federal and state funding. Recommendations for funding and project prioritization are made to the Leadership Board.

This **Governance and Nominations Workgroup** will develop a standard process for recruiting and selecting committee members for each standing Subcommittee. This Ad-Hoc Committee willengage stakeholders for the purpose of expanding CoC membership. One of the primary stakeholder groups intended for recruitment is persons who are or have experienced homelessness. The Governanceand Nominations Workgroup will solicit nominations of members from all constituencies, using broadly disseminated correspondence. This committee will also determine ad hoc committee additions for working group membership. The Committee will meet a minimum of four (4) times per CoC fiscal year to review and update processes. At least two times per year, the Committee is responsible for a written report to the Executive Committee.

This **Appeals Ad-hoc Subcommittee** reviews recommendations made by the Priorities Committee meeting and is only convened at the request of the Ex Comm Chair and Vice-. This committee will convene when the following circumstances exist:

- An official letter of an Appeals Grievance has been received. The letter should be on the official letterhead of the appealing organization. The letter shall be addressed to the Chair and Vice-Chair of the Executive Committee.
- Upon receipt of this letter, the Chair and Vice-Chair will review and determine whether the Appeals Subcommittee should be convened.
    - **Decision not to convene:** The Chair and Vice Chair will provide official correspondence of the Appeal Request Denial.

- **Decision to convene:** The Chair and Vice Chair will provide official correspondence of the Appeal Request Approval. The Chair and Vice Chair will ensure the selected members of Appeals Ad-hoc Subcommittee are not members of the Priorities Committee that recommended the original decision or other members with conflicts of interest.

The Appeals Ad-hoc Subcommittee is responsible for rendering a final decision in favor of a change or in support of the original Priorities Committee decision. All decisions are finalized in writing and cannot be further contested. Members of the Appeals Subcommittee will include a total of three (3) to five (5) non-conflicted members identified by the Executive Committee Chair and Vice Chair.

Section 3.8 Membership Establishment

When any Co-Chair vacancy is identified, the CoC Lead will perform the following tasks:

- Send an announcement to the community via the CoC Listserv.
- Ensure that the announcement has a clear open and close period.
- Post the announcement and all relevant documents (i.e. CoC application).
- All potential Co-Chair candidates must do the following to be considered an applicant for anopen Co-Chair position:
  - Complete the CoC Application which can be obtained from the Arlington County website.
  - Submit a copy of that application electronically to the current Co-Chair of the Subcommittee theapplicant aspires to serve in the capacity of Co-Chair, the Governance and Nominations Workgroup, and the CoC Lead.

Once an application(s) has been received during the open/close period, the following process will take place concerning an applicant:

- The Governance and Nominations Workgroup and the Co-Chair of a Subcommittee will review the application and members of the Governance and Nominations Workgroup will discuss the Co-Chair's ideal candidate and what type of leadership is needed to Co-Lead Committee.
- The Co-Chair can then share if desired, the application with members of the Subcommittee for discussion.
- The Governance and Nominations Workgroup will meet with a candidate(s) to discuss the following:
  - Reasons for interest in the Co-Chair position.
  - Skills sets that will benefit the Committee.
  - What makes the person qualified to serve as a Co-Chair.
  - The candidates plan for advancing the Subcommittee's agenda.
  - Ensuring the candidate understands the responsibilities of serving as Co-Chair.
- The Governance and Nominations Workgroup must identify who its members feel the best candidate is. The Workgroup has the following options:
  - If only one candidate, they must decide if the candidate is qualified to take the position or if they feel the candidate is not qualified.
  - If multiple candidates, the Committee must identify what they believe the best candidate.
- Once the Governance and Nominations Workgroup has voted and approved of a candidate for the open Co-Chair position, the Governance and Nominations Workgroup will inform the CoC Lead and the Chair and Vice Chair of the Executive Committee via electronic correspondence.
- The Governance and Nominations Workgroup will discuss the approved nomination at the next scheduled Executive Committee meeting.

Article 4: Continuum of Care Policies

Section 4.1 Decision Making & Quorum

A majority (51%) of the members shall constitute a quorum at all meetings. The meeting will be adjourned if no quorum is present and no voting will occur in such case. Robert's Rules of Order will be followed and a simple majority voting is necessary for any resolution of the committee to be passed. While committees and councils may include multiple representatives from any given organization, only one vote will be counted per organization. In the Executive Committee, each co-chair of the Lived Experience(d) Advisory Council will have a separate vote.

No CoC 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.

All CoC policy decisions impacting program participants and requiring a vote of the Executive Committee will be reviewed by the Lived Experience(d) Advisory Council. Their input will be incorporated into the item prior to Executive Committee member review and affirmation.

