



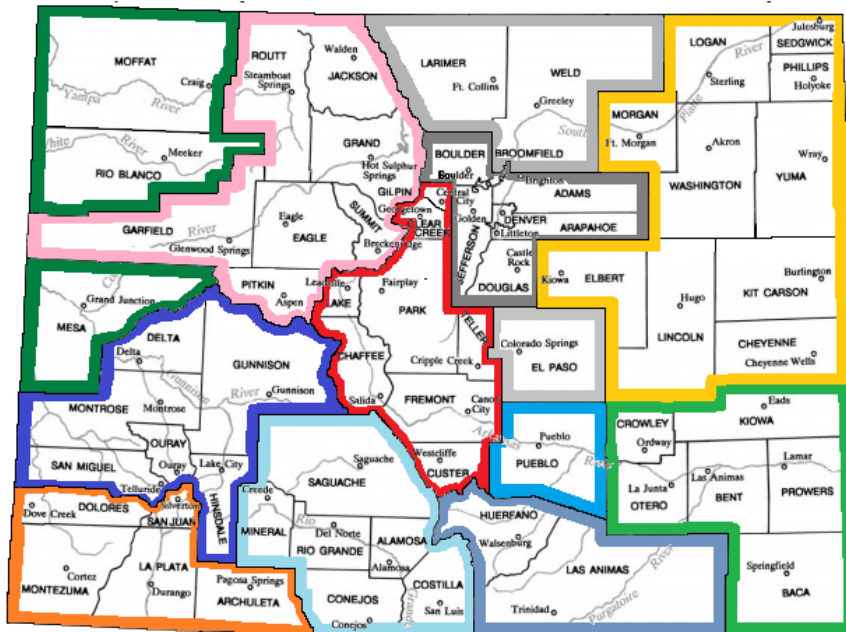
Colorado Balance of State Continuum of Care

Governance Charter

Update Approved: 8/26/2021

Colorado Balance of State Continuum of Care (BoS CoC)

The Colorado BoS CoC covers 54 counties, grouped in to 10 regional coalitions. This does not include the 7 counties that make up the Metro Denver CoC, El Paso County which makes up the Pikes Peak CoC, and Larimer and Weld Counties which make up the Northern Colorado CoC.



Colorado BoS CoC Regions

Grand Valley

Roaring Fork / Eagle Valleys

Western Slope

Southwest Colorado

San Luis Valley

Upper Arkansas Valley

Northeastern Plains

Southeastern Plains

Las Animas / Huerfano

Pueblo

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I. Mission/Purpose Statement

The Colorado Balance of State Continuum of Care (“Continuum of Care”) was established in 2000 with technical assistance from the Colorado Coalition for the Homeless. The purpose of forming the Continuum of Care was to combine the efforts of multiple regional continuums of care, and to improve the ability of homeless service providers in Colorado’s non-metro and rural counties to compete for homeless assistance funding, including HUD homeless assistance grants.

The mission of the Continuum of Care is to coordinate the planning and implementation of a housing and service system that meets the needs of homeless families and individuals within its geographic area, with the ultimate goal of preventing and ending homelessness. In addition, the Continuum of Care must fulfill the responsibilities as outlined in the [CoC Program interim rule](#).

II. Structure of the Colorado Balance of State Continuum of Care (CO BoS CoC)

The federal Continuum of Care program regulations at 24 CFR Part 578 requires every HUD-funded continuum of care develop a Governance Charter. The purpose of this Governance Charter is to describe the organization and governance of the Colorado Balance of State CoC, and to describe the relative roles and responsibilities of the major stakeholders. In addition, the Governance Charter includes policies and procedures needed to comply with the CoC Program interim rule. ([Part 578.7 \(5\)](#))

The following chart is a visual depiction of the governing structure of the CO BoS CoC:

Colorado Balance of State Continuum of Care (CO BoS CoC)	
BoS Governing Board (Referred to as “Governing Board”, “Board” and/or “The Board”) <ul style="list-style-type: none"> ● Regional Board Member Representatives (Regional Leadership) <ul style="list-style-type: none"> ○ One HUD Funded, One Non-Funded ○ Collaborative Applicant/Lead Agency Position, Homeless/Formerly Homeless Representative Position(s), State Position ● At-Large Board Members (Voted on by The Board) 	
10 Geographic Regions within the CO BoS CoC - Two Regional Board Member Representatives (Regional Leadership) and At-Large Board Members representing regional and statewide efforts.	
Region Name	Counties
Grand Valley:	Mesa, Moffat and Rio Blanco
Roaring Fork/Eagle Valleys:	Garfield, Eagle, Pitkin, Summit, Routt, Grand and Jackson
Western Slope:	Montrose, Delta, Ouray, San Miguel, Gunnison and Hinsdale
Southwest Colorado:	La Plata, Montezuma, Dolores, San Juan and Archuleta
San Luis Valley:	Alamosa, Saguache, Costilla, Conejos, Mineral and Rio Grande
Upper Arkansas Valley:	Fremont, Chaffee, Custer, Lake, Clear Creek, Gilpin, Park and Teller Counties
Northeastern Plains:	Morgan, Logan, Sedgwick, Phillips, Washington, Yuma, Elbert, Lincoln, Kit Carson and Cheyenne Counties
Southeastern Plains:	Crowley, Otero, Kiowa, Bent, Prowers and Baca Counties
Las Animas/Huerfano:	Las Animas and Huerfano Counties
Pueblo Region:	Pueblo County
Collaborative Applicant/Lead Agency	HMIS Lead Agency
Board Appointed Committees and Working Groups	

