Baltimore City Continuum of Care
Governance Charter

Updates approved by the CoC Board August 20, 2026.

I. Overview

A. Governance Charter Purpose

This document sets forth:

- Guiding principles of membership and participation in the Baltimore City Continuum of Care (the Continuum).
- Responsibilities delegated by the Continuum to its Continuum Governing Board (the Board), committees/workgroups, and appointed entities.
- Authority to appoint entities required by the HEARTH Act (Collaborative Applicant and HMIS Lead), as well as any other entities deemed necessary to fulfill all necessary and required roles and responsibilities (including, but not limited to the Support Entity and Journey Home Fiscal Agent).
- Provisions for Continuum governance through the Board, key policies and processes, and strategic planning responsibilities.

B. The sections of this Charter are as follows:

I. Overview
II. The Continuum of Care
III. The Continuum Board
IV. Continuum Committees & Work Groups
V. Continuum Policies
VI. Appointed Entities
VII. Amendments

C. Continuum Structure & Definitions

The **Continuum of Care (hereinafter referred to as "Continuum")** is a collaborative body, consisting of **Continuum Members.** Continuum members include organizations that serve homeless persons, homeless and formerly homeless persons themselves, and other organizations and individuals that are interested in ending homelessness in Baltimore City. It is organized to carry out responsibilities required by the HUD Continuum of Care (CoC) program.

The **Continuum Board,** composed of elected and appointed positions, acts on behalf of the full Continuum to maintain direction and oversight for the mission of the Continuum, including selection and oversight of Appointed Entities, as required by the Continuum Charter and Bylaws policies and provisions and HUD processes and requirements. The

Board must include representation from at least one homeless or formerly homeless constituent. The Board has the authority to establish **Continuum Committees and Workgroups**, which are responsible for specific activities and strategies, and which will be reported to the Board.

The **Appointed Entities** are:

- The Continuum's **Collaborative Applicant**, an eligible applicant that must submit the annual CoC Consolidated Application for funding and apply for a grant for Continuum of Care planning.
- The Continuum's **Homeless Management Information System (HMIS) Lead,** which operates the Continuum's HUD-required HMIS on its behalf.
- The Continuum's **Support Entity**, which coordinates, directs, and advocates for the work of the Continuum and the Board.

The Continuum, in accordance with and subject to all applicable regulations, designates one or more entities to hold private and public funds.

Nothing in this charter precludes designation of a single entity to carry out more than one appointed entity role.

II. The Continuum of Care

A. Continuum Purpose & Responsibilities

Purpose: The Continuum promotes communitywide commitment and coordinates all stakeholders, systems, and resources available to comply with HUD CoC Program requirements and to ensure that homelessness in Baltimore City is rare and brief.

Responsibilities: Guided by HUD requirements, responsibilities of the Continuum as may be delegated to the Board or appointed entities include:

- Coordinate implementation of a housing and service system, including but not limited to the establishment and operation of a centralized or coordinated assessment system, in consultation with Emergency Solutions Grant (ESG) recipients.
- Consult with recipients and sub-recipients to establish performance targets appropriate for population and program type, monitor recipients and sub-recipient performance, evaluate outcomes, and take action against poor performers.
- Consult with the local government jurisdiction in their development of the Consolidated Plan and Annual Action Plan, in addition to the allocation of ESG funding.

- Establish and follow written standards for providing CoC assistance in consultation with ESG fund recipients and consult on the development of written standards for ESG fund recipients.
- Designate an HMIS vendor, designate an HMIS Lead, review, revise and approve a privacy plan, security plan, and data quality plan for the HMIS, ensure consistent participation of non-exempt recipients and sub-recipients in HMIS, and ensure that the HMIS is administered in compliance with HUD requirements.
- Designate a Collaborative Applicant; design, operate, and follow a collaborative, fair, and transparent process for developing applications and approving submission of applications in response to a CoC Program NOFO.
- Retain overall responsibility for ensuring the Board, and through the Board, Committees and Appointed Entities, carries out all designated responsibilities.
- Oversee supplemental supportive funding as raised by the Board to support individuals experiencing homelessness and the participation of individuals with lived experience in Board and planning activities.
- Provide oversight of and exercise final decision-making authority for Journey Home funds, CoC rating and ranking criteria, final CoC rankings, and final application approval.

B. Continuum Meetings

Frequency: The Continuum will hold full membership meetings at least quarterly at a time and location scheduled by the Continuum Board and in accordance with the Continuum Bylaws.

III. The Continuum Board

A. Continuum Board Members

Members of the Board are elected or appointed from the Continuum in accordance with the Bylaws.

B. Continuum Board Leadership

Officers: The Continuum Board members, in accordance with the Bylaws, elect a Chair and Vice-Chair, and additional officers as deemed necessary, from the Board membership.

- The Chair conducts Board meetings, represents the Continuum, has the authority to speak publicly on behalf of the Board, and ensures that Board meetings are conducted publicly and with proper notice.
- The Vice Chair serves in the Chair's absence.

Executive Committee: The Executive Committee is composed of the Board Officers and any other members elected by the Board. The Executive Committee advises the Officers on actions required between Board meetings and sets the agenda for Board and Continuum meetings.

C. Continuum Board Meetings

The Continuum Board will meet at least quarterly at such times and places as the Board will determine. The Chair or Vice Chair may call a special meeting of the Board provided it meets all notice and quorum requirements.

Additional information on Continuum Board composition, terms, elections, and meetings is included in the Bylaws.

IV. Committees & Workgroups

A. Formation & Composition

Purpose: The committees and workgroups of the Continuum are the action and planning components of the system. 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.

Formation: The Board may form and give specific responsibilities to committees and workgroups. The Bylaws contain additional information on committees and workgroups.

Membership: With the exception of the Executive Committee, lived experience committees, and areas where conflicts of interest apply, committee and workgroup membership may include any Continuum member.

V. Continuum Policies

This set of policies applies to Continuum members, Board members, committee and workgroup members, appointed entity staff, and all other parties performing work on behalf of the Continuum.

A. Conflict of Interest, Recusal, and Other Ethical Matters

All Members are required to comply with these Continuum policies and conflict-of-interest standards. All Board members must additionally review the conflict-of-interest standards and sign a conflict-of-interest statement.

- No member of the Continuum 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.
- No member who is an employee, agent, consultant, officer, or elected or appointed official of a recipient of federal, state, or local grant funds or its sub-recipients and who exercises or has exercised any functions or responsibilities with respect to activities under those grant funds, or who is in a position to participate in a decision-making process or gain inside information with regard to those grant funds, may obtain a financial interest or benefit from a Continuum activity, have a financial interest in any contract, subcontract, or agreement with respect to a Continuum activity, or have a financial interest in the proceeds derived from a Continuum activity, either for him or herself or for those with whom he or she has immediate family or business ties, during his or her tenure or during the one-year period following his or her tenure.
- Members of the Continuum will disclose potential conflicts of interest that they may have regarding any matters that come before it in full session, Board, or committee. All Board members will sign a Conflict of Interest statement annually.
- Members will recuse themselves from any matter in which they may have a conflict of interest. Recusal includes abstention from voting and participation in discussion on the matter.

B. Non-Discrimination

The members, officers, committee members, and contractors of the Continuum will be selected entirely on a nondiscriminatory basis with respect to all federal, state or locally protected groups.

Members shall comply with the provisions of all Federal, State, and local laws prohibiting discrimination in housing and provision of services, .

All Continuum members, including Board members certify by virtue of their membership that they and their organizations, when applicable, comply with all federal, state, and local laws prohibiting employment discrimination .

C. Confidentiality and Privacy

Continuum and Board members may have access to proprietary or confidential information regarding the Continuum, its subrecipients, its operations, or even their consumers, except where prohibited by law. Members shall demonstrate extreme sensitivity in the issuance and management of information by ensuring that all information relating to sub-recipients and their consumers is kept confidential and used only for those purposes specified by the laws and regulations governing the services provided. Consumers must be informed fully about the limits of confidentiality in a given situation, the purpose for which information is obtained, and how it may be used. Members will not knowingly sign, subscribe to, or permit the issuance of any statement, report, or document which contains any misstatement or which omits any

material fact while being sensitive and responsive to inquiries from the public, clients, customers, and the media, within the framework of this policy.

D. Impartiality

Continuum member agencies shall:

- Not discriminate in provision of services;
- Not knowingly be a party to or condone any illegal or improper activity;
- Not directly or indirectly seek or accept personal gain which would influence, or appear to influence, the conduct of their duties within the Continuum;
- Not exploit professional relationships for personal or professional gain;
- Not use public property or resources for personal gain;
- Not accept fees, gifts, or other valuable items in the course of performing the duties and responsibilities of their position within the Continuum, or in connection with such fees, gifts, or other valuable items given them by any person in hope or expectation of receiving a favor or better treatment than accorded other persons within the Continuum.

