**Charlotte-Mecklenburg CoC**
**Full Membership Meeting**
**November 10, 2026**
**2:00pm – 3:30pm**

| Agenda Item | Facilitator | Time |
|---|---|---|
| **Welcome & Introductions**<br>Share Name & Organization<br>CoC Governing Board Updates | Andrew Yavorski<br>CoC Board Vice Chair | 2:00-2:15 |
| **Older Adults** | Hillary Kaylor & Centralina Area Agency on Aging | 2:15-2:45 |
| **CoC Governing Charter** | Erin Nixon | 2:45-3:00 |
| **Point in Time Count (PIT)** | Jessica Lefkowitz & Branden Lewis | 3:00-3:15 |
| **CoC Agency Updates** | Erin Nixon<br>Attendees | 3:15-3:30 |

**2026 CoC Full Membership Meeting Schedule**
**2:00pm-3:30pm**

| | |
|---|---|
| ~~February 11~~ | ~~September 1~~ |
| ~~May 13~~ | ~~November 10~~ |

**CoC Governing Board Members**

| | | | |
|---|---|---|---|
| Andrew Yavorski<br>Chair | Stephanie Wallace<br>Vice Chair | Moira Quinn<br>Secretary | Justin Tucker |
| Karen Pelletier | Deputy Chief Jacquelyn Bryley | Rebecca Pfeiffer | Lauryn Penister |
| Katie Kutcher | Maurice Reid | Adelaide Martin | Brittany Marshall<br>(VA Liaison) |
| Sonia Jenkins | Tawanna Denmark | Logan Adams | Glennis Davis |
| Cherelle Rozie | Chris Campbell | Jessica Lefkowitz | |

Meeting Notes:

**NC 505: Charlotte/Mecklenburg Continuum of Care (CoC)**

**Governance Charter**

**APPROVED ~~05/13/2026~~11/10/2026**

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**I.a. Purpose of the Charter**

The U.S. Department of Housing and Urban Development (HUD) charges communities that receive funds under the Continuum of Care Program (hereinafter referred to as the "CoC Program") of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) with specific responsibilities. In its CoC Program interim rule (24 CFR Part 578), HUD describes, in Subpart B, how continuums of care are established, as well as the required duties and functions of these continuums. The interim rule defines a CoC as "the group organized to carry out the responsibilities 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." The interim rule also establishes three major duties for which the CoC is responsible: to operate the CoC, to designate a Homeless Management Information System (HMIS) for the CoC, and to plan for the CoC. In order to effectively operate and manage the CoC, a governance charter is required; therefore, the Charlotte-Mecklenburg CoC has adopted this governance charter.

**I.b. Duration of the Charter**

This governance charter shall be reviewed annually by the CoC membership and by the CoC Board and amended as necessary to carry out the CoC duties. This governance charter may be amended and approved by a simple majority vote of the membership.

**II. Mission and Vision**

The mission of the Charlotte/Mecklenburg CoC is to end homelessness and alleviate its negative impacts by:

• engaging the community to address underlying causes,

• providing prompt and straight-forward access to a coordinated continuum of shelter and affordable housing options and supports that meets the needs of diverse homeless individuals and families, and

• expanding, sustaining, and developing new affordable housing options and supports to meet the changing circumstances of individuals and families who are at-risk of homelessness, currently homeless, or recently homeless in our community.

**The Vision**:

Homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg community. Racial disparities are eliminated, and everyone has housing choices and prompt access to the housing resources and supports that meet their needs.

**III. CoC Membership**

**a. Definition**

Organizations and unaffiliated individuals residing or working within Mecklenburg County may be members of the CoC. The Charlotte/Mecklenburg CoC will actively recruit for a broad and inclusive membership including, but not limited to homeless or formerly persons, nonprofit homeless assistance providers, victim service providers, faith-based organizations working to reduce homelessness, local governments, businesses, funders, advocates, public housing agencies, school districts, social service providers, mental health and substance use agencies, healthcare providers, universities, affordable housing developers, landlords, and criminal justice providers.

**b. Process to become a member, and to maintain membership.**

An organization that operates in Mecklenburg County or an individual who lives or works in Mecklenburg County may become a member by completing an application form and providing it to designated CoC staff (the Collaborative Applicant). The form should be straightforward and simple to complete, in order to encourage, rather than discourage, membership. Members (individuals and organizations) must attend a minimum of 50% of CoC Full Membership~~publicized~~ meetings annually. Members must attend in-person if the meeting is scheduled in-person and virtually if the meeting is scheduled virtually. Attendance will be recorded at each meeting and reviewed when making funding recommendations. Members (individuals and organizations) who do not attend at least 50% of full membership meetings each calendar year will be removed as CoC members after the last scheduled meeting of the calendar year and are welcome to reapply before the first meeting of the next calendar year. An organization that becomes a member shall designate one or more persons from that organization who shall have the right to vote (one vote per organization) at CoC meetings. While only the organization's designee may vote, any employee from the organization who attends will be counted toward the organization's attendance for that meeting. At least annually the CoC shall undertake a process to recruit new members in order to ensure that the CoC is representative of its community and has the individuals and organizations needed to effectively carry out its mission.

**c. Voting**

All individual CoC members will have one vote. All member organizations will have one vote. If an organization has multiple departments, with distinct missions, each of which desires a vote, each department will fill out a membership application and designate an individual (and an alternate) who is eligible to vote. Any item that requires a vote must be noted on the meeting agenda (publicized at least 10 days in advance of the meeting). Approval by vote requires a simple majority of members present and eligible to vote. Electronic voting is permissible with advance notice to staff providing administrative support to the meeting.

