

**RAMSEY COUNTY CONTINUUM OF CARE
GOVERNANCE CHARTER**

Charter Revisions Adopted March 23, 2023 Proposed Winter 2024

I. Vision Statement: We work together to create a community where homelessness is rare, brief, and non-recurring, where we eliminate racial disparities, and everyone is housed.

II. Mission Statement: We prevent and end homelessness by delivering effective, people-centered, integrated responses that are equitable and driven by community voice, advocacy, and learning.

ARTICLE I: ORGANIZATION AND PURPOSE

Section 1: Name St. Paul / Ramsey Continuum of Care MN-501

Section 2: Geographic Area of Coverage Ramsey County

Section 3: Oversight Responsibility

Ramsey County Continuum of Care is responsible for planning and implementing the homeless response system in Ramsey County and carrying out the duties identified in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and the Continuum of Care Interim Final Rule (24 CFR 578).

Specifically, those duties are to:

1. Operate the Continuum of Care;
2. Designate a Homeless Management Information System for the Continuum of Care; and
3. Plan for the Continuum of Care

Additionally, the Continuum of Care (CoC) must be involved in the coordination of funding streams and resources – federal, local, or private – of targeted homeless programs and other mainstream resources.

The Continuum of Care:

- promotes community-wide goals to end homelessness
- provides funding to quickly rehouse homeless individuals (including unaccompanied youth) and families while minimizing trauma and dislocation
- promotes access to, and effective utilization of mainstream programs; and
- optimizes self-sufficiency for all persons experiencing homelessness.

A schedule of Continuum of Care meetings shall be made available to the public with an open invitation for any interested person to attend.

Section 4: Homeless Management Information System (HMIS) Lead Agency

The Continuum of Care has concurred on the decision to operate a HMIS and, along with the other Continuum of Care regions in the state, has designated Institute for Community Alliances (ICA) as the lead agency of that system. ~~Details included in Addendum.~~ Specific responsibilities of the HMIS Lead Agency are detailed in a

Memorandum of Understanding (MOU) between the Continuum of Care and ICA.

Section 5: The Designated Continuum of Care Lead Agency and Collaborative Applicant: Ramsey County

Definitions:

CoC Lead Agency: Entities tasked by the U.S. Department of Housing and Urban Development (HUD) with developing a systemic response to homelessness in their jurisdiction.

Collaborative Applicant: The Collaborative Applicant is the eligible applicant designated by the CoC to collect and submit the CoC Registration, CoC Consolidated Application (which includes the CoC Application and CoC Priority Listing) and apply for CoC planning funds on behalf of the CoC during the CoC Program Competition. The Collaborative Applicant may or may not be the same entity as the CoC Lead Agency.

Selection

The Continuum of Care selects Ramsey County as the Lead Agency and Collaborative Applicant for the community. Designation as the Lead Agency and Collaborative Applicant is valid for a maximum of 4 years before renewal by the CoC.

Specific responsibilities of the Lead Agency are detailed in a Memorandum of Understanding (MOU) between the Continuum of Care Governing Board and Ramsey County.

ARTICLE II: CONTINUUM OF CARE MEMBERSHIP

Section 1: Participants in and Role of Continuum of Care

The Ramsey County Continuum of Care seeks to be as inclusive as possible and to include the opinions and insights of various stakeholders, including people who have experienced or are experiencing homelessness. ~~The Continuum of Care membership engages in planning with the Continuum of Care Governing Board, informs them, and holds them accountable.~~ Members of the Continuum of Care may include, but are not limited to: nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals.

- ~~Affordable housing developers, landlords, building owners~~
- ~~Any person interested in improving the response to homelessness~~
- ~~Businesses~~
- ~~CDBG/HOME/ESG Entitlement Jurisdiction (County, City of St. Paul, DHS)~~
- ~~Continuum of Care funded and non-CoC funded youth homeless organizations~~
- ~~Continuum of Care funded victim service provider~~
- ~~Culturally specific homeless service provider~~
- ~~Disability Services organization/disability advocates~~
- ~~Domestic violence advocates/provider~~

- ~~EMS/Crisis Response Teams~~
- ~~Faith-based organizations~~
- ~~Family homeless service provider~~
- ~~Homeless and formerly homeless persons~~
- ~~Hospitals/Health care clinics~~
- ~~Law enforcement/local jails~~
- ~~Legal services organizations~~
- ~~LGBTQ+ service organizations/advocates~~
- ~~Local/state governments~~
- ~~Mental health service organizations~~
- ~~Organizations serving homeless and formerly homeless with specific barriers posed by involvement or past involvement with the criminal justice system~~
- ~~Organizations that serve homeless and formerly homeless veterans~~
- ~~Public housing agencies~~
- ~~School district administrator/homeless liaisons~~
- ~~Shelter providers~~
- ~~Street outreach teams~~
- ~~Substance abuse service organizations~~

The **roles and responsibilities** of the Continuum of Care membership are ~~focused on providing feedback and input to help guide the decision-making of the Continuum of Care Governing Board and the Continuum of Care Steering Committee in the following areas:~~to:

1. **Vote** to elect a portion of the Continuum of Care Governing Board ~~and Steering Committee~~ as specified in Article III and a portion of the Steering Committee as specified in Article IV, Section 1.
2. **Comment** on proposed Governance Charter changes during comment period prior to the first full membership meeting of the year.
3. **Vote** annually through a consent agenda at a regularly scheduled meeting of the Continuum of Care membership on the Continuum of Care Governance Charter.
4. **Participate** in the committees and subcommittees/work groups of the Continuum of Care.
5. **Review** and provide feedback on community data and analysis related to efforts to prevent and end homelessness.
6. **Review** and provide feedback on priorities for funding projects.
7. **Review** and provide feedback on the establishment and operations of a centralized or coordinated assessment system (CES), in consultation with recipients of Emergency Solutions Grant (ESG) funds.
8. **Delegate to** the Governing Board, Lead Agency, Steering Committee, and working groups, the implementation of the CoC's strategies and day-to-day work of the Continuum.