E. Committee Policies & Procedures

Committees will establish their own policies and procedures, consistent with this Charter and Bylaws and provide them to the Continuum Board and Support Entity for annual review and approval.

F. Limited Authority

Only the Continuum Board may designate an individual or entity to speak for the Continuum or its components.

With the exception of removal policies in this Charter, any grievance related to the Continuum or CoC Program will follow HUD policies and contracts.

G. Review Process

Members should report any violation of this Charter or Bylaws to the Chair or other member of the Executive Committee. The Board will investigate any such report, and take appropriate corrective action, if warrented. If a member has any questions about the ethics of a situation, he/she is encouraged to consult with the Chair. Efforts will be made to keep issues confidential to the greatest possible extent.

H. Disciplinary Action

Appropriate disciplinary action up to and including removal will be taken against individuals found to have violated the policies in this Charter and Bylaws. Disciplinary action may also be taken in response to retaliation against a member who reports

violations of such conduct in good faith. In addition to disciplinary action, civil and/or criminal penalties may be sought.

VI. Appointed Entities

The appointed entities in this section will be designated by the Continuum Board annually and accepted with a majority vote of then-seated Board members.

Annually, the Board in collaboration with the Collaborative Applicant, HMIS Lead Agency, and Support Entity will define priorities for staffing and deliverables based on Continuum priorities.

The process for designating appointed entities, their roles and responsibilities, and performance evaluation is further detailed in the Bylaws.

A. Collaborative Applicant

For the purposes of the annual HUD NOFO application and the management of CoC Program planning grants, the Continuum must designate a Collaborative Applicant to:

- Prepare and submit the CoC Consolidated Application to HUD.
- Apply for grants from HUD on behalf of the Continuum.
- Apply for and receive CoC Program planning funds on behalf of the Continuum.

The Collaborative Applicant may be designated by the Continuum Board with the responsibility to apply for and receive other grants.

B. HMIS Lead

The Continuum HMIS Lead ensures all HMIS activities are carried out in accordance with the HEARTH Act. HMIS policies and procedures will be reviewed and updated on an annual basis in accordance with HMIS data standards and HEARTH Act. The policies and procedures can be accessed through the HMIS Lead and the Continuum website.

C. Support Entity

The Support Entity coordinates the work of the Continuum members, the Continuum Board, and committees and workgroups as they implement HUD policies.

VII. Amendments

The Board will have the power to adopt, amend, or repeal the provisions of this Governance Charter upon recommendation of a Continuum or Board member and by a two-thirds vote of the voting members of the then-seated Board where such proposed action has been described in the notice of the meeting and provided the Continuum members have been provided with a review and comment period prior to the Board vote.

Any alteration, amendment, or repeal of the provisions of this Charter that involve the decision-making authority of the Continuum Membership, as described in Section IIB of the Bylaws must also be approved by at least a two-thirds majority vote of the Continuum Membership present at a properly noticed meetings where such proposed action has been described in the notice of the meeting.

Baltimore City Continuum of Care Bylaws

I. Overview

A. The sections of the Bylaws are as follows:

I. Overview
II. The Continuum of Care
III. The Continuum Board
IV. Continuum Committees & Work Groups
V. Appointed Entities
VI. Appointed Entity Designations
VII. General Provisions
VIII. Acronyms & Terms
IX. Appendix- Board Selection Process

II. The Continuum of Care

A. Purpose & Goals

The Continuum promotes the communitywide commitment to making homelessness rare and brief by:

- Providing funding for efforts by nonprofit providers and local government to re-house homeless individuals and families quickly, while minimizing the trauma of dislocation that homelessness causes to individuals, families, and communities.
- Promoting access to and effective utilization of mainstream programs by homeless individuals and families.
- Optimizing self-sufficiency among individuals and families experiencing homelessness.

To make homelessness rare and brief in Baltimore City, the Continuum seeks to advance the following goals:

1. Increase the amount of affordable housing for people with the lowest incomes, in particular, people experiencing homelessness.
2. Build the capacity of service providers to prevent and end homelessness.
3. Work across and within public and private sectors to coordinate resources efficiently and effectively to prevent and end homelessness.
4. Promote the use of evidence-based and best practices among homeless service providers.

B. Continuum Membership Composition & Voting Rights

Membership: The Continuum is composed of representatives of organizations, such as nonprofit homeless services providers, prevention service providers, veterans' services providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, behavioral health agencies, hospitals, universities, affordable housing developers, law enforcement, disaster planning and prevention agencies, funders, medical professionals, legal services providers, addiction treatment programs, Maryland's Protection and Advocacy Agency, people with the lived experience of homelessness, and any other individual or agency committed to making homelessness rare and brief in Baltimore City, each to the extent they are represented within the geographic area and are available to participate. Additionally, the Continuum includes representatives from the following entities: Collaborative Applicant, CoC Program Grantee, Consolidated Plan Entity, ESG Recipient, HMIS Lead, and Support Entity.

To be a Continuum member, agencies and individuals must submit and maintain a current Baltimore City Continuum of Care Membership Commitment Form.

Voting Rights: Those Continuum members that meet the following provisions are eligible to vote at Continuum meetings:

- Submit Membership Commitment Form one week prior to Continuum meeting and maintain at least 50% attendance at standing and appropriately noticed Continuum meetings thereafter, as demonstrated by Continuum attendance sheets.
- Voting members must indicate on their Membership Statement if they are registering as an individual or agency.
    - Each member agency is only eligible for one vote. Each member agency must provide a list of up to three approved representative(s) eligible to vote on its behalf.
    - Employees of voting agencies may not register to vote as individuals.

Decision-making Authority: Eligible voting members of the Continuum will vote to:

- Elect Board members for Elected Seats on an annual basis.
- Approve any alteration, amendment, or repeal of the provisions of the Charter and Bylaws that involve the decision-making authority of the Continuum Membership.
- Approve the initiation of the process designed to assess and select Appointed Entities, including but not limited to the issuance of a Request for Proposals (RFP).

Participation: Continuum members are encouraged to actively participate in committees and workgroups to develop recommendations and make decisions as designated in the Section IV, in areas including but not limited to:

- Standards of Care
- Coordinated Access plan

- Local performance measures

C. Continuum Meetings

Open Meetings: Meetings of the Continuum will be open to any interested person.

Meeting Location: Meetings may take place in person or via a widely accessible web-based video platform.

Agendas: The Support Entity will disseminate agendas in advance of the meeting. Agendas will include committee and workgroup reports, and minutes will be made publicly available.

Notice: The Continuum will publish agendas in advance of the meeting and publicly invite new members at least annually **(HEARTH requirement**). A minimum of 14-day notice will be given for meetings of the Continuum.

Notice is defined as adequate for these Bylaws when it meets any specified time requirements and the Support Entity:

- Delivers the content electronically to Continuum member lists, and posts the content to the Continuum website.

This further requires that:

- Members take responsibility for providing their electronic contact information to the Support Entity.
- Continuum members disseminate the notice to clients, staff, and volunteers.

Quorum: Quorum for the transaction of business at Continuum meetings will be defined as those present at a properly noticed meeting.

Voting: Each voting member must be present to vote on Continuum matters. This includes members eligible to vote as individuals, as well as approved representatives of members eligible to vote as agencies. Votes will be by confidential ballot. No member may vote on any item that presents a real or perceived conflict of interest. A simple majority of the quorum present shall constitute a vote for approval, except as may be specified elsewhere in the Charter and Bylaws.

Proxy: There is no proxy voting. Decision-making requires live conversation and active participation from all parties.

Action Without a Meeting: The Continuum will not take action as a whole without meeting.

III. 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:

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.

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.

C. Board Member Elections

Oversight: The Governance Committee, Support Entity (Mayor's Office of Homeless Services
[MOHS]) and Chairs of the Lived Experience Advisory Committee (LEAC) and/or YAB (Youth Action Board) are responsible for the development and oversight of all CoC Board elections. Annually around August, the CoC leadership, Governance leadership and the Support Entity will develop an election timeline. Refer to Appendix A for example Timeline.

Accessibility and Inclusion: The Governance Committee is responsible for ensuring that the CoC Board election process is inclusive and representative of the diverse experiences within the CoC. This includes actively engaging the LEAC and YAB in all stages of the

election process, from timeline development to nominee review, and CoC leadership selection procedures. The Governance Committee meetings are open to CoC membership, and lived experience representation is encouraged in all CoC subcommittees, including the Governance Committee. The Governance Committee, Support Entity, and Chair of LEAC and/or YAB must ensure members with lived experience are involved in CoC Board election planning, including:

- Regular consultation with LEAC and YAB to identify barriers to participation and address them appropriately.
- Transparent communication of election processes.
- Proactive outreach to encourage and support individuals with lived experience in running for Board positions.
- Consideration of accommodations, such as flexible meeting times, to reduce barriers to engagement.