**d. Membership Duties**

Duties shall include:

- vote to approve CoC Board members recommended by the Membership/Nominating Committee. Approval of CoC Board members may take place at any scheduled CoC membership meeting by a majority vote of all Members present.

**Commented [NE1]:** Public comment received from Daphne Bridges, Wheels & Walls Company:

"Section III.b, page 3: Specify which meetings count toward the annual 50% attendance requirement, how attendance is calculated, and whether remote attendance and attendance by an organization's designated alternate count. This would help members understand and meet their participation responsibilities."

**Commented [NE2]:** Justification: to reiterate the paragraph above.

- vote to approve governance charter and amendments
- vote to approve selection of the initial Collaborative Applicant
- serve on committees and/or workgroups to the extent possible
- provide input and guidance on CoC policy, strategy and resource allocation issues (upon request).

**e. Meetings and Communications**

CoC membership meetings shall be held at least two times per year but may be held more frequently at the discretion of the CoC Governing Board. The meetings shall be scheduled at times to allow for the largest possible number of members to attend. Agendas shall be published on the CoC website at least ten business days in advance of the meetings. Results of actions taken at a CoC meeting shall be published on the website within 14 days. The CoC Membership will receive information about CoC goals, plans and operations via a variety of means including: an electronic newsletter, notices, agendas and minutes of committee meetings, and notices, agendas and minutes of CoC Board meetings, all posted on the CoC website.

Agenda items for the next full membership meeting are requested at each full membership meeting and at CoC Board, Committee and Workgroup meetings. Agenda items and presentations should include information and training opportunities that have the goal of advancing the shared, collective mission of the CoC. Final agenda items will be at the discretion of the Collaborative Applicant staff.

## IV. CoC Governing Board

**a. Governance Model**

The governing board is the policy setting and decision-making body for the CoC, which is responsible to the CoC membership to fulfill its HUD-defined responsibilities as defined in this charter. The board is responsible for planning, coordination of resources, and evaluation of results for the community. The board is empowered to create standing committees and ad-hoc working groups to achieve community goals. The board will look to recommendations from its committees and work groups in order to develop sound policies and practices that meet the needs of the community.

**b. Roles /Responsibilities of the Board**

In order to make homelessness rare, brief and non-recurring, the Board responsibilities shall include:

- Providing overall direction and leadership of the CoC process
- Making formal decisions for the CoC, with input from committees, membership, The Collaborative Applicant and others with expertise
- Aligning and coordinating CoC, North Carolina Department of Health and Human Services Emergency Solutions Grants and other homeless assistance and mainstream resources
- Advocating for additional resources, as required

- Ensuring the availability of data for planning
- Establishing priorities for and making recommendations to HUD about allocation of CoC resources
- Establishing system and program outcomes for evaluation purposes
- Monitoring and evaluating system-wide and individual program performance toward established goals
- Establishing committees and workgroups, and receiving their reports
- Selecting the Collaborative Applicant, HMIS Lead Agency and CE Lead Agency
- Direct HMIS Lead to enter into a contract with HMIS software vendor
- Entering into contracts and Memoranda of Understanding (MOU) on behalf of the CoC and monitoring performance under these contracts and MOUs, and
- Communicating effectively with the CoC Membership and other key constituencies involved in eradicating homelessness.

**c. Composition and Leadership**

The Board will consist of no more than 20, and no fewer than 15 members, all of whom will have one vote.

**Four (4) members** will be ex-officio. They will be:

- The Mecklenburg County Community Support Services Director or senior level designee
- The City of Charlotte Director of Housing and Neighborhood Services or senior level designee
- INLIVIAN (formerly The Charlotte Housing Authority) Chief Executive Officer or senior level designee
- A senior level administrator from the Veterans Administration

**Two (2) members** will be appointed by their organization(s):

- Charlotte-Mecklenburg Schools Superintendent or senior level designee
- Charlotte-Mecklenburg Police Department Chief of Police or Deputy Chief of Police

**Fourteen seats (14)** will be filled by representatives (nominated through the Membership / Nominating Committee of the CoC), and then approved by a vote of the full CoC Membership. The fourteen seats will represent these stakeholders:

- Homeless or Formerly Homeless Persons (~~2~~1)
- Member of the CoC Youth Action Board (1)
- Emergency Shelter providers (1)
- Permanent housing providers (1)
- Philanthropic partner working to eliminate homelessness (1)
- Faith-based organizations active in ending homelessness (1)
- Workforce development providers (1)
- Prevention/ street outreach/ diversion providers (1)
- Property Provider and/or affordable housing developer (1)
- Legal expertise and systemic advocacy (1)

**Commented [NE3]:** Public comment received from Andrew Yavorski, Point Source Youth and CoC Board chair:

"Currently, we have one named seat on the governance board for those with lived experience - We also have an active and growing Youth Action Board comprised of young adults (18-30) who have lived experience. I propose that instead of combining these seats, we have 1 lived experience seat (ideally for someone over 30 years old) and 1 YAB seat. I believe this would enhance the voices of those with lived experience on our governing board across demographics/interests etc."

- One representative from the business community with office locations in Uptown Charlotte (1)
- Youth Homelessness provider (1)
- Population-specific: including but not limited to: formerly incarcerated persons, persons with substance use issues, persons with HIV/AIDS, homeless youth, LGBTQ persons, victims of Domestic Violence, Latino/Hispanic community, etc. (~~2~~1)
- Healthcare (physical, mental health and/or substance use) (1)

**Community Support Services (CSS) Director (or Designee):** Inform the CoC Board and staff of accomplishments and challenges in on-going Housing Innovation & Stabilization Services programs (directly operated and contracted), new County initiatives, partnerships, and potential opportunities to end homelessness. Serve as liaison with elected County officials, City of Charlotte Director of Housing and Neighborhood Services, INLIVIAN Chief Executive Officer, County Manager, the six towns in Mecklenburg County and County Department Directors to build and maintain open channels of communication and trust. Strengthen relationships with mainstream economic and healthcare service providers in the community, on behalf of the CoC. Champion the work of the CoC while serving on boards and committees of other public, private, and not-for-profit organizations that serve persons experiencing homelessness and in need of affordable housing. Continue to raise awareness regarding homelessness through presentation of timely and accurate data. Identify opportunities to advocate for resources to end homelessness. Strive to coordinate County funding priorities with CoC priorities to maximize resources for the community.