Section 2: Continuum of Care Meetings

To fulfill these responsibilities, the full Continuum of Care membership will be ***convened at least twice annually***. ~~Ramsey County~~The Lead Agency will issue a public invitation to all Continuum of Care membership meetings and

will publish meeting agendas and materials.

In conjunction with the full CoC membership meeting, the CoC provides opportunities for consumers/individuals people with lived experience of homelessness or housing instability, and housing and service providers, to share their experience and offer input on strategy, operations, etc.

ARTICLE III: GOVERNING BOARD ~~MEMBERSHIP~~

Section 1: ~~Creation and~~ Selection of a Governing Board

The Continuum of Care Governing Board is the delegated authority and decision-making body for the Continuum of Care. ~~The Governing Board (hereafter referred to as “the Board”), consisting of an odd number of members not less than 21 and not more than 25, shall be voted on by the Continuum of Care consisting of 23 members~~ to carry out the responsibilities as assigned by the Continuum of Care. The Governing Board must be racially diverse and include a range of stakeholders.

~~Election of Initial Governing Board and Steering Committee~~

~~For the initial Governing Board and Steering Committee of the redesigned Heading Home Ramsey that will be elected in January 2021, potential Board members will be recruited in advance through a public process and a list of nominees made public prior to the meeting of the full CoC membership. CoC members will elect nominees from that list. Write-in candidates will be allowed. In future years, the election process will proceed as outlined below.~~

~~Nominating Committee~~

~~Annually, the Governing Board chair will appoint up to six members from the Continuum of Care and/or Steering Committee to serve on a Nominating Committee to recruit members to the Governing Board and Steering Committee. This committee will conduct all outreach, orientation, and nominating activities on behalf of the Governing Board. The committee will bring a list of candidates to the Continuum of Care annually for a vote. The committee will work closely with the Lead Agency to recruit candidates and conduct elections. The committee will select its own chair.~~

Elections

The ~~CoC Coordinator~~Lead Agency will prepare a ballot in advance of the annual meeting and post it publicly. ~~The with the candidates put forth by the Nominating Committee as outlined in Article IV, Section 4. The meeting packet will include the list of candidates and biographical material about each candidate. At the annual meeting, attendees will vote for candidates to fill the open seats. Write-in candidates are permitted; however, potential candidates are encouraged to inform the nominating committee in advance of their interest to run for a seat.~~

Elected Membership

The membership of the Continuum of Care will elect ~~12~~ 11-15 people who have applied to serve on the Governing Board, including representatives from ~~the~~ relevant organizations ~~(defined in Article II, Section 1) that are members of the Continuum of Care who have applied to serve on the board. These individuals who~~ must have fiscal and/or program authority of the entity they represent.

~~One member~~Individual members of the ~~board~~Governing Board can represent more than one ~~of the subpopulations listed above~~relevant subpopulation (i.e., one nonprofit provider representative can ~~serve as the representative for~~represent both youth and veterans if the provider serves both populations.) The Board must include ~~at least one~~ person who is currently homeless or who has experienced homelessness.

No more than forty-nine percent (49%) of the members of the Board may be representatives of agencies funded through the annual Continuum of Care application to HUD. No organization may be represented on the Board by more than one person unless noted below or waived by the Governing Board. ~~The Governing Board should include a range of stakeholders~~

Designated Membership

Designated seats are filled by the entities listed below and the individual must have fiscal and/or program authority of the entity they represent. Each entity appoints or re-appoints their representative annually.

# Seats	Entity	How Designated
2	Ramsey County	(1) Elected official (Commissioner) & (1) County or Deputy County Manager – designated by the County Board
2	City of St. Paul	(1) Elected official (Mayor or City Councilmember) & (1) Deputy Mayor or if not Deputy Mayor a senior staff Senior Mayoral Staff Member – designated by the Mayor
2	Suburban cities	Ramsey County League of Local Governments <u>or self-nomination</u>
1	<u>St. Paul</u> School District	One Superintendent <u>or their designee</u>
<u>1</u>	<u>Suburban School District</u>	<u>One Superintendent or their designee by self-nomination</u>
1	St. Paul Public Housing Agency	Designated by the Saint Paul PHA
1	Metropolitan Housing & Redevelopment Authority	Designated by the Metropolitan Council
1	Philanthropy	Designated by The Saint Paul & Minnesota Foundation

Terms

Elected (i.e., not designated) Board members shall serve staggered terms of three years so that approximately one-third of ~~members~~selected members stand for election each year. ~~In the Board's first year, newly-elected members shall draw lots to determine the length of their term—one, two, or three years.~~

Terms for elected Board members shall be renewable up to ~~three~~two times (for a maximum of nine consecutive years) if desired by the member and approved by the Continuum of Care. Renewing terms shall be for three

years unless a seat is being filled by a vacancy (refer to Section 4: Vacancies).

Section 2: Attendance, Delegates and Membership Status

Regular attendance and participation in ~~board~~Governing Board activities is required. Each Governing Board member may also designate a proxy from their agency/organization who will attend and vote in the absence of the assigned voting delegate.

If a member has three (3) consecutive absences or 50% missed meetings in any 12-month period and fails to notify the chair or ~~CoC Coordinator~~Lead Agency, they will be deemed inactive. The ~~Executive Committee~~CoC Coordinator~~Lead Agency~~ will contact inactive members on a quarterly basis. Members failing to meet the attendance and participation standard shall be subject to removal and replacement. The ~~Executive Committee~~CoC Coordinator~~Lead Agency~~ will be responsible for enforcing active/inactive membership status and termination policy.

Section 3: Termination

Members of the Governing Board may be removed by a two-thirds vote of remaining Board members for repeated absence, misconduct, failure to participate, or violation of code of conduct policies. A vote on terminating membership can only be taken when there has been advance notice of this vote of at least 5 days sent to all members.

