Governance Charter

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A.   CoC Identifying Information

To receive funding through the U.S. Department of Housing and Urban Development (HUD), under the HEARTH Act (formerly the McKinney Vento Homeless Assistance Act), geographic regions are required to establish and maintain a Continuum of Care (CoC). A CoC is designed to address issues related to homelessness through a coordinated community-based process of identifying and addressing needs utilizing varied resources, avoiding duplication of efforts, and leveraging resources.

The Western Virginia CoC came into existence in 2012, when the Harrisonburg-Rockingham CoC and Northern Shenandoah Valley CoC merged. The merge was primarily done in an effort to combine resources and increase the amount of funding available for housing assistance programs in the Shenandoah Valley. The CoC covers the counties of Clarke, Frederick, Page, Rockingham, Shenandoah, and Warren, the towns within those counties, and the cities of Harrisonburg and Winchester.

HUD designated this CoC as *VA-513*, which is simply an abbreviation used to communicate with HUD about issues relevant to the CoC.

The policies and procedures of the CoC were created using the most up-to-date best practices available; however, there may be situations that are not addressed in this document, or can be better addressed in other ways. In those situations, please refer to the CoC's Guiding Principles below:
- Balance consistency and sustainability with inclusivity policies are in place to provide structure and guidance, and should not serve as a barrier to one's ability to participate in CoC work
- Focus on the primary goal of ending homelessness
- Ensure transparency in CoC processes
- Utilize data in decision-making processes

The Executive Committee will review and revise this charter as necessary. Upon Committee approval, the charter will be shared with all CoC participants.

B. Organizational Structure

The Western Virginia CoC has designated the Harrisonburg Redevelopment and Housing Authority (HRHA) as the Lead Agency and Collaborative Applicant. HRHA will manage the HUD CoC project and planning grants and may contract with a consultant or other organization to provide administrative functions for the CoC. The Harrisonburg Redevelopment and Housing Authority is designated as the Virginia Department of Housing and Community Development (DHCD) Collaborative Applicant for the Virginia Homeless Solutions Program (VHSP) project and planning grants and the Homeless Management Information System (HMIS) Lead Agency.

CoC members include individuals and agencies concerned with the development and coordination of homeless assistance programs in the Shenandoah Valley. The CoC will make regular efforts to ensure equitable and diverse representation from the Western Virginia CoC coverage area. Organizations providing direct services to the homeless population, and non-homeless service providers such as businesses, academic institutions, and government entities, etc. will be actively encouraged to participate in CoC activities, with individuals with lived experience of homelessness.

CoC projects that extend outside of agency-specific activities, such as the creation of CoC policies or community information packets, are often completed within a committee. The CoC employs a CoC Coordinator, who is responsible for managing and executing administrative tasks on behalf of the CoC. There are currently five standing committees - Executive Committee, Best Practices Committee, Media & Advocacy Committee, Compliance & Evaluation Committee, and the Data & Performance Committee. Individuals or entities that do not serve on a committee but have attended at least one CoC meeting in the last three months are considered to be "General Members."

The entire CoC will meet in person at least quarterly in different locations within the CoC. These meetings are open to any and all community members and organizations interested in the CoC.

(a) Committees
   a. Executive Committee
      i. The CoC Executive Committee is the official governing and lead decision-making body of the Western Virginia CoC. This committee is responsible for administrative oversight of the CoC and is the lead entity managing community planning, coordination, and evaluation to ensure that the system of housing and homeless services rapidly and permanently ends homelessness. The Executive Committee is comprised of:
         - Chairs of each standing committee,
         - at least one representative from the lead agency for the state collaborative application,
         - at least one representative from the lead agency for the federal collaborative application,
         - a representative from the homeless community,
         - a representative from Centralized Housing Intake, and
         - the HMIS Administrator shall serve as an ex officio member.
      ii. <u>Responsibilities include:</u>

         - Provide direction and leadership for CoC processes
         - Make all formal decisions of the CoC
         - Strategic planning and goal-setting
         - Establish priorities for and make decisions about the allocation of CoC resources Coordinate CoC funds with other relevant resources in the jurisdiction