**City of Charlotte Director of Housing and Neighborhood Services (or Designee):** Inform the CoC Board and staff of accomplishments and challenges in on-going City-operated and grantee-operated programs that serve homeless or formerly homeless persons and persons at-risk, new City initiatives, partnerships, and potential opportunities to end homelessness. Serve as liaison with elected City officials, City Manager, and City Department Directors to build and maintain open channels of communication and trust. Strengthen relationships with mainstream economic and healthcare service providers in the community, on behalf of the CoC. Champion the work of the CoC while serving on boards and committees of other public, private, and not-for-profit organizations that serve persons experiencing homelessness and in need of affordable housing. Maintain solid working relationships with North Carolina Department of Health and Human Services, administrators of Emergency Solutions Grant funds. Identify opportunities to advocate for resources to end homelessness. Strive to coordinate City funding priorities with CoC priorities to maximize resources for the community.

**INLIVIAN Chief Executive Officer (or designee):** Inform the CoC Board and staff of accomplishments, challenges, and upcoming changes in INLIVIAN-operated and grantee-operated housing and housing voucher programs. Serve as liaison with the INLIVIAN Board to build and maintain open channels of communication and trust. Strengthen relationships with mainstream economic and healthcare service providers in the community, on behalf of the CoC. Champion the work of the CoC while serving on boards and committees of other public, private, and not-for-profit organizations that serve persons in need of affordable housing. Identify opportunities to advocate for resources to end homelessness. Strive to coordinate INLIVIAN priorities with CoC priorities, to maximize resources for the community.

**Senior Level Administrator from the Veterans Administration:** Inform the CoC Board and staff of accomplishments, challenges, and upcoming changes in VA-operated and grantee-operated housing,

**Commented [NE4]:** Public comment received from Sarah Mikhail, Time Out Youth:

"Page number 5, Section 4. CoC Governing board, c. composition and leadership. I am suggesting that instead of 2 seats being designated for all special populations that we have a permanent seat for homeless youth. I believe that as long as a community has any young people that are unhoused, we need a representative for this group at all times. All other special populations listed such as substance use, LGBTQ community, immigrant community, exist with all the other areas of homelessness that are represented. There is a unique way to address homelessness for young people and I think we need a voting member to represent their interests. I would like to be that representative for the first term."

See below for proposed seat description if approved.

housing voucher, and healthcare programs. Serve as liaison with the VA Administration and local agencies serving veterans, sharing information frequently, to build and maintain open channels of communication and trust. Provide introductions and contact information for the VA to CoC staff and Governing Board. Strengthen relationships with mainstream economic and healthcare service providers in the community, on behalf of homeless veterans. Identify opportunities to advocate for resources to end veteran homelessness. Strive to coordinate VA priorities for housing homeless veterans and their families with CoC priorities, to maximize resources, facilitate access, and provide a more complete picture of homelessness for the community.

**Charlotte-Mecklenburg Schools (CMS) Superintendent (or senior level designee):** Facilitate coordination of McKinney-Vento services and promote data - sharing as allowed by law and regulations between CMS and the CoC. Provide introductions and contact information for key positions within CMS to CoC staff and Governing Board. Share information frequently with CMS administrators about the work of the CoC to build channels of communication and trust. Identify opportunities for the CoC to advocate for resources for youth experiencing homelessness.

**Homeless or Formerly Homeless Persons :** Share what you know from personal experience with the CoC and gather the viewpoints and experiences of others who have experienced homelessness so that the CoC can make more informed decisions about how to allocate resources and meet needs. Identify strategies and programs that appear to be working well, and those that do not; suggest improvements. Support the Point in Time Count and other data-gathering efforts by the CoC to ensure accurate understanding of the size and scope of homelessness in Charlotte-Mecklenburg. Take opportunities to inform persons still experiencing homelessness of the work of the CoC and of available resources.

**Emergency Shelter Providers:** Share observations from your own work and gather information and feedback from your colleagues working in Shelter programs so that the CoC can make better informed decisions about resource allocations and strategies to end homelessness. Identify Shelter strategies and programs that appear to be working well and those that do not; suggest improvements and ways to better coordinate with other service providers. Upon request, review data about program performance, identify gaps in data, and suggest solutions. Inform colleagues who are unfamiliar with the work of the CoC; advocate for resources to end homelessness.

**Permanent Housing Providers:** Share observations from your own work and gather information and feedback from your colleagues working in Permanent Housing programs so that the CoC can make better informed decisions about resource allocations and strategies to end homelessness. Identify PH strategies and programs that appear to be working well and those that do not; suggest improvements and ways to better coordinate with other service providers. Upon request, review data about program performance, identify gaps in data, and suggest solutions. Inform colleagues who are unfamiliar with the work of the CoC; advocate for resources to end homelessness.