III. BoS Governing Board

A. Establishment of a Colorado Balance of State Governing Board

The Balance of State Governing Board is the governing body of the Continuum of Care, and is authorized by Continuum of Care members to make all decisions on behalf of the Continuum of Care.

B. Duties of the Governing Board

The Governing Board has the following duties:

- I. Convene as a Governing Board on a monthly basis.
- II. To appoint committees, subcommittees or workgroups;
 - A. To either sit in, or appoint representatives to these groups
- III. To approve or deny any committee/subcommittee recommendations;
- IV. To approve or deny new at-large Board members;
- V. To designate a “Collaborative Applicant/Lead Agency” that prepares and submits the annual consolidated application for HUD Continuum of Care funds. This designation is reviewed annually by the Governing Board. A competitive RFP process to determine a Collaborative Applicant/Lead Agency will happen every 5 years, or as needed.
- VI. To designate an HMIS Lead Agency to manage all aspects of the HMIS database. This designation is reviewed annually by the Governing Board. A competitive RFP process to determine the HMIS Lead Agency will happen every 5 years, or as needed.
- VII. Annually assess needs for housing and homeless services and recommend prioritization of gaps in services to be filled through reallocation of existing resources and/or additional resource development.
- VIII. To coordinate the implementation of a housing and service system that meets the needs of homeless families and individuals, including unaccompanied youth. This continuum of care system includes at least the following elements:
 - A. Outreach, engagement and assessment
 - B. Emergency shelters
 - C. Transitional housing
 - D. Rapid rehousing
 - E. Permanent supportive housing
 - F. Homeless prevention and diversion
 - G. Discharge planning
- IX. Members of the Governing Board that represent Consolidated Plan jurisdictions are required to provide information needed to complete the Consolidated Plans within the geographic area of the Continuum of Care. The Continuum of Care is covered by three Consolidated Planning jurisdictions: The cities of Pueblo and Grand Junction; and the remainder of the 54-county geographic area which is covered by the Colorado Division of Housing;
- X. Actively participate as a Governing Board Member. This can include, but is not limited to the following:
 - A. As a Board member, you agree to serve on at least one (or more) committee(s) and/or designate regional coalition member(s) to serve in order to further the work of the BoS CoC. Actively participate on committees and execute work as needed
 - B. More seasoned members may be asked to mentor new members, serving as a warm resource, and passing on institutional knowledge

- C. Attend one annual in-person Board meeting, date and location to be determined by the Board annually. (Meetings may be conducted via an alternative method like video conferencing.)
 - D. Respond to required votes in a timely manner
- XI. To represent their area of expertise on the Governing Board, in strategic planning, and throughout all of the work of the Balance of State CoC. This can include, but is not limited to the following:
- A. Sharing relevant information in your specific field/area of expertise with Governing Board Members and by extension their regional coalitions.
 - B. Advocating for and about your community's statewide interests - elevate issues and gaps seen in your community to inform ideas for statewide solutions and resources. Bringing your communities successes and struggles to light, in order to help other communities who may be facing similar issues.
 - C. Cultivate new leaders in your region and the field for service on the BOS and committees
 - D. Serve as a bridge to your region - share information (resources, compliance guidelines, etc.) back to communities in your region

C. Organization of the Governing Board

The Balance of State Governing Board (“the Board”) consists of up to 25 members who serve on a volunteer basis. The Board is not incorporated as a 501(c)(3) non-profit organization, and it is not a legal entity.

It is an ongoing goal for Board composition to consist of two representatives from each of the subregions within the CO BoS CoC (Pueblo, Grand Valley, Northeastern Plains, Southeastern Plains, Las Animas/Huerfano, Upper Arkansas Valley, San Luis Valley, Western Slope, Southwest Colorado, and Roaring Fork/Eagle Valleys). Up to one of the regional governing Board representatives may be a CoC-funded provider unless otherwise approved by the BoS Governing Board via official vote. Additionally, the Board shall be represented by one representative from the Collaborative Applicant, one representative from the Colorado Division of Housing, at least one homeless or formerly homeless individual, and at-large members nominated by regional coalitions and/or BoS Governing Board members; with final approval voting from the BoS Governing Board. ([Part 578.5 \(a\)](#))

Co-Chair Position Outline, Roles & Responsibilities

The Governing Board has established two Co-Chair positions to provide leadership and guidance to the Board. Co-Chairs are selected by a 2/3 majority vote of the Board, via e-mail correspondence or at the annual Board meeting. Co-Chairs serve an initial term of three years, and may serve longer if approved by the Board.