- Monitor and evaluate both system wide and individual program performance on established goals
- Establish committees and task groups as needed to perform CoC functions
- Select CoC Collaborative Applicant and HMIS lead agency
- Enter into all contracts and Memoranda of Understanding on behalf of the CoC and monitor performance under these contracts
- Respond to changes from HUD and DHCD
- Create and evaluate CoC guiding document

b. Best Practices Committee

    i. The Best Practices committee is responsible for researching and implementing best practices to meet the needs of people experiencing homelessness in the region. This committee is charged with promoting regional cooperation, partnerships, and knowledge sharing, assessing regional training needs, and facilitating training opportunities.

c. Media & Advocacy Committee

    i. This Committee will increase the visibility of the CoC and advance strategies and solutions to reduce homelessness in the region. A media plan will be created each year with quarterly reviews and updates of media coverage. Activities will include developing messages about homelessness to be used in the media, drafting press releases, posting on social media, and pitching stories to the media. All activities will adhere to the CoC's Media Relations Policy.

d. Compliance & Evaluation Committee

    i. The responsibility of the committee is to establish and execute a process to review and rank projects to be included in the HUD applications. Activities include regular site visits to DHCD grantee agencies and review of financial and programmatic performance of DHCD and HUD grantees and applicants. Membership is adjusted as needed in response to the need for unbiased and impartial project application review and can include at-large members who represent entities affected by the CoC.

e. Data Committee

    ii. The responsibility of the Data and Performance committee is to promote the use of data to drive decision making. This committee is charged with reviewing and approving a consistent point in time methodology, setting minimum performance standards for agencies, and overseeing data quality and performance measurement of all CoC-funded programs. Responsibilities include organizing the Point in Time (PIT) Count, reviewing data quality of the PIT Count, centralized intake, and HMIS, identifying trends in data and locating inconsistencies, reviewing performance measurements annually, and sharing data with funders and stakeholders.

(b)   ***Other Work***

    a. Data

      i. Data needs of the CoC are managed by the HMIS Administrator.

      The Administrator will serve as the data lead for the CoC, in addition to regular job duties, s/he is responsible for completing all data reports required by CoC grantors.

      The Executive Committee must review and approve data reports before final submission to grantors. S/he is also responsible for sharing performance data with the CoC, staying abreast of HMIS policies training agency staff to use HMIS, and organizing the annual Point in Time Count.

    b. Task Specific Work Groups

      i. The ad hoc groups are created as needed and do not require a vote for membership. The scope of work and time commitments will vary per group. Upon completion of the identified task(s), such groups will dissolve upon completion of outlined projects.

(c) Membership Requirements

    a. Individuals can participate in committee work as a member, Chair, or Deputy Chair. Some distinct differences between the three roles are outlined in the chart below.

Committee Chair	Deputy Chair	Committee Member
- Serve for two years - Serve on the CoC Executive Committee - Monitoring meeting attendance and reach out to members as appropriate - Assist in the creation of meeting agendas - Facilitate meetings - Speaks on behalf of the committee	- Serves for one year - Fill the role of committee chair as necessary - Succeed committee chair	- Serve for at least one year - Actively participate in committee work

      i. Committee Chairs are expected to serve in their role for two years.

      During the Chair's second year, a subsequent Chair should be selected; this person is the Deputy Chair.

      ii. Deputy Chairs are individuals who will succeed their current committee Chair.

  iii. This individual shall "shadow" the current Chair for one year and then subsequently assume the role and responsibilities of the committee Chair.

  iv. Committee members are expected to serve in their role for at least one year. At the end of one year, the member may elect to serve for another year with the same committee, request to be moved to another committee, or end their committee participation.

  v. Deputy Chairs are expected to serve a 2-year term, with a mandatory 1-year gap between terms. Chairs and Deputy-Chairs are elected by their respective committees in September and take office in October. To ensure continuity of CoC work, terms are staggered. Committee Chairs, Deputy Chairs, and members, or their proxies, shall attend at least 75% of their respective committee meetings over a one calendar-year time period. Those who fail to do so are subject to removal by vote of their respective committee. The committee may appoint a substitute in the event of the removal of a member. The substitute will serve the duration of the original term and may apply for an additional term.

  vi. The process for joining a committee is as follows:

- Self or peer-nomination for committee membership
- New member signs and returns Western Virginia Continuum of Care Member Agreement to CoC Coordinator

 b. VHSP and HUD grantees are required to actively participate on at least two committees in the CoC. Active participation includes regular attendance of CoC meetings, committee membership, contribution to CoC projects, etc.