**Philanthropic partner working to eliminate homelessness:** Share lessons learned from grantee programs and gather information and feedback from your colleagues working in the homelessness arena so that the CoC can make better informed decisions about resource allocations and strategies to end homelessness. Regularly and broadly communicate the work of the CoC, its accomplishments and challenges, to philanthropic partners and funders. When feasible, encourage additional funders to consider investments in ending homelessness, and encourage funders to join the CoC. Suggest strategies

to better align public and philanthropic funding. Support data sharing, whenever possible. Identify opportunities for philanthropic partners to fill gaps in the service continuum.

**Faith-based organizations active in ending homelessness:** Share lessons learned from your own work and gather information and feedback from your colleagues working in similar organizations so that the CoC can make better informed decisions about resource allocations and strategies to end homelessness. Regularly and broadly communicate the work of the CoC, its accomplishments and challenges, to leadership and membership of the faith-based organizations, as feasible. Encourage additional faith-based organizations of all denominations, active in ending homelessness, to join the CoC. Advocate for additional resources and participation. Suggest strategies to better align public and faith-based funding. Identify opportunities for faith-based organizations to fill gaps in the continuum of services.

**Workforce Development Providers:** Share experiences and gather feedback of: (a) workforce development providers, (b) homeless and formerly homeless clients seeking employment, and (c) employers of homeless and formerly homeless clients with the CoC Governing Board. Identify opportunities and strategies to more quickly employ persons who are experiencing homelessness and to improve their longer-term employment prospects. Regularly and broadly communicate the work of the CoC, its accomplishments and challenges, to workforce development providers and to current and potential employers of this population. Serve as liaison to the Charlotte Works Board. Provide introductions and contact information for key positions within Charlotte Works to CoC staff and Governing Board. Inform the CoC Board of opportunities to advocate for resources and/or strategies that will enhance employment opportunities for persons who have experienced or are still experiencing homelessness. Encourage data-sharing between Charlotte Works and the CoC.

**Prevention/ Street Outreach/ Diversion Providers:** Share observations from your own work and gather information and feedback from your colleagues working in Prevention, Street Outreach, and Diversion programs so that the CoC can make better informed decisions about resource allocations and strategies to end homelessness. Identify strategies and programs that appear to be working well and those that do not; suggest improvements and ways to better coordinate with other service providers. Upon request, review data about program performance, identify gaps in data, and suggest solutions. Educate colleagues who are unfamiliar with the work of the CoC. Advocate for resources to end homelessness.

**Property Provider and/or Affordable Housing Developer:** Inform the CoC regarding issues standing in the way of expanding opportunities to house persons experiencing homelessness—financial and other. Identify strategies that are effective and could be expanded. Identify opportunities for the CoC Board to advocate for removal of barriers. Explore with property providers, potential property providers, and housing developers' opportunities to expand housing for persons experiencing homelessness. Educate colleagues who are unfamiliar with the work of the CoC.

**Legal Expertise and Systemic Advocacy:** Inform the CoC regarding legal (criminal and civil) and related obstacles to housing persons experiencing homelessness. Participate in development of solutions, bringing to bear knowledge of applicable federal, state, and local housing laws and zoning statutes, and successful efforts in other communities. Educate colleagues in applicable courts and attorneys' offices regarding the work of the CoC. Identify opportunities for the CoC Board to advocate for resources, and legislative and administrative changes.

**Representative from the Uptown Business Community:** Provide information, upon request, to the CoC Governing Board and its committees regarding how businesses interact with persons experiencing homelessness and educate the uptown business community about the CoC's work. Advocate for uptown businesses to direct available funding to CoC Board strategies.

**Population-specific (including but not limited to formerly incarcerated persons, persons with substance use issues, persons with HIV/AIDS, homeless youth, LGBTQ persons, victims of Domestic Violence, Latino/Hispanic community, etc.):** Share what you know personally and gather information and feedback, as needed, from members of the specific population you represent so that the CoC can make better decisions about how resource allocations and other decisions will impact various populations struggling with homelessness. Identify strategies and programs that appear to serve the specific population well, and those that do not; suggest improvements. Speak about the work of the CoC, including accomplishments and challenges, at appropriate gatherings. Identify opportunities for the CoC Board to advocate for resources for the specific population.

**Healthcare Provider (physical, mental health, and/or substance use):** Gather and present data and feedback, when needed, from a range of public and private providers and from patients experiencing homelessness in the community so that the CoC can make better resource allocation and service delivery decisions. Identify cross-cutting pressing issues that need to be jointly addressed by health care and housing providers. Share the work of the CoC, accomplishments and challenges, with colleagues at appropriate venues. Identify opportunities for the CoC Board to advocate for resources to meet healthcare needs of persons experiencing homelessness.

**Youth Homelessness Provider**: Share observations from your own work and gather information and feedback from your colleagues working with youth experiencing or at risk of homelessness so that the CoC can make better informed decisions about resource allocations and strategies to end homelessness. Identify strategies and programs that appear to be working well and those that do not; suggest improvements and ways to better coordinate with other service providers. Upon request, review data about program performance, identify gaps in data, and suggest solutions. Inform colleagues who are unfamiliar with the work of the CoC; advocate for resources to end homelessness.

A member organization may fill only one seat (and therefore have only one vote) on the Governing Board even if that member organization could potentially meet the definition for more than one seat.

The CoC is committed to an inclusive Board that reflects the experience of homeless or formerly homeless persons. The Membership / Nominating Committee will be charged with monitoring diversity of the Board and undertaking efforts to recruit a diverse membership.

**d. Officers:**

The Governing Board will have three officers, who will be selected by a majority vote of the Board at any meeting at which a quorum is present. The Chair, Vice-Chair and Secretary will have one-year terms. Any member of the Board may serve as an officer. Board officers may serve up to two consecutive terms**.**

- The **Chair** will preside at meetings of the Board and at meetings of the full membership, develop meeting agendas in conjunction with Collaborative Applicant, publicly speak on behalf of the CoC and sign all official CoC written communications.