Co-Chairs have the same authority as any Board Member. They are also authorized to take the following actions and make the following decisions on behalf of the BoS CoC Governing Board and the BoS Continuum of Care as a whole:

- Provide leadership and strategic focus for the Governing Board.
- Includes organizing and leading the strategic planning portions of the annual in-person/remote BoS Governing Board meeting in collaboration with the BoS Governing Board and Collaborative Applicant/Lead Agency.

- Oversee monthly CoC meetings in collaboration with the Collaborative Applicant/Lead Agency.
- Acts as a liaison between Board members and the Collaborative Applicant/Lead Agency.
- Provide discretion over whether or not a vote needs to come up to the full Board and communicate with the Board when decisions are made without the full Board.
- Documenting official votes in the [Board Member Attendance, Roster, Votes & Information](#) document (the link leads to the home folder of the most recent years document).
- Approve of, draft and sign letters of support for community initiatives and grant support that requires BoS CoC support.
- Monitor Board Member attendance at Board meetings and on committees. If a Board Member is not meeting the expectations set out in the Governance Charter, Co-Chairs are responsible for addressing the member(s).
- Monitor committee work and if committees are not meeting the expectations of the Board, Co-Chairs are responsible for addressing concerns with the committee and working on correction.
- In coordination with Collaborative Applicant/Lead Agency and committee chairs, set agenda and organize logistics for an annual in-person and/or virtual meeting.
- Support the onboarding of new Board members, answer questions, and provide support.
- Work on strategies to keep Board member engagement high.
- Actively participate in any problem solving related to the Governing Board, Collaborative Applicant/Lead Agency, and HMIS Lead.

Governing Board Member Position Descriptions and On-Boarding

Regional members, At-large members, Special Appointees

All potential Governing Board members should read and understand the [Governing Board Member Job Description](#). If there are any questions about the job description or expectations of the Governing Board Member, they should be directed to Co-Chairs.

Regional Members

Regions within the Balance of State are responsible for nominating new Governing Board members, and may determine their own process. All nominated Governing Board members must complete a "[Regional Governing Board Member Biography](#)" and submit it to the Board when they join.

At-Large Members

At-Large members may be identified by anyone within the BoS CoC. At-large members must complete the "At-Large Governing Board Member Application" and have a Governing Board member complete the "[At-Large Governing Board Member Recommendation](#)" form. Prospective At-Large Governing Board Members will be voted on and approved for membership by a 2/3 majority of the Governing Board.

Appointees

The Balance of State Governing Board also allows representatives from important areas of CoC work to sit on the Governing Board. Appointees may also be regional Governing Board Members or hold another role on the BoS Governing Board.

1. Collaborative Applicant/Lead Agency - One Member appointed to the Governing Board
2. State - One Member appointed to the Governing Board
3. Lived Experience - At least one member appointed to the Governing Board

D. Governing Board Meetings (Occurrence, Participation and Attendance Expectations, and Note Taking)

Monthly Meetings

The Board meets at least monthly. Due to the size and geography of the CoC, Governing Board meetings are conducted via video and/or teleconferencing. These meetings will be the monthly Board meetings, but will generally be open to the entire CoC membership unless otherwise advertised.

Annual Meeting

Additionally, there will be one in person and/or virtual, annual Board meeting that all Board members are required to attend. This meeting is focused on strategic planning for the BoS CoC as determined by the BoS Governing Board and organized under the leadership of the BoS Co-Chairs and BoS CoC Coordinator. The annual meeting also serves as an avenue to set expectations of the Governing Board together, including how we are held accountable to the strategic goals identified. The location and date of this mandatory meeting will be determined annually and will be conducted virtually if necessary.

Meeting Participation

Governing Board meetings are required for Governing Board Members, and open to all regional CoC Members and guests who wish to attend, unless otherwise specified in the meeting announcement. The purpose of the monthly Governing Board meetings is to drive the work of the BoS CoC forward as required by HUD. Additionally the Board supports CoC and ESG programs, as well as other participating service providers in making homelessness rare, brief, and one-time. Another goal is to unite rural communities across Colorado in this effort, sharing out regional updates, and leveraging each other's experience.

