Baltimore City Continuum Of Care

The Continuum Board

A. Board Responsibilities

The Board: The Board is responsible for managing the Continuum for Baltimore City. As such, it acts on behalf of the Continuum and ensures that the Continuum:

- Scans the environment for best practices and innovations.
- Assesses the Continuum for gaps, overlaps, duplication, strategic conflicts, etc.
- Coordinates Continuum meetings at least quarterly

Specific Board Responsibilities include:

- Provide high-level leadership, be community champions, and ensure ongoing dialogue with the community on progress, results and barriers to adopted initiatives to inform ongoing and future work, in conjunction with other appointed entities.
- Designate the CoC Collaborative Applicant **(HEARTH requirement**) and work closely with the designated Collaborative Applicant to fulfill major duties of the Continuum.
- Designate a single information system as the official HMIS software for the Continuum and designate an HMIS Lead; work closely with the designated HMIS Lead to measure and monitor progress and ensure compliance with HEARTH requirements **(HEARTH requirement**).
    - Work with the HMIS lead to encourage city-wide provider participation, except for those organizations that are exempt.
- Designate an entity to complete the annual point-in-time count of homeless persons **(HEARTH requirement**).
- Appoint additional committees, subcommittees or workgroups **(HEARTH requirement)**
- Follow and update annually the governance charter **(HEARTH requirement**) in consultation with all appointed entities and the Continuum.

- Monitor and guide implementation of the Continuum priorities and ongoing alignment with vision, goals and strategies; provide critical feedback to appointed entities on operational elements related to priority activities.
- Inform policy decisions and development of written standards for HUD CoC and ESG funds.
- Provide oversight to resource allocation strategies and decisions as follows:
    - Review and approve annual CoC Competition scoring and ranking criteria and review the final CoC Competition application;
    - Reserve the right to review and vote on final CoC rankings and application;
    - Review Journey Home CoC financial activities and give final approval to Journey Home CoC funding decisions; and
    - Consult with the Resource Allocation Committee and local government recipient of State and local entitlement funding to inform allocation strategy and priorities and funding decisions.
- Ensure consultation with ESG recipient throughout planning and implementation of Continuum activities. **(HEARTH requirement)**
- Direct appointed entities, committees, and workgroups to develop policies and priorities to be brought to the appropriate decision-making entities for adoption.
- Review, as needed, decisions made in relation to:
    - Performance targets
    - Provider performance and outcomes of ESG and CoC funded programs
    - Actions against poor performers
- Receive and distribute community and public policy updates relevant to homelessness issue

- Advise the Mayor of Baltimore City and other key government officials about policies, best practices, and approaches for making homelessness rare and brief

- Review annual projected budgets for funds to be expended on behalf of the Continuum

Board Member Responsibilities: Individuals serving on the Board must:

- Commit to ensuring that homelessness is rare and brief.
- Attend meetings of the Board and meetings of the Continuum.
- Participate as an active member of at least one committee or workgroup.
- Seek out input from the peers, industry, and/or population he/she represents.
- Bring that input to the Board deliberations, while remaining attentive to un-represented views.
- Communicate Board work to the peers, industry, and/or population he/she represents.
- Adhere to all Governance Charter and Bylaws policies.

B. Board Terms, Composition & Guidelines

Composition:

Members of the Board represent local funders, government, services providers, consumers, and other community members whose interests relate to homeless services and housing systems. The Board should represent a variety of perspectives, such as people with lived experience of homelessness, veterans, people who have received victim services, etc.

The Board consists of at least 19 and no more than 27 voting seats and at least 7 but not more than 9 non-voting seats. With the exception of short-term vacancies, the Board will strive to maintain an odd number of voting Board members. Additionally, there are at least 12 and no more than 20 seats that are elected by the CoC Membership. Specifically, the Board consists of the following:

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Seat Type	Number of Seats	Selection Mechanism	Voting vs Non-Voting	Term Limit Policies Apply?
Homeless or Formerly Homeless Individuals	4-6 seats	Elected by CoC Membership	Voting	Yes
Lived Experience Advisory Committee Chair**	1 seat	Elected by the LEAC membership	Voting	No
Youth Action Board Chair**	1 seat	Elected by the YAB membership	Voting	No
Homelessness Service Providers	4-6 seats, including one agency primarily providing services to youth and one agency primarily providing victim services.	Elected by CoC Membership	Voting	Yes
At Large Representatives	4-6 seats	Elected by CoC Membership	Voting	Yes
Systems Leaders	4-6 seats	Selected by the Board , with one seat selected by the Chair	Voting	No
City Council Representative	1 seat	Selected by the Mayor or Mayor's Designee	Voting	No
City Agency Representatives	6 seats	Selected by the Board	Non-Voting	No

Appointed Entity	1-3 seats	Selected by the Board	Non-Voting	No

** In the event that the Chair of the LEAC or YAB is unable to attend a Board meeting, the respective Co-Chair may attend and exercise full voting rights on behalf of the Chair.

Each voting seat has one vote as exercised by the individual; proxy votes will not be accepted.

No more than 6 Board members may be representatives of agencies receiving Continuum funds. No more than two people from one agency may be seated on the Board at the given time, and may only occupy two seats if one of those Board members is occupying a seat that requires lived experience.

Seat Type:

If a Board member changes agency affiliation but still represents their seat category, then the person retains the seat. If they no longer represent their seat, then the Chair, in consultation with the Board, will decide whether the member can stay in the seat through the term, including whether they can transfer to another open seat category. Factors such as the person's relevant lived or professional experience will be evaluated. The Chair's decision and rationale must be documented and shared with the CoC Board.

Definitions

- **Homeless and at-risk of homelessness** service providers are employees of a funded or non-funded provider agency that primarily serves individuals or families that are experiencing or at-risk of homelessness. Examples include agencies who do and do not receive federal funding; those serving individuals, families, youth, veterans, or any other targeted population; a wide range of services such as outreach, shelter, transitional housing, supportive housing, victim services, service only, etc.; and a mix of secular, faith-based, and community providers.
- **At-large representatives** are individuals affiliated with agencies who do not primarily focus on homelessness but nonetheless play a critical role and provide necessary resources to address homelessness. Examples include businesses, faith-based entities, philanthropic organizations, community associations, universities, and housing developers.

- **System leaders** are representatives of public and private organizations with the authority to influence multiple resources and high-level decision-making to address structural issues that impact homelessness. Examples include systems such education, public safety, health, behavioral health, employment, and child welfare.

- **City Agency** representatives are Baltimore City government employees and leaders from a variety of agencies and sectors that serve people experiencing or at risk of homelessness. Examples include Department of Housing and Community Development, the Mayor's Office of Economic Development, Housing Authority of Baltimore City, the Mayor's Office of Children and Family Services.
- **The Appointed Entity** seats are for the agencies that the Board appoints to the Collaborative Applicant, HMIS Lead, and Support Entity roles. One seat is available per agency, regardless of if they hold multiple appointed entity roles.

Selection Mechanism Definitions:

- **Elected by CoC Membership:** These seats must follow the Board election process in Section III.C. of the CoC Bylaws.
- **Elected by LEAC or YAB Committees:** These seats are elected by the respective committee members. The person elected as the Chair of the LEAC and YAB will occupy a seat on the Board.
- **Selected by the Mayor or Designee:** The City Council seat selection process will follow City rules for selection.
- **Selected by the Board:** The Board discusses and selects these seats via a Board vote. The Chair may select one of these seats without requiring a Board vote. These seats do not need to be voted on by the full CoC membership.

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Terms:

Board members elected by the CoC Membership serve three-year terms. Members may serve up to two consecutive terms, totaling six years. After this term limit is reached, members must not hold a Board seat for at least one year before re-occupying a Board seat. These term limits are per individual, regardless of the seat occupied.

If a sitting Board member is elected as Chair or Co-Chair, their Board membership is extended for the remainder of their two-year Chair/Co-Chair tenure. If a person fills a short-term vacancy or partial term, this time does not count against the term limit. These are two instances in which a Board member may ultimately be on the Board for more than six years. Member terms will be staggered such that approximately one-third (1/3) are up for election each year.