- **The Vice-Chair** will fulfill the functions of the Chair when the Chair is unavailable and will serve as the Chair of the Membership / Nominating Committee of the CoC. The Vice Chair ~~will~~ may become Chair of the CoC Board after serving a term as the Vice Chair
- The **Secretary** will keep accurate records of the proceedings of all CoC Board and full membership meetings or designate another person to do so at each meeting. Such records will include the names of those in attendance. The Secretary will be responsible for timely posting and dissemination of all meeting announcements, agendas, and minutes, with the support of the Collaborative Applicant.

**Commented [NE5]:** Justification: While it is preferred that the Vice Chair become Chair in efforts to allow for transition of the work, there may be reasons why the Vice Chair may not become Chair.

**e. Process for Board Member Selection**

Board seats which are neither ex-officio nor appointed (14 seats) will be voted on by the membership. The Membership / Nominating Committee, chaired by the Vice-Chairperson of the Governing Board, will establish a process for making nominations, bringing recommendations to the full membership for a vote

The Board, will be selected as follows:

1. The ex-officio seats will be filled by the individuals in the designated positions.
2. The Charlotte-Mecklenburg Police Department Chief of Police will appoint a representative from CMPD (preferably a Deputy Chief) to serve on the CoC Board.
3. The Superintendent of the Charlotte-Mecklenburg Schools will appoint a person from CMS to serve on the CoC Board.
4. For elected seats designated for homeless or formerly homeless persons, the Lived Experience Committee will recruit interested persons who are or were homeless. Self-nominations will be accepted. The Lived Experience Committee will nominate candidates, and only they will vote. Based on that vote, the Membership/Nominating Committee will make a recommendation to the CoC membership for a vote.

For all other seats the Collaborative Applicant will post on the CoC website a notice and application for the open seats on the Governing Board. Any CoC member can nominate someone for an elected Board seat. The notice will request that interested individuals fill out an application which will be forwarded to the Membership/Nominating Committee.

**f. Terms of Board Membership**

There are no term limits for ex-officio members, but there are term limits for appointed and elected seats. Each appointed and elected Board member will serve 3-year terms. Persons who hold appointed or elected seats may not serve more than 6 consecutive years as a Board member, other than a member who fills an unexpired term. If a Board member leaves before the end of the term, if a replacement is identified, the replacement will serve just to the end of that term, and then must be re-appointed or re-elected.

~~Board members with 3-year terms:~~
~~Homeless or Formerly Homeless Persons (2)~~
~~Emergency Shelter Provider~~
~~Permanent Housing~~

**Commented [EN6]:** Justification: This was from the first board when different seats had different terms. Now, all Board members serve 3 year terms, which creates staggered terms.

~~Faith Based Organizations~~
~~Workforce Development~~
~~Homelessness Prevention/Diversion/Street Outreach~~
~~Property Provider/Affordable Housing Developer~~
~~Population Specific (2)~~
~~Philanthropic Organization~~
~~Charlotte-Mecklenburg Police Department~~
~~Representative from the Uptown Business Community~~
~~Charlotte-Mecklenburg Schools~~
~~Legal/ Systemic Advocacy~~
~~Healthcare (physical, mental health and/or substance use)~~

When terms for the population~~s~~-specific seats expire, the CoC full membership will be shown data on the sub-populations prevalent amongst clients served and will be surveyed to determine priorities for population(s) to be represented in those seats.

**Commented [NE7]:** Justification: added for clarity

Board members must abide by Attendance, Change in Employment, Conflict of Interest, and any other policies adopted by the Governing Board. In the event that a Board member cannot serve the full term, for any reason, the position may be filled in the manner in which it was originally filled, i.e. ex officio, appointment or election.

**g. Change in Employment**

In order to ensure full representation of a broad range of community organizations and specific populations, Board members will be required to inform the Chair of the Membership/Nominating Committee, within ten business days, if they change employers, retire, start a business, or otherwise significantly alter their work circumstances. Notification shall be made in writing. The Membership/Nominating Committee will then consider, within ten business days, whether the change alters the Board member's ability to represent the constituents they represent on the CoC. If the Membership/Nominating Committee determines that the Board member can no longer represent the constituents, the Membership/Nominating Committee will ask for the Board member's resignation. The Membership/Nominating Committee will then initiate the process for selecting a new representative.

**h. Attendance Policy**

In order to ensure full engagement in Board activities, Board members will be required to attend 75% of scheduled CoC Governing Board meetings annually ~~in the location scheduled (in-person or virtual). Board members must attend in person.~~ A request for virtual attendance at in-person meetings can be reviewed in extenuating circumstances. Attendance will be recorded in the CoC Governing Board minutes and will be reviewed semi-annually. CoC Governing Board members are also expected to abide by the attendance policy of the committees/workgroups of which they are members.

**Commented [NE8]:** Public comment received from Rebecca Pfeiffer, City of Charlotte:

"page 11 (Attendance Policy) - should it reference that attendance must be in person for meeting in-person since we now hold both in-person and virtual"

In the event that a Board representative is unable to participate in Board and Committee activities for 45 days or more due to unavoidable circumstances such as illness or re-assignment,

but not limited to those circumstances, the Board member shall notify the CoC Chair and Collaborative Applicant as soon as the inability to participate is known. The Board member shall suggest an alternate person to fulfill all of the Board member's responsibilities on the Board to include attending and participating in Board meetings, committee and/or workgroup meetings and CoC full membership meetings on a temporary basis, if possible and include the qualifications that make the alternate qualified to do so. The Membership/Nominating Committee will discuss the alternate appointment and vote to approve or not approve any temporary alternate appointment. Any approved alternate will be able to fully participate in meetings, which shall include counting toward a quorum, making motions, and voting. If the MNC does not approve the suggested alternate, the MNC can choose to seek out an alternate for the seat depending on the amount of time it will be vacant.