Attendance Expectations

It's important for Board Members to attend and actively participate in at least 75% (9/12 monthly meetings) of Board meetings in order to best represent your communities, and offer information that lends to a statewide effort. Board Co-Chairs are responsible for monitoring meeting attendance and outreach to Board members who are unable to make the mandatory meetings.

Note Takers

The BoS CoC VISTA, interested Board, Committee, and/or CoC members will follow common note taking processes during Governing Board, official and unofficial BoS committee meetings. Duties involve: Learning the BoS Google Drive/available technology structure, setting up meeting agendas/note templates, taking meeting notes, and recording votes. It's encouraged that this be done in coordination with other note takers in order to lessen the burden on any one note taker.

For example: Two or three notetakers log-in to a Google Drive Notes document at the same time in order to record notes, picking up if any note takers need to focus on the meeting at hand.

E. Governing Board Service Terms

Governing Board members serve 3-year terms, with the option to run for election for consecutive terms.

F. Conflict of Interest

This Conflict of Interest Policy outlines expectations for Governing Board Member participation. This goes into effect when joining the Colorado BoS Governing Board.

No member may participate in or 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 at the earliest possible time and if possible, prior to the discussion of any such issue. Individuals with a conflict of interest should abstain from discussion and voting on any issue in which they may have a conflict. Fellow Board members or community partners can and should raise concerns about perceived conflicts of interest for discussion by the full Board.

If there is a justifiably perceived/actual conflict of interest (as determined by the Board Membership), this should be declared publicly for the record and the member(s) should recuse themselves from any conversation surrounding the vote, if appropriate, as well as the actual vote.

This notice serves as the Conflict of Interest Policy and will be in effect as soon as a Board Member is appointed by their regional coalition and/or via the At-Large membership process approved by the Continuum of Care annually. All voting members shall have the right to recuse themselves from voting on a matter without providing an excuse.

G. Governing Board Decision-Making Process

Governing Board decisions will be made by having Board members cast votes, and decisions will be carried by a $\frac{2}{3}$ majority of those voting. Votes may be made in person at meetings, through an online survey set up to conduct a vote, or may be made via email, to the attention of the entire Board. Votes will be recorded in the "Board Member Attendance, Roster, Votes, & Information" spreadsheet of the current year. Votes will be archived in January of the following year in Google Drive.

Quorum

There must be a quorum in order to vote. In any matter before the Board, two-thirds of the members of the Board will constitute a quorum, and the vote of such a quorum will be the final decision of the Board. All Board votes must be recorded in meeting minutes and the

[“Board Member Attendance, Roster, Votes, & Information”](#) document by the notetaker(s), which are distributed to the Board for review after the meeting via the note document for that meeting.

Board Member Extended Leave/Absence

If a Board Member will be taking an extended leave, they should work with the Board Co-Chairs and their regional coalitions to appoint a proxy for voting purposes. This includes, but is not limited to, appointing another Board Member to vote on their behalf.

IV. Colorado BoS Committees

HUD encourages continuums of care to establish committees as needed to manage various aspects of CoC planning. The Governing Board has four committees. The purpose of these committees is to serve as an advisory group that guides the work of the Governing Board for the drafting, strategic organization, and review of what that committee is intended for. It will provide recommendation, modification, and provide oversight to the Governing Board.

Each of these committees must have:

- Dedication to better understanding the best practices related to what it is that the committee is working on, if knowledge is lacking;
- A minimum of 4 participants;
 - Participants do not need to be Board members, but they must be recommended by a Board member, or must participate in regional CoC meetings
- One chairperson/committee lead;
 - Responsible for convening meetings, agenda creation and facilitation, and moving the work of the committees along
 - Assigning and tracking tasks utilizing the [Committee Timeline Tracker](#)
 - Help ensures that progress is being made towards outcomes, all members of the committee are engaged, and holds members accountable to their deliverables
 - Report out on progress and upcoming priorities of the committees during Governing Board meetings
 - Works to recruit additional committee members as needed
- Written recommendations (whether in document form, or via text in email);
- Time commitment to committee's purpose

Committee Structure and Document Holding

In collaboration with the Governing Board Co-Chairs and the BoS Governing Board, the Collaborative Applicant/Lead Agency holds all documents created for Governance and Board Business. The Collaborative Applicant/Lead Agency must make official documents available either via public methods (website, shared Google Drive, etc.) or when requested directly. Official Governance Documents are to be reviewed annually by their respective committees, or as needed due to Federal requirements.

The CO BoS CoC Governing Board currently has four committees and may add additional Working Groups as approved by Committees. Committees may be added or removed as needed by a $\frac{2}{3}$ vote of the Governing Board at any time during the year. Committees may be permanent or ad hoc. Responsibilities of each committee may change over time, but any changes must be documented in Board meeting minutes.

