



# Fayetteville/Cumberland County Continuum of Care on Homelessness

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## **NC 511**

# **POLICIES AND PROCEDURES MANUAL**

# **WRITTEN STANDARDS**

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**APPROVED: 6/27/2023**

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### **Bylaws**

**Policy on Responsibilities & Conduct of Members of the Board of Directors**

**Membership Application**

**Coordinated Entry & Assessment Authorization of Release of Information**

## I. COC GOVERNANCE

**Regulatory Citation:** 24CFR 578

### HUD Guidance Documents and Resources:

CoC Duties: Establishing and Operating a CoC <https://www.onecpd.info/resource/3092/coc-duties-establishing-and-operating-a-coc/>

Establishing and Operating a CoC  
[https://www.onecpd.info/resources/documents/EstablishingandOperatingaCoC\\_CoCProgram.pdf](https://www.onecpd.info/resources/documents/EstablishingandOperatingaCoC_CoCProgram.pdf)

#### A. Geographic Area of the Continuum of Care

The geographic area of the Fayetteville/Cumberland County Continuum of Care on Homelessness NC 511 is the City of Fayetteville, all of Cumberland County North Carolina its cities, towns and unincorporated areas.

#### B. Purpose

The Fayetteville/Cumberland County CoC Board shall develop policies and procedures conforming to the U.S. Department of Housing and Urban Development (HUD) requirements detailed in 24 CFR part 578.1 to:

- Designate a Lead Agency to serve as the Collaborative Applicant to operate the Continuum of Care;
- Designate an Administrator of the Homeless Management Information System; and
- Conduct year-round Continuum of Care planning of homeless and homeless prevention housing and services.

#### C. Mission

The Mission of the CoC is to facilitate the coordination of the community's human services agencies and the community-at-large in order to adequately set strategies for addressing the needs of Cumberland County's vulnerable populations to include homeless persons and those persons at-risk of becoming homeless through the Continuum of Care System

#### D. Fayetteville/Cumberland County Continuum of Care Bylaws

The Fayetteville/Cumberland County Continuum of Care shall elect a Board of Directors, governed by the Bylaws. The Bylaws shall provide procedures for:

- Invitation, selection, term and conduct of Fayetteville/Cumberland County Continuum of Care Board membership and leadership;
- Establishment of committees and the appointment and duties of members;
- Board meeting frequency, reporting and public participation requirements; and
- Bylaws review and approval.

The Fayetteville/Cumberland County Continuum of Care Bylaws will be reviewed by the board at least once every five years to stay updated and preferably reviewed bi-annually. The Bylaws can be amended by a

vote of 75% of the then sitting CoC Board.  
(A copy of the Bylaws – see Appendix)

**E. Board Composition, Selection, Terms, and Leadership**

**Board Composition:** The CoC Board shall include community representatives within the geographic area of the Fayetteville/Cumberland County Continuum of Care who are:

- a. Homeless or formerly homeless individual(s).
- b. Representatives of the relevant organizations and projects serving homeless subpopulations such as:
  - Persons with substance use disorders
  - Persons with HIV/AIDS
  - Veterans
  - Persons who are chronically homeless
  - Families with children
  - Unaccompanied youth
  - Persons who are seriously mentally ill
  - Persons who are victims of domestic violence, dating violence, sexual assault, and/or stalking.
- c. Representatives of other homeless service providers and advocates such as but not limited to:
  - Faith-based organizations
  - Businesses
  - Public Housing Agencies
  - School districts
  - Mental health care providers
  - Health care providers
  - Universities
  - Affordable Housing Developers
  - Foundations
  - Law Enforcement

**Board Selection:** The Board of Directors (Board) of the CoC shall consist of a minimum of 6 members (agencies) and a maximum of 16 members (agencies). The majority of the Board will consist of representatives from active CoC provider agencies including, but not limited to: emergency shelters, transitional housing providers, permanent supportive housing providers, domestic violence shelters, local homeless service providers, and community-based social service organizations, and other members from the general public including, but not limited to: homeless or formerly homeless persons and family members, faith-based organizations, private business, and local government. No more than two members of the Board may be from the same agency. The CoC Lead Agency shall have one position on the Board of Directors, *ex-officio*. This is not an elected position. An individual representing the City of Fayetteville’s Community and Economic Development Department shall have one position on the Board of Directors, *ex-officio*. This is an appointed position.

**Minimum Requirements of Board Members**

Board members will demonstrate a commitment to the goals and objectives of the Fayetteville/Cumberland County Continuum of Care Action Plan and shall attend no less than 50% of called CoC Board meetings as evidenced by signature on the CoC Board attendance roster. CoC Board members are also required to reside within the geographic area of the CoC. CoC Board members will also demonstrate support for the CoC operational activities required to carry out the essential work of the Continuum of Care

**Board Terms:** The current BOD will establish the new process going forward from the date of adoption which is March 27, 2018. The initial year will begin with staggered terms until the positions are on a three-year rotation. The staggered terms will be as follows: two (2) Executive Members and three (3) Members-at-Large will serve for a one (1) year term; one (1) Executive Member and four (4) Members-at-Large will serve for a two (2) year term; and one (1) Executive Member and (3) Members-at-Large will serve a three (3) year term.

**Board Leadership: Officers**

Thereafter, the Chair, Vice Chair, Secretary, Treasurer, and Members-at-Large shall be elected by a majority vote from Active members for three (3) year terms. The Executive Members positions can serve two consecutive terms. They must wait one year before they can be nominated to serve on the Executive Committee. The term limits for Members-at-Large will be a total of three (3) terms of three (3) years. They must wait one (1) year to be reconsidered thereafter. All Active Members are eligible to vote during elections. Voting will be done by secret ballot. The candidate with a 50% + 1 vote, with a quorum present as defined in Article IX, Section 2, will become the new Board Member or Board Officer. In the case of the Chair having completed all consecutive terms, the Vice Chair is automatically nominated for the Chair position.

Any Officer may be removed with cause by the general membership. Reasons for removal include:

- Misconduct;
- Inability to perform the required duties, i.e., illness, death;
- Unauthorized absences;
- Insubordination;
- Violations of law, illegal activity; and
- Activities prohibited by these policies and procedures.

**F. Conflict of Interest and Recusal**

Fayetteville/Cumberland County Continuum of Care on Homelessness Board members with actual or perceived conflicts of interest must identify them as they arise. Individuals with a conflict of interest may participate in all discussions but shall recuse themselves from voting on any issue in which they may have a conflict. No member of the CoC Board shall vote upon any matter which shall have a direct financial bearing on the organization that the member represents or sits as a board member on the organization. This includes all decisions with respect to funding, awarding contracts, and implementing corrective actions as a result from CoC Collaborative Applicant monitoring activities of CoC and ESG activities. Prior to nomination or appointment to the CoC Board, board member candidates will complete and sign the Board Application and once elected complete the Policy on Responsibilities and Conduct of Members of the Board of Directors. (*See Appendix*). Conflicts of interest can be brought to the Executive Committee for investigation by an interested party. If the Executive Committee deems there is conflict of interest, it will be brought to the entire BOD for remedy in closed session. If it cannot be resolved, it would be brought before an outside entity such as the Human Relations Commission.

