

# **Arlington County Continuum of Care Governance Charter**



Revised and Adopted July 2018

**Arlington County Continuum of Care  
Governance Charter**

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# Arlington County Continuum of Care Governance Charter

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

### Section 1.1: Introduction & Mission

The **Arlington County Continuum of Care (CoC)** has spent over a decade strengthening its crisis response system to prevent homelessness at every opportunity and resolve it by swiftly connecting individuals and families to permanent housing. The CoC has a clear mission to sustain an integrated, community-based support system which will help households at risk of homelessness keep their housing, and will assist any household that does become homeless in regaining stable housing. Our mission is supported by shared responsibility, collaborative planning and alignment of stakeholders & resources essential to Arlington County's Action Plan on Ending Homelessness<sup>1</sup>.

### Section 1.2: Guiding Principles

The principles that guide our work to prevent and end homelessness include:

- Commitment from all sectors of the community;
- Use of best practice, evidence-based solutions in shaping programs and services;
- Ensuring the availability of affordable appropriate housing options;
- Using culturally competent and consumer-centered services; and
- Committing sufficient financial resources to sustain our work.

### Section 1.3: Overview

This Governance Charter outlines the roles and responsibilities of the Arlington County CoC, the CoC Leadership Board, the CoC Executive Committee, CoC Subcommittees, the CoC Lead Agency and Collaborative Applicant and the HMIS Lead. 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 principle body to lead, govern, and implement all tasks of the CoC that prevent and end homelessness.
- 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.

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<sup>1</sup> Arlington County implemented its first 10-Year Plan to End Homelessness in 2008. In March 2018, the CoC reviewed accomplishments of the Ten Year Plan with the community and adopted a new Three Year Strategic Plan focusing on challenges and sub-populations where continuing work is needed. Arlington County's Action Plan on Ending Homelessness serves as the umbrella for the goals set forth in each plan and any new iterations in the future.

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- The **HMIS Lead** is designated to provide oversight and implementation support to the CoC’s HMIS.

**Note: Specific roles and responsibilities for each of these entities are clearly 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 Arlington County’s response to prevent and end homelessness may become a member of the Continuum of Care (CoC). Many stakeholders are invested in addressing homelessness in our jurisdiction 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 all of the benefits of CoC membership.

**Section 2.2 Levels of Membership**

The following levels of membership exists:

- **Voting Members**
  - Voting member must commit to hold an active position in a CoC Subcommittees, Ad-Hoc Committees or Executive Committee.
  - Annual Attendance to at least 70% of Subcommittees, Ad-Hoc Committees or Executive Committee meetings where applicable.
  - No more than one representative of a single organization may cast a vote at the CoC Leadership Board and Executive Committee levels.
- **General Members**
  - Any organization or person residing or doing business in Arlington County with an interest in preventing and/or ending homelessness in the community.
  - General members are welcome to attend full CoC meetings held during the year.
  - General members do not have to hold an active position on a CoC Committee, Subcommittee or Workgroup.
  - General members do not have voting privileges.

**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 and an email message to all interested parties on the Arlington County CoC email listserv.

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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.

### 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 Action Plan:

- CoC Leadership Board;
- Executive Committee;
- CoC Subcommittees;
- CoC Ad-Hoc Committees/Workgroups; and
- Consumer Council

#### Section 3.2 CoC Leadership Board

The **CoC Leadership Board** membership will consist of an odd number of non-conflicted<sup>2</sup> 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 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 Availability (NOFAs) 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 should be open to include senior level

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<sup>2</sup> Non-conflicted denotes members who are able to make decisions independently and partially without any real or perceived conflicts of interests.

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Arlington County Government staff, academia, affordable housing developer, law enforcement, housing, philanthropist/foundation, employer, etc.

### **Section 3.3 CoC Executive Committee**

The **CoC Executive Committee (ExComm)** will serve as the principle 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 past and/or present consumers of homeless services.

#### **Composition of Membership**

The ExComm membership shall include the following members represented from the various committees of the CoC. This includes:

- The Chair and Vice-Chair of the CoC;
- Co-Chairs of each Subcommittee;
- Arlington County DHS liaisons;
- CoC Lead;
- HMIS Lead; and
- At-Large members

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 Executive Staff from CoC member organizations will rotate as Chair and Vice-Chair.

### **Section 3.4 CoC Consumer Council**

The CoC Consumer Council (CCC) provides a formal mechanism for individuals or persons in families who are currently or formerly homeless to convey input and policy recommendations on local efforts to prevent and end homelessness. CCC membership is structured so that it represents the broad array of people who experience homelessness in Arlington County. Members are recruited through local housing and human services providers. They do not serve as representatives of these providers but rather provide insight and recommendations based on their own knowledge and opinions. The CCC is accountable to the Leadership Board and is charged with providing them feedback on policy and strategies in the execution of Arlington County's Action Plan.