(d) Resignation

 a. A Chair, Deputy Chair, or member may resign from their committee at any time by giving written notice to his/her respective Committee. Any such resignation will take effect immediately.

(e) Meetings

 a. The entire Western Virginia CoC will meet at least quarterly in person in different locations within the CoC. These meetings are open to any and all community members and organizations interested in the CoC. An invitation to join the CoC will be made publicly at least once a year.

 b. Committees meet as needed to discuss committee work.

 c. Proceedings of all meetings are documented in minutes and circulated and approved at the subsequent meeting. Minutes or meeting recordings are made available on the CoC website, or by request to the CoC Coordinator.

(f) Voting

 a. The simple majority of the number of current committee members constitutes a quorum, provided that the Chair or Deputy Chair is present. Quorum is required to hold a vote regarding a funding decision, membership nominations, and to act on behalf of a committee or the CoC.

 b. Each committee member will have one vote. Voting by proxy will not be allowed unless a majority of a meeting's attendees agree to allow it.

 c. Individuals who represent an agency that is directly affected by the outcome of a vote may not participate in the discussion or vote on that matter.

C. Centralized Housing Intake

The Department of HUD requires that all Continua of Care have a centralized intake and coordinated assessment system. The Western Virginia CoC fulfills this requirement by implementing *Centralized Housing Intake*, which is commonly referred to as "Centralized Intake", or "CHI". The objective of Centralized Intake is to provide a comprehensive assessment of the housing and service needs of individuals and families who are homeless or at risk of homelessness. Mercy House of Harrisonburg, Shenandoah Alliance for Shelter of Woodstock, and AIDS Response Effort of Winchester currently process Centralized Intake incoming calls and outgoing referrals.

(a) Program Overview

    a. Intake provides services for six counties in the Central and Northern Virginia region. The counties served include Rockingham, Shenandoah, Page, Frederick, Clarke, and Warren; and the cities of Harrisonburg and Winchester. Intake is operated via a call system to screen clients, determine program eligibility, and make appropriate referrals for services. All calls are recorded in the Call Point system of HMIS.

    b. Intake is responsible for conducting outreach and maintaining relationships with area non-profit and government agencies that provide services to homeless families and individuals. Housing counselors evaluate each caller to determine which strategies may best fit their housing situation. Referrals are made for Rapid Rehousing (RRH), Prevention, Shelter (Mercy House only), and Tenant Based Rental Assistance (TBRA). If the client qualifies and provides verification of their homelessness, they are referred to the agency in the city/county in which they reside (RRH and Prevention only); referrals are made to TBRA if the caller is over the income guidelines for RRH and Prevention (TBRA clients are not required to provide verification of homelessness).

    c. Eligible clients are referred to the following agencies:

        i. Mercy House-RRH and Prevention in Harrisonburg, Rockingham County, Augusta County, Waynesboro, or Staunton (this includes those eligible for shelter)

        ii. Shenandoah Alliance for Shelter (SAS) - RRH and Prevention in the counties of Shenandoah, Warren and Page. TBRA in the counties of Shenandoah and Page.

        iii. AIDS Response Effort (ARE)-RRH and Prevention in Winchester, Front Royal, Clarke County, Warren County, or Frederick County.
TBRA in Frederick or Clarke County

        iv. Blue Ridge Housing-TBRA in Warren County and Winchester

        v. Virginia Department of Veteran Services-for veteran Peer Specialist

        vi. Domestic Violence Shelters: Intake does not make direct referrals to these agencies but provides information to clients in need of these services.

    d. Programs clients are referred to:

        i. Prevention for clients who will be homeless within 10-14 days; the

document that is required as verification is a "Summons for Unlawful Detainer" and/or a letter from a third party for those without a lease.

    ii. Rapid Rehousing for clients who are residing in a shelter (including domestic violence shelters), living in a hotel room paid for by another agency (i.e. church, business, or organization), or living in a place not meant for human habitation; the document/verification required is a letter from a third party (shelter, church, organization) verifying the client is literally homeless.

    iii. TBRA for clients who are over the income guidelines for Prevention and/or unable to provide verification of homelessness. Each agency provides Centralized Intake with income guidelines to follow when determining program eligibility.

d. Referrals are made to Mercy House, ARE, and SAS regardless of available funding because those agencies still have case management resources. Agencies provide Intake regular updates on funding availability. Case management can be offered to clients regardless of funding status.