**G. Meetings**

There will be four types of meetings: BOD meetings, Member meetings, Special meetings, and Standing/Ad Hoc Committee meetings. The BOD and the Member meetings shall meet at least four (4) times per fiscal year. Special meetings can be called by the Chair or 1/3 of the vote of the Board or Members, as applicable. Special

meetings are typically called because of an urgent decision and time of is of the essence. They are not standard practice. There shall be a minimum of forty-eight (48) hours' notice either electronically, by phone, or email. All standing and ad hoc committees shall meet as needed and as determined by the Chair and with appropriate notice to all members. All committees shall meet at such time and place as designated by the Chair of the committee. All meetings require a minimum of ten (10) days' notice preferably longer. Participation by members of committees may be via telephone conference calls or electronic communication, if necessary. Presentations by member agencies, or presentations by agencies that may have services or goods that may benefit member persons will be vetted through the Chair at least seven calendar days in advance of general meeting date. The CoC shall comply and conform to the North Carolina's Open Meetings Law and the Public Records Law. The CoC Lead Agency shall be the official repository of CoC records, unless changed by the CoC.

**H. Committees**

The Fayetteville/Cumberland County Continuum of Care Board shall create committees as necessary to accomplish its purpose, roles and responsibilities.

The CoC Board shall create the following Standing Committees:

1. Executive;
2. Planning & Development;
3. HMIS/CE;
4. Performance Evaluation & Grants Review;
5. Governance/Nominating; and
6. Finance.

Each committee should be chaired by an Active Member (interested individual or relevant organization) and shall consist of at least three members of the CoC and/or the BOD. The Chairperson of each Standing Committee will be assigned by the BOD Chairperson's recommendation to the BOD and voted upon by the BOD. Each standing committee chairperson can select individual members to a committee.

**Executive Committee:**

The Board of Directors may, by resolution adopted by a quorum of the directors presented at a regular meeting of the Board, designate an Executive Committee which shall consist of the chair, vice chair, secretary, and treasurer of the CoC's Board of Directors, a designated member from the Lead Agency, City Ex-Officio and committee chairs. The Executive Committee shall have and may exercise the authority of the Board of Directors or such lesser authority as may be set forth in such resolution.

- a. No such delegation of authority shall operate to relieve the Board or any member of the Board of Directors from any responsibility imposed by law.
- b. The Chair of the Board of Directors shall serve as the chair of the Executive Committee.
- c. The Executive Committee shall be responsible for reviewing and making recommendations for amendments or changes to the by-laws.
- d. The Committee shall determine the CoC organizational structure with input from and approval of the membership of the CoC.
- e. The Committee shall determine and implement strategies to increase participation in the CoC and mainstream programs.
- f. The Committee shall carry out the business of the CoC between regularly scheduled CoC meetings.
- g. The Committee shall participate in meetings and activities with other groups at the local, statewide, and federal level with the same purpose and goals of the CoC.
- h. The Committee shall report on legislative issues which impacts the CoC and the populations the CoC serve.
- i. The Committee shall be responsible for accepting Grievances.
- j. The Committee shall participate annually in the development of the CoC's application to the U.S. Department of Housing and Urban Development (HUD) for funding under the HEARTH Act.

- k. The Committee may also be responsible for other duties that may arise from time to time.

This Committee may also be responsible for supporting activities that ensure long term sustainability and systems development to support for those exiting homelessness.

**Planning & Development Committee**

- A. Develop, recommend, and implement plans, goals, and strategies that relate to housing, marketing, and seeking grants that will achieve the mission and goals of the CoC
- B. Monitor and evaluate federal, state, and local homeless initiatives to assess their impact on the success of the initiatives listed in the Strategic Plan
- C. Work with the CoC and specifically the Lead Agency to:
  - a. Gather information related to ending homelessness, including the annual gaps analysis required by HUD.
- D. Conduct and regularly update an inventory of any resources for the homeless, including but not limited to, food assistance, clothing, emergency shelter, low-cost housing, emergency medical care, counseling, education, job training, childcare, and employment.

**HOUSING GOALS**

- A. Develop and recommend plans to implement a housing and service system to meets the needs of homeless individuals and families, including outreach, emergency crisis resources and landlord engagement.
- B. Develop and recommend strategies for identification and development of affordable housing resources for homeless individuals and families (serving persons at 30% of area median income or less).
- C. Recommend policies and service delivery systems to address the needs of individuals and families who face domestic violence and seek shelter/services.
- D. Recommend policies and strategies for effective discharge planning from foster care, health care facilities, mental health facilities and correctional institutions to prevent homelessness.
- E. Recommend standards, policies and procedures for the Moving on Strategies for permanent supportive housing.
- F. Recommend policies and procedures for case management for wrap around services for Veterans and civilian individuals and/or families that are chronically homeless. Services to include:
  - a. Benefit Review
  - b. Job Training
  - c. Employment
- G. Provide information to complete the County’s and City’s Consolidated Plans as it relates to housing for those experiencing homelessness.
- H. Responsible for other duties that may be assigned.

**MARKETING GOALS**

- A. Responsible for outreach, planning, coordinating, and implementing activities related to public relations, events, advocacy, and member services for the purpose of raising public awareness of the needs of the homeless and increase participation in the CoC.
- B. Increase awareness of the need to provide funding for housing and supportive services to the those experiencing homelessness.
- C. Coordinate with government officials, local, state, and national organizations to promote homeless awareness events and campaigns.
- D. Responsible for other duties that may be assigned.

**SEEKING GRANTS GOALS**

- A. Identify resources and funding opportunities to secure the services of a grant writer

- B. Identify grant sources and submit grant applications to the CoC General membership for approval and then to the CoC Board of Directors for final approval to increase financial resources that can be used to support the mission of the CoC
- C. Identify and share grant resources with CoC membership to increase capacity
- D. Responsible for other duties that may be assigned

### **HMIS/CE Committee**

- A. The HMIS/CE Committee is responsible for operating an effective HMIS System and the Coordinated Intake System that promotes the mission of the FCCOC of ending homelessness in the geographical area of Cumberland County.
- B. The HMIS/CE Committee is responsible for reviewing and evaluating all processes used with the HMIS System and the Coordinated Intake System to ensure the FCCOC meets all HUD requirements and those established by the FCCOC. In addition, this committee is responsible for determining the impact on improving access and connection to services to resolve homelessness.
- C. The HMIS/CE Committee is responsible for collaborating with the other committees established by the FCCOC to ensure shared data, housing needs, financial needs, and governance documentation.

### **HMIS**

- A. Create monthly reports to assist with the P&D Committee marketing for community awareness and updates for BOD/Members/Committees to see strengths and weaknesses of ending homelessness.
- B. Determine the effectiveness of Coordinated assessment and determine needed steps with housing and service system operations and reporting to HUD.
- C. Increase provider participation in use of the HMIS System.
- D. Review the HMIS Privacy, security, and data quality plans to ensure that the CoC's actions are consistent with the policies set forth.
- E. Evaluate the HMIS system and administrator.
- F. The Data Analyst reports monthly on data quality errors/data integrity to determine what training may be needed for the agency.
- G. Review data to be sent to HUD and report out to the BOD/Members before information is sent to HUD.
- H. Review the HIC, Point in Time (PIT), and System Performance Measures (SPMs) reports once they are received and approved by HUD.
- I. Ensure HMIS Policies & Procedures are given to all agencies that use HMIS and that the agencies follow these policies & procedures.
- J. Seek provider feedback of all aspects of HMIS.
- K. Determine how to best assist Coordinated Intake System with obtaining their goals.

### **CE**

- A. Oversee the design, implementation, processes, and procedures of the Coordinated Intake System.
- B. Investigate and resolve complaints or concerns related to the Coordinated Intake System.
- C. Share data and information through monthly reporting about the Coordinated Intake System to the FCCOC BOD and Members.
- D. Oversee the structure and implementation of the By Names List.
- E. Develop performance metrics and evaluative tools specific to oversight and administration of the Coordinated Intake System.
- F. Recommend Coordinated Intake System quality improvements to the FCCOC BOD.



- G. Review and update Coordinated Intake System Policies & Procedures.
- H. Ensure that the Coordinated Intake System incorporates prioritization, low barrier, Housing First, person-centered, and fair and equitable access for all clients.