Section 4.2 Conflict of Interest & Recusal

Any individual participating in or influencing decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Disclosure should occur at the earliest possible time and if possible, prior to the discussion of any such issue. Individuals with a conflict of interest should abstain from voting on any issue in which they may have a conflict. An individual with a conflict of interest, who is the Subcommittee Chair/Co-Chair, shall yield that position during discussion and abstain from voting on the item. In addition, the minutes of any meeting at which such a vote is conducted must reflect the disclosure of interested committee members' actual or potential conflicts of interest and their abstention.

Section 4.3 Disclosure & Conflict of Interest Form

As soon as any member of the CoC becomes aware of any actual or potential conflict(s) of interest, whether at the beginning of a meeting or, during the course of a meeting of the full CoC, the CoC Leadership Board, the Executive Committee, any Sub-committee, Ad-Hoc Committee, or Working Group members must disclose such actual or potential conflicts of interest regarding any business included in the meeting's agenda.

Each CoC Fiscal year, CoC Leadership Board Members, Executive Committee, Subcommittee and Ad-Hoc Committee members must sign a conflict of interest form affirming that they have reviewed the conflict of interest policy and disclosing any conflicts of interest that they face or are likely to face in fulfillment of their duties as Chair, Vice-Chair, Co-Chair, or member of any CoC Committees.

Section 4.4 Attendance

All voting members must attend 70% of total Leadership Board, Executive Committee and/or Subcommittee meetings to remain in good standing. The Leadership Board, Executive Committee and all Subcommittees shall take regular attendance and submit to the CoC Lead Agency for tracking purposes.

In-Person and Virtual Participation
CoC Executive Committee meetings will follow the Hybrid Meeting guidance below:

Hybrid meetings are meetings that have the options for both in-person and virtual participation for members and the public.

- All Executive Committee meetings will be conducted in person and will have the ability to include virtual participation.
- Executive Committee members are expected to attend half (50%) of all meetings held in-person.
- Depending upon the developed meeting agenda, the CoC Lead, Committee Chair and Vice Chair may request in-person participation of all members.
- Calendar invites and the CoC website will include call-in and meeting location details for reference.

Article 5: General Provision of the CoC

Section 5.1 Operating Year

The operating year of the CoC will begin on July 1st of each calendar year and end on June 30th of the following calendar year.

Section 5.2 Review & Update of Governance Charter

The Executive Committee, in coordination with the CoC Lead and HMIS Lead, will review this Charter annually to ensure it remains consistent with HUD's CoC Program requirements as well as local/state requirements and CoC objectives and responsibilities. This review process will also include the annual review and update of conflict of interest and recusal policies. A final, updated draft of the charter will be presented to the CoC for endorsement at an all-CoC meeting by May 1st every two years unless major policy changes are warranted.

Section 5.3 Accessibility of Meetings

The CoC Lead will improve access to meetings with alternative methods such as conference video/call, webinars and online meetings. When technology is used, leadership members will provide instruction on how to participate/observe on the CoC website and in the meeting notice.

Section 5.4 CoC Decision Making Transparency

Meeting agendas with any planned votes will be posted to the CoC's website at least seven (7) days in advance of every meeting. Opportunities to and directions on how to provide public comment will also be available on the CoC's website for non-members. Meeting minutes including decisions made at all CoC Leadership Board, Executive Committee, and all CoC Subcommittees and Ad-Hoc Committees meetings, will be posted on the CoC website within seven (7) business days. Formal meeting minutes will be posted within seven (7) business days. The CoC Lead Agency records official minutes for the Leadership Board and Executive Committee. Subcommittee Co- Chairs are responsible for recording official meeting minutes and submitting them to CoC Staff for posting within seven business days.

Section 5.5 Letter of Support and Certification

Programs and services which meet the needs of individuals and families experiencing homelessness in Arlington County, Virginia are eligible to request letters of support or certification from CoC through the Chair and Vice-Chair of Executive Committee. The Chair and Vice Chair will only provide letters of support or certification to agencies which have a record of providing quality services to persons who are homeless or at risk of homelessness. The Chair and Vice-Chair shall have 10 business days to provide the requested Letter of Support.

Article 6: Collaborative Applicant & CoC Lead

Section 6.1 Collaborative Applicant

The Continuum of Care (CoC) designates a legal entity to serve as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all HUD Continuum of Care funded projects within the geographic area. The Collaborative Applicant is also responsible for submitting the annual application to HUD for Continuum of Care program funding and to apply for Continuum of Care Planning funds. The Arlington County Department of Human Services (DHS) has been designated as the current Collaborative Applicant for the Arlington County CoC and will serve in that role until the next annual review of performance and CoC confirmation, which will occur no later than May of every three CoC operating years.