D. Housing Assistance Programs

DHCD provides VHSP grants and HUD provides CoC grants to fund housing assistance programs provided by some of the agencies in the Western Virginia CoC region. DHCD grants fund shelter operations, prevention services, rapid rehousing programs, Housing Opportunities for Persons with HIV/AIDS services, HMIS, planning activities, tenant based rental assistance and Centralized Housing Intake. The DHCD grant process is open to new applicants. HUD grants support permanent supportive housing, planning activities, and HMIS. The HUD grant process occurs annually and is open to new applicants that meet criteria outlined in HUD's Notice of Funding Availability and apply following guidelines provided by the Collaborative Applicant.

Organizations supplement their program costs with other private and public funds that they apply for as individual agencies, outside of the CoC. CoC MOUs with organizations in the Western Virginia region should be updated every two years.

E. Homeless Management Information System

The HMIS is a database that stores information on all individuals who receive DHCD or HUD CoC housing assistance services. DHCD and HUD CoC grantees are required to use this database on a regular basis and meet federal and state data quality and reporting standards. The CoC employs a HMIS Administrator to compile, analyze, and share information from this database. More information concerning HMIS can be found in the Homeward HMIS Policy Manual. Contact information for questions pertaining to HMIS is below:

Kaitlin Heatwole
HMIS Coordinator
KHeatwole@harrisonburgrha.com
(540) 209-1698

F. CoC Policies

(a) Anti-Discrimination

    a. To provide all individuals and families equal access to necessary housing and services, the Western Virginia CoC has adopted policies and procedures to ensure no one seeking services from the CoC is discriminated against.

    b. All agencies in the CoC including, but not limited to, the CoC Lead Agency (Harrisonburg Redevelopment and Housing Authority), agencies funded through Continuum of Care (CoC) and Emergency Solutions Grants (ESG) programs, and homeless service agencies funded by other federal and state programs commit not to discriminate against anyone seeking homeless services based on race, color, national origin, religion, sex, familial status, disability, age, gender, LGBTQIA status, or marital status. The CoC's Anti-Discrimination Policy outlines policies and procedures that provide guidance to staff and volunteers of all CoC agencies to prevent discrimination in agency policies and during any interactions with clients. Through these policies and procedures, the CoC will comply with all applicable civil rights and fair housing laws and requirements, including HUD's Equal Access Rule.

(b) Code of Conduct

    a. Compliance with Policies

        i. Member agencies will conduct CoC business in accordance with the Western Virginia CoC Charter.

    b. Conflict of Interest

        i. Member agencies must act in the best interests of the organization and avoid situations where their personal interests or relationships interfere with acting in good faith on behalf of the CoC.

        ii. Member agencies may not engage in activities that are in conflict with the interests of or that may negatively impact the reputation of the CoC.

        iii. Member agencies are required to follow the CoC Charter regarding conflict of interest and code of conduct.

    c. Confidentiality

        i. Member agencies must maintain the highest standards of confidentiality regarding information obtained directly or indirectly through their involvement with the CoC. This includes but is not limited to information about members and their organizations and funded agencies. Agencies must also avoid inadvertent disclosure of confidential information through casual or public discussion, which may be overheard or misinterpreted.

    d. Impartiality

        i. Participants will:

           1. not knowingly be a party to or condone any illegal or improper activity,

           2. not directly, or indirectly, seek personal gain which would influence, or appear to influence, the conduct of their duties,

           3. not exploit CoC professional relationships for

personal or professional gain, and

4. be alert to the influences and pressures that interfere with the professional discretion and impartial judgment required for the performance of members.

e. Fraud

The term fraud refers to, but is not limited to: intentionally entering false or erroneous information into electronic software systems; any dishonest or fraudulent act; forgery or alteration of any official document; misappropriation of funds, supplies, or CoC materials; improper handling or reporting of money or financial transactions; profiting by self or others as a result of inside knowledge; destruction or intentional disappearance of records, furniture, fixtures, or equipment; accepting or seeking anything of

material from vendors or persons providing services or materials to the Continuum of Care for personal benefit; or any similar or related irregularities.