A. Coordinated Entry (CE) Committee

The Continuum of Care Interim Rule states that a “Centralized or coordinated assessment system is defined to mean 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. This definition establishes basic minimum requirements for the Continuum’s centralized or coordinated assessment system.”

Coordinated Entry has expanded in function to work with partners across the state which strengthen the system. This includes efforts like the Built for Zero Initiative and engaging with the state and HUD TA to find best practices to use in the Coordinated Entry process.

Purpose and Responsibilities:

1. Draft, maintain, and update overarching policies and procedures that all agencies who are participating in Coordinated Entry within the Balance of State must follow.
2. Create structure for agencies in the BoS to participate in, per HUD’s guidelines and benchmarks.
3. Provide support and advice for regions as they implement and run coordinated entry in their regions.
4. Review any regional policies and procedures that subregions are required to submit and offer advice to better align statewide processes and Coordinated Entry best practices.
5. Ensures the Coordinated Entry System is updated to reflect all new Coordinated Entry-related HUD requirements.
6. CE Committee will provide Technical Assistance to communities wishing to join regional coordinated entry systems and provide.

Coordinated Entry Policies & Procedures

The Balance of State Continuum of Care approved the [“CO BoS CoC Coordinated Entry Policies & Procedures Version 2.11”](#) on June 22nd, 2020. December 13th, 2017 along with the [“CO BoS CoC CE Regional Policies & Procedures Template”](#) to be utilized in concert with the statewide policies and procedures by being customized to each BoS regional coalition to set-up and implement specific regional decisions around Coordinated Entry. Information about the BoS Coordinated Entry System (BoS CoC CES), updates to the Policies and Procedures documents, along with additional support documentation can be found on the BoS CoC CES Website, hosted by the [Colorado Coalition for the Homeless](#) here: <https://www.coloradocoalition.org/BoSCoCCES>

B. Data and Performance Committee (formerly HMIS Committee)

The Data and Performance Committee is responsible for managing/monitoring aspects of the BoS CoC work related to data and performance. This may include, but is not limited to monitoring system performance measures (SPM’s), Annual Performance Reports (APR’s) , HMIS data quality, Housing Inventory Count/Point-in-Time Count (HIC/PIT) data, Emergency Solutions Grant (ESG) data, data related to project ranking, and data outside of HMIS that supports people experiencing homelessness.

Purpose and Responsibilities:

1. The committee works with staff/agencies within the BoS CoC, the HMIS Lead Agency, software vendor, and stakeholders to implement data sharing, coordinated entry, and to review data quality for the entire CoC. This is done independently as a committee or via representatives of larger committees like the HMIS Statewide Collaborative.
2. Review and Provide feedback on the annual HIC, AHAR (CoC combined LSA's) & LSA (report of BoS CoC specific numbers) and HDX submissions to see if there are ways that data can be improved via committee intervention.
3. Identify gaps in our data collection and improvement opportunities; lead the BOS COC in strategic planning for how to build our statewide data capacity and improve our data quality.
4. Work in conjunction with ESG recipients and DOH to understand and incorporate evaluation results in planning.
5. In collaboration with the HMIS Statewide Collaborative and HMIS Lead, Create/update Data Quality Plan/Framework and other HMIS documents required to operate the statewide HMIS (HMIS Agency partnership agreements, Privacy/Security plan, etc.).
6. Evaluate all HUD Funded Program Outcomes.
 - o Evaluate APR and Data Quality Outcomes and offer support to agencies to improve those outcomes.
 - o Investigate and promote rural communities in Colorado via data comparisons, qualitative and quantitative data collection.

C. CoC Governance Committee

The governance committee is responsible for identifying, analyzing and addressing any governance-related challenges brought to them by the BoS CoC Governing Board or identified in work being done. Any recommended changes to the Governance Charter, governance structure, and other duties as assigned by the Governing Board must be approved by a 2/3 majority vote of the Governing Board.

Purpose and Responsibilities:

1. Review and update the CO Balance of State CoC Governance Charter at least annually, before the in-person annual meeting, or as needed;
2. Identify topics for larger Board dialogue, discussion, or planning at monthly Board meetings and at the annual strategic planning meeting and facilitate when needed;
3. Identify gaps in services, support, funding, representation, etc. in different geographic areas included in the BoS CoC and present them to the Governing Board for consideration in how they should/can be included. This includes outreach and engagement to our regional CoC planning groups;
4. Identify when the Governing Board membership is not diverse enough (i.e. when there is not diverse composition, per HUDs guidelines);
5. Develop position descriptions, roles and responsibilities policies governing conduct of the Governing Board;
6. Create and maintain tools to facilitate committees in setting goals, monitoring their progress, holding each other accountable to outcomes, outreach to our regions.