**Performance Evaluation and Grant Review Committee**

This committee is charged with assisting the CoC Board with its responsibility to develop performance targets, monitor performance, and recommend projects for funding. In addition, review local and federal policy priorities and recommend the adoption of priorities that align with them. This committee should consist of CoC members who are not HUD grantees.

CoC & ESG Grants items to be reviewed:

- 1. Solicit, receive, and review project applications requesting approval to be submitted to HUD with the CoC’s consolidated application for funding under the HEARTH Act.
- 2. Make recommendations to the Board/Members regarding project applications acceptance or rejection as part of the CoC’s consolidated application to HUD for funding under the HEARTH Act.
- 3. Assess the grantees progress made towards ending homelessness and make a determination as to whether or not a reallocation should be addressed.
- 4. Review and recommend the policies, timelines, and scoring tools for CoC application review and ranking process.
- 5. Ensure ranking process and score sheets used are in alignment with HUD requirements.

Evaluation of Grantees items to be reviewed:

- 1. Monitor funded project progress quarterly to ensure timely spending of awarded funds and progress toward meeting HUD’s housing and employment standards.
- 2. Report out to the Board the quarterly reporting of funds spent and progress made.
- 3. Evaluate all proposed projects, both new and renewals, for HUD’s funding based on recommendations from the CoC.
- 4. Report out to the Board/Members evaluation findings of grantees to determine strengths and weaknesses and how to address the needs found through the evaluation (possible project report card established to show performance targets).
- 5. Review overall system performance and report out to Board/Members.
- 6. Use the following HUD tool to ensure continuity across the board when evaluating grantees:  
<https://files.hudexchange.info/resources/documents/Evaluating-Subrecipients-to-Optimize-Performance.pdf>.
- 7. Provide technical assistance and support to underperforming project.
- 8. Ensure that outcomes of ESG and COC projects are reported to HUD annually.
- 9. Recommend actions to be taken against ESG and CoC projects that perform poorly.

**Governance/Nominating Committee**

The Governance/Nominating Committee is to assist the CoC Board with its responsibility to monitor the overall Continuum of Care’s (CoC) compliance with governing documents, funder requirements, and legal statutes. It shall also assist in recruiting a diverse membership from throughout the Cumberland County geographic area.

*Governance*

- 1. Provide recommendations annually to the CoC Board of Directors and CoC membership on updates for the Policies & Procedures.
- 2. Review and recommend written standards related to:
  - i. Transitional housing program implementation;

- ii. Street Outreach; and
  - iii. Rapid Re-housing program implementation.
3. Develop policies to ensure the collaborative process is fair and equitable across the geographic area and fosters cross-agency partnerships to benefit the populations served by the CoC.

*Nominating*

1. Engages in recruitment activities to engage as many and diverse stakeholders in the CoC as possible.
2. Recruits individuals and organizations to become members of the CoC and actively participate in committees.
3. Receives, reviews, and recommends persons to serve on the CoC Board of Directors:
  - a. Determines the qualifications, as established in the CoC Bylaws, of Board applicants; and
  - b. Provides a slate of Board Officers and Board Members-at-Large to the CoC Board and members as directed by the CoC Bylaws.
4. Monitors member participation in the CoC Committees and Member meetings.

**Ad Hoc Committees**

The BOD Chairperson may create Ad-Hoc committees as necessary to fulfill the tasks of the CoC. The BOD chairperson shall appoint a member of the CoC to serve on each Ad-Hoc Committee, giving prior notice to the BOD of the designated Ad Hoc Chairperson. The Ad Hoc Committee Chairperson will recruit additional individuals taking in consideration the advisement of the BOD.

**Financial Committee**

This committee is responsible to ensure the CoC is:

- a. following Financial Accountings Standard Boards (FASB) and Generally Accepted Accounting Principles (GAAP) for accounting practices and donations;
- b. This committee is responsible to develop and review the annual budget;
- c. Provide monthly financial statements to present to the BOD;
- d. Ensure the COC programs and expenditures are meeting the grant requirements and expectations;
- e. Develop and submit the 990 annually;
- f. Ensure the CoC is abiding by the NC Secretary of State Charitable Solicitors License;
- g. This committee is responsible to develop, review, and adhere to the financial policies and make recommendations to the BOD to ensure compliance, and accountability; and
- h. The Committee may also be responsible for other duties that may arise from time to time.

**Rules and Limitations of Committees**

All Standing and Ad Hoc committees will provide a written report following each meeting to the BOD. The chair of the standing and/or ad hoc committee can deliver this written report at the next BOD meeting. The BOD must approve all recommendations of the Standing and Ad Hoc Committees before action can be taken. No commitments on behalf of the CoC may be made by any committee chairperson or any member of any committee without the approval of the BOD. BOD approval can be granted via email, if needed.

**Continuum of Care General Membership**

Participation in the CoC is open to any organization or individual who wishes to dedicate their time to accomplish the mission of the CoC. Anyone who attends any meeting(s) will be considered a “participant,” unless they have completed the steps to become a member by submitting the membership packet and has been reviewed and presented as a member via notice to the BOD. Members only can serve on both the standing and Ad Hoc committees unless otherwise mentioned. Whereas, any participant, member, or interested community party may serve on an Ad Hoc committee. Outside involvement on Ad Hoc Committees is encouraged. Only Active Members have voting rights. However, all members and participants are strongly encouraged to take an active

role in the CoC, and specifically in standing committees or Ad-Hoc committees. All helpful voices are encouraged during the discussion portions of the Board of Directors meetings.

To the extent feasible, the membership of the CoC shall represent the diverse population residing in the geographic service areas of the CoC. Membership in the CoC is open to interested individuals and relevant organizations, including – but not limited to – nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, educational institutions, social service providers, mental health agencies, hospitals, affordable housing developers, law enforcement and organizations that serve veterans.

Any member may participate in any or all of the CoC’s committees or Ad-Hoc committee, but to be considered an **active member** of the CoC, a member must attend at least 40 percent of the scheduled member meetings in the previous twelve (12) months.

### **I. Selection and Evaluation of the Collaborative Applicant**

A Request for Qualifications (RFQ) for a Collaborative Applicant may be called by the Fayetteville/Cumberland County Continuum of Care Board by resolution approved by two-thirds of the Board membership. Upon approval, the Board shall name a special committee to conduct the process for RFQ review and recommendation of a Collaborative Applicant to the Board.

The Fayetteville/Cumberland County Continuum of Care Board of Directors will select an eligible organization to serve as the Collaborative Applicant responsible for submission of the Continuum of Care’s application for the HUD Continuum of Care Homeless Assistance Grant and conducting Continuum of Care Program activities. The selection will be formalized in a resolution that must be approved by a majority of the Board membership present. The resolution must be passed prior to submission of the HUD eSNAPS application for CoC Planning funds.

### **J. Selection and Evaluation of the HMIS Administrator**

Fayetteville/Cumberland County CoC (NC-511) agrees to adopt both the North Carolina Statewide shared HMIS platform vendor and administrator provided by the North Carolina HMIS Project. NC-511 further agrees to operate the local CoC implementation in compliance with HUD Data Standards and the North Carolina Statewide Policies and Procedures. A memorandum of understanding will be entered into and renewed annually.

### **K. Fayetteville/Cumberland County Continuum of Care Policies, Procedures and Standards**

The Fayetteville/Cumberland County Continuum of Care Board is responsible for setting the policies and procedures for the governance, operations, written standards for assistance and coordination of the Continuum of Care. Policies and Procedures will be approved by the CoC Board by majority vote.