Section 4: Vacancies

In the event of a vacancy of an elected seat, the members of the Governing Board will appoint a successor to hold the seat until the next meeting of the full CoC at which point an election will be held for the duration of the term. Priority for filling vacancies of sitting ~~CoC~~Governing Board members shall be given to candidates representing either the same, or a closely related category, as that of the vacated position. In the event of a vacancy of a designated seat, the entity responsible for designating the representative will select a replacement.

Section 5: Governing Board Responsibilities

The Continuum of Care Governing Board is the delegated authority and decision-making body for the CoC with primary responsibility to:

- Provide overall direction and high-level leadership of the CoC ~~process~~
- ~~Review~~Designate and ~~adopt policy decisions for~~negotiate an MOU with the CoC, ~~with input from committees, membership, the~~ Lead Agency, ~~and Collaborative Applicant, and others with expertise~~
- ~~Develop, monitor, and guide implementation of CoC strategies~~
- ~~Monitor and evaluate system-wide performance toward established goals and targets~~
- ~~Approve the CoC's annual submittal to HUD~~

- Seek, secure, align, and coordinate CoC, State of Minnesota, philanthropic and other homeless assistance, and mainstream resources.
- Designate Develop and advocate for legislation and funding to support the CoC-, including a legislative platform based on Steering Committee and Lead Agency and Collaborative Applicant and work closely with recommendations
- Coordinate strategies across systems and partners such as County, cities, school districts, public housing, etc.
- Review and consider recommendations from the designated entity to fulfill major duties of the Continuum Steering Committee and Lead Agency related to CoC policies and strategies
- Enter Review, adopt, and modify CoC policies and Memoranda of Understanding (MOU) on behalf of the CoC and delegate to the Steering Committee the MOUs as needed, including policies relating to Coordinated Entry, HMIS, and HUD monitoring of performance under these MOUs
- Ensure transparent governance within compliance with HUD requirements, including:
 - Approve priorities for funding projects
 - Approve the CoC's annual NOFO submittal to HUD
 - Approve an appeals and address potential grievance process to consider and resolve conflicts of interest arising from CoC funding allocation decisions
- Communicate effectively with the CoC Membership and other key constituencies, such as the Ramsey County Board, the St. Paul City Council, and units of government on issues affecting people who are or who are at risk of being homeless
- The Governing Board delegates additional authority to operate the CoC to the CoC Coordinator Lead Agency and the CoC's specific committees through Board adopted policies that are specified in Article IV, Section 3 (Ranking Committees) and/or posted on the Heading Home Ramsey website. Among the duties delegated by the Governing Board are specific responsibilities and accountabilities to Ramsey County as the CoC lead agency. In addition, policies related to Coordinated Entry and the re-allocation of FHPAP program funds, Coordinated Entry, etc. further describe the role and responsibility of the Governing Board. administered by Lead Agency. Adopting and changing these policies and entering MOUs, is done by a majority vote of the Governing Board.

Governing Board Staffing

The Lead Agency will provide support to the Governing Board including, but not limited to recording minutes, sending meeting notifications, preparing meeting materials and ensuring appropriate updates to the Governing Board members.

Section 6: Governing Board Officers

Officer positions shall be Chair and Vice Chair.

Eligibility

Any active Governing Board member is eligible to serve as an officer.

Officer Selections

Officers shall be elected by a simple majority of all voting members of the Governing Board. In electing officers, the Governing Board will strive for a balance between government and non-government representatives.

Terms

Officers shall be elected for a one-year term and no officer may serve more than 4 consecutive terms in the same office. The Vice-Chair shall automatically be appointed as Chair following the retirement of the Chair.

Officer Roles

Chair

- The Chair shall preside at all regular and special meetings of the Governing Board and Continuum of Care, ~~including Provider and Consumer Forums.~~
- ~~The Chair shall, with assistance from Lead Agency staff, prepare the agenda for each meeting.~~
- ~~Serve~~ serve as Chair of the Executive Committee.
- The Chair shall have the authority to call special meetings of the Governing Board.
- The Chair shall have the authority to sign all formal documents on behalf of the Governing Board.
- The Chair shall perform other duties as may be assigned by the Governing Board.

Vice-Chair

- The Vice-Chair shall exercise the duties of the Chair in his/her absence or recusal.
- The Vice-Chair shall serve on the Executive ~~committee of the Governing Board~~ Committee.
- The Vice-Chair shall have the authority in the absence of the Chair to call special meetings of the Governing Board.
- The Vice-Chair shall perform other duties as may be assigned by the Governing Board.

~~Executive Committee~~

~~The Executive Committee has responsibility for preparing the agenda for each meeting and ensuring adequate communication with all Board members regarding meeting times and places, and other issues necessary for the proper functioning of the Board.~~

~~The Executive Committee consists of the following:~~

- ~~Governing Board Chair~~
- ~~Governing Board Vice Chair~~
- ~~Elected Official from Ramsey County serving on the Governing Board unless that person is Chair or Vice Chair~~
- ~~Mayor or Mayor's Designee from the City of St. Paul serving on the Governing Board unless that person is Chair or Vice Chair~~
- ~~Governing Board Member At Large Elected by the Governing Board~~
- ~~Coordinator of the Continuum of Care (non-voting)~~
- ~~Designated member (Chair) from the Steering Committee~~

Section 7: Governing Board Meetings

Meeting Schedule

The Governing Board shall meet as needed, but no less than bi-annually.

Special Meetings

Special meetings may be called by ~~any Executive Committee member~~ the Chair or Vice Chair if the full Board membership is informed at least five (5) days in advance. Advance notice must include all agenda items ~~for discussion,~~ and no items not ~~part of~~ included in the advance notice agenda may be considered at ~~the~~ special meetings.

Public Meetings and Closed Sessions

Unless otherwise posted, Board meetings are open to the public. Members of the public may participate in discussion at the discretion of the chair. Closed sessions may be held at the discretion of the Board membership.