Governance Discretion: During the CoC Board Selection process, situations may arise that require additional Governance Committee discretion to proceed. In instances where guidance is not provided by this policy or the Charter and Bylaws, the Governance Committee will provide suggestions for review and approval by the Board.

Process Review: The CoC Governance Charter must be reviewed at least once (1) every year, and the CoC Board Selection Process must be reviewed at least once every five (5) years. A revision history including an adoption date is required to document the review, update, and approval of both the CoC Governance Charter and CoC Board Selection Process. The Governance Committee will review and document criteria, scoring forms, internal prioritization standards, and the voting process associated with these decisions, as well as revision history with updates. The Governance Chair brings the results to the full CoC Board for vote. The Continuum will save evidence of process review by using a Process Review Tracking Form (see Appendix F) and share these documents with the Support Entity.

Internal Prioritization Standards: The Baltimore City CoC Board prioritizes a diverse and representative membership to ensure alignment with the community it serves. Board seats are designated to reflect key stakeholder groups, including individuals with lived experience, service providers, at-large representatives, and systems leaders. The Baltimore City CoC conducts a community-wide recruitment and nomination process that allows for community members to nominate themselves and/or others to CoC Board seats. Once nominated, the individuals have the opportunity to accept or deny the nomination. The Governance Committee reviews nominees to determine if they meet designated seat categories and ensures representation standards are met before finalizing a ballot to present to the Board. A fair and impartial, confidential electronic voting process occurs. Upon completion, the Support Entity prepares a report of the results for the Governance Committee. The Governance Committee reviews the report and presents the outcome at the next Board meeting. The sitting Board certifies the results of the election outcome.

D. Board Recruitment

Determine Vacancies:. Annually around September, the Governance Committee will launch Board recruitment efforts, starting with assessing current and upcoming vacancies. The Support Entity tracks Board member meeting attendance. The Governance Committee and CoC leadership should assess the need for Board removal, following the protocol outlined in the Charter and Bylaws (refer to section. **D. Board Vacancy, Removal & Resignation** of the Charter and Bylaws).

Targeted Outreach: Current Board members and the Governance Committee are responsible for identifying specific individuals or organizations who align with the Board's needs and encourage them to consider Board membership. The CoC should actively engage with City officials, including council members and other leaders to strengthen partnerships and enhance representation. One position for a city council member is selected by the Mayor with the leadership of the Director of the Support Entity.

System Leaders: The Board will recruit, nominate, and elect System Leaders. System leaders will be reflective of a diverse group of individuals who represent their field of practice including leadership from public schools, public safety, health, behavioral health, employment, and child welfare.

E. Board Nominations

Oversight: The Support Entity (MOHS) and Governance Committee are responsible for managing nominations.

Process Summary: All nominations are managed electronically through the CoC member database (Member365) over the course of one (1) month. Any CoC member can self-nominate or nominate another individual. All Board members completing a partial or first three-year term are eligible to run for a second, three-year term. The Support Entity (MOHS) manages the nominations, notifies nominees of their nomination, and prepares a report of the nomination results to be reviewed by the Governance Committee. The Governance Committee reviews nominations and develops a recommended slate of proposed Board members, following a protocol for ensuring that the election process meets all of the Board composition requirements of the Charter and Bylaws (refer to Charter and Bylaws section **B. Board Terms, Composition & Guidelines**). The Governance Committee will then submit the recommended ballot to the Board for approval. Once approved, the Support Entity will distribute nominee bios and manage the development and distribution of the election ballot on the CoC's member management system.

Partial terms: Any Board member elected by the Board to fill a vacancy will serve for the remainder of the original Board member's term. At the end of the original term, to continue serving on the Board, Board members serving a partial term must run in the regular election.

Accessibility and Inclusion: In collaboration with the Chair and Co-Chair of the LEAC and YAB, the Governance Committee, with support from the Support Entity, should ensure that LEAC members, YAB members, and general CoC members have accessible opportunities to participate in the nomination process. This may include organizing in-person meetings specifically for this purpose and providing electronic devices to facilitate engagement in the process. The Governance Committee is responsible for collaborating with the YAB and LEAC to assess for, and address, possible barriers to participation.

Nomination Form: The Support Entity is responsible for creating the CoC Board nomination form in the CoC member database. All nominations must be submitted electronically via the CoC member database. There must be an opportunity to submit nominations electronically at an in-person CoC General Body meeting. The Support Entity is responsible for supporting individuals who need assistance with submitting their electronic nomination forms. Refer to Appendix B for an Example CoC Board Nomination Form.

Notice of Nomination: Upon receiving a nomination, the Support Entity will contact the nominated individual to:

1. Confirm acceptance or denial of the nomination.
2. Request confirmation of agreement to the CoC Board Member Roles and Responsibilities and signed Code of Conduct, Conflict of Interest & Recusal Policy.
3. Verify agency or CoC affiliation.
4. Confirm that eligibility of the Board seat category is consistent with the definition outlined in Charter and Bylaws.
5. Confirm membership in the CoC member database.
6. Request a bio for public distribution. Refer to Appendix C for Example Board Bio Template.

The nominee has until the nomination deadline to provide the Support Entity with the requested information. Any nomination received on the same date as the deadline will be given three (3) business days to confirm their nomination.

Nomination Report for Governance Committee: The Support Entity prepares a report of the nomination results for review by the Governance Committee.

Slate Preparation: The Governance Committee will review nominations and develop a recommended slate for the Board election, following a protocol to ensure that the election process meets all of the Board composition requirements of the Charter and Bylaws. The Governance Committee invites lived experience committee members to attend the slate preparation meeting. The Governance Committee documents their rationale for Board seat categorization.

F. Board Voting Process

Oversight: As the manager of the CoC member database, the Support Entity is responsible for oversight of the electronic voting process.

Process: The Support Entity prepares the ballot on the CoC member database. Each CoC member who registered in the CoC member database by the deadline, as determined by the election timeline, is eligible to vote in the election for new CoC Board members. Each individual and agency receives one ballot to cast one vote. After the election closes, the Support Entity prepares a report of the election results for review by the Governance Committee. To ensure transparency, this report includes election results and the percentage of eligible CoC voters who participated in the election. The Governance Committee presents the results to the Board for vote. Once approved, the Support Entity notifies nominees and the general CoC membership of the election results.

Accessibility and Inclusion: During the election period, there must be at least one opportunity for community members to submit their electronic vote during an in-person CoC General Body meeting.

G. CoC Leadership Selection and Transition

Oversight: The outgoing Chairs are responsible for the leadership of the CoC until the new Chairs are elected. The outgoing chairs, Governance Committee, and Support Entity are responsible for preparation and oversight of CoC Board Chair elections.

Process Summary: A CoC Board orientation will take place in January where there will be a call for CoC Board Chair and Vice Chair nominations. Board members will submit Chair nominations electronically on the CoC member database. The Support Entity will inform nominees of their nomination, request a finalized bio, and prepare the bios and ballot on the CoC member database. The Governance Chair plans and facilitates a "Question and Answer" meeting of the Board Chair and Vice Chair nominees. The Governance Chair will solicit questions from the Board to be included in the "Question and Answer" session. The nominee bios and electronic ballot will be made available to Board members to cast a vote on the CoC member database. The Support Entity will gather the election results and prepare an election report for the Governance Committee. The Governance Committee reviews, approves, and certifies the election. The Support Entity notifies the nominees and the Board. In collaboration with the Support Entity, the newly elected Chair and Vice Chair will prepare the materials for the following Board meeting.

Succession Planning: The Chair and Vice Chair have a responsibility to a successful succession by continuing in their position until the new leadership is elected and onboarded, not to exceed two months.

Nomination Form: Only Board members can nominate for the Chair and Vice Chair position. The Support Entity is responsible for creating the CoC Board Chair and Vice Chair Nomination form in the CoC member database. All nominations must be submitted

electronically via the CoC member database. The CoC should plan to offer in-person support to individuals who need assistance submitting their nominations electronically on the CoC member database. Refer to Appendix D for Example Leadership Nomination Form.

Notice of Nomination: Upon receiving a nomination, the Support Entity will contact the nominated individual to:

1. Confirm acceptance or denial of the nomination, clarifying if they accept for (1) Chair, (2) Vice Chair, or (3) both; based on the nomination.
2. Request a bio for public distribution. Refer to Appendix E for Example Leadership Bio Template.

The nominee has until the nomination deadline to provide the Support Entity with the requested information. Any nomination received on the same date as the deadline will be given three (3) business days to confirm their nomination.

Election: Only voting Board members can participate in the Chair and Vice Chair elections. The ballot becomes available on the CoC member database to voting Board members after the CoC Board Meet and Greet session. Board members should be provided time to cast their vote, as determined by the timeline developed by the Governance Committee.

H. Board Member Orientation and Training

Oversight: The outgoing CoC Chairs and Support Entity are responsible for the preparation, oversight, and delivery of the CoC Board Member Orientation and Training.