The CoC Board will review written standards on an annual basis, considering:

- Provider feedback on the current written standards
- Program participant feedback on the intake process
- The effectiveness and appropriateness of housing and services for current program participants
- The CoC’s success at meeting the performance standards in Section 427 of the McKinney-Vento Act
- Changes in the characteristics of the homeless population within the CoC
- Changes in the housing and service resources available

CoC Policies and Procedures will be available on the Collaborative Applicant website as well as the CoC website.

### II. POLICY PROCEDURES & STANDARDS

The Fayetteville/Cumberland County Continuum of Care on Homelessness herein referred to as the CoC is responsible for coordinating and implementing a system to meet the needs of the population and subpopulations experiencing homelessness within the geographic area of Cumberland County NC. Under the requirements of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH Act), both the Emergency Solution Grant (ESG) and the Continuum of Care Program state that the local CoC, in consultation with recipients of Emergency Solutions Grants and Continuum of Care program funds within the geographic area, (1) establish and consistently follow written standards for providing Continuum of Care assistance, (2) establish performance targets appropriate for population and program type, and (3) monitor recipient and sub-recipient performance.

All programs that receive ESG or CoC program funding are required to abide by these written standards. Agency program procedure should reflect the written standards described in this document. The CoC strongly encourages programs that do not receive either of these sources of funds to accept and utilize these written standards.

The written standards have been established to ensure that persons experiencing homelessness who enter programs throughout the CoC will be given similar information and support to access and maintain permanent housing.

The majority of these standards are based on the HEARTH Act regulations that governs CoC and ESG Programs.

There are some additional standards that have been established by the CoC that will assist programs in meeting and exceeding performance outcomes that will aid in reaching the goals of reducing and ending homelessness.

The CoC will:

- Assist with the coordination of service delivery across the geographic area and will be the foundation of the coordinated entry system;
- Assist in assessing individuals and families consistently to determine program eligibility;
- Assist in administering programs fairly and methodically;
- Establish common performance measurements for all CoC components; and
- Provide the basis for the monitoring of all CoC and ESG funded projects.

These written standards have been developed in conjunction with ESG & CoC recipient(s) and with other service providers to allow for input on the procedure of Coordinated entry/assessment system, standards, performance measures and the process for full implementation of the standards throughout the CoC from the perspective of those organizations that are directly providing homeless housing and services, Emergency Shelter (ES), Transitional Housing (TH), Permanent Supportive Housing (PSH), Rapid Rehousing (RRH) and Supportive Services for Veteran Families (SSVF).

These policies and standards have been approved and adopted by the Cumberland CoC.

The policies and standards will be reviewed and revised as needed at a minimum of once per year. Agreement to abide by the policies and standards will be a condition as we move forward for federal, state and local funding.

### Program Requirement for All Programs

- Programs must coordinate with other homeless services within the CoC geographic area.
- Programs must coordinate with mainstream resources in the CoC including housing, social services, employment, education and youth programs for which participants may be eligible.
- Programs must have written policies and procedures and must consistently apply them to all participants.
- Programs receiving ESG and CoC funding must participate in HMIS (Homeless Management Information System), unless otherwise stated by federal regulations. However, all homeless programs are strongly encouraged to participate in HMIS.
- Programs must meet minimum HMIS data quality standards.
- Programs providing Domestic Violence or Legal Services may opt out of HMIS participation but must utilize a comparable database to collect HUD required data elements.
- Programs must participate in Coordinated Entry System and use the prioritization criteria established in these documents.
- Programs must conduct an initial evaluation to determine the amount and type of assistance needed to regain stability in permanent housing.
- Program rules and regulations should be designed in the spirit of inclusion rather than as grounds for denial or termination. Programs should exercise judgment and examine all extenuating circumstances in determining when violations are serious enough to warrant termination so that a program participants' assistance is terminated only in the most severe cases.
- Programs must make known that use of the facilities and services are available to all on a nondiscriminatory basis.

### Termination of Participation, Denial and Grievance Procedures

Grantees or subgrantees must have written termination, denial, and grievance policies and/or procedures. The policies and/or procedures should be readily available to households either in written information or by posting the policy in a public place. It is important to effectively communicate these policies and/or procedures to households and ensure that they are fully understood. The grantee or subgrantee must exercise judgment and examine all extenuating circumstances in determining when violations warrant termination so that a program participant's assistance is terminated only in the most severe cases.

To terminate rental assistance or housing relocation and stabilization services to a program participant, the required formal process, at a minimum, must consist of:

1. Written notice to the program participant containing a clear statement of the reasons for termination;
2. A review of the decision, in which the program participant is given the opportunity to present written or oral objections before a person other than the person (or a subordinate of that person) who made or approved the termination decision; and
3. Prompt written notice of the final decision to the program participant. Termination under this section does not bar the recipient or subrecipient from providing further assistance at a later date to the same family or individual.

24 CFR 576.402 allows for termination of assistance to an individual or family who violates program requirements. Termination must be in accordance with a formal process established by the organization that recognizes the rights of individuals affected.

There must be an appeals procedure for participants who are evicted or refused service from the facility for any reason. At a minimum, someone other than the person who made the initial termination of services must hear any appeals. Participants must be informed of the appeals procedure at intake.

### *Denial and Grievance*

Causes of denial of assistance include, but are not limited to, the household's ineligibility or failure to provide verifiable evidence of eligibility, etc. Established procedures should describe:

1. Circumstances in which a household may not qualify or would be denied;
2. Notification of denial; and
3. A household's right to review a grantee's decision.

### **Record Keeping Requirements for All Projects**

Participant Recordkeeping Requirements include:

- All records containing personally identifying information must be kept secure and confidential;
- Programs must have written confidentiality/privacy notice a copy of which should be made available to participants if requested;
- Documentation of homelessness (following HUDs guidelines);
- A record of services and assistance provided to each participant;
- Documentation of any applicable requirements for providing services/assistance;
- Documentation of use of Coordinated Entry System;
- Documentation of use of HMIS;
- Records must be retained for the appropriate amount of time as prescribed by HUD; and
- Financial Recordkeeping Requirements include:
  - Documentation for all costs charged to the grant;
  - Documentation that funds were spent on allowable costs;
  - Documentation of the receipt and use of program income;
  - Documentation of compliance with expenditure limits and deadlines;
  - Retain copies of all procurement contracts as applicable; and
  - Documentation of amount, source and use of resources for each match contribution.

### **Occupancy Standards for All Programs**

All housing units, including scattered site programs owned and managed by private landlords, must meet applicable state or local government health and safety codes and have current certificate of occupancy for the current use and meet or exceed the following minimum standards: (For more detail refer to ESG regulations 576.403 (b) Minimum Standards)

- Buildings must be structurally sound to protect from the elements and not pose any threat to health and safety of the residents;
- Must be accessible in accordance with Section 504 of the Rehabilitation Act, the Fair Housing Act and the Americans with Disabilities Act where applicable;
- Must provide an acceptable place to sleep and adequate space and security for themselves and their belongings;
- Each room must have a natural or mechanical means of ventilation;
- Must provide access to sanitary facilities that are in operating condition, private and clean;
- Water supply must be free of contamination;

- Heating/cooling equipment must be in working condition;
- Must have adequate natural or artificial illumination and adequate electrical resources to permit safe use of electrical appliances;
- Food preparation areas must have suitable space and equipment to store, prepare and serve food in a safe and sanitary manner;
- Building must be maintained in a sanitary condition;
- Must be at least one smoke detector in each occupied unit of the program; and where possible near sleeping areas. The fire alarm system must be designed for hearing-impaired participants. There must be a second means of exiting the building in case of fire or another emergency; and
- The Program, Record Keeping and Occupancy Standards as represented above apply to all programs regardless of the type of services/housing that they provide.