**i. Termination and Resignation**

Members may be dismissed from the Charlotte-Mecklenburg CoC for violations of the conflict-of-interest policy (as discussed in this Charter) of for other violations of the policies and procedures of this CoC, including but not limited to:

- Missing three or more consecutive Board meetings
- Fraud
- Failure to maintain confidentiality on Board matters.

Removal of a board member requires a majority of the voting members present at a CoC Board meeting, but in no event shall such a vote occur if there are fewer than 11 members present. If a board member wishes to resign, the board member shall submit a letter of resignation to the Board chairperson.

**j. Meeting Frequency**

The Governing Board will decide how frequently to meet, but, in no event, shall the Board meet less frequently than every other month to conduct business of the CoC. The Governing Board shall establish a published meeting schedule of regularly scheduled meetings prior to the start of each calendar year, but no later than December 15th of the prior year. The first Governing Board seated under this Charter shall establish a regular meeting schedule at its first meeting. Meeting schedules and agendas will be posted on the CoC website by the Collaborative Applicant. Agendas will be published at least 5 days in advance of a Board meeting.

**k. Voting and Quorums**

The Governing Board will vote on these items, at a minimum:

- the ranking of projects in the Continuum of Care application
- the selection of the Collaborative Applicant
- the selection of the HMIS Lead Agency and system software
- privacy, security, and data quality plans
- system and program performance targets
- creation and termination of committees and workgroups
- Written Standards for CoC operations

- North Carolina Department of Health and Human Services Emergency Solutions Grant funding recommendations
- the annual gaps analysis of homelessness needs and services.
- Proposals to utilize planning grant funds if the request is more than $5,000 or 10% of the remaining grant balance at the time of the proposal.
- Recommendations for other funding opportunities.

At least twelve Board members must be present for these votes, and a simple majority of those eligible to vote is required for approval of each item. At times these votes may need to occur electronically.

The rules contained in the current edition of Robert's Rules of Order, Newly Revised, shall be the parliamentary authority for all matters of procedures unless specifically addressed in this governance charter.

**l. Conflicts of Interest**

CoC Board members must abide by the Conflict of Interest guidelines laid out in the CoC Program Interim Rule. No Board member may influence decisions concerning the award of a grant or other financial benefits to the organization that the member represents or to themselves as individuals. Therefore, any individual participating in or influencing decision-making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Disclosure should occur as soon as possible, prior to the discussion of any such issue. Disclosures shall be recorded in the minutes of the meeting. Individuals with a conflict of interest should abstain from discussion and voting on any issue in which they may have a conflict. Board members will not be permitted to participate in a discussion or vote until an annual signed COI statement is on file with the CoC Collaborative Applicant.

Members of the Board, and its committees and workgroups, shall comply with federal, state and local laws and related regulations. The business of the CoC shall be conducted so as to avoid all conflicts of interest. The program standards for conflicts of interest described by the U.S. Department of Housing and Urban Development's Interim Rule for the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH Act) are found at 24 CFR Part 578.95 (available at www.hudexchange.info.)

**Commented [NE9]:** Public comment received from Rebecca Pfeiffer, City of Charlotte:

"page 12 (conflict of interest) - this maybe an outside of charter item - should disclosures/recusal be made when agenda is released so that materials are not even shared for example when a funding agencies is on the board and can see scorecards prior to being released to full CoC/public."

Response from Collaborative Applicant: Board members receive the agenda & materials at the same time as the general public.

**m. Written Standards**

All CoC written standards currently in place shall remain in place until amended by the Governing Board.

**V. Committees and Workgroups**

**a. Overview**

The work of the CoC is extensive, and there are many responsibilities that a single entity, whether that be the Board, the Collaborative Applicant, or the membership as a whole,

cannot effectively manage on its own. Therefore, the CoC, through its Board, will establish Committees (~~on going~~system-level) and workgroups (~~time-limited~~population-specific) to facilitate the work of the CoC. Each committee and work group will have a clear purpose, will publish agendas and minutes, and will communicate its findings, recommendations and concerns to the Board. In establishing committees, the Board will include categories of expertise and/or stakeholder groups it desires to include on each committee. The Membership / Nominating Committee of the Charlotte-Mecklenburg CoC will be charged with seeking individuals to fill these slots and then presenting the names and qualifications to the Board, which will vote to approve them. To the extent feasible, committee membership should reflect the diversity of the community. To the extent feasible, homeless or formerly homeless persons and at least one Board member should be part of every committee. Committees will be open to persons (CoC members, Collaborative Applicant staff, and others) who have expertise and interest in the subject matter of the committee. Committees and workgroups may elect their own chair, subject to ratification by the Board, except for the Membership/Nominating Committee, which will be chaired by the Vice-Chair of the Governing Board. All CoC committee and workgroup meetings are open to the public. Meeting dates and times are communicated via the CoC Digest email and the CoC website.

**Commented [NE10]:** Justification: The work of committees is system level and workgroups are population-focused (many are not time-limited). The Board can create and dissolve both workgroups and committees.

**Commented [NE11]:** Justification: Workgroups also have 2 co-chairs elected by the group.

**Commented [NE12]:** Public comment received from Daphne Bridges, Wheels & Walls Company:

"Section V.a, pages 13–14: Distinguish attending and participating in committees or workgroups from holding an appointed voting seat. Provide a clear contact or published process for joining workgroups. This would make participation easier to navigate for new members, smaller organizations, and individuals balancing community involvement with employment."