D. Funding Strategies Committee (formerly Project Ranking Committee)

The funding strategies committee is responsible for long-term planning of financial strategies for the CoC. Project ranking, as described below, is a key activity of this committee. In addition to project ranking, it is responsible for researching and suggesting ways to diversify funding streams, and working alongside partners to secure additional funding; which will allow the BoS CoC Governing Board and regional coalitions to expand their capacity.

Purpose and Responsibilities:

1. Work with CCH to identify and secure state, federal, local, and philanthropic funding opportunities for the BoS CoC with a focus on Coordinated Entry, HMIS, Regional Coalition Building.
2. In coordination with CCH, review fund distribution across subregions and identify short and long-term strategies for ensuring funds equitably reach all communities and populations.
3. Work with CCH to identify funding opportunities for performing agencies that lose funding (CoC, ESG, or other) to sustain their operation.
4. Annually, complete project ranking, as described below:

a. Project Ranking Sub-Committee

The Project Ranking Committee is responsible for developing and presenting Ranking Criteria to the CoC Governing Board for review and approval each year. The criteria are designed to utilize a non-biased process based on HUD and CoC priorities and applicant quality. This process will be both for new projects and renewal projects.

Purpose and Responsibilities:

1. The Committee will be composed of an equitable number of voting members, which consist of CoC-funded providers and non-CoC-funded members who are familiar with the CoC projects and process.
2. In order to best serve our community members through provision of effective projects and capturing the maximum funds available, the ranking committee in collaboration with the Collaborative Applicant/Lead Agency will present to the BoS Governing Board what perceived or official changes to HUD priorities are.
3. After the BoS Governing Board determines the priorities for the project ranking, the project ranking committee is responsible for developing a timeline they will follow.
4. The Project Ranking Committee will develop a tool to score new and renewal projects, which will be approved by the Governing Board by a 2/3 vote.
 - a. This tool MUST include a fair and equitable way of ranking new projects, renewal projects, and have an appeals process.
 - b. Once this tool is approved, applicants will submit all relevant data and documents by the time period indicated on the ranking timeline that is approved by the Board.
5. The Project Ranking Committee will then score projects, and submit a list with scores to ALL project applicants for review. A project applicant that disagrees with their ranking has the opportunity to refute their score and go through an appeals process. At that time, the project ranking committee will provide the applicant with the scoring tool used, and allow them to score their own project. If the applicant

finds that their scoring was incorrect, they may submit to the entire Governing Board to review.

6. After all applicants review their scores, the Governing Board will approve project ranking, by a $\frac{2}{3}$ majority vote. After a project ranking passes, the Collaborative Applicant/Lead Agency is responsible for submitting this ranking to HUD.

E. Youth Advisory Board

The Youth Advisory Board (YAB), meets independently of the Balance of State Continuum of Care Committees, but works with the youth governing Board members to provide insight and leadership on youth homelessness issues as well as homelessness issues in general.

V. Balance of State CoC Regional Structure & Regional Planning Groups

The Balance of State CoC is organized into 10 regional CoC planning groups:

1. **Northeastern Plains:** Morgan, Logan, Sedgwick, Phillips, Washington, Yuma, Elbert, Lincoln, Kit Carson and Cheyenne Counties;
2. **Southeastern Plains:** Crowley, Otero, Kiowa, Bent, Prowers and Baca Counties;
3. **Pueblo Region:** Pueblo County;
4. **Las Animas and Huerfano Region:** Las Animas and Huerfano Counties;
5. **Upper Arkansas Valley:** Fremont, Chaffee, Custer, Lake, Clear Creek, Gilpin, Park and Teller Counties;
6. **San Luis Valley:** Alamosa, Saguache, Costilla, Conejos, Mineral and Rio Grande Counties;
7. **Western Slope:** Montrose, Delta, Ouray, San Miguel, Gunnison and Hinsdale Counties;
8. **Southwest Colorado:** La Plata, Montezuma, Dolores, San Juan and Archuleta Counties;
9. **Grand Valley:** Mesa, Moffat and Rio Blanco Counties;
10. **Roaring Fork/Eagle Valleys Region:** Garfield, Eagle, Pitkin, Summit, Routt, Grand and Jackson Counties.

Mission of Regional Planning Groups

The mission of each regional CoC planning group is to coordinate and improve the region's delivery of housing and services to homeless families and individuals, and to promote collaboration among the various organizations working to address homelessness in the region.

Membership of Regional Planning Groups

Membership in regional CoC planning groups is generally open to any individual or organization that is interested in helping to address homelessness in the region, such as homeless service providers and other non-profit organizations, homeless and formerly homeless individuals, neighborhood groups, churches, the local business community, non-profit housing developers, private foundations, and local government agencies.

Regional Planning Group Meetings

Each of the regional CoC planning groups will convene CoC meetings at least quarterly, with published agendas and meeting minutes. Agendas and meeting minutes are considered public information and will be made available to anyone who requests copies. These planning groups will also issue a public invitation for new members at least annually. At a minimum, the invitation will be

sent via email to the full membership of the regional CoC group, plus any other stakeholders that may be interested in attending CoC meetings.