**III. CUMBERLAND COUNTY CONTINUUM OF CARE ON HOMELESSNESS  
FINANCIAL MANAGEMENT POLICIES AND PROCEDURES**

**1. GENERAL PURPOSE**

The purpose of these policies is to establish guidelines for developing financial goals and objectives, making financial decisions, reporting the financial status of the Fayetteville/Cumberland County Continuum of Care on Homelessness (Agency), and managing the Agency’s funds.

**2. FINANCIAL RESPONSIBILITIES**

It is the responsibility of the Board of Directors to formulate financial policies and review operations and activities on a periodic basis.

The Board delegates this oversight responsibility to the Treasurer of the Board and the Finance Committee of which the Treasurer is the Chair. This responsibility is shared through delegation with the Board, or any primary fiscal agent.

The board/primary fiscal agent will implement all financial policies and procedures. The board/primary fiscal agent, with oversight of the Finance Committee is responsible for the coordination of the following: annual budget presentation, management of fund investments, selection of the outside auditors, and approving revenue and expenditure objectives in accordance with the Board approved long-term plans.

The board/primary fiscal agent with oversight by the Finance Committee has the day-to-day operations responsibility for managing Agency funds, ensuring the accuracy of the accounting records, internal controls, financial objectives and policies, financial statement preparation, and bank reconciliation review and approval.

The Accountant, supervised by the board or primary fiscal agent, is responsible for the preparation of the Chart of Accounts, Reporting Formats, Accounts Payable Processing, Payroll input and Payroll processing, Cash Receipts input, Journal Entries for General Ledger, Form 1099 reporting, Form 5500 reporting, and Form 990 reporting as well as Bank Reconciliations.

**3. CONFLICT OF INTEREST**

Members of the Board of Directors are prohibited from activities that might present conflicts of interest. The powers of directorship may not be used to personally benefit the Director at the agency’s expense. If a Director has a financial interest in an Agency’s transaction, the Director must fully disclose the interest and abstain from voting. Loans to Directors are prohibited.

**4. BUDGETING PROCESS (The Board must approve the budget)**

The Agency’s Board/primary fiscal agent and the Treasurer shall be responsible for presenting to the Finance Committee and other Board Committees an annual operating budget draft sixty (60) days prior to the end of the fiscal year and thirty (30) days prior to its submission to the Board of Directors.

The Finance Committee shall review and approve the recommended fiscal year budget revenues, expenditures and cash flow, and submit it for approval to the Board of Directors.

The budget shall contain revenues and expenses forecasted by month. A chart describing monthly cash flow shall be included.

**5. FINANCIAL STATEMENTS**

The Agency’s financial statements shall be prepared on an accrual basis in accordance with Generally Accepted Accounting Principles (“GAAP”).

The presentation of the Financial Statements shall follow the recommendation of the Financial Accounting Standards No. 117, “Financial Statements of Not-For-Profit Organizations” (SFAS No. 117).



Under GAAP, net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the agency and changes shall be classified as unrestricted, temporarily restricted and permanently restricted.

Separate from Unrestricted Funds, resources for various purposes are classified for accounting and maintained for each fund. Several funds are in place for this purpose including but not limited to: Endowment Fund, Restricted Funds, Cash Management Fund, Property and Equipment Fund, etc.

The Board/primary fiscal agent shall prepare and present Monthly Financial Statements in a format approved by the Board Chair and Finance Committee. The statements shall be presented to the Board Chair, senior management, and the Finance Committee for review.

### **6. CASH FUND**

A cash fund of one-quarter to one-third of the Agency's annual operating expenses shall be maintained. When the fund balance falls below this minimum, the Finance Committee and the Board shall develop a plan and budget for rebuilding it.

### **7. AUDIT SARBANES-OXLEY ACT COMPLIANCE**

The CoC will have an audit or audit review if less than 50,000 in revenue of its financial statements annually, within 4 months of the end of each the fiscal year. The audit shall be completed by a firm of Independent Certified Public Accountants. The Board Chair and the primary fiscal agent shall have direct responsibility in overseeing the implementation of the Annual Financial Audit and present the findings to the entire Board of Directors.

The Board Chair and the Treasurer/primary fiscal agent shall recommend to the Board of Directors for approval, the selection of a firm to perform the annual audit. In addition, the Audit Committee shall assist, when necessary, in the audit preparation, and report the final results to the Board of Directors. A representative of the audit firm shall be invited to attend the annual presentation to the Board of Directors and shall be required to make a presentation to the Board if the audit report is other than unqualified, or if the auditor's report material weaknesses in internal controls or reportable conditions.

The Treasurer/primary fiscal agent or the Auditor shall prepare the Form 990 and it shall be reviewed by the CoC's the Executive Committee before submission to the IRS.

The CoC will adhere to the retention of records per the IRS and other funding requirements timelines. At no time will records be altered or destroyed in order to prevent their use in an official proceeding.

Members will not be retaliated against for reporting suspected fraudulent financial activities.

### **8. REVENUE AND INCOME PROCEDURES**

The Board Chair in conjunction with the Board/primary fiscal agent, develops and proposes revenue goals and objectives and submits them to the Directors for discussion and approval.

All contributions shall be recorded in accordance with GAAP, with specific attention to standards FASB 116 and 117. Contributions are recorded as pledged or received in accordance with FASB 116, and must be credited to the appropriate revenue lines as presented in the annual budget and coded with the appropriate account number as designated in the Agency's Chart of Accounts.

### **9. RECORDING RECEIPTS**

The following procedures for cash received through the mail or given to a staff person shall be in place:

- Mail should be opened by a staff person that is not involved in the accounting function;
- All checks shall be endorsed with the Agency's official stamp;
- All cash and checks received through the mail shall be forwarded to the designated staff person not involved in the accounting function. This person records all checks and cash by date, name of company or individual, designation, and amount;
- After recording checks, or cash, they are forwarded to the Accountant or Treasurer who records it for accounting purposes. An individual deposit ticket shall be prepared with triplicate copies, bearing a different designation of each account. That record shall include date of deposit, name of sender, amount, and designation; and
- A copy of the bank deposit slip is retained in chronological order with copies of the deposited checks. All cash and checks shall be deposited the same business day if possible, and no later than the next business day into the Agency's Bank Account.

The same procedures followed for cash receipts shall be followed when monies are received by employees as contributions for special events. Gifts received electronically, such as stock transfers or on-line contributions should be properly recorded by a designated staff person and by the Treasurer. Transactions should be periodically rechecked by the Board/primary fiscal agent. The Accountant or Treasurer shall make the appropriate entries in the General Ledger books. The Accountant or Treasurer shall reconcile all logs of incoming cash/checks with the deposit slips, and with the record of receipts.

### **10. RECEIPTS TO DONORS**

The designated staff person responsible for fund development shall ensure that all donors and contributors shall receive proper acknowledgement of their contributions in accordance with IRS Guidelines.

### **11. EXPENDITURES PROCEDURES**

All expenditures shall be approved by the CoC Board /primary fiscal agent once the annual budget is approved. All expenditures shall be coded by account number using the Agency's Chart of Accounts. The Accountant or Treasurer maintains standard accounting records containing all aspects of the Agency's financial operations. They include but are not limited to: A general ledger, a check register, and a payroll register.

Invoices shall be approved by either the CoC Board /primary fiscal agent. Following the review and approval, check payment vouchers shall be prepared and the invoices shall be distributed to the Agency's Accountant or Treasurer for check payment preparation. Upon payment of a bill, a copy of the check or duplicate of stub shall be stapled onto the bill and payment date and check number shall be printed on the invoice. The paid invoices shall be filed alphabetically according to company/individual name and shall be kept on a fiscal year basis on file.