Quorum

A quorum shall consist of no fewer than ~~one-half~~ 51% of the ~~elected (51%),~~ active voting members available either in person, by phone, or by e-mail. In the absence of a quorum, meetings and discussion can continue but no motions or votes may be taken.

Decision-Making

Voting can only take place in the presence of a quorum. Decisions shall be by a simple majority vote.

Email voting may be used for time-sensitive and/or critical votes or in the event that an in-person vote may not be able to be held; these votes must be initiated by the Continuum of Care Lead Agency at the direction of the Governing Board Chair. At least 51 percent of the ~~voting board~~ active Governing Board membership must cast votes for an email vote to be accepted.

ARTICLE IV: COMMITTEES

Section 1: Steering Committee

The Board and Continuum of Care membership jointly establish a Steering Committee ~~responsible for formulating proposals and recommendations for the Governing Board. The Steering Committee: to, in collaborative consultation with the Lead Agency:~~

- Moves ~~s~~ the work of the CoC forward, and votes ~~s~~ to bring key ~~decisions~~ recommendations to the Governing Board for discussion and action
- Provides on-going, structured engagement with CoC Work Groups, key County Departments, and specific key stakeholder groups, including people with the lived experience of homelessness or housing instability; and ensure an inclusive process to develop and implement CoC strategies
- Handles routine business, exercises oversight, and engages with designated entities as needed
- ~~Ensures inclusive process to develop and implement CoC strategies~~
- ~~Establishes~~ Establish Work Groups as needed to fulfill strategic plan goals and other operational duties
- ~~E,~~ ensures Work Groups establish annual work plans, and monitors implementation of those plans.
- Ensure HUD requirements are met, including:

- Annual Point-In-Time count (PIT) and Housing Inventory Count (HIC)
- Annual Needs Assessment
- Review of System Performance Measures
- Policies to establish and operate Coordinated Entry
- Establish process for NOFO submittal including ranking process
- Review and revise HMIS policies and procedures

The Steering Committee consists of up to 25 people with intimate knowledge of the field, operations, and funding. The Continuum of Care elects 13 seats. Members elected by the CoC shall also represent the breadth of relevant organizations as considered for the Governing Board. The Governing Board appoints 12 seats, 1 of which will be appointed from the Youth Advisory Board, with priority for the rest given to senior staff from Governing Board member entities that fill designated seats. Steering Committee members should have expertise and decision-making authority in housing and homelessness work. A member of the Governing Board may be seated on the Steering Committee. The Steering Committee must be racially diverse and include a range of stakeholders.

Meeting Attendance

The Steering Committee meets as needed. Steering Committee members are expected to attend all Steering Committee meetings. Regular attendance and participation in Steering Committee activities is required. If a member has three (3) consecutive absences or 50% missed meetings in any 12-month period and fails to notify the chair or CoC Coordinator/Lead Agency, they will be deemed inactive. ~~The Steering Committee's Executive Committee~~The CoC Coordinator/Lead Agency will contact inactive members on a quarterly basis. Members failing to meet the attendance and participation standard shall be subject to removal and replacement. Each Steering Committee member may also designate a proxy from their agency/organization who will attend and vote in the absence of the assigned voting delegate.

~~The Steering Committee's Executive Committee~~The CoC Coordinator/Lead Agency will be responsible for enforcing active/inactive membership status and termination policy.

Termination

Members of the Steering Committee may be removed by a two-thirds vote of remaining Steering Committee members for repeated absence, misconduct, failure to participate, or violation of code of conduct policies. A vote on terminating membership can only be taken when there has been advance notice of this vote of at least 5 days sent to all members.

Vacancies

In the event of a vacancy of an elected seat, the members of the Steering Committee will appoint a successor to hold the seat until the next meeting of the full CoC at which point an election will be held for the duration of the term. Priority for filling vacancies of sitting CoC Steering Committee members shall be given to candidates representing either the same, or a closely related category, as that of the vacated position.

Terms

Elected (i.e., not appointed) Steering Committee members shall serve staggered terms of three years so that approximately one-third of members stand for election each year. ~~In the Committee's first year, newly-elected~~

~~members shall draw lots to determine the length of their term—one, two, or three years.~~

Terms shall be renewable up to ~~threetwo~~ times (for a maximum of nine consecutive years) if desired by the member and approved by the Continuum of Care. Renewing terms shall be for three years unless a seat is being filled by a vacancy (refer to Section Vacancies above).

Leadership Positions

The Steering Committee will be led by a Chair and Vice Chair. All leadership positions will be nominated and voted on by the membership of the Steering Committee and will serve ~~at least~~ annual terms. Annually, the Steering Committee will affirm or adjust the leadership of their group. In electing the Chair and Vice-Chair, the Steering Committee should consider a balance of government and non-government entities. The duties of these positions are:

Chair and Vice Chair (Chair Elect)

- ~~Facilitating~~ Serve on Executive Committee and fulfill the duties outlined in Section 2 below
- ~~Facilitate~~ Steering Committee ~~meetings~~
- ~~Attend~~ meetings
- Attend Governing Board meetings
- ~~Attend Governing Board Executive Committee Meetings~~
- ~~Serve on SC Executive Committee~~
- ~~The Chair shall, with assistance from Lead Agency staff, set the agenda for each meeting, prepare materials, and complete follow-up work~~
- Engage with the Committee's membership to ensure active participation

~~Executive Committee of the Steering Committee~~

~~The Steering Committee Chair and Vice Chair, along with the Coordinator of the Continuum of Care comprise the Executive Committee. The Steering Committee may also elect an at-large member to the Executive Committee. Because Ramsey County is the Lead Agency, a SC member from Ramsey County will also be seated on the Executive Committee (unless they are elected to the Chair or Vice Chair position). They have responsibility for preparing the agenda for each meeting and ensuring adequate communication with Steering Committee members regarding meeting times and places, and other issues necessary for the proper functioning of the Committee.~~

~~Voting/Forwarding Recommendations to Governing Board~~

~~The primary role of the Steering Committee is to recommend certain actions, policies, etc. to the Governing Board. To make recommendations, the~~ Voting

The Steering Committee will vote per the following:

- Each member has one vote.
- Voting can only take place in the presence of a quorum (51% of active members present)
- Email voting may be used for time-sensitive and/or critical votes or in the event that an in-person vote may not be feasible; at least 51 percent of the ~~voting board~~ active Steering Committee membership must cast votes for an email vote to be accepted.