Section 6.2 CoC Lead Agency

The Arlington County CoC appoints the CoC Lead Agency that will complete designated work tasks assigned by the CoC and will provide meeting support for the Arlington County CoC, Leadership Board, Executive Committee and Subcommittees. The CoC Lead Agency is responsible for working with the Chair and Vice Chair to schedule meetings, develop agendas, issuing meeting materials and posting all relevant documents to the Arlington County CoC website. The CoC Lead Agency will provide recommendations to the Arlington County CoC Leadership Board for its final decisions. The Department of Human Services (DHS) has been designated as the current CoC Lead Agency for the Arlington County CoC and will serve in that role until the next annual review of performance and CoC confirmation, which will occur no later than May of every three CoC operating years.

Note: Specific responsibilities for the Collaborative Applicant and CoC Lead Agency are clearly delineated in Appendix I.

Article 7: Coordination of CoC & ESG Recipients

As required by the Emergency Solutions Grant (ESG) and CoC Program Interim Rules, the Arlington County CoC and ESG[4] recipients will coordinate on system planning, funding allocation, the development of the Consolidated Plan[5] for Arlington County, and project and system performance evaluation activities. This Article outlines coordination that has not already been specified in other sections of this Charter.

Section 7.1: Arlington County's Department of Human Services

Arlington County's Department of Human Services (DHS) is considered the Lead Agency and responsible for coordinating with members of the Arlington County CoC to submit a CoC application for Emergency

Solutions Grant (ESG) and other related funding to Virginia Department of Housing and Community Development (DHCD) for Arlington County.

Section 7.2: Arlington County Consolidated Plan[2]

The CoC will work with the Collaborative Applicant and HMIS Lead to collect CoC information needed to inform the Arlington County's Consolidated Plan. The Collaborative Applicant and a member of the Executive Committee will be invited to participate on the County's Consolidated Plan Committee.

Section 7.3: ESG Funding Allocations

The Collaborative Applicant/Lead Agency will present its ESG[3] funding allocation recommendations to the Executive Committee annually, for their consideration and comments. DHS funding allocations are made in alignment with the CoC Leadership Board.

Article 8: Homeless Management Information System Lead Agency

Section 8.1 HMIS Lead

Arlington County's CoC designates an entity to serve as the CoC Homeless Management Information System (HMIS) Lead Agency. The HMIS Lead is responsible for ensuring that the Arlington County's HMIS is administered in accordance with the HEARTH Act, with regulations and notices pursuant to the HEARTH Act, and with other applicable federal, state and local laws. Designated responsibilities include developing an HMIS governance charter inclusive of a privacy plan, security plan, and data quality plan. The designation of the HMIS Lead is valid for a maximum of 3 years before the designation must be reviewed and renewed by the Arlington County CoC.

Section 8.2 HMIS Lead Responsibilities

The Arlington County Government/Department of Human Services (DHS) is designated as the HMIS Lead. As the lead, DHS will maintain the CoC's HMIS in compliance with HUD and provide training, maintenance and technical assistance to agencies. Each CoC partner agency is encouraged to participate as a member of the Data & Evaluation Subcommittee (D&E) which provides oversight of the system. The HMIS Lead is responsible for working with the D&E Subcommittee to:

[2] A long-term housing and community development plan developed by state and local governments and approvedby HUD (24 CFR Part 91). The Consolidated Plan contains information on homeless populations and should be coordinated with the CoC plan.

[3] The purpose of the Emergency Solutions Grants (ESG) program is to assist individuals and families quickly regain stability in permanent housing after experiencing a housing crisis or homelessness. ESG provides grants by formulato states, metropolitan cities, urban counties and U.S. territories to support homelessness prevention, emergency shelter and related services.

- Develop and maintain Standard Operating Procedures (SOP) for the operation and administration of the local HMIS.
- Ensure that all recipients of financial assistance under the HEARTH Act and the Emergency Solutions Grant program including all state and locally funded programs utilize the HMIS system.
- Make decisions about HMIS management and administration.
- Designate a single information system as the official HMIS software for the geographic area.
- Develop a separate governance charter and all assignments and designations consistent with the governance charter to include a Security Plan, Data Quality Plan and Privacy Policy
- Provide End Users in a variety of regulations, Notices, and guidance documents, as well as with applicable federal, state, and local laws.
- Develop a schedule to monitor End Users at their location sites.

Section 8.3 HMIS Software

Arlington County's CoC has designated Social Solutions Group's (SSG) Efforts to Outcomes (ETO) as the official Homeless Management Information System for the Arlington County CoC.