ii. Fraudulent acts may result in a decrease or complete loss of CoC related grants, and/or the inability to receive CoC funds in the future, and/or the inability to serve on a CoC committee.

f. Gifts or Honoraria

i. It is not permissible to offer or accept gifts, gratuities, excessive favors or personal rewards intended to influence the CoC's decisions or activities.

g. Harassment

i. Harassment, interpreted as unwelcome conduct, comments, gestures, contact, or intimidating and offensive behaviors likely to cause offense or humiliation, will not be tolerated and may result in disciplinary measures up to and including removal from a CoC committee.

h. Laws and Regulations

i. CoC business will be conducted in accordance with all federal, state, and local laws and regulations.

(c) *Media Relations*

a. Those who may initiate public media communications on behalf of the Western Virginia CoC are the Media and Advocacy Committee, CoC Coordinator, and members of the CoC Executive Committee. Public media communications include posts on the CoC website, posts on social media sites, press releases, radio announcements, television interviews. Individuals/agencies should not represent themselves as speaking for the CoC unless they have received written approval from one of the aforementioned people ahead of time.

The following is a list of guidelines for representing the Continuum of Care in various settings. Though not exhaustive, we hope that all members will adhere to the spirit of this policy document and exercise good judgment in communicating information regarding the purpose, objectives, activities, and priorities of the CoC.

i. *Communications with Newspaper*

1. Please submit a draft press release to the CoC Coordinator or Executive Committee for review prior to releasing to the media.
2. If contacted by the media for comment on a CoC supported press release, ensure that you understand the intended message of the release.
3. If the author of the release, provide contact information for others involved in the CoC to share information about the importance or impact of the subject purpose, objectives, activities or priorities of the CoC. Make sure that all parties listed in a press release are aware that their information will be provided. Help them prepare to best represent the message in case they are contacted.

    ii. Communications on Blogs and Other Social Media Platforms

1. Refrain from referencing the CoC in any social media platform without direction from the Executive Committee regarding the specified content and format for posting information. Provide informative and not persuasive material.
2. Do not engage in online dialogues or arguments over the merits of specific programs, decisions or other potentially controversial subjects.

    iii. Communications with Citizen Groups, Civic Organizations, and Governmental Entities

1. Refrain from referencing the CoC in any social media platform without direction from the Executive Committee regarding the specified content and format for posting information.
2. Provide informative and not persuasive material.
3. Do not engage in online dialogues or arguments over the merits of specific programs, decisions or other potentially controversial subjects.

    iv. General Guidelines for Any Situation

1. If you are contacted by the media to speak on behalf of the CoC, direct all inquiries to either the CoC Coordinator or a member of the Executive Committee. You might be contacted later to speak further with the media.
2. In all settings, be sure that the information you share is factual and not opinion based.
3. Refrain from any negative criticisms about local, state and federal funding or policy decisions unless the CoC has taken action to affirmatively support a specific position on behalf of the entire membership.
4. Promote the benefits of working through the CoC Planning Process and the level of coordination that results from this effort.
5. Do not speak critically or poorly about a member organization.

6. Follow up, after verbal communication, with a written summary of the points discussed and any factual data. Share this follow-up with others referenced in the conversation.

(d) *Dispute Resolution*

The CoC is committed to prompt and fair resolution of all disputes which may arise between a member agency and another member agency or the CoC regarding contract negotiations, funding decisions, violations of Memorandums of Understanding, claims of discrimination based upon race, color, sex, disability, religion, national origin, age or any other protected class, claims arising under any federal, state, local law or any common law, and legal claims. Compliance with the dispute resolution policy is a condition of contract engagement with the CoC and failure to comply may result in a decrease or complete loss of CoC related grants and/or the inability to receive CoC grants in the future. The procedure for dispute resolution is as follows.

i. Parties should promptly discuss any problems or concerns in an effort to meet resolution to the identified conflict. Partners are encouraged to refer to the CoC Charter for guidance. If the parties are still unable to resolve the issue, then the Executive Committee will select an impartial Executive Committee member to mediate and oversee the resolution proceedings. The Committee will select a representative through a majority vote.

ii. If resolution is not achieved, the issue may be referred to the entire Executive Committee which will conduct such investigation as it deems appropriate and meet with the parties in an effort to discuss, analyze, and resolve the matter. If the parties do not reach a mutual resolution, the Committee may issue a final determination on the issue.

iii. If a party is dissatisfied with the Committee's decision and the claim involves a material aspect of grant guidelines, the party can request that the matter be submitted to the grantor for mediation. The grantor shall designate a mediator or representative. All decisions made by the Grantor will be deemed appropriate and final.

b. Documentation of all proceedings is required; including a written description of the dispute, names of the parties involved, decisions reached after mediation(s), and the final outcome of the dispute. Documentation of said proceedings is property of the CoC and is available to grantors upon request.