With ten days' notice, and through the process of a vote, the Board may create, re-configure, and/or dissolve CoC committees and workgroups in order to facilitate achievement of CoC goals and objectives. CoC Committees and workgroups will be staffed through the Collaborative Applicant.

**b. Named Committees and Workgroups**

With the adoption of the Charlotte-Mecklenburg CoC Governance Charter, the following committees and workgroups are established:

**Committees:**

**Coordinated Entry (CE) Oversight Committee** is responsible for: operating a coordinated access system that provides an initial assessment of the needs of homeless individuals and families for housing and services and annually assessing and reporting to the Board regarding participation in CE by users throughout the CoC geography.

- By-Name List Case Conferencing Planning Team: The By-Name Case Conferencing Planning Team is a sub-committee of the Coordinated Entry Oversight Committee (CEOC) and consists of the Coordinated Entry Manager, CoC Staff, Case Conferencing sub-population leads, sub-population work group leads, and BNL leads. All policies produced by the By-Name Case Conferencing Planning Team must be approved by the CEOC. The goal of the By-Name Case Conferencing Planning Team is to ensure consistency in case conferencing across population groups and assess case conferencing practices, processes, and outcomes to identify opportunities for improvements that will facilitate increased and expedited housing placements.

**MeckHMIS Governance Committee** is responsible for: overseeing the CoC's HMIS implementation in partnership with the HMIS Lead. In partnership with the HMIS Lead it is responsible for ensuring that privacy and security of HMIS data is maintained, reliable and timely data about homelessness in the geographic area of the CoC is available through the Homeless Management Information System (HMIS) and other data sources, and that the HMIS is meeting the needs of users. Reliable and timely data is the foundation upon which goals, strategies and advocacy efforts to achieve the CoC's vision are built.

**Membership / Nominating Committee** is an ad hoc committee responsible for: developing processes for outreach, engagement, and recruitment of diverse and knowledgeable CoC members, committee and workgroup members and Board members, in consultation with the Collaborative Applicant, the membership and the Board. This Committee and its officers will be appointed by the CoC Board at minimum once per year to review applications for vacant elected CoC Board & Committee seats. The Membership / Nominating Committee will recommend candidates for committees to the Board and will recommend candidates for the Board to the full membership.

**Executive Committee (EC)** is responsible for: developing agendas for the Board meetings and ensuring clear and effective lines of communication between the Board and CoC members and stakeholders. The Executive Committee will consist of the Board Chair, Vice-Chair, Secretary and Collaborative Applicant staff. Prior to the next Board meeting, the EC will request suggested agenda items from Board members. The EC will make the final decision on what is included in the Board agenda. Board members who recommend agenda items that are included in the agenda must be present at the Board meeting to speak to their agenda item.

**Ranking Committee** is an**:** developing fair and transparent processes and recommending the ranking for projects eligible for funding under the CoC Program and developing fair and transparent processes and recommending proposals for funding under the Emergency Solutions Grant Program. The Board will approve these rankings by formal vote. This committee and its officers will be appointed by the CoC Board at minimum once per year to review applications for NCDHHS ESG & CoC funding.

**Standards of Care Committee** is responsible for**:** ensuring access to resources available through the CoC is transparent; that CoC written standards promote accessibility; that agency policies and procedures align with the CoC written standards and that agencies have access to training to deliver evidence-based interventions.

**Lived Experience Committee** is responsible for: providing the consumers' perspective to committees, workgroups and the Board.

**Youth Action Board** is responsible for: providing the youth perspective to committees, workgroups and the Board.

**Workgroups:**

Workgroups will each elect 2 co-chairs who will each serve 1-year terms and may serve up to four consecutive terms. Interim terms of less than 12 months may occur to temporarily fill a vacant Officer position prior to the end of the regular term.

**Training**, which will ensure, in collaboration with the Homeless Services Network Education and Training Subcommittee, skill-building opportunities are offered to the CoC and its partners in order to enhance the effectiveness of practitioners working to end homelessness.

**Veterans Homelessness** which will work to end homelessness for veterans and their families by recommending strategic policy changes and maintaining a by-name list, as needed.

**Chronically Homeless,** which will work to end homelessness for the chronically homeless by recommending strategic policy changes and maintaining a by-name li, as needed.

**Homeless Families** which will work to implement strategies that are effective for homeless families.

**Youth,** which will work to implement strategies that are effective for youth (unaccompanied or parenting) who are at-risk or experiencing homelessness. The workgroup will work closely with the Youth Action Board (YAB) and be the connection to the CoC Governing Board and CoC Full Membership.

**Unsheltered Homeless Workgroup,** which will coordinate a CoC-wide strategy to respond to unsheltered homelessness.

**Healthcare & Housing Workgroup**, which will work to improve access to all types of healthcare to include physical & behavioral health and explore the impact of Medicaid expansion for clients served by CoC agencies.

**Homelessness Prevention Workgroup**, which will work to expand the targeted diversion/prevention system and research best practices for prevention.

**Property Provider Workgroup,** which will work to expand the number of units, to include shared housing, available to clients served through the CoC.

**Commented [NE13]:** Public comment received from Daphne Bridges, Wheels and Walls Company:

"I support Section V.b's explicit inclusion of shared housing within the Property Provider Workgroup's purpose. Please consider engaging both private property owners and operators who lease homes with authorization to rent individual rooms, while maintaining appropriate housing-quality and accountability standards."

**c. Conflicts of Interest**

Committee members and workgroup members will seek to avoid actual and perceived conflicts of interest and will abide by the CoC Interim Rule guidelines on Conflict of Interest.