Article 9: Performance Deficiencies

Section 9.1 Performance Deficiencies

With the oversight of the Leadership Board, the CoC Lead Agency is responsible for taking action against organizations that demonstrate a consistent pattern of underperforming or egregious misuse of public resources or dereliction of duty. The combined resources of Arlington County's CoC provide critical support to the most vulnerable Arlingtonians, therefore it is important to ensure resources are fully maximized. Any performance deficiencies related to grant management, financial management, services and satisfaction, or physical assets that pose a risk to Arlington County's CoC will be subject to the following action:

- A Performance Deficiency Warning Letter sent to the organization's Executive Director/President/CEO requesting acknowledgement, corrective action plan and other requirements.
- If performance deficiency is not remedied within 30 days, a Performance Deficiency Warning Letter sent to the organization's President/Chair of its Board of Directors requesting acknowledgement, corrective action plan and other requirements.
- If performance deficiency is not remedied within 60 days, a Notice to Recommend Reallocation of Funds is sent to the organization's Executive Director/President/CEO and President/Chair of its Board of Directors.

Appendix I

CoC Committee Responsibilities

Responsibility Category	Responsibility	Responsible Party
Establishing CoC	Define membership of CoC	Continuum of Care
Establishing CoC	Invite new members annually	Continuum of Care
Operating CoC	Hold meetings of full membership, with published agenda, at least semi-annually	Continuum of Care
CoC Governance & Management	Establishing a CoC Board	Continuum of Care
CoC Governance & Management	Reviewing the written selection process for the Board	Continuum of Care
CoC Governance & Management	Designate a Collaborative Applicant	Continuum of Care
CoC Governance &Management	Designate responsibilities to the CoC Board, HMIS Lead, and Collaborative Applicant	Continuum of Care
CoC Governance & Management	If you have UFA, approve amendments to any grants	Continuum of Care
CoC Governance & Management	Apply for CoC Planning Funds	Collaborative Applicant/Lead Agency
CoC Governance & Management	Apply for UFA Planning Funds	Collaborative Applicant/Lead Agency
CoC Governance & Management	Appoint Committees/Subcommittees	Continuum of Care
CoC Governance & Management	Develop Governance Charter	Governance and Nominations Workgroup
CoC Governance & Management	Review Governance Charter	Executive Committee & CoC Lead Agency
Overall and Project-Level Performance	Establish performance targets in consultation with recipients/sub-recipients	Data & EvaluationSubcommittee
Overall and Project-Level Performance	Monitor recipient/sub-recipients	CoC Lead Agency
Overall and Project-Level Performance	Evaluate outcomes for ESG and CoC projects and report to HUD	Data & EvaluationSubcommittee, HMIS Lead & CoC Lead Agency
Overall and Project-Level Performance	Take action against poor performers	CoC Leadership Board & CoC Lead Agency
Overall and Project-Level Performance	Measure system performance	Data & EvaluationSubcommittee, HMIS Lead & CoC Lead Agency
Overall and Project-Level Performance	Operate a Coordinated Assessment in consultation with ESG	Executive Committee

Overall and Project-Level Performance	Develop a policy for how Coordinated System and Housing Service System willaddress needs of Domestic Violence survivors	Continuum of Care
Designate an HMIS	Designate a single HMIS for the entire CoC Geographic Area	HMIS Lead & Data & Evaluation Subcommittee
Designate an HMIS	Designate a single HMIS Lead	Executive Committee
Designate an HMIS	Review, revise and approve the HMIS privacy plan, security plan, and data quality plan	HMIS Lead & Data & Evaluation Subcommittee
Designate an HMIS	Ensure HMIS is in compliance with HUD requirements	HMIS Lead & Data & Evaluation Subcommittee
Designate an HMIS	Ensure consistent participationof recipients and sub-recipients in HMIS	HMIS Lead & Data & Evaluation Subcommittee
Designate an HMIS	Develop HMIS privacy plan, security plan and data quality plan	HMIS Lead & Data & Evaluation Subcommittee
Designate an HMIS	Execute participation agreements with contributing HMIS organization	HMIS Lead
Designate an HMIS	Execute user agreements with all HMS users	HMIS Lead
Plan for CoC	Plan and conduct a Point-in-Time Survey	HMIS Lead & Data & Evaluation Subcommittee
Plan for CoC	Conduct an annual gaps analysis of homeless service needs and services	Continuum of Care
Plan for CoC	Participation in the Consolidated Plan	CoC Lead Agency
Plan for CoC	Consult with ESG recipients	CoC Lead Agency
Plan for CoC	Approve annual application to HUD for CoC program funding	Executive Committee CoC Lead Agency
Plan for CoC	Submit annual application to HUD for CoC Program funding	Collaborative Applicant & Leadership Board

Note: A Continuum of Care designation under Responsible Party is inclusive of all entities outlined in this Charter.

Appendix II

Arlington CoC Governance Structure