Regional Planning Group Operation and Local Policies and Procedures

Each regional CoC planning group operates autonomously, and may establish its own policies and procedures, as long as they do not conflict with HUD regulations for the Continuum of Care program, or with policies and procedures established by the Governing Board. Each regional CoC planning group may establish its own procedures for selecting representatives to serve on the Governing Board, as long as those procedures do not conflict with HUD regulations for the Continuum of Care program.

VI. Collaborative Applicant/Lead Agency

HUD requires each Continuum of Care to select a "Collaborative Applicant/Lead Agency" to prepare and submit the annual consolidated application for HUD Continuum of Care funds. Since its inception in 2000, The Governing Board has selected Colorado Coalition for the Homeless (CCH) as the Collaborative Applicant/Lead Agency.

Currently, the Board has delegated the following duties to the Collaborative Applicant/Lead Agency:

1. Serving as the "Collaborative Applicant/Lead Agency" for purposes of the annual grant application.
2. Managing the annual grant competition and preparing the annual consolidated grant application which includes, but is not limited to:
 - Read annual Federal Register notice about CoC registration
 - Complete registration process
 - Plan for annual grant application
 - Study annual NOFA Federal Register Notice
 - Complete first draft of NOFA draft application
 - Distribute draft application to Governing Board and answer any questions
3. Submitting the Board approved annual two-part consolidated grant application to HUD.
4. Submit Project Ranking to HUD.
 - Serve on the Project Ranking Committee as designated by the Governing Board.
 - Compile ranking data from Project Ranking Committee.
5. Provide technical assistance on HUD's electronic grant application to independent applicants.
6. To consult with recipients and subrecipients of HUD funds to establish program performance targets, monitor recipient and subrecipient performance, evaluate outcomes, and provide support for poor performers including performance improvement plans;
7. To evaluate the outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program.
8. In consultation with recipients of Emergency Solutions Grants program funds, to establish written standards for providing homeless assistance using HUD Continuum of Care funds:
 - [CO BoS CoC Rapid Rehousing \(RRH\) Written Standards](#) - Approved July 2019
 - Permanent Supportive Housing (PSH) Written Standards (Pending)
9. To consult with Balance of State Emergency Solutions Grants funded program sub-recipients on: (a) the plan for allocating ESG program funds; and (b) evaluating the performance of ESG program subrecipients.
 - Will coordinate feedback and evaluation gathering in conjunction with DOH for ESG programs funded directly through the state.

10. Serving as the "CoC primary contact" as defined by HUD.
11. The Collaborative Applicant/Lead Agency is responsible for remaining up to date on HUD requirements and ensures the CO BoS Governing Board is aware of all new HUD requirements for distribution to their regional coalitions through board meeting updates and email.
12. Providing technical support to the Board.
13. Notifying every Board member when the annual Housing Inventory Count email announcement/ notice is released by HUD within two weeks of the notice being released
 - Responsible for identifying a regional HIC Lead
 - Responsible for communicating with regional HIC Lead about any changes to current year procedures, as mandated by HUD
 - Responsible for sending the list of agencies that need to submit HIC Data to regional lead
 - At this point, every regional lead takes responsibility for conducting the Housing Inventory Count across their entire region
 - After the HIC is conducted, the Collaborative Applicant/Lead Agency will let regional leads know a date that they must submit their data by
 - After all HIC data is collected, the Collaborative Applicant/Lead Agency is responsible for submitting this data to HUD
14. Notifying every Board member/region when PIT Count email announcement/notice is released by HUD within two weeks of the notice being released
15. Planning for the annual PIT Count, which includes but is not limited to:
 - Responsible for identifying a regional PIT Lead
 - Responsible for communicating with regional PIT Lead about any changes to current year procedures, as mandated by HUD
 - Responsible for updating necessary documents that will be submitted, as needed
 - Responsible for sending a list of agencies that need to submit PIT Count data to the regional lead
 - At this point, every regional lead takes responsibility for conducting the Point in Time Count across their entire region
 - After the PIT Count is conducted, the Collaborative Applicant/Lead Agency will let regional leads know a date that they must submit data by
 - After all regional data is collected they will organize forms and hire a consultant to collate data and complete reports
 - After all PIT Count data is collected, the Collaborative Applicant/Lead Agency is responsible for submitting this data to HUD
16. Participate in sub-committees and meetings as required/appropriate
 - BoS Governance Committee
 - BoS Coordinated Entry Committee
 - BoS Funding Strategies Committee, and Project Ranking Sub Committee
 - BoS Data and Performance Committee
 - HMIS Statewide Governance Committee
17. Review and approve HUD's annual Grant Inventory Worksheet
18. Work with Collaborative Applicant to submit System Performance Measures (SPM) report to HUD annually
19. Participate in monthly Governing Board calls, annual Governing Board meeting, and required BoS CoC-wide member meetings
20. Maintain compliance for planning grant requirements

21. Ensures the CO BoS Governing Board is aware of all new data related HUD requirements (System Performance Measures, HMIS, APR, HIC/PIT, and others.)
22. Holds official policies & Procedures for the BoS Governing Board and Official BoS Committee documents related to structure and duties.