Section 2: Executive Committee

The Board and Continuum of Care membership jointly establish an Executive Committee to prepare the agenda for each Governing Board and Steering Committee meeting, facilitate coordination between the Governing Board and Steering Committee on key issues, ensure adequate communication with all Governing Board and Steering Committee members regarding meeting times and places, and perform other duties necessary for the proper functioning of the Governing Board and Steering Committee.

The Executive Committee consists of the following:

- Governing Board Chair
- Governing Board Vice Chair
- Governing Board Member-At-Large Elected by the Governing Board
- Elected Official from Ramsey County serving on the Governing Board unless that person is Chair or Vice Chair
- Mayor or Mayor's Designee from the City of St. Paul serving on the Governing Board unless that person is Chair or Vice Chair
- Standing Steering Committee Chair
- Steering Committee Vice Chair
- Steering Committee Member-At-Large Elected by the Steering Committee
- Lead Agency staff (non-voting)

Section 3: Ranking Committees

The Board and Continuum of Care membership empower standing committees – including, but not limited to, the Performance & Ranking Committee and the FHPAP Advisory Committee – with specific responsibilities to, in collaborative consultation with the Lead Agency:

- Evaluate proposals for funding under the purview of the CoC – including, but not limited to the COC, ESG, and MN Family Homeless Prevention and Assistance Program (FHPAP) programs – and make funding recommendations to the Governing Board for final approval
- Evaluate project performance
- Monitor programs and providers
- Approve funding re-allocations as needed in accordance with CoC program policies

Membership on a ranking committee is open to all CoC members, subject to the approval of the Steering Committee, in keeping with the CoC's Conflict of Interest Policy in Article V and Ramsey County procurement policies.

Section 4: Nominating Committee

Annually, the Governing Board will appoint up to six members from the Continuum of Care to serve on a

Nominating Committee to recruit members to the Governing Board and Steering Committee. This committee will conduct all outreach and nominating activities. The committee will bring a list of candidates to the Continuum of Care annually for a vote. The committee will work closely with the Lead Agency to recruit candidates and conduct elections. The committee will select its own ~~and Working~~Chair.

Section 5: Work Groups

The Steering Committee can establish ~~Standing Committees and Working~~Work Groups as it deems necessary to create and carry out the work of the CoC. In these bodies, strategies are developed, deepened, and expanded into actionable work plans. These groups may also be directly responsible for specific initiatives or for exploring options to solve particular concerns. ~~Except for the Executive Committees of the Governing Board and the Steering Committee, the Steering Committee, all other committees and working groups of the Board~~Work Groups may include any HHR members or members from the community at large. Unless specified, Work Groups have no formal decision-making authority but make policy and programmatic recommendations to the Steering Committee for further consideration.

Each ~~Committee or Working~~Work Group shall develop and manage a work plan with clear objectives. At least one member of the Steering Committee must serve on each Working Group. ~~The~~Whenever possible, the Chair of each ~~Committee or Working~~Work Group will be a member of the Steering Committee or Governing Board. Meeting locations must be accessible to all interested participants.

The Steering Committee may disband any ~~Standing Committee or Working~~Work Group.

ARTICLE V: CONFLICT OF INTEREST

It is the policy of Heading Home Ramsey CoC that a conflict, or the appearance of a conflict, between the Governing Board, Steering Committee or any of its official committees and the organizations, which are receiving awards of grants or benefitting from other business items, shall in all cases be avoided. No member of the CoC (Governing Board, Steering Committee, Work Group participant or CoC member) shall vote or make recommendations on funding decisions concerning the award of a grant or other financial benefits that:

- Directly benefits them as an individual, or an immediate family member;
- Directly benefits any organization in which they have a direct financial interest;
- Directly benefits any organization with which they are affiliated in an official capacity; or
- Directly benefits any organization from which they derive financial benefit, exclusive of stipends.

To that end, neither Governing Board nor Steering Committee members whose organizations have submitted in the HUD CoC Application and ranked for that application may vote on ranking policies. Persons with lived homeless experience who receive services from an organization that may directly benefit from a funding decision may vote or make recommendations on funding decisions.

Members of the CoC will disclose potential conflicts of interest that they may have regarding any matters that come before the Heading Home Ramsey CoC in full session, Governing Board, Steering Committee or other meetings.

Procedure

Disclosures: All Governing Board and Steering Committee members will comply with all conflict of interest laws, ordinances, regulations, and applicable Ramsey County policies.

- Annual disclosures: All Governing Board and Steering Committee members will make a full, written disclosure to the ~~CoC Coordinator~~Lead Agency of interests, relationships, and investments that could potentially result in a conflict of interest. This written disclosure will be kept on file and be updated annually. If it is not entirely clear whether a Conflict of Interest exists, then the voting member must disclose the circumstances to the executive committee to determine whether there exists a Conflict of Interest.
- Ongoing disclosures: In the event the Governing Board or Steering Committee member becomes aware of any facts that might reasonably be expected to create a conflict of interest, he or she shall immediately make a full written disclosure of such fact to the CoC and County. Full written disclosures shall include, but are not limited to, identification of all persons implicated and a complete description of all relevant circumstances. Further, the Ramsey County Compliance and Ethics Office is available and may or will be consulted as disclosures require additional analysis or consultation to resolve.

Meeting discussions: A voting member who knows he or she has a Conflict of Interest must not participate in the discussion. The person must not attempt to influence the Board's action, either at or outside the meeting.