Process Summary: The CoC Board Member Orientation will take place after CoC Board elections and is designed to equip new and continuing Board members with the knowledge, expectations, and tools required to serve effectively. If scheduling allows, the orientation should be planned in December and include the outgoing Board members as well as the incoming Board members. While specific orientation topics can be determined by the CoC, the orientation must include two primary portions:

1. HUD Orientation and Administrative Tasks
    - Overview of HUD requirements and responsibilities
    - Signing of the Code of Conduct/Conflict of Interest & Recusal Forms
2. Baltimore City CoC Overview and Operations
    - Introduction to the CoC's mission, charge, and role in addressing homelessness in Baltimore City
    - Overview of Robert's Rules of Order
    - Review of CoC Charter and Bylaws
    - Call for subcommittee chair nominations (if necessary)
    - Call for CoC Board Chair nominations (if necessary)

I. Board Vacancy, Removal & Resignation

Vacancy: In the event of a vacancy, the members of the Board will elect a successor to hold the seat for the remainder of the term of the person vacating the seat. At the end of the term, a regular election will be held as described in these Bylaws.

Removal: Members of the Board may remove a Board member who is absent for two Board regularly scheduled meetings in any twelve-month period. Unexcused absence from special meetings will generally not be considered in this calculation but may be included as appropriate.

Board members may also be removed by a 3/4 vote of the Board then-seated for cause including but not limited to:

- Failure to perform Board duties
- Failure to comply with the Charter, Bylaws, and/or applicable policies
- Engaging in conduct that constitutes a conflict of interest
- Engaging in behavior that causes harm to the reputation of the Continuum

Such seats will then be filled through the process described above under vacancies.

Resignation: Unless otherwise provided by written agreement, any member of the Board may resign at any time by giving written notice to the Chair. Any such resignations will take effect at the time specified within the written notice or if the time be not specified therein upon its acceptance by the Board.

J. Board Meetings

Open Meeting: Attendance at meetings of the Board will be open to any interested person to observe. All Board meetings will include sufficient time for a public comment period.

Agendas: The Board will disseminate and publicize agendas in advance of the meeting.

Notice: Fourteen-day notice will be given for regularly scheduled meetings of the Board. Special meetings may be called in emergency situations with three-day notice.

Quorum: A number equal to a majority of the voting Board members then-seated will constitute a quorum for the transaction of business at any in-person or virtual meeting. No decision will be made unless a quorum is present.

Decision-Making: The Board will use a voting process to make decisions. A simple majority of present Board members shall constitute approval of any motion before the Board. Roberts Rules of Order shall govern all Board proceedings, unless a specific provision of the Charter provides otherwise.

Voting: Only elected members of the Board are eligible to vote on decisions being made when present at the meetings. If a vote is necessary, all votes will be by voice or ballot at

the will of the majority of those in attendance at a meeting with a quorum represented. No member may vote on any item that presents a real or perceived conflict-of-interest, as detailed in the Charter.

Appointed Board members and Support Entity staff may participate in discussion but may not vote.

Proxy: There is no proxy voting. Decision-making requires live conversation and active participation from all parties. Conference call participation is permitted.

Action without a Meeting: The Board may take an action in limited circumstances with approval from the Executive Committee when quorum is not achieved in a Board meeting or timely decision needs to take place in between scheduled Board meetings. Action without a meeting must meet the following criteria:

- The action is within its authority
- Opportunity for feedback and questions are provided and disseminated to the full Board when applicable
- Notice is provided along with supporting materials at least 3 days in advance of a vote with at least one reminder where a reasonable period of time is provided for the vote to take place
- It is approved via email (or letter or phone when email is unavailable)
- Quorum is required to approve the vote with at least two-thirds (2/3) of the then seated voting board members that includes at least one (1) person from each Board Member Category and with at least two-thirds (2/3) of the votes approving the measure set forth.

K. Board Officers

Authority: Only the Board Chair, Vice Chair, or individuals designated by them may speak on behalf of the Board or represent the Board to media or other external communication outlets.

Terms: An officer serves for a two-year term.

Term Limits: An officer cannot serve for more than two consecutive terms in the same role for a maximum of four consecutive years.

Elections: The officers will be elected by a majority vote of the Board.

IV. Committees/Workgroups

The Continuum includes the following committees:

1. The **Executive Committee** moves the work of the Board forward and brings key decisions to the full Board for discussion and action. This committee provides on-going, structured engagement of the Board's workgroups, key City departments, and specific key stakeholder groups. The Executive Committee also handles routine business, exercises oversight and engages with designated entities as needed during months when the full board does not convene.

    - The Executive Committee is comprised of the Chair, Vice-Chair, and any other members elected by the Board.
    - The Executive Committee has the authority to make decisions for the full Board when unforeseen business arises or when the need to make a decision is time sensitive. The Executive Committee will not have authority to make decisions regarding the allocation of funding. Any decision made by the Executive Committee must be reported to the full Board at the next Board meeting.
    - The Executive Committee will generally meet monthly. The presence of a majority of Executive Committee's members shall constitute a quorum and authorize conduct of committee business. A simple majority of present members shall constitute approval of any motion before the committee.
    - As with all Board members, Executive Committee members are expected to recuse themselves from subjects for which they have a conflict of interest, pursuant to the Conflict of Interest policy set forth in the Charter.
    - Notice of Executive Committee meetings shall be provided no less than 5 days prior to the date proposed. Regular attendance is a requisite duty of all committee members. Full minutes of all meetings shall be taken and shall be disseminated to the full Board for review and will be made available to the public. Review and act on appeals submitted to committees and workgroups.

2. The **Lived Experience Advisory Committee** is responsible for providing feedback and strategic guidance to Continuum planning, activities, and decisions based on the lived experience and expertise of homeless and formerly homeless individuals. Committee membership is open only to people with lived experience of homelessness.

3. The **Youth Action Board** is responsible for providing feedback and strategic guidance to Continuum planning, activities, and decisions based on the lived experience and expertise of homeless and formerly homeless youth and young adults. Committee membership is open only to youth and young adults with lived experience of homelessness.

4. The **Affordable Housing Action Committee** is responsible for guiding the implementation of the Action Plan's affordable housing strategy and its corresponding interventions for a robust, multi-pronged approach to expand opportunities for safe, decent, and affordable housing and supportive services to promote the highest level of independence and community integration for the range of individuals and families impacted by homelessness.

5. The **Homeless Response System Action Committee** is responsible for guiding the implementation of the Action Plan's homeless response system strategy and its corresponding interventions to develop a more effective crisis response system that prevents homelessness when possible and rapidly returns households experiencing homelessness to housing stability.

Specific Coordinated Access responsibilities include:

- The design and implementation of a centralized or coordinated assessment system for homeless individuals and families to assess eligibility and make referrals to homeless service programs and provide for consistent access and triage of resources, consistent with system vision and in consultation with recipients of Emergency Solutions Grant (ESG) funds **(HEARTH requirement).**
- Developing policies to guide the utilization of the coordinated assessment system.
- Reviewing data to monitor service demand, placement, timeliness of service delivery, and capacity to inform workgroup priorities, remove service barriers, and improve efficiency of service delivery system.
- Developing a system that is inclusive of subpopulations experiencing homelessness, including oversight of the federal "Home, Together" goals to end chronic homelessness and homelessness for families and children.

6. The **Shelter Transformation Action Committee** is responsible for guiding the implementation of the Action Plan's shelter transformation strategy and its corresponding interventions to implement necessary improvements to provide homeless households with a temporary, safe, and supportive environment to address barriers to housing and encourage households experiencing homelessness to seek the assistance needed to end their homelessness.

7. The **Employment and Income Action Committee** is responsible for guiding the implementation of the Action Plan's employment and income strategy and its corresponding interventions to implement cross-sector solutions that support the goals of homeless jobseekers, eliminate barriers to employment and income stability, and assist homeless persons in obtaining and sustaining housing.

8. The **Youth Homelessness Action Committee** is responsible for guiding the implementation of the Youth Homelessness Demonstration Program's Coordinated Community Plan. The committee works with the Youth Action Board to elevate youth voice and support youth decision making.

9. The **Governance Committee** is responsible for the design and implementation of Continuum membership eligibility and voting processes, Board membership

nomination and voting processes, and the process for completing annual and periodic review of the Charter and Bylaws. Specifically, it is responsible for:

- Board Membership: Adopt and follow a written process to select the Board. The process must be reviewed, updated and approved at least once every 5 years **(HEARTH requirement)**.
- Continuum Membership: Manage Continuum membership to ensure broad and timely participation, including:
    - Recommend, review, and/or accept membership **(HEARTH requirement)** on a rolling basis.
    - Issue a public invitation annually for new members **(HEARTH requirement)**.
- Charter Development:
    - Annually, present recommendations to the Board for the governance charter in whole, defining membership and roles, setting expectations, and assigning responsibilities **(HEARTH requirement)**.
    - Every five years, bring an updated Governance Charter for approval by the full Continuum **(HEARTH requirement)**.
    - Actively seeking out participation with diverse representation for both the Continuum and its committees.