The Board may delegate additional duties to the Collaborative Applicant/Lead Agency, by a 2/3 vote of the CO BoS CoC Governing Board.

VII. HMIS Lead

HUD requires each continuum of care to select an HMIS Lead Agency to administer the HMIS database for the continuum of care. The Governing Board has selected Colorado Coalition for the Homeless (CCH) as the HMIS Lead Agency.

The Governing Board has delegated the following HMIS duties to the HMIS Lead:

1. Work with the HMIS Statewide Collaborative and vendor to ensure vendor compliance with all HUD final HMIS Data and Technical Standards, and ensure that HMIS users are able to meet all HUD Continuum of Care and Emergency Solutions Grant (ESG) data collection and reporting requirements.
2. Following the most recent version of the [HMIS Statewide Collaborative Governance Framework](#) - Working collaboratively with Colorado's HMIS Leads on creating, updating and maintaining Statewide HMIS documents for the review and approval of the Governing Board, including an Agency Partnership Agreement (also known as an HMIS "user agreement"), HMIS Governance Charter, HMIS Policies and Procedures Manual, HMIS Data Quality Plan, HMIS Privacy Plan, and HMIS Security Plan;
3. Generating reports in a timely fashion that will allow recipients of HUD grants and the Balance of State CoC to meet HUD reporting requirements under the federal Continuum of Care regulations and HUD policy, including Annual Performance Reports (APRs), Annual Homeless Assessment Reports (AHARs), ESG CAPER, the data needed to measure CoC-level performance as compared to HEARTH performance measures (i.e., system-level performance measures), and the data and information required to complete the HMIS section of the annual Balance of State grant application (CoC application and project renewal applications)
4. Developing data monitoring protocols that will allow HMIS users to monitor their own data quality and completeness and correct deficiencies;
5. Implementing a comprehensive training program and providing technical support for all HMIS users.
6. Monitor data quality, data completeness and HMIS user participation for all HMIS users and report the findings to the Rural Initiatives team (frequency to be agreed upon by the HMIS team and RI team).
7. Manage the rural HMIS grant (Balance of State HMIS Implementation Project) in accordance with all HUD requirements, including preparing the Annual Performance Report and submitting to HUD.
8. Not required, but as appropriate works to recruit additional non-HUD funded programs/housing to support data quality either by becoming HMIS Users or working with HMIS Leads to collect necessary data to support the work of the BoS CoC's 54 counties and 10 Regional Coalitions.
9. System Performance Measures criterion to measure across the state.
 - Incentives for non-HUD funded programs to improve data quality.

- Entering real exit destinations, focusing on HMIS exits that specifically measure SPM measurements.
- Bed Coverage

Customer Service

10. Staff an HMIS Help Desk that is available Monday through Thursday 8:30 am to 4:30 pm and Friday 9:00 to noon, and provide an auto-response for HMIS users to contact the Help Desk after hours
11. Provide on-site training and technical assistance to HMIS users as needed
12. Establish an HMIS user group and hold regular meetings, conference calls or web conferences.
13. Conduct in-person or remote site visits with HMIS participating agencies at least annually, bi-annually preferred.
14. Provide data entry assistance to agencies on an ad-hoc basis.
15. Assist with data collection practices for agencies on an ad-hoc basis.

VIII. Anti-Discrimination

The Balance of State Governing Board adopted the following [Anti-Discrimination Policies](#) for CoC and ESG Funded Programs. They provide guidance to all federal and state funded programs as well. The link will be updated when the policies are updated with Governing Board approval.

IX. Process for Reviewing and Amending the Governance Charter

This Governance Charter is reviewed annually by the Governing Board and updated/ revised as needed by the Board. Initial review will be conducted by the Governance Committee, which will submit any suggested change to the full Governing Board for review and approval. The annual review, in consultation with the Collaborative Applicant/Lead Agency, HMIS Lead, and ESG funded agencies, will include:

1. Annual review of roles, responsibilities, and performance of Collaborative Applicant/Lead Agency;
2. Annual review of roles, responsibilities, and performance of the HMIS Lead Agency;
3. Full review of every section of the Governance Charter; and
4. Review and update all committee responsibilities.

The Board may amend this Governance Charter at any time, using the procedure described above under “Governing Board Decision-Making Process.”