(e) *Monitoring, Evaluation, and Ranking for HUD CoC Funding Requests*
a. *Overview of Monitoring Process*

i. The Compliance and Evaluation (C & E) Committee acts as an advisory, steering committee for an Ad Hoc Committee of non-funded community representatives with no conflict of interest, to review and rank project applications submitted for U.S. Department of Housing and Urban Development (HUD) funding through the CoC. The Compliance and Evaluation committee may request data from other CoC committees in order to better inform their process. Site monitoring visits of agencies are conducted by the committee on an as-needed basis. All Committee

members must be able to dedicate time for application review and committee meetings. It is an ongoing effort of the CoC to make monitoring, evaluation, and ranking activities an objective process.

b. *Overview of Application Process and Timeline*

The application process and timeline will vary per guidelines outlined in each year's Notice of Funding Opportunity (NOFO) from HUD. The CoC website and emails will be used as the primary mode of communication for updates on the NOFO and review and ranking procedures.

Transparency of the application process will be a priority for the committee and the CoC Collaborative Applicant.

c. *CoC Review and Ranking Procedures*

i. The C & E Committee acts as a steering committee for the Ad Hoc Committee in the review and ranking of project applications. The CoC Collaborative Applicant will provide the committee with project applications and supporting documents that are received in response to a NOFO. If committee members have any information and/or knowledge that might cause HUD to deny funding for a project, they must provide that information to the committee.

ii. With the guidance of the Compliance and Evaluation Committee, the Ad Hoc Committee will take the following steps in order to determine ranking:

1. Review and discuss all project applications and supporting documents provided by the Collaborative Applicant.

2. Prioritize and rank project applications, creating a Project Priority Listing.

   - The criteria used to determine prioritization may vary slightly per year, but should include HMIS data, spending reports, and performance reports.

3. The committee will either accept an application as it is submitted, accept an application under the condition that amendments are made, or reject an application.

   - The committee must list the amendments to be made and can decide to reject an application if such amendments are not made.

   - When rejecting applications, the committee must list the reason(s) why the application was rejected.

4. Upon creating a Project Priority Listing, the Collaborative Applicant will share the Listing with the Executive Committee, which must either approve or disapprove the Listing. If approved, the Collaborative Applicant will then contact all applicants with a written letter that describes the outcome of their application(s).

   If disapproved, the Executive Committee must meet to review project applications and then create a revised Listing.

5. The final listing that is approved or created by the Executive Committee is that which will be submitted to HUD.

ii. The Collaborative Applicant is responsible for sharing updates of the application and ranking processes with the CoC.

d. *Appeals of Ranking/Funding Level*

i. The following is a non-exhaustive list of items that might cause the Committee to recommend a project not be funded or to be funded at a lower level.
1. Failure to submit a timely application
2. Insufficient information provided in application
3. Project consistently fails to meet performance standards

4. Sponsor /Applicant fails to actively participate in Local Planning Group meetings and initiatives Sponsor/Applicant shows an unwillingness to adapt their program to the changing needs of the community and the HEARTH Act Sponsor/Applicant applying for a new project has an existing DHCD or HUD CoC-funded project with poor performance
5. Lack of sufficient DHCD or HUD funding to fund all project applications received
6. Lack of demonstrated capacity to manage grant funding in accordance with HUD requirements and policies

ii. Project applicants may appeal funding decisions made by the Compliance & Evaluation Committee or Executive Committee. Instructions on how to do so are outlined in the NOFO and must be adhered to in order for an appeal to be considered by HUD. The Collaborative Applicant will follow instruction from HUD on how to respond to appeals.

G. Contact Information

The primary contact and mailing address for the Western Virginia CoC is:

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Regular CoC updates can be found at www.continuumofcare513.com