10. The **Data & System Performance Committee** will oversee a performance management plan for the Continuum and guide the work of the HMIS Lead. The Committee is also responsible for the following:

- Recommend an HMIS software solution to the Board as needed.
- Review and approve *HMIS Policies and Procedures, HMIS Data Quality Plan, and HMIS Security Plan* on an annual basis for the operation and administration of the local HMIS **(HEARTH requirement)**; this includes defining criteria, standards, and parameters for the release of data and ensuring privacy protection provisions in project implementation.
- Work with the HMIS Lead to ensure effective and timely communication with exempt and non-exempt providers and consistent provider participation in HMIS or an HMIS similar system for those exempted by law; this includes selecting data elements to be collected by all participating programs.
- Review and approve HMIS data requests or data sharing, matching, or transfer agreements with external entities (non-HMIS participating agencies) for the purposes of governmental or educational research, and service coordination.
- Analyze system and programmatic data for trends, cost, performance, and compliance and provide reports to the Board and other entities.
- Review annual reports from HMIS and other data sources including but not limited to the annual point-in-time count, Housing Inventory Chart (HIC), system performance measures, and Annual Homeless Assessment Report.

- Conduct an annual monitoring of the HMIS Lead Agency to ensure HMIS is administered in compliance with HUD requirements.
- Provide input to the HMIS Lead and Collaborative Applicant on the development of the Continuum
- Performance Plan. Review and present analysis of performance data to the broader Continuum.
- Identify, obtain, and use data from a variety of sources and partners necessary to assess and inform progress on Continuum priorities.

11. **Resource Allocation Committee** is responsible for guiding the allocation of HUD Continuum of Care Program funding and Journey Home funding for activities and monitors Journey Home expenditures and grants in partnership with the Journey Home Fiscal Agent. The committee must include at least one representative from the Collaborative Applicant and one representative from the jurisdiction's ESG Recipient and State Homeless Solutions Program Recipient. However, the committee may not include members that are sub-recipients of Journey Home, HUD (CoC, Emergency Solutions Grant, or HOPWA), state homeless services, or local homeless services funding.

The Committee prepares and presents to the Board and Continuum annual reallocation strategies, project ranking and rating criteria and decisions, funding allocations, and CoC and ESG application development and submission updates with specific requirements as follows:

- Journey Home Funds: Journey Home funds are privately raised funds intended to support the Continuum priorities and activities not otherwise funded by HUD or state or local government. The committee will:
  - Provide recommendations for utilizing Journey Home funds to the Board for final approval.
  - Review the Journey Home financial report quarterly to assess available funds and provide the report to the full board.
  - Initiate grant approval forms, MOUs, and other documentation with the Fiscal Agent necessary to administer and monitor Journey Home funds.
  - The committee chair may approve requests for private dollars up to $10,000.
- HUD Continuum of Care Program Funding: The committee is responsible for:
  - Developing an annual or multi-year funding strategy for allocating HUD CoC funding according to local need, HUD policy priorities, and overall system performance.
  - Reading and analyzing the annual Notice of Funding Opportunity (NOFO), developing an annual reallocation strategy, developing the annual project rating and ranking criteria, utilizing performance and program data to evaluate and rank project applications, and developing a communications plan for informing the Continuum of Care and ensuring full participation. The recommended scoring and ranking criteria for the CoC Competition will be presented to the CoC Board for approval and the final ranking and application will be submitted to the CoC Board for review. The Board reserves the right to vote on the final ranking and application. (**HEARTH requirement**)

    - Overseeing the development, approval, and final submission for the annual CoC application to U.S. Department of Housing and Urban Development (HUD).
    - (**HEARTH requirement**) Overseeing the work of the Collaborative Applicant, who is responsible for screening project applications for eligibility, preparing and submitting the annual CoC application, project priority listing, and project applications to HUD according to the policies and guidelines created by the Resource Allocation Committee.
    - Reviewing provider appeals as necessary and submit to the Executive Committee for decision.
- State of Maryland Homelessness Solutions Program Funding: The committee is responsible for:
    - Consulting with the local government recipient of State funding on community needs, annual allocation priorities, and evaluation of subrecipient performance.
- Local Government Entitlement Funding: The Committee is responsible for:
    - Consulting with the local government recipient of ESG funding on community needs, annual allocation priorities, and evaluation of subrecipient performance.
- The State and Local funding sources require the Recipient to consult with the Continuum of Care on funding strategy, project performance, and allocating funds. The Resource Allocation Committee is responsible for collaborating with the Board and Recipient to fulfill these requirements **(HEARTH requirement)**.
    - The Recipient has final authority to allocate these funds, but they must still consult with the Resource Allocation Committee and Board in the development of their application for funds, assessment of project performance, and allocation decisions.

12. The **Resource Development Committee** is responsible for assessing existing and potential public and private resources and proactively identifying opportunities to realign existing resources, increase diversity of funding streams, and decrease reliance on federal HUD funding. The members of this committee should include experienced fundraisers, philanthropists, and a representative of the Journey Home Fiscal Agent. Additional responsibilities include:
    - Private fundraising to support the goals and strategic priorities of the Continuum, including one flagship fundraising event each year.
    - Reporting to the Board on the revenue generated by events and other fundraising efforts.
    - Establish partnerships and collaborations to screen, evaluate, and seek new homeless service funds or grants that become available to Continuums of Care.

A. Committee Leadership

For action committees, the chair must be a Board member. An additional co-chair may be selected from within the committee.

B. Other Committee Roles & Responsibilities

Each committee will be responsible for:

- Recruiting its members
- Selecting a chair or co-chairs
- Establishing its policies and procedures, consistent with the Charter and Bylaws, and providing them to the Board and Support Entity
- Recording its minutes and attendance, and providing them to the Support Entity
- Presenting workplans and formal proposals to people with lived experience prior to submission and approval by the Executive Committee or Board.
- Ensuring transparency of its process and meetings and reporting regularly to the Board and Continuum.

The Continuum encourages partnership and mutual collaboration with additional community workgroups and affinity groups not formally established as committees of the Continuum.

V. Appointed Entities

A. Process for Designation and Review of Appointed Entities

The Board is responsible for developing and managing processes for the designation and performance evaluation of appointed entities as follows:

- The Board shall establish specific performance expectations and reporting requirements for each appointed entity. An MOU may be developed between the appointed entities and the Board.
- Annually, the Board will review performance and renew designations of appointed entities with a majority vote.
- Every three years, an ad-hoc committee will undertake a thorough and formal review process to evaluate the appointed entities, consider possible alternative designations, and make recommendations to the Board. The initiation of this process intended to fully assess and select appointed entities, including but not limited to the development and issuance of an RFP, must be approved by the Continuum.

- Appointed entity relationships may be terminated upon mutual agreement or for cause with a 2/3 vote of the then-seated Board.

B. Collaborative Applicant

The Collaborative Applicant is responsible for the following:

- Collect and combine the required application information from all projects within the geographic area and will apply for funding for CoC planning activities.
    - Issue Coordinated NOFO for non-time limited housing resources and other funding opportunities.
    - Submit provider programs as part of the McKinney/CoC final application to HUD each year.
    - Complete the submission of the HUD CoC Application including all relevant charts and tables.
- Work with the Continuum to establish written standards for how the different parts of the homeless system, from outreach to permanent housing, should be targeted and consensus on how assistance will be provided to different subpopulations, in consultation with recipients of ESG funds **(HEARTH requirement)**.
    - Establish and consistently follow written standards for the provision of ESG and CoC assistance.
    - Review and approve annual performance standards and evaluation of outcomes for programs funded under the ESG and CoC programs. o Recommend standards for targeting the different parts of the homeless system and how assistance should be provided to different subpopulations, in consultation with recipients of ESG funds.
- Provide required feedback and information, as needed, to the local government to complete the local Consolidate Plan(s) **(HEARTH requirement)**.
- As requested, develop policies and priorities to be presented to the Board for adoption.
- Manage the day-to-day operations of the Coordinated Entry system.
- Provide staffing to Continuum committees and workgroups.
- The gap analysis is conducted annually to assess homeless service system need, utilization, and capacity. (**HEARTH requirement**). Based on this analysis, the Collaborative Applicant will document unmet need within the Continuum, produce an asset map, and submit an annual report to the Board. This data will be used to inform the general priorities and strategies of the board and minimize unused, under-utilized, or ineffectively allocated housing and services. The analysis will also directly inform the activities of other workgroups, including the processes for reallocation of funds and the development of additional resources to address homelessness.

C. Performance Monitoring

- Monitor HEARTH recipients and sub recipients' performance, evaluate outcomes, and take actions to improve performance of or reduce funding for poor performers **(HEARTH requirement)**.
- Coordinate with ESG (state and local) recipients on their strategies for allocating ESG funds and evaluating performance of funded projects **(HEARTH requirement)**.
- Review and recommend to the Resource Allocation Committee any programs that should be removed from HUD funding and any proposed funding reallocations.
- Recommend to the Resource Allocation Committee any actions against poor performers.