More specifically the CCC:

- Identifies problems in the current systems of housing and services that are particularly important to correct.
- Provides advice and recommendations for improvements to homelessness programs and services.
- Educates policy makers and legislators on how laws and regulations affect homeless people and what changes could help people move out of homelessness.
- Educates the community about the experience of homelessness.

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- Suggests ways that community members can participate in activities to learn more about homelessness.
- Advocates for system reform and necessary funding at the federal, state, local, and community levels in support of Arlington County’s Action Plan.

**Section 3.5 CoC Subcommittees**

The CoC has six (6) 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
- Integrated Services Subcommittee
- Data & Evaluation Subcommittee
- Outreach, Education & Advocacy Subcommittee
- Youth Homelessness Task Force
- Special Subpopulations Subcommittee

**Composition of Subcommittee Members**

Members of the established CoC Subcommittee will include:

- Two (2) Co-Chairs;
- One (1) DHS Liaison; and
- Members that 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; and
- Increasing the supply of housing affordable to homeless individuals and families.

The **Integrated Services Subcommittee** is responsible for implementing an action plan that addresses the following areas of homelessness:

- Providing effective supportive services to keep people in housing or get them housed to include introducing new services and service providers to the CoC;
- Increasing the income of persons experiencing homelessness through employment and benefits; and
- Developing and implementing prevention strategies to reduce the number of person who enter 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;
- Educating the community about Arlington County’s Action Plan on Ending Homelessness; and
- Encouraging community engagement.

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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 becoming homeless. 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<sup>3</sup>, National Performance Benchmarks/Program Standards, and Continuum of Care (CoC) Standards;
- Conducting the Annual Point-In-Time Survey and Housing Inventory Checklist; and
- Completing the Annual Report.

The **Youth Homelessness Task Force (YHTF)** is tasked with developing and implementing a comprehensive plan to address the needs of transitional age youth (TAY) households experiencing homelessness, identifying the extent to which unaccompanied homeless youth are in our community, and how the Continuum of Care will work to meet the needs of all youth experiencing homelessness.

The **Special Subpopulations Subcommittee** will be assembled on an ad-hoc basis to look at priority subpopulations within the CoC that include, but are not limited to: minorities, aging population, families, domestic violence survivors and immigrants.

**Note: Specific responsibilities for each of these committees are clearly delineated in Appendix I.**

### Section 3.6 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 (PriComm)** is assembled by the Data & Evaluation Committee. PriComm 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. PriComm will meet as necessary, specifically with dates set by the Executive Committee related to the review of applications for federal and state funding.

This **Governance and Nominations Workgroup** will develop a standard process for selecting committee members from the wider CoC membership for each standing Subcommittee. This Ad-Hoc Committee will engage 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 Governance and 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 six (6) times per CoC fiscal year to

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<sup>3</sup> The Homeless Emergency Assistance and Rapid Transition Housing (HEARTH) Act was signed into law on May 20,2009. The Act amends and reauthorizes the McKinney-Vento Homeless Assistance Act.

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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** is only convened at the request of the ExComm Chair and Vice-Chair when all tasks outlined in Article 4, Section 4.7 (Appeals) have been met. 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 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 Work Group that rendered the original decision.

The Appeals Ad-hoc Subcommittee is responsible for rendering a final decision in favor of a change or in support of the original PriComm 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 ExComm Chair and Vice-Chair.

### **Section 3.7 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 an open 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 the applicant 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:

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- 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. 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.

#### **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.

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**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. General members do not have attendance requirements and may attend at any meeting throughout the year. The Leadership Board, Executive Committee and all Subcommittees shall take regular attendance and submit to the CoC Lead Agency for tracking purposes.

**Article 5: General Provision of the CoC**

**Section 5.1 Operating Year**

The operating year of the CoC will begin on July 1<sup>st</sup> of each calendar year and end on June 30<sup>th</sup> 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 1<sup>st</sup> 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 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 the HMIS Lead for posting within seven to ten 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.

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**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<sup>4</sup> recipients will coordinate on system planning, funding allocation, the development of the Consolidated Plan<sup>5</sup> 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

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<sup>4</sup> 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 formula to states, metropolitan cities, urban counties and U.S. territories to support homelessness prevention, emergency shelter and related services.

<sup>5</sup> A long-term housing and community development plan developed by state and local governments and approved by HUD (24 CFR Part 91). The Consolidated Plan contains information on homeless populations and should be coordinated with the CoC plan.

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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**

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 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:

- 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.

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**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 poor performers. 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.

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**Appendix I**

**CoC Committee Responsibilities**

<b>Responsibility Category</b>	<b>Responsibility</b>	<b>Responsible Party</b>
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 & Evaluation Subcommittee
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 & Evaluation Subcommittee, 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 & Evaluation Subcommittee, HMIS Lead & CoC Lead Agency
Overall and Project-Level Performance	Operate a Coordinated Assessment in consultation with ESG	Executive Committee

**Arlington County Continuum of Care  
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Overall and Project-Level Performance	Develop a policy for how Coordinated System and Housing Service System will address 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 participation of 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.**

Governance Structure