### **12. SIGNATURE POLICY**

The Board Chair and the CoC Board /primary fiscal agent (two signatures) shall unless otherwise decided by the Board, sign all checks, drafts, or orders for payment of money, contracts, and commitments for services issued in the name of the Agency. In the absence of either individual, the signature of the Chair of the Board must be obtained.

### **13. COMPENSATION AND PAYROLL**

Payroll is executed once employee are hired. Compensation and staff levels would be in compliance with funders expectations and regulations. Paychecks or direct deposits will be provided to each employee by the Accountant or Treasurer or through a third party contract for services.

Monthly payroll expenses shall be verified by the Accountant or Treasurer against payroll reports and direct deposit reports and reconciled with checking account reports.

The compensation of the CoC Board /primary fiscal agent shall be determined by the Board of Directors or their designees and the CoC Board /primary fiscal agent compensation is based on a board-approved process that considers comparable data and the CoC Board /primary fiscal agent performance. The salaries of all other employees shall be determined by the CoC Board /primary fiscal agent. Compensation ranges for all staff positions shall be approved by the CoC Board /primary fiscal agent. No employee of the Agency may be compensated outside of the approved range, without the approval of the Board Chair.

#### **14. LOCAL TRAVEL AND EXPENSE REIMBURSEMENTS**

Employees must abide by the Agency's Travel and Expense policy. Travel and expense reports for mileage, meals, hotel, supplies, etc., will be maintained by each employee and then submitted to the supervisor for approval and payment on a weekly basis by the Accountant or Treasurer.

Mileage to and from the employee's residence to the place of work will not be paid by the Agency.

Reimbursements will be based on the travel rate established by the Board Chair and the CoC Board /primary fiscal agent and approved through the budgeting process. Travel reimbursement shall not be above IRS Guidelines. All parking and other expenditure receipts must be attached to the expense voucher as a condition for payment.

#### **15. CREDIT CARD EXPENDITURES**

The CoC Board /primary fiscal agent will approve the issuance of a company-issued credit card for employees who travel frequently. Employees must utilize that card only for business travel.

Employees must submit documentation that explains the business reason for items purchased using the credit card. The direct supervisor must approve the documentation which is then submitted to the Accountant for recording and reconciliation.

Credit Cards may be used to pay for program services on behalf of a person as outlined in the grant agreement. Every effort will be made to utilize debit or check transactions as primary.

#### **16. PURCHASING**

Any expenditure in excess of an amount determined by the Board of Directors for the purchase of a single item should have bids from three (3) suppliers if possible. These bids are reviewed by the Treasurer /primary fiscal agent and the bid award must be specifically approved in advance by the CoC's Board of Directors.

Purchase of less than the approved amount may be made at the discretion of the CoC's Board Chair or primary fiscal agent without competitive bids. However, for fixed assets, reasonable diligence should be exercised to comparatively shop for available sources.

Any purchase made by a Board member on behalf of the CoC will require prior approval by the Board Chair.

#### **17. LEASES AND OTHER CONTRACTUAL AGREEMENTS**

Leases and other contractual agreements are negotiated by the Board/primary fiscal agent and executed with the approval of the Board Chair. New leases in excess of an amount determined by the Board of Directors require the approval of the Finance Committee.

The Board Chair and the Board/primary fiscal agent are authorized to develop and enter into contractual agreements with vendors, bankers, and third parties for the purpose of ensuring the Agency's general operations. The Finance Committee shall review such agreements and make recommendations when necessary.

#### **18. NOTES, LOANS, ETC.**

All notes, loans and other indebtedness to be contracted in the name of the Agency (except open accounts and all other routine banking transactions), shall require the signature of the Board Chair,

unless otherwise specified by the Board or established in the present management policies and procedures. All indebtedness must be approved by the Agency's Board/primary fiscal agent.

### **19. DEEDS, CONVEYANCES, ETC.**

The Board Chair and the CoC Board/primary fiscal agent shall execute all Deeds, Conveyances, Mortgages, Leases, Contracts and other instruments in the name of the Agency.

### **20. BANK ACCOUNTS AND INVESTMENT ACCOUNTS**

The CoC Board /primary fiscal agent shall maintain and oversee Bank and Investment accounts, and ensure the Agency's day-to-day financial operations. Several accounts may be maintained by the Agency as follows:

- Checking Account;
- Money Market Account;
- Certificates of Deposit; and
- Brokerage Account.

These accounts may be changed as the Agency's financial conditions and requirements change.

### **21. CHECKING ACCOUNT**

All checks, cash, money orders, and credit card deposits, are reviewed by the Accountant or Treasurer and deposited in the appropriate Accounts. Fund raising events, foundations and corporate donations and miscellaneous contributions, shall be deposited into the accounts. Monies shall be transferred from the Checking account into the Money Market Account or the investment account, when necessary, by the CoC Board/primary fiscal agent. Checks are written weekly to meet obligations, or ongoing operational expenditures.

### **22. BANK RECONCILIATIONS**

Bank reconciliations shall be completed monthly by the Accountant or Treasurer and cross-referenced with the cash and receipts logs and the monthly Financial Statements. The Financial Statements shall be compiled by the CoC Board /primary fiscal agent. The Statements shall be then reviewed by the Board Chair and presented to the Finance Committee.

All Bank Statements, Credit Card Statements, and Endowment Fund Reports will be reconciled every month by the Accountant or Treasurer, and records will be kept in a designated office.

### **23. CASH AND CASH EQUIVALENTS**

Cash and cash equivalents include all cash balances and highly liquid investments with a maturity of six months or less. The Agency places its temporary cash investments with highly rated financial institutions. The COC Board/primary fiscal agent shall closely monitor the balances of the Checking account, Money Market and Certificates of Deposit accounts. At times such investments may be outside of the FDIC insurance limit.

### **24. PETTY CASH**

A petty cash fund provides a systematic method for paying and recording out-of-pocket cash payments too small to be made by check. The Agency shall maintain a Two Hundred (\$200.00) petty cash fund that is replenished as needed. The Accountant or Treasurer shall maintain control of, and responsibility for, payments disbursed from the Petty Cash fund; however, amounts should not exceed an amount determined by the Board of Directors for each transaction. The total Fund should not exceed an amount determined by the Board of Directors.

**25. INVESTMENTS REPORTS AND INVESTMENTS POLICY**

Investments shall be reported with the monthly financial statements at cost or market value. The Board Chair and CoC Board/primary fiscal agent, with oversight of the Finance Committee, shall review and determine the general investment strategy for all funds.

The philosophy of the Agency's short-term investments is safety of principal and liquidity.

Acceptable investments shall be:

- Certificates of Deposit and Bankers Acceptances rated A1;
- Domestic Corporation Commercial Paper rated A1 and/or P1 by two (2) major rating services; and
- All short-term Securities of the U.S. Government or an agency thereof.

The Endowment Fund investment strategy shall be reviewed and evaluated by the Finance Committee annually, to ensure the portfolio's proper diversification, security and return on investments. All financial institutions shall be selected and approved by the Finance & Legal Committee and must have long-term investment rating of A or higher by Standard and Poor's, or a compatible rating.

**26. INSURANCES**

Reasonable and adequate coverage will be maintained to protect the CoC's interests as well as the Board of Directors and the Agency's employees. The following insurance policies shall be kept on a yearly basis or as appropriate and applicable for risk: Commercial Property Contents and Computer Policy, General and Professional Liability Insurance, Directors and Officers Liability Insurance, Employee's Dishonesty Bond Insurance, Employee's Life Insurance, Workers Compensation Insurance, Long-Term Disability Insurance, and Employees Health Insurance.

Insurance Policies shall be carefully reviewed by the CoC Board/primary fiscal agent before renewal each year.