Voting: A voting member who knows he, she, or they have a Conflict of Interest on an issue may not vote on that issue.

Procurement conflict of interest avoidance: All Governing Board members, Steering Committee members, or those involved in the selection, award, or administration of a contract are required to conduct contracting and purchasing activities in accordance with federal regulations, state statutes, and applicable Ramsey County procurement policies and procedures. For purposes of the "Procurement conflict of interest avoidance" requirements, the term "Evaluation Team member/s (aka Ranking Committee/ Ranking Work Group)" will be used to refer to any Governing Board members, Steering committee members or others involved in the selection, award, or administration of a contract. An Evaluation Team member is prohibited from participating in the selection, award, or administration of a contract if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the Evaluation Team member, or any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the indicated parties, has a financial or other interest in or a tangible personal benefit from an organization or firm considered for an agreement or contract. Evaluation Team members shall avoid any activity that would create a conflict between their personal interests and the interests of Continuum of Care.

Conflicts of interest include an Evaluation Team member from participating directly or indirectly in any procurement in which:

- The Evaluation Team member or any member of the Evaluation Team member's family has a financial interest in the results of the contracting or procurement process;
- A business or organization in which the Evaluation Team member, or any member of the Evaluation Team member's family, has a financial interest in the results of the contracting or procurement process; or
- Any other person, business, or organization with whom the Evaluation Team member or a member of

the Evaluation Team member's family is negotiating for or has an arrangement concerning prospective employment.

All Evaluation Team members will be provided the Ramsey County Procurement Conflict of Interest Policy and will complete the Ramsey County Procurement Conflict of Interest Certification Form prior to evaluating a procurement or contracting process.

ARTICLE ~~V~~VI: ADOPTION AND AMENDMENTS TO THE GOVERNANCE CHARTER

Section 1: Adoption

Adoption of this Governance Charter shall be by a majority of the members of the Continuum of Care.

Section 2: Amendments

Amendments must be posted on the HHR website for a 30 day comment period in advance of the CoC Annual Meeting. The full CoC will vote via Consent Agenda at its first meeting of the year on amendments to the Charter.

Section 3: Effective Date

Once approved, amendments to the Governance Charter become effective immediately unless the motion passed specifies a later date.

Section 4: Annual Review

The Governing Board will annually review the Governance Charter and certify they are consistent with HUD's requirements for Continuums of Care. Annually the Governing Board will consider changes recommended by members of the CoC during the posted 30-day comment period.

ADDENDA

- 1. Homeless Management Information System (HMIS) Lead Agency**
- 2. MOU between Lead Agency (Ramsey County) and Governing Board**
- 3. Governing Board Charge and Responsibilities**
- 4. Steering Committee Charge and Responsibilities**

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Addendum 1

Homeless Management Information System (HMIS) Lead Agency

The Continuum of Care has concurred on the decision to operate a HMIS and, along with the other Continuum of Care regions in the state, has designated Institute for Community Alliances (ICA) as the lead agency of that system.

Operate the Continuum of Care HMIS

Data and Technical Standards Compliance

The ten Continuums of Care will enter into a Memorandum of Understanding (MOU) with a statewide system administrator, Institute for Community Alliances (ICA), and the MN HMIS Board, to ensure that this operation will be in compliance with the HMIS Data and Technical Standards (69 FR 146, March 10, 2010). All parties involved will review this compliance on an annual basis and report to the Ramsey County Continuum of Care Governing Board on the review results, recommending any corrective action that is required.

Policies and Procedures

ICA will maintain comprehensive HMIS operational policies and procedures, including, but not limited to, a privacy plan, security plan, and data quality plan. These policies and procedures will be reviewed annually for necessary updates.

Training and Technical Assistance

ICA will provide regular and ongoing training and technical assistance and support to all homeless system agencies using the HMIS network.

Monitor System Participation / Data Quality Performance

The Statewide system administration (SSA) or the local system administrator (LSA) for Ramsey County Continuum of Care will regularly monitor the number of homeless system agencies utilizing the network and report the percentages to the Continuum of Care. State system administration (SSA) will work collaboratively with the Ramsey County Continuum of Care system administrator to develop a plan to address low participation rates, as outlined in the MOU.

Performance Reporting

SSA, in collaboration with the Continuum of Care Administrator, will coordinate the effort to design a

Ramsey County wide performance outcomes report, consistent with the expectations of the HEARTH Act.

Longitudinal System Analysis (LSA)

SSA will manage the collection of all data elements required for the annual Longitudinal System Analysis (LSA) and enter the data as required into the HUD Homeless Data Exchange on behalf of the Ramsey County Continuum of Care.

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Addendum 2

MEMORANDUM OF UNDERSTANDING

Current MOU between Ramsey County Continuum of Care and Ramsey County 13

Addendum 3

GOVERNING BOARD Expectations and Charge

OVERVIEW

The Ramsey County Continuum of Care is responsible for planning and implementing the homeless response system in Ramsey County and carrying out the duties identified in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and the Continuum of Care Interim Final Rule (24 CFR 578). The Governing Board is the delegated authority and decision-making body for the Continuum of Care (CoC). Decisions shall be made with input from the full CoC membership, the Steering Committee, other committees and working groups, and the Lead Agency (Ramsey County.)

The Governing Board is comprised of 21-25 members; 10 of which are designated positions and 11-15 which are elected by the Continuum of Care membership.

The Lead Agency will provide support to the Governing Board including, but not limited to, recording minutes, sending meeting notifications, preparing meeting materials, and providing relevant updates to the Governing Board members.

EXPECTATIONS

Qualifications

Governing Board members are selected to represent various constituencies as described in Article III of the Governance Charter. To adequately represent that constituency, Board Members shall meet basic qualifications including:

- Hold an executive or senior position with decision-making (program, financial, policy) authority • Develop sufficient knowledge of homelessness issues and programs to engage in Board decisions • Seek out input from peers, industry, and/or constituents and bring that input into Board deliberations
- Adhere to the Governance Charter

Meeting Attendance

Regular attendance and participation in board activities is required.