D. Point-in-Time Count

- Plan and conduct a sheltered and unsheltered point-in-time count of homeless persons, consistent with HUD requirements and in collaboration with the Continuum.

E. HMIS Lead Responsibilities

- Reinforce goals and policies of the Continuum through contract requirements, including but not limited to ensuring the consistent participation of all recipients of financial assistance under the CoC and ESG programs, except those exempt by law, as well as any other funded programs that require HMIS participation **(HEARTH requirement)**.
- Report on the HEARTH performance measures (including system-wide dashboard, performance by population (families, single adults, youth, etc.), program type (emergency shelter, transitional housing, etc.) and program-level performance on the HEARTH measures) and recommend performance targets consistent with Continuum priorities and system vision for each program type and subpopulation, in consultation with recipients and sub recipients **(HEARTH requirement)**.
- Report to the Board and Data and Performance Committee on system-level and project-level performance and outcomes.
- Develop and maintain *HMIS Policies and Procedures, HMIS Security Plan, Participation Agreement, System User Agreement, System User Confidentiality Acknowledgement,* and other HMIS documentation and guidance under the direction of the Data and Performance Committee.
- Monitor data quality and compliance with HMIS policies and security protocols both within the database and through site visits to participating agencies.

- Carry out HMIS security protocols, including coordinating responses to suspected violations of client security and confidentiality policies, and proper disposal of Personally Identifiable Information (PII).
- Oversee the setup and ongoing administration of the HMIS software and provide training, technical assistance, and support to HMIS users.
- Ensure compliance with HUD HMIS Data and Technical Standards.
- Oversee customization of the HMIS database, including the development of custom reports, and interface enhancements.
- Oversee the collection, analysis, and presentation of HMIS data for reporting to federal, state, and local governments, private entities, clients, and citizens.
- Write, submit, and administer the HMIS project grant.
- Integrate and ensure the security of any data with the Continuum's participation in any data warehousing.
- Adhere to annual requirements, including but not limited to the submission of the Housing Inventory Chart, Annual Homeless Assessment Report, System Performance Measures, and participation in the Point-in-Time Count.
- Manage the ongoing, day-to-day responsibilities of HMIS.

F. Support Entity Responsibilities

- Assure the occurrence of semi-annual meetings of the CoC with published agendas **(HEARTH requirement)**.
- An employee of the Support Entity staffs the Board. In this capacity, the staff member is responsible for:
    - Recording minutes for the Board, and ensuring Board members receive all necessary information in the field and changes at the federal level that may influence or impact the Continuum as they may occur.
    - Providing logistical, coordinating, planning, and project management support for the Continuum.
    - Coordinating communication within the Continuum.
    - Staff the Continuum and Board and provide support.
    - Convening and facilitating the work of the Continuum Board, its committees and workgroups, and the appointed entities.
    - Providing meeting support for the Continuum and Board and all other committee meetings by scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to website.
    - Assisting in developing the agendas for the Board meetings, and identify priority topics for discussion. Vet materials to ensure they are understandable and emphasize areas where decisions are most needed, and respond to any requests or direction from the Board.
    - Monitoring strategic coherence across efforts.
    - Managing collective data systems and information distribution.

- Mobilizing planning efforts and planning review and revision.
- Stewarding resources for collective impact as appropriate.
- Training, providing orientation, and onboarding of new Board members.
- Distributing materials electronically or through mail to all Continuum and Board members and provider agency designees.

VI. Appointed Entity Designations

At date of approval of charter, the Continuum has designated the following as appointed entities:

Collaborative Applicant: Mayor's Office of Homeless Services
HMIS Lead: Mayor's Office of Homeless Services
Support Entity: Mayor's Office of Homeless Services

VII. General Provisions

A. Operating Year

The operating year of the Continuum will commence on January 1st of each calendar year and end on the 31st day of December of said calendar year.

Newly elected Continuum Board members will be seated on January 15th of each year.

B. Annual Document Review

The Continuum Board will review the Charter and Bylaws and Continuum priorities annually, in collaboration with the Collaborative Applicant and HMIS Lead, to ensure they remain consistent with HUD's CoC Program requirements as well as the Continuum objectives and responsibilities.

C. Record-keeping

Proceedings of all Continuum, Continuum Board, and committee meetings are documented in minutes.

- Minutes of meetings are circulated to members of the relevant body. Board, committee, and workgroup minutes will be approved at the subsequent meeting and Continuum minutes will be available for comment.
- The Support Entity is responsible for recording minutes for meetings of the Continuum and Board meetings.

- Committees are responsible for selecting a Secretary, recording their own minutes, and providing to the Support Entity for record keeping.
- Minutes for all bodies will be made publicly available by the Support Entity.

The Support Entity will be the holder of all Continuum, Continuum Board, and committee documentation and records.

D. Amendments

The Board will have the power to adopt, amend, or repeal the provisions of this Governance Bylaws upon recommendation of a Continuum or Board member and by a two-thirds vote of the voting members of the then-seated Board where such proposed action has been described in the notice of the meeting and provided the Continuum members have been provided with a review and comment period prior to the Board vote. Any alteration, amendment, or repeal of the provisions of these bylaws that involves the decision-making authority of the Continuum Membership, as described in Section IIB of these bylaws, must also be approved by at least a two-thirds majority vote of the Continuum Membership present at a properly noticed meeting where such proposed action has been described in the notice of the meeting.

Baltimore City Continuum of Care
Appendix

VIII. Acronyms & Terms

A. Acronyms

- **CoC** Continuum of Care
- **ESG** Emergency Solutions Grants
- **HMIS** Homeless Management Information System
- **HUD** U.S. Department of Housing and Urban Development
- **MOU** Memorandum of Understanding
- **NOFO** Notice of Funding Opportunity

B. Definitions

Black text is taken from the C.F.R. interim rule. Blue text has been developed for the Baltimore City Continuum of Care.

Action without a Meeting

Any action required or permitted to be taken by a decision-making body without a meeting if all members individually or collectively consent in writing to such action.

At risk of homelessness

1) An individual or family who:
    a) Has an annual income below 30% of median family income for the area, as determined by HUD;
    b) Does not have sufficient resources or support networks, e.g., family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the —Homeless definition in this §; and
    c) Meets one of the following conditions:
        i) Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
        ii) Is living in the home of another because of economic hardship;
        iii) Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days of the date of application for assistance;
        iv) Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by federal,
        v) State, or local government programs for low-income individuals;
        vi) Lives in a single-room occupancy or efficiency apartment unit in which there reside more than 2 persons, or lives in a larger housing unit in which there reside more than 1.5 people per room, as defined by the U.S. Census Bureau;
        vii) Is exiting a publicly funded institution, or system of care (such as a health- care facility, a mental health facility, foster care or other youth facility, or correction program or institution); or
        viii) Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient's approved consolidated plan;
2) A child or youth who does not qualify as "homeless" under this §, but qualifies as "homeless" under §387(3) of the Runaway and Homeless Youth Act (42 U.S.C. 5732a(3)), §637(11) of the Head Start Act (42 U.S.C. 9832(11)), §41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e- 2(6)), §330(h)(5)(A) of the Public Health Service Act (42 U.S.C. 254b(h)(5)(A)), §3(m) of the Food and Nutrition Act of 2008 (7 U.S.C. 2012(m)), or §17(b)(15) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)(15)); or
3) A child or youth who does not qualify as "homeless" under this §, but qualifies as "homeless" under §725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)), and the parent(s) or guardian(s) of that child or youth if living with her or him.

Baltimore City Action Plan on Homelessness

The Baltimore City Action Plan on Homelessness is the Baltimore City community's strategic plan, as implemented by the Continuum, to ensure that homelessness is rare and brief.

Continuum Board (the Board)

The governing board established to act on behalf of the Continuum using the process established as a requirement by §578.7(a)(3) and in compliance with the conflict-of-interest requirements at §578.95(b). The board must: (1) be representative of the relevant organizations and of projects serving homeless subpopulations; and (2) include at least one homeless or formerly homeless individual.

Centralized or coordinated assessment system

Means a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.

Chronically homeless

1) An individual who:
    a) Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
    b) Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least 1 year or on at least 4 separate occasions in the last 3 years; and
    c) Can be diagnosed with 1 or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in §102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002)), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability.
2) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or
3) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

CoC Program

The CoC (Continuum of Care) program is the funding program of HUD authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act as amended (42 U.S.C. 11371 et seq).

CoC Program Grantee (Recipient) *and* ***Sub-recipient***

The CoC Program Grantee is the "recipient" as used by HUD and means an applicant that signs a grant agreement with HUD. Sub-recipient means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a sub-grant from the recipient to carry out a project.