## VI. Collaborative Applicant

**a. Roles and Responsibilities**

The Collaborative Applicant (CA) is the organization designated by the CoC to: (1) submit the required CoC application for all projects selected for funding, and (2) apply for CoC planning funds. In the Charlotte-Mecklenburg CoC the CA works closely with the Governing Board, the membership, its committees and workgroups to effectively coordinate the housing and services system, and to achieve the CoC's vision.

The CA's responsibilities include, but are not limited to:

1. Conducting an annual gaps analysis of the homeless needs and services available within the geographic area.
2. Conducting the Point in Time count, at least biennially.
3. Designing and managing a collaborative process for the development of a collaborative application in response to HUD's annual CoC Program competition and obtaining approval from the Governing Board to submit to HUD.
4. Designing and managing a fair and transparent process to award State Emergency Solutions Grant funds.
5. Consulting with the State and local ESG recipients in the geographic area on the use of ESG funds and progress toward program goals.
6. Consulting with the City of Charlotte to ensure that the Consolidated Plan is aligned with the CoC's strategies and plans to allocate resources that meet the needs of homeless individuals and families and persons at risk of homelessness.
7. On behalf of the Governing Board, holding meetings of the full CoC membership, with published agendas at least semiannually.
8. Staffing CoC committees and workgroups, including preparation of agendas and minutes, meeting materials and communications, maintaining records and distribution lists.
9. Assisting the CoC, through its committees and workgroups, to develop performance targets and evaluate performance.
10. Completing activities defined in the CoC Planning Grant, as approved by HUD.
11. Working collaboratively with other community stakeholders toward ending homelessness.
12. Sharing important updates about the work of the CoC and community events and resources via newsletter and other means. The newsletter is prepared by the Collaborative Applicant and distributed every Friday. It must include information that HUD requires be made public: funding announcements for CoC funds (NOFO, NCDHHS ESG, etc.) and CoC Board, committee, workgroup and full membership meeting information. Other content can be sent to the Collaborative Applicant for consideration to be included. Generally, any content that advances the shared, collective mission of the CoC will be included. Examples of information that will not be included: fundraising announcements, campaigning material and anything that elevates one agency over another. Any member of the public can request to be added to the CoC listserv via the CoC website: www.CharMeckCoC.org or by emailing CharMeckCoC@MeckNC.Gov.

**b. Selection Process**

Once the Governing Board is in place, the CoC Board will develop a process to select and approve a Collaborative Applicant for a three-year term with the understanding that a Collaborative Applicant may be selected more frequently if there are performance concerns. The process will include: a survey of the membership to gather input and diverse perspectives, a Request for Letters of Interest, a Request for Qualifications, and a scoring tool. The Request for Qualifications will address, at minimum, an agency's capacity and experience in:

- Developing applications for federal funding
- Staffing boards and committees
- Developing community-wide plans to impact homelessness
- Managing federal funds allocated to homelessness

The CoC Board will vote to select the CA on an on-going basis.

**c. Oversight**

The Governing Board will hold the CA accountable for performance through a Memorandum of Understanding that is reviewed and updated annually. Any member of the Governing Board with a conflict of interest shall not participate in the annual review of the CA. Only the CA will be eligible to apply for CoC planning funds through the CoC grant process. These funds will be used, as directed by the Governing Board, to provide dedicated staff and resources, and to undertake planning projects, to support the work of the CoC.

## VIII. Homeless Management Information System Lead Agency

**a. Roles and Responsibilities**

In order to ensure that the CoC has the data needed to develop plans and goals, assess progress, monitor system and project performance, report to funders, service providers, and the public, assure client privacy, and meet user needs, the MeckHMIS Governance Committee (MGC) responsibilities shall include:

- Assisting in crafting the HMIS implementation vision and strategy
- Reviewing and approving HMIS Policies & Procedures at least annually that set baseline requirements for compliance with HUD Data Standards for the management and operation of the HMIS, including, but not limited to, Privacy, Security and Data Quality Plans
- Ensuring the operation of HMIS is in compliance with federal regulations and all State and local laws
- Reviewing and approving data quality, security and administrative documents at least annually
- Reviewing and troubleshooting CoC data quality issues
- Reviewing and approving HUD-required CoC report data, including System Performance Measures, Longitudinal Systems Analysis, Point in Time Count/Housing Inventory Count etc.; before and after submission.
- Approve HMIS Cost Model & annual end user license fee
- Review program and/or System Performance monitoring data on a quarterly basis to determine areas for improvement and report recommendations to the Governing Board.
- Review program and/or System Performance monitoring data on an annual

basis and recommend program and System Performance targets to the Governing Board for approval.

- Develop and maintain CoC policies related to requests for HMIS data.
- Review and make recommendations regarding research requests for CoC data
- Review compliance with data use agreements
- Every five years, evaluate the HMIS Lead; report results to the Governing Board for approval
- Select an HMIS Lead and software including software costs, as required; recommend results to Governing Board for approval

By a majority vote, the MGC may create ad hoc working groups to accomplish the above responsibilities.

**b. Selection Process**

With the adoption of this Governance Charter, the Governing Board, through its MeckHMIS Governance Committee, will become responsible for guiding the CoC's selection of an HMIS Lead Agency and for monitoring HMIS operations in the CoC's geographic area. The Committee will keep the Governing Board apprised of HMIS concerns and will make recommendations to the Board concerning issues of policy and participation. The MeckHMIS Governance Committee will develop a process to select and approve a new HMIS Lead, as applicable, given the CoC's participation in a multi-jurisdiction HMIS.

**c. Oversight**

The Governing Board will hold the HMIS Lead Agency accountable for performance via the monitoring work performed by the MeckHMIS Governance Committee. There will be an annual review of the HMIS Lead Agency.