- ~~Attend all Governing Board meetings~~
- ~~Attend the two meetings of the full Continuum of Care per year~~
- ~~Complete work undertaken on behalf of the CoC in a timely manner and be prepared to discuss matters presented for deliberation at meetings~~
- ~~Designate an alternate delegate for instances when attending is not possible~~
- ~~If a member has three (3) consecutive absences or 50% missed meetings in any 12-month period and fails to notify the chair, they will be deemed inactive and unable to vote until reinstated. The Executive Committee will contact inactive members on a quarterly basis. Members failing to meet the attendance and participation standard shall be subject to removal and replacement.~~

Voting

- ~~Each member has one vote~~
- ~~All decisions regarding Board planning, funding and governance must be formulated as a motion by active members of the Governing Board. Voting can only take place in the presence of a quorum (51% of members present)~~
- ~~Decisions shall be by a simple majority vote~~
- ~~Email voting may be used for time-sensitive and/or critical votes, or in the event that an in-person vote may not be able to be held; these votes must be initiated by the Continuum of Care Lead~~

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~~Agency at the direction of the Governing Board Chair. At least 51 percent of the voting board membership must cast votes for an email vote to be accepted.~~

Terms

~~Elected (i.e. not designated) Board members shall serve staggered terms of three years so that approximately one-third of members stand for election each year. In the Board's first year, newly elected members shall draw lots to determine the length of their term—one, two, or three years.~~

~~Terms for elected Board members shall be renewable up to three times if desired by the member and approved by the Continuum of Care. Renewing terms shall be for three years.~~

CHARGE TO THE GOVERNING BOARD

Provide Leadership

- ~~Serve as leader and change agent for preventing and ending homelessness in Ramsey County, driving local solutions and implementation~~
- ~~Designate the Continuum of Care Lead Agency and Collaborative Applicant for a four-year term, with annual review~~
- ~~Adopt policy decisions for the CoC, with input from committees, membership, the Lead Agency/Collaborative Applicant, and others with expertise~~

- ~~Communicate~~ effectively with the CoC Membership and other key constituencies, such as the Ramsey County Board, the St. Paul City Council, and units of government on issues affecting people who are or who are at risk of being homeless
- ~~Hold~~ meetings of the full membership, with published agendas, at least semi-annually • ~~Invite~~ new members of the public to join at least annually
- ~~Establish~~ Nominating Committee each year to recruit Governing Board and Steering Committee members
- ~~Consider and Recommend~~ changes to the Governance Charter based on feedback.

Provide Strategic Oversight and Direction

- ~~Develop, monitor, and be held accountable for~~ implementation of the CoC's strategies • ~~Monitor and evaluate~~ system-wide performance toward established goals, including HUD's System Performance Measures
- ~~Review and approve~~ policy and program recommendations created by the Steering Committee and other committees
- ~~Seek, secure, align and coordinate~~ State of Minnesota, philanthropic and other homeless assistance, and mainstream resources to achieve CoC objectives
- ~~Ensure~~ transparent governance within the Continuum of Care and address potential conflicts of interest
- ~~Delegate~~ activities to the Steering Committee and work groups to accomplish specific CoC objectives.

Ensure Effective Operation of the CoC

~~Direct~~ the Lead Agency, Steering Committee, and other Committees to:

- ~~Coordinate the implementation of a housing and service system that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:~~
 - i. ~~Outreach, engagement, and assessment~~
 - ii. ~~Shelter, housing, and supportive services~~
 - iii. ~~Prevention and diversion strategies~~

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- ~~Conduct a semi-annual gaps analysis of the homeless needs and services available~~
- ~~Provide information required to complete the Consolidated Plan(s) within the Continuum's geographic area~~
- ~~Follow all other requirements for operating a centralized intake/coordinated entry system as required by HUD~~

Review and Approve Funding Decisions

The Governing Board is responsible for soliciting, aligning, and coordinating funding from a range of sources including Federal, State, local and philanthropic sources. These sources include the HUD CoC NOFO, as well as funds available for specific homeless populations (i.e. FHPAP, etc.) The steps below apply to the HUD CoC NOFO, specifically.

- **Program Evaluation:** Soon after the annual release of the HUD CoC NOFO, the Board shall receive a presentation describing relevant aspects of the NOFO and the proposed ranking process. Based upon recommendations from the Steering Committee and the CoC Coordinator, the Board shall adopt ranking criteria and a process for selecting and ranking projects for funding.
- **Ranking Process:** The Lead Agency, in partnership with the Steering Committee will annually select no fewer than five (5) people to serve on the *CoC Ranking Work Group*. The *Ranking Work Group* will evaluate all proposals for inclusion in CoC funding applications. Steering Committee or Governing Board members may serve on the *Ranking Work Group* as long as they are not applying for funds. Potential members will be asked to sign a conflict of interest disclosure form prior to participating. *Ranking Work Group* members shall maintain confidentiality until after the Board decision on those recommendations. Based on recommendations from the *Ranking Work Group*, the Governing Board may reallocate Continuum of Care funding as permitted by the source of the funds.
- **Final Funding Decisions:** Recommendations from the *Ranking Work Group* will be submitted for questions, comments and approval by all Governing Board members who do not have a conflict of interest with any of the proposals submitted.
- **Appeals Process:** The Governing Board delegates to the Steering Committee responsibility for addressing any appeals to HUD CoC funding decisions. The Steering Committee will post and communicate the appeals process and ensure that it is fair and transparent.

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Addendum 4

STEERING COMMITTEE Expectations and Charge

OVERVIEW

The Ramsey County Continuum of Care is responsible for planning and implementing the homeless response system in Ramsey County and carrying out the duties identified in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and the Continuum of Care Interim Final Rule (24 CFR 578). The full CoC and Governing Board jointly establish the Steering Committee, which is responsible for formulating proposals and recommendations for the Governing Board. The Governing Board is the delegated authority and decision-making body for the Continuum of Care.