Code of Federal Regulations (CFR)

A codification of the general and permanent rules published in the *Federal Register* by the Executive departments and agencies the U.S. federal government.

Collaborative applicant

Means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds under this part on behalf of the Continuum.

Committees & Workgroups

The Continuum's committees and workgroups are the action planning components of the system. In these bodies, strategies are developed, deepened and expanded into time-limited work plans. These groups may also be directly responsible for specific strategies or exploring options to solve particular concerns.

Consolidated plan

Means the HUD-approved plan developed in accordance with 24 CFR 91.

The Continuum (Continuum of Care)

The name of this body will be the Baltimore City Continuum of Care (the Continuum). This has been defined in two ways:

1) Means the group organized to carry out the responsibilities required under this part and that is composed of representatives of organizations, including nonprofit homeless 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, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate. (24 CFR §578.3)
2) Means the group composed of representatives of relevant organizations, which generally includes [list as in first definition] that are organized to plan for and provide, as necessary, a system of outreach, engagement, and assessment; emergency shelter; rapid re-housing; transitional housing; permanent housing; and prevention strategies to address the various needs of homeless persons and persons at risk of homelessness for a specific geographic area. (24 CFR §576.2)

Continuum Member

Those individuals and entities meeting the composition and eligibility standards of the Continuum as set forth in this Charter.

Eligible applicant

Means a private nonprofit organization, State, local government, or instrumentality of State and local government.

Emergency shelter

Means any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless and which does not require occupants to sign leases or occupancy agreements.

Emergency Solutions Grants (ESG)

Means the grants provided under 24 CFR part 576.

High-performing community (HPC)

Means a Continuum of Care that meets the standards in subpart E of this part and has been designated as a high-performing community by HUD. To qualify as an HPC, a Continuum must demonstrate through:

1) Reliable data generated by the Continuum of Care's HMIS that it meets all of the following standards:
    a) Mean length of homelessness: Either the mean length of episode of homelessness within the Continuum's geographic area is fewer than 20 days, or the mean length of episodes of homelessness for individuals or families in similar circumstances was reduced by at least 10% from the preceding federal fiscal year.
    b) Reduced recidivism. Of individuals and families who leave homelessness, less than 5% become homeless again at any time within the next 2 years; or the percentage of individuals and families in similar circumstances who become homeless again within 2 years after leaving homelessness was decreased by at least 20% from the preceding federal fiscal year.
    c) HMIS Coverage: The Continuum's HMIS must have a bed coverage rate of 80% and a service volume coverage rate of 80% as calculated in accordance with HUD's HMIS requirements.
    d) Serving families and youth: With respect to Continuums that served homeless families and youth defined as homeless under other federal statutes in paragraph (3) of the definition of homeless in §576.2:
        i) 95% of those families and youth did not become homeless again within a 2-year period following termination of assistance; or
        ii) 85% of those families achieved independent living in permanent housing for at least 2 years following termination of assistance.
2) Reliable data generated from sources other than the Continuum's HMIS that is provided in a narrative or other form prescribed by HUD that it meets both of the following standards:
    a) Community Action. All the metropolitan cities and counties within the Continuum's geographic area have a comprehensive outreach plan, including specific steps for identifying homeless persons and referring them to appropriate housing and services in that geographic area.
    b) Renewing HPC status. If the Continuum was designated an HPC in the previous federal fiscal year and used Continuum of Care grant funds for activities described under §578.71, that such activities were effective at reducing the number of individuals and families who became homeless in that community.

Homeless

Means:

1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
    a) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
    b) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or
    c) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;
2) An individual or family who will imminently lose their primary nighttime residence, provided that:
    a) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
    b) No subsequent residence has been identified; and
    c) The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;
3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
    a) Are defined as homeless under §387 of the Runaway and Homeless Youth Act (42 U.S.C. 5732a), §637 of the Head Start Act (42 U.S.C. 9832), §41403 of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2), §330(h) of the Public Health Service Act (42 U.S.C. 254b(h)), §3 of the Food and Nutrition Act of 2008 (7 U.S.C. 2012), §17(b) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)), or §725 of the McKinney-Vento Homeless
    b) Assistance Act (42 U.S.C. 11434a);
    c) Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the
    d) 60 days immediately preceding the date of application for homeless assistance;
    e) Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and
    f) Can be expected to continue in such status for an extended period of time because of chronic disabilities; chronic physical health or mental health conditions; substance addiction; histories of domestic violence or childhood abuse (including neglect); the presence of a child or youth with a disability; or two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment; or
4) Any individual or family who:
    a) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
    b) Has no other residence; and
    c) Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

Homeless Management Information System (HMIS)

Means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.

HMIS Lead

Means the entity designated by the Continuum of Care in accordance with this part to operate the Continuum's HMIS on its behalf.

Homelessness prevention

ESG funds may be used to provide housing relocation and stabilization services and short- and/or medium-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter or another place described in paragraph (1) of the "homeless" definition in § 576.2. This assistance, referred to as homelessness prevention, may be provided to individuals and families who meet the criteria under the "at risk of homelessness" definition, or who meet the criteria in paragraph (2), (3), or (4) of the "homeless" definition in § 576.2 and have an annual income below 30 percent of median family income for the area, as determined by HUD. The costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in the program participant's current permanent housing or move into other permanent housing and achieve stability in that housing. Homelessness prevention must be provided in accordance with the

housing relocation and stabilization services requirements in § 576.105, the short-term and medium-term rental assistance requirements in § 576.106, and the written standards and procedures established under § 576.400.

Permanent housing

Means community-based housing without a designated length of stay, and includes both permanent supportive housing and rapid rehousing. To be permanent housing, the program participant must be the tenant on a lease for a term of at least one year, which is renewable for terms that are a minimum of one month long, and is terminable only for cause.

Permanent supportive housing

Means permanent housing in which supportive services are provided to assist homeless persons with a disability to live independently.

Point-in-time count

Means a count of sheltered and unsheltered homeless persons carried out on one night in the last 10 calendar days of January or at such other time as required by HUD.

Private nonprofit organization

Means an organization:

1) No part of the net earnings of which inure to the benefit of any member, founder, contributor, or individual;
2) That has a voluntary board;
3) That has a functioning accounting system that is operated in accordance with generally accepted accounting principles, or has designated a fiscal agent that will maintain a functioning accounting system for the organization in accordance with generally accepted accounting principles; and
4) That practices nondiscrimination in the provision of assistance.
5) A private nonprofit organization does not include governmental organizations, such as public housing agencies.

Program participant

Means an individual (including an unaccompanied youth) or family who is assisted with Continuum of Care program funds.

Project

Means a group of eligible activities, such as HMIS costs, identified as a project in an application to HUD for Continuum of Care funds and includes a structure (or structures) that is (are) acquired, rehabilitated, constructed, or leased with assistance provided under this part or with respect to which HUD provides rental assistance or annual payments for operating costs, or supportive services under this subtitle.

Rapid re-housing

From National Alliance to End Homelessness: Rapid Re-Housing: Creating Programs that Work (July 2009)

Rapid Re-Housing is for "individuals and families who are experiencing homelessness (residing in emergency or transitional shelters or on the street) and need temporary assistance in order to obtain housing and retain it" (HUD Homelessness Prevention and Rapid Re-Housing (HPRP) Notice, March 19, 2009).

These are the key components:

1) The individual or family is currently homeless
2) The "Rapid" in Rapid Re-Housing means that the household is assisted to obtain permanent housing as quickly as possible. People move directly from homelessness to housing. There are no intermediate programs that delay their move to housing.
3) Rapid Re-Housing provides the minimal amount of assistance—amount and length—needed to obtain and retain housing.
4) Households are empowered to make their own choices and to respond to the consequences of those decisions.
5) The key to successful re-housing is understanding the individual's barriers to getting and keeping housing—then finding ways to eliminate or compensate for those barriers.

Recipient *and* ***Sub-recipient***

See CoC Program Grantee.

Relevant organizations

Relevant organizations include 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.

Safe haven

Means, for the purpose of defining chronically homeless, supportive housing that meets the following:

1) Serves hard to reach homeless persons with severe mental illness who came from the streets and have been unwilling or unable to participate in supportive services;
2) Provides 24-hour residence for eligible persons for an unspecified period;
3) Has an overnight capacity limited to 25 or fewer persons; and
4) Provides low-demand services and referrals for the residents.

Support entity

Support Entity is the coordination hub responsible for:

- Providing logistical support for Continuum responsibilities as in Interim Rule – 24 CFR §578.7
- Convening and facilitating the Board and key working groups
- Monitoring strategic coherence across efforts
- Coordinating communication within the Continuum
- Managing collective data systems and information distribution
- Mobilizing planning efforts that frame future plans, related community-wide plans and their revision
- Stewarding resources for collective impact as appropriate

As such, the support is not a "lead" entity, but rather performs the roles of advocate, planning consultant, project manager, and logistics staff – though always free to delegate elements of its responsibility to appropriate Continuum members and/or contracted support as appropriate.