**27. BONDING**

All Agency employees shall be bonded through an Employee's dishonesty bond policy. In addition, the Chairman, Secretary, Treasurer and all Board of Directors shall be bonded by a reputable bonding company.

**28. PROPERTY AND EQUIPMENT**

Property and equipment shall be stated at historical cost. Depreciation is computed over the estimated useful lives of the assets using the straight-line method. A Depreciation schedule shall be prepared and maintained by the CoC Board/primary fiscal agent on an annual basis, taking into consideration the annual equipment inventory. A Property Removal Form shall be required for the removal of the CoC Board property, supplies, and/or equipment from the Agency's premises.

**29. EQUIPMENT INSTALLATION**

Purchase, installation and maintenance of telephone equipment, telephone lines, office equipment, computer equipment, etc. shall be approved by the CoC Board /primary fiscal agent after discussion and approval by the Board Chair. Staff Members and other managers shall be responsible for receiving and supervising the installation of equipment scheduled for their facility or working area, and for maintaining and protecting the equipment installed in their offices.

**30. DONATED MATERIALS AND SERVICES**

Donated materials and equipment shall be reflected in the Financial Statements at their estimated values measured on the date of receipt. Volunteers donate time to the Agency's Program services on an on-going basis. Other volunteers contribute time and services for Administrative or fundraising

activities. Such contributed services are generally not reflected in the Agency's financial statements, since there is no objective way of assessing their value.

### **31. CONFIDENTIALITY AND RECORDS SECURITY**

Financial records are restricted materials with limited access. Only the CoC Board /primary fiscal agent and Accountant (or others so authorized) shall have access to financial records (vendor files, checks, journals, payroll, etc.).

### **32. DOCUMENT RETENTION**

Financial documents are retained for a period of time in keeping with State law and the recommendations of the IRS.

### **33. TAX REPORTING**

The Agency is exempt from federal income taxes under Section 501 (c) (3) of the Internal Revenue Code as amended. Accordingly, no provisions for income taxes shall be reflected in the financial statements.

### **34. GENERAL**

Internal control can be divided into two areas: accounting controls and administrative controls. Administrative controls deal with the operations of the business, whereas the accounting controls deal with accounting for such operations. Accounting controls should be designed to achieve the five basic objectives:

- **Validation**

Validation is the examination of documentation by someone with an understanding of the accounting system, for evidence that a recorded transaction actually took place and that it occurred in accordance with the prescribed procedures. As systems grow more sophisticated, validation is a built-in component whereby the transactions test themselves against predetermined exceptions.

- **Accuracy**

The accuracy of amounts and account classification is achieved by establishing control tasks to check calculations, extensions, and additions and account classifications. The control objective is to be certain that each transaction is recorded at the correct amount, in the appropriate, account, in the right time period.

- **Completeness**

Completeness of control tasks ensures that all transactions are initially recorded on a control document and accepted for processing once and once only. Completeness controls are needed to ensure proper summarization of information and proper preparation of financial reports. To ensure proper summarization of recorded transactions as well as a final check of completeness, subsidiary ledgers and journals with control accounts need to be maintained.

- **Maintenance**

The objective of the maintenance controls is to monitor accounting records after the entry of transactions to ensure that they continue to reflect accurately the operation of the business. The control system should provide systematic responses to errors when they occur, to changed conditions, and to new types of transactions. The maintenance function should be accomplished principally by the operation of the system itself. Control maintenance policies require procedures, decisions, documentation, and subsequent review by a responsible authorized individual. Disciplinary control tasks, such as supervision and segregation of duties, should ensure that the internal control system is operating as planned.

- **Physical Security**

It is important in all business organizations that the assets are adequately protected. Physical security of assets requires that access to assets be limited to authorized personnel. One means to

limit access to both assets and related accounting records is through the use of physical controls. Protection devices restrict unauthorized personnel from obtaining direct access to assets or indirect access through accounting records that could be used to misappropriate assets. Locked storage facilities restrict access to inventories, and fireproof vaults prevent access to petty cash vouchers. Transaction recording equipment limits access to assets by limiting the number of employees involved in recording and posting transactions.

### IV. COC PROGRAM GRANT

**Regulatory Citation:** CFR 578.7, 578.7(a)(9)(iii) and (iv). 578.37(a)(1)(ii),

**HUD Guidance Documents and Resources:**

Continuum of Care Program Roadmap <https://www.hudexchange.info/.../CoC-Program-Roadmap-Prezi-Slides.pdf>

**A. Collaborative Applicant**

The Collaborative Applicant is the entity designated by the Continuum of Care (CoC) to submit the CoC Registration for the Fayetteville/Cumberland County Continuum of Care on Homelessness NC 511 and the CoC Program Grant Application on behalf of the CoC. The Collaborative Applicant shall be designated by the Fayetteville/Cumberland County Continuum of Care Board of Directors.

**B. Grant Inventory Worksheet**

In consultation with each of the CoC’s Program project applicants, the Collaborative Applicant is responsible to assure the timely submission and accuracy of the Grant Inventory Worksheet (GIW). The GIW is used to calculate the CoC’s Annual Renewal Demand for funding to be considered for the annual CoC Program Grant Competition.

**C. Project Evaluation, Monitoring and Performance Reporting**

The Collaborative Applicant will utilize the Continuum of Care Performance Evaluation and Grants Review Committee to provide program monitoring, evaluation and reporting of programs funded under the CoC Program Grant.

The Collaborative Applicant will maintain and review HMIS, Annual Performance Reports and other documentation as necessary to measure the Continuum of Care’s progress in meeting HUD CoC Program Grant goals and objectives.

The Continuum of Care Board of Directors may establish additional performance measurement requirements as necessary to report progress on local goals and objectives. Collaborative Applicant staff will communicate with CoC Program Recipient Agencies throughout each program year to ensure that they are aware of expected performance measures required by HUD and the Continuum of Care Board of Directors.

All CoC Program Grant Recipients and Subrecipients are required to provide the following documents to the Collaborative Applicant:

- Final eSNAPS Project Application;
- Final eSNAPS C1.9a Technical Submission;
- Leverage Documentation;
- Match Documentation; and
- Quarterly report on LOCCS drawdowns of CoC Program funds.

**a. Quarterly Continuum of Care Annual Performance Reports**

The Collaborative Applicant will provide Continuum of Care – wide quarterly reporting of aggregate performance of all CoC Program Grant Projects through a quarterly Annual Performance Report to measure progress in the annual performance goals established in the Continuum of Care Program Grant.



The quarterly reports will cover the following performance periods which will include the quarterly point in time occupancy dates measured in the HUD standardized Annual Performance Report (APR) and Annual Homeless Assessment Report (AHAR):

- November – January (APR PIT Date: Fourth Wednesday in January)
- February – April (APR PIT Date: Fourth Wednesday in April)
- May – July (APR PIT Date: Fourth Wednesday in July)
- August – October (APR PIT Date: Fourth Wednesday in October)

### **b. Mid-Term Program Evaluation Policy**

The Collaborative Applicant will provide mid-term project evaluations of CoC Program projects to measure individual Recipient Agency progress in achieving project goals established in the CoC Program Application and the Recipient Agency Project. This evaluation assistance will be performed after six months of a program year for all program grants including one-year renewals or multi-year projects.