The Steering Committee consists of 25 people with intimate knowledge of the field, operations, and funding. The Continuum of Care elects 13 seats. Members elected by the CoC shall also represent the breadth of relevant organizations as considered for the Governing Board. The Governing Board appoints 12 seats, with priority given to senior staff from Governing Board member entities that fill designated seats. The Steering Committee must be racially diverse and include a range of stakeholders. A member of the Governing Board may also, in rare instances, be a member of the Steering Committee.

The Lead Agency will provide support to the Steering Committee including, but not limited to recording minutes, sending meeting notifications, preparing meeting materials, and providing relevant updates to the Steering Committee members.

EXPECTATIONS

Qualifications

- Hold a senior position with subject matter expertise in housing and homelessness issues • Skilled at “managing up” to key decision makers, to keep leadership informed and request action when appropriate
- Ability to carry out and lead activities, working groups, and discussions

Meeting Attendance

Regular attendance and participation in committee activities is required.

- o Attend Steering Committee meetings
- o Attend the two meetings of the full Continuum of Care per year
- o Complete work undertaken on behalf of the CoC in a timely manner and be prepared to discuss matters presented for deliberation.
- o If a member has three (3) consecutive absences or 50% missed meetings in any 12-month period and fails to notify the chair, they will be deemed inactive and unable to vote until reinstated. The Steering Committee’s Executive Committee will contact inactive members on a quarterly basis. Members failing to meet the attendance and participation standard shall be subject to removal and replacement.

Voting/Forwarding Recommendations to Governing Board

The primary role of the Steering Committee is to recommend certain actions, policies, etc. to the Governing Board. To make recommendations, the Steering Committee will vote per the following: o Each member has one vote.

- o Voting can only take place in the presence of a quorum (51% of members present)
- o Email voting may be used for time-sensitive and/or critical votes or in the event that an in-person vote may not be able to be held; At least 51 percent of the voting board membership must cast votes for an email vote to be accepted.

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Terms

Elected (i.e. not designated) Steering Committee members shall serve staggered terms of three years so that approximately one-third of members stand for election each year. In the Committee’s first year, newly-elected members shall draw lots to determine the length of their term—one, two, or three years.

Terms shall be renewable up to three times if desired by the member and approved by the Continuum of Care. Renewing terms shall be for three years.

~~CHARGE TO THE STEERING COMMITTEE~~

~~The Steering Committee operates between the high-level strategic leadership of the Governing Board and on-the-ground program implementation. Members ensure that the more detailed, ongoing work needed to operationalize and achieve the mission and vision of the Ramsey County CoC is implemented and members develop and bring forward recommendations for the Governing Board's consideration and action. The Steering Committee handles routine business, exercises oversight, and engages with designated entities as needed during months when the Governing Board does not convene. Key areas of work include:~~

Planning

- ~~• **Conduct planning and identify** strategies to improve HUD System Performance~~
 - ~~Measures and other metrics~~
- ~~• **Facilitate** understanding and acceptance of best practices and share barriers and progress with community stakeholders~~
- ~~• **Advise and Review** semi-annual needs assessment and gap analysis of homelessness needs and services as prepared by Lead Agency~~

Performance Monitoring

- ~~• **Advance** CoC performance targets for Governing Board approval~~
- ~~• **Develop** a dashboard that is responsive to the Governing Board's needs, which will monitor and report on key metrics, including HUD System Performance Measures, on a monthly or quarterly basis~~
- ~~• **Review** and summarize for the Governing Board, the results of monitoring of CoC, ESG, and state-funded housing and prevention recipient and sub-recipient performance, evaluate outcomes, and review corrective actions~~
- ~~• **Ensure** that CoC develops and adopts all HUD required policies and posts them on the CoC website.~~

Coordinated Entry

- ~~• **Recommend** the documentation and policies necessary to establish and operate a Coordinated Entry system, in consultation with recipients of ESG funds~~
- ~~• **Report and translate** CE/HMIS data to the Governing Board to ensure an effective coordinated solution for homeless and near homeless community members~~

HUD Funding

- ~~• **Develop, in partnership with the Lead Agency,** ranking criteria and a process for selecting and ranking projects for HUD CoC and State FHPAP funding for Governing Board approval~~
- ~~• **Establish** a CoC Ranking Work Group each year with no fewer than five people who will evaluate all proposals for inclusion in CoC funding applications~~
- ~~• **Allocate** CoC funding as permitted by funding source and as needed~~

- ~~Develop~~ recommendations to the CoC Governing Board for priorities for funding projects
- ~~Develop and post~~ appeals process to address any appeals to HUD funding decisions. Ensure process is fair and transparent

Homeless Management Information Systems

- ~~Review~~ a monitoring tool (in collaboration with the Governing Board, Evaluations Committee, the HMIS Lead Agency of the CoC) to ensure consistent participation of recipients/sub-recipients in HMIS
- ~~Review and revise~~ the HMIS policies and procedures, including a Data Quality Plan, Security Plan, and a Privacy Policy as requested by the HMIS Governing Board

Work Group Management

- ~~Determine~~ the structure and focus of CoC work groups and how they align with strategic priorities
- ~~Review~~ and participate in the work of the CoC work groups, including annual work plans for each group and quarterly updates to the Steering Committee that include progress on work plan; key challenges; and results
- ~~Designate a Steering Committee member to serve as Chair~~ each workgroup
- ~~Participate~~ in Nominating Committee to recruit and orient new Governing Board and Steering Committee members

Miscellaneous

- ~~Recommend~~ changes to the Governance Charter on an annual basis for consideration by the Governing Board
- ~~Receive~~ developer presentations and ~~Provide~~ developer letters of recommendation as requested and appropriate

Statement of Commitment

By my signature below, I commit to fulfill the duties as described in this document and to be an active and collaborative participant in the Continuum of Care.

Signature: _____ Date: _____