Transitional housing

Means housing, where all program participants have signed a lease or occupancy agreement, the purpose of which is to facilitate the movement of homeless individuals and families into permanent housing within 24 months or such longer period as HUD determines necessary. The program participant must have a lease or occupancy agreement for a term of at least one month that ends in 24 months and cannot be extended.

Unified Funding Agency (UFA)

Means an eligible applicant selected by the Continuum of Care to apply for a grant for the entire Continuum, which has the capacity to carry out the duties in §578.11(b), which is approved by HUD and to which HUD awards a grant. No UFA has been designated. The Board will work with the Collaborative Applicant to apply for UFA status if the Board or Continuum as a whole sees fit to do so.

Victim service provider

Means a private nonprofit organization whose primary mission is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking. This term includes rape crisis centers, battered women's shelters, domestic violence transitional housing programs, and other programs.

IX. Board Selection Process Appendix

A. Example Timeline

Below is an example timeline to guide the election process, the Governance Committee should consider scheduled CoC meetings when developing the timeline.

Date	Event	Details of Activity
mid August	Governance Meeting	• Governance Committee reviews the Board membership to determine current and upcoming vacancies. • CoC Leadership, Support Entity, and Governance Committee drafts an election timeline for review by the Board.
late August	Board Meeting	• Governance Committee presents a proposed election timeline to the Board for approval.
mid September	General Body Meeting the CoC member database Nomination form opens	• Governance Committee provides overview of CoC Board election process, including status of current board + recruiting needs. • Call for nominations form available on the CoC member database
late September	Email Communication: Call for Nominations	• Call for Board nominations released via the CoC member database, reminders sent weekly. • Form is open for one (1) month. • Support Entity contacts nominees on rolling basis to request information to confirm the nomination (refer to section B. Board Nominations- Notice of Nomination)
mid October	Deadline for CoC Board Nominations	• Nomination form closes. • Support Entity notifies all nominees. • Any nomination received on the same date as the deadline will be given three (3) business days to confirm their nomination and submit required materials.
late October	Deadline for the CoC member database Registration to Participate in Election	• All new Individuals and Agency Representatives must be registered in the CoC member database by this date. Renewals are permitted after this date.
late October	Finalize Nominee Report	• Support Entity prepares nomination report for the Governance Committee
late October	Governance Meeting	• Support Entity presents Nomination report to Governance Committee. • Governance Committee reviews the nomination report and determines appropriate Board seat categorization based on the nominee's experience and organizational affiliation, documenting the rationale.
late October	Board Meeting	• Governance Committee presents the Board slate to the CoC Board. • Support Entity finalizes bios of Board nominees.

late October	Email Communication: Notice of Election	• Support Entity distributes a notice of election via the CoC member database, sharing the Board nominee bios with the broad CoC community, resharing weekly.
late October	Ballot available for one (1) week	• Ballot available via the CoC member database for one week.
early November	General Body Meeting Election closes	• Support Entity provides electronic devices and support for in-person voting via the CoC member database. • Election closes at 11:59 p.m. on the date of the General Body Meeting. • Support Entity prepares election report for Governance Committee.
mid November =	Governance Meeting	• Support Entity presents election result report to Governance Committee.
mid December	Board Meeting	• Governance Committee presents the results of the Board election. • Board members vote on results. • Support Entity notifies elected Board members and CoC community..
mid December	2025 Board Orientation	• 2025 Board Orientation with newly elected, continuing, and outgoing Board members.
early January	HUD training	• Virtual HUD training, parts I and II
If Chair and Vice Chair elections are needed:		
mid December	2025 Board Orientation Chair & Vice Chair Nomination Form Opens	• First Call for Chair + Vice Chair Nominations • Nomination form on the CoC member database opens • Support Entity contacts nominees on a rolling basis (refer to section III. Leadership Selection and Transition, Notice of Nomination)
early January	Chair & Vice Chair Nomination Form Closes	• Support Entity releases Chair and Vice Chair nominee bios to the Board.
early January	HUD training	• Virtual HUD training, parts I and II
mid January	Question & Answer session with Chair & Vice Chair Nominees Ballot for Chair & Vice Chair opens	• Governance Committee facilitates a Question and Answer session with Chair and Vice Chair Nominees. • Ballot becomes available to voting Board members on the CoC member database.
mid January	Ballot available	• Voting Board members participate in voting on the CoC member database
mid January	Ballot closes	• Support Entity prepares election report for Governance Committee.
mid January	Governance Committee Meeting	• Support Entity presents results of results of Chair and Vice Chair election to the Governance Committee. • Nominees notified. • Board notified. • General public notified.

mid January	HUD training	• HUD Orientation & Training Session, coordinated by Support Entity
late January	MOHS-CoC Chairs leadership meeting with Director Simmons	
late January	MOHS-CoC Planning Meeting with New Chair + Vice Chair	• Preparation of Board agenda
mid February	Board Meeting	• Facilitated by new Chair and Vice Chair, with Support Entity Support

B. Example Board Nomination Form

Name:
Pronouns:
Email/Phone Number:
Agency/Organization Affiliation:
Current Role/Job Title:
Select Board Seat Category Eligibility (limit 2):

- ❑ **Homeless or Formerly Homeless Individuals**
- ❑ **Homeless and At-Risk of Homeless Service Providers**
- ❑ **At-Large Representatives**

Review CoC Board Roles and Responsibilities, do you agree to these roles and responsibilities?

- ❑ **Yes**
- ❑ **No**

Review the Code of Conduct and Conflict of Interest & Recusal Form. Do you have any conflicts of interest?

- ❑ **Yes**
- ❑ **No**

If Yes, Explain:

C. Example Board Bio Template

Limit bios to 250 words.

1) **Explain your eligibility for the [selected] Board seat categories:**
2) **Background and Experience:** Provide 1-2 sentences summarizing professional experience, relevant skills, and/or qualifications.
3) **Commitment to CoC Board**: Provide 1-2 sentences explaining interest in serving on the CoC Board and your goals for contributing to the Board's mission
4) Optional- Personal Statement: Provide 1 sentence of additional information the nominee would like to share.

D. Example Leadership Nomination Form

Your Name:
Nominee Name:
Please indicate whether you would like the nominee to be considered for the CoC Chair or Vice Chair position. Check all that apply.

- ❑ **Chair**
- ❑ **Vice Chair**

Has the nominee held a leadership position within the CoC before?

- ❑ **Yes**
- ❑ **No**
- ❑

E. Example Leadership Bio Template:

Limit bios to 250 words.

1) **Explain your eligibility for the [selected] Board seat categories**:
2) **Background and Experience:** In 1-2 sentences, summarize your professional experience, relevant skills, and/or qualifications, noting any leadership positions you have held in the CoC.
3) **Commitment to CoC Board**: In 1-2 sentences, explain your interest in serving on the CoC Board and your goals for contributing to the CoC's mission.
4) **Fund Management:** In 1-2 sentences, explain any experiences you have in managing funds.
5) **Optional- Personal Statement**: Provide 1 sentence of additional information the nominee would like to share.

F. Process Review Tracking Form (Sample)

Section Modified	Description of Change	Reason for Change	Decision-Making Body	Approval Status + Date

Instructions:

1) Specify which section of the Broad Selection Process is being modified.
2) Provide a brief description of the change.
3) Explain the reason for the modification.
4) Identify the decision-making body responsible for approving the change (e.g. CoC Board, Governance Committee,
5) etc.)
6) Indicate whether the change has been approved, is under review, or has been rejected with a dated timeline.

Baltimore City Continuum of Care Charter and Bylaws
Revision History

Baltimore City CoC Charter Revision History

Established February 2015

Review and approval dates:

- June 2016 - review and approval in June
- November 2018 - review November 2018, approval date November 18, 2018
- March 2019 - review March 2019, approval date March 14, 2019
- March 2020 - review and approval in March
- December 2021 - review December 2021, approval date December 9, 2021
- June 2022 - review and approval
- June 2024 - review and approval
- April 2025 - reviewed in April 2025, approved April 17, 2025, updated June 2025
- June 2025 – reviewed in June 2025, approved September 16, 2025, updated September 19, 2025
- August 2026 – reviewed in July 2026, approved August 20, 2026, updated September 24, 2026

Baltimore City CoC Bylaws Revision History

Established February 2015

Review and approval dates:

- June 2016 - review and approval in June
- November 2018 - review November 2018, approval date November 18, 2018
- March 2019 - review March 2019, approval date March 14, 2019
- March 2020 - review and approval in March
- December 2021 - review December 2021, approval date December 9, 2021
- June 2022 - review and approval
- June 2024 - review and approval
- April 2025 - reviewed in April 2025, approved April 17, 2025, updated June 2025
- June 2025 – reviewed in June 2025, approved September 16, 2025, updated September 19, 2025
- August 2026 – reviewed in July 2026, approved August 20, 2026, updated September 24, 2026