- i. Collaborative Applicant will contact agency at the midpoint of their operating term.
- ii. The Collaborative Applicant will review an Annual Performance Report from the HMIS system inclusive of program data from the operation start date to the midpoint review date. They will generate a mid-term project progress report that will include: progress in achieving project goals; contributions to meeting CoC level performance goals; and areas of concern for improvements. Examples of areas of concern include missing data elements within the HMIS, data not consistent with agency targets as outlined in the program’s original agency application, or significant shortfalls in performance targets.
- iii. The Collaborative Applicant will submit the mid-term progress report to the Executive Director or designee of the Recipient Agency. Technical assistance will be provided upon request of the agency or as determined needed by the Collaborative Applicant. Technical assistance may include:
  - a) Review of person roles for accurate enrollment and exit documentation;
  - b) Supplemental HMIS training;
  - c) Recommendations for use of IHRA for persons appearing to meet independent readiness thresholds and average lengths of stay for persons consistent with program type; and
  - d) Review of agency records related to mainstream benefits enrollments, approvals and denials for the prior quarter.
- iv. The Collaborative Applicant will provide documentation of all program monitoring, evaluation and technical assistance for recipients and subrecipients and maintain copies of all reports and correspondence in the official CoC project files.

### **c. Annual Performance Reports (APR)**

Annual Performance Reports are used in the development of annual project performance score cards and for the aggregate CoC-wide achievements in meeting HUD Goals and Objectives reported in the CoC Program Grant.

The Collaborative Applicant will work with each CoC Recipient in the preparation of their Annual Performance Report. Final APRs will be reviewed and approved by the Collaborative Applicant prior to submission in the HUD electronic reporting system “eSNAPS” in order to confirm that data being reported to HUD is consistent with data reported in the local HMIS system.

### **i. APR Approval Procedures**

- a) The Collaborative Applicant will contact the CoC Program Recipient Agency within one week of the expiration of each program year to initiate an APR data review and confirm APR due date.
- b) At initial APR data review, the Collaborative Applicant will provide a first draft APR to agency staff through the HMIS System and will include a report of any findings to be adjusted by agency staff. Examples of findings include missing data or data not consistent with agency targets as outlined in the program's original agency Continuum of Care Program application.
- c) The Collaborative Applicant will consult with Recipient Agency to determine a planned submission date of the APR to eSNAPS which will be set prior to the HUD submission deadline. This planned submission date will take into consideration time allotted for any corrections that need to be made to HMIS data prior to submission in eSNAPS.
- d) The Collaborative Applicant will conduct a final data review no later than the first week of the month of the HUD submission deadline to ensure that any necessary findings were corrected in HMIS and will send a final HMIS APR version to agency staff to be used for eSNAPS data entry.
- e) The Recipient Agency will send a copy of their eSNAPS APR to the Collaborative Applicant for verification prior to submitting to HUD.
- f) The Recipient Agency will use the Collaborative Applicant approved APR to complete their APR in eSNAPS and will send a final version of the eSNAPS generated APR to the Collaborative Applicant for the official CoC Planning files.

### **ii. Annual Performance Scorecards for CoC Program Grant Competition**

The Collaborative Applicant will draft an annual CoC Program Grant Project Scorecard template to be used as a tool for prioritization and funding in the CoC Program Grant local competition. The Draft Scorecard will be approved by the CoC Board of Directors prior to the CoC Program Grant local competition. Scorecard elements will reflect performance measures for both HUD and local CoC goals and objectives.

#### **a.) CoC Program Projects Scorecard Procedures:**

- i.) The Collaborative Applicant will populate the individual Preliminary Project Scorecards for review by the recipient agency. Agencies will review for data accuracy and final performance measures will be confirmed from APR and other HMIS and Collaborative Applicant records.
- ii.) Agencies will have the opportunity to provide a narrative response to any performance measure as part of the final Project Scorecard.
- iii.) The complete scorecard with comments will be included in the local CoC Program competition application.
- iv) Coordinated Entry projects will be prioritized for Tier 1 funding and ranked as number one unless there is a significant reason to do otherwise.

#### **b.) Actions Against Poor Performance**

CoC Program recipients who do not meet local and/or HUD performance targets and/or do not meet expectations and compliance of program and grant management of their CoC programs, as documented in either or both the CoC Score Card or monitoring and evaluation reports, may be subject to having their projects reduced in whole or in part and reallocated to other projects during the Community Projects Review Committee local competition renewal process as allowed in a HUD Notice of Funding Availability.

(Emergency Solutions Grant recipients and subrecipients actions against poor performance are detailed in the ESG section of the policies and procedures.)

### **D. Application for CoC Program Grant Funds**

Upon HUD issuance of the CoC Program Grant Notice of Funding Availability, the Collaborative Applicant will prepare a master timeline of the CoC Program Grant process and will conduct the following steps to assure a well communicated process for organizations to make application for CoC Program Funds to include, but not limited to:

- Establish all application, review and announcement deadlines sufficient to achieve reasonable public participation in the grant process and allow for timely submission to HUD;
- Issue the local request for proposals for CoC Program Funds;
- Publicize the request for proposal announcement through the Collaborative Applicant website, listserv, and email broadcasts;
- Conduct a briefing on the CoC Program Grant Application process in advance of deadlines;
- Prepare applications for prioritization and ranking; and
- Assist project applicants in the submission of application in eSNAPS.

### **E. CoC Project Ranking and Funding Decision Process**

The Continuum of Care Board of Directors shall utilize the CoC's Performance Evaluation & Grants Review Committee whose primary purpose will be to carry out the project ranking and funding decisions for the Continuum of Care Program local competition. This committee may also serve in other prioritization and funding allocation capacities as determined by the CoC Board of Directors.

#### **a. Conflicts of Interest**

Performance Evaluation & Grants Review Committee members may not be employees, contractors, or serve in any representative capacity of an applicant or a subrecipient agency party to a funding application.

#### **b. CoC Program Grant Ranking and Prioritization Procedures**

The Collaborative Applicant will provide training to the Performance Evaluation & Grants Review Committee on the CoC Grant Process that will be open to the public. The Performance Evaluation & Grants Review Committee training will follow HUD guidance and the prioritization and ranking rules within the CoC Program Notice of Funding Availability.

The committee will conduct two private meetings inclusive of Collaborative Applicant staff as part of the project review and selection process. The first meeting will involve receipt of all CoC Program Application Materials. The committee Chair will provide final instruction to the committee on the review process. The second meeting will involve the final review, prioritization and funding decisions.

The Collaborative Applicant will prepare the project priority list and funding decision as presented by the committee. The list and committee report will be presented at the next CoC Board of Directors meeting. The CoC Board of Directors will vote to accept the decisions of the committee. The Performance Evaluation & Grants Review Committee is the final decision-making Body for the determination of project priorities and funding levels. The CoC Board of Directors may direct the Collaborative Applicant to make minor budgetary corrections consistent with HUD application rules, as needed. The Collaborative Applicant will be charged with communicating budget adjustments to individual applicants before final submission of the application to HUD.

### **F. CoC Program Rapid Rehousing Rental Assistance**

Rapid Rehousing Permanent Housing Projects are designed to provide flexible programming that will expedite a household's ability to become self-sufficient through time-limited rental subsidy programs. Per 24 CFR part 578.37(a)(1)(ii), the CoC will establish annually priority populations to receive Rapid Rehousing assistance consistent with HUD Continuum of Care Program NOFA requirements and in response to analysis of point in time count and housing inventory and unmet need reports.

The CoC will establish a Rapid Rehousing Rental Assistance Subsidy Policy to determine the amount or percentage of rent each program participant must pay and the maximum amount or percentage of rental assistance that a program participant may receive.

The CoC will also establish a Rapid Rehousing Rental Assistance Subsidy Policy to determine the maximum number of months that a program participant may receive rental assistance, the maximum number of times that a program participant may receive rental assistance, and the extent to which a program participant must share the cost of rent.

Continuum of Care Rapid Rehousing Program applicants must identify and select one of two rental subsidy program models for all their project participants upon initial CoC Program Grant application during the local competition. CoC approved subsidy models include the Income Based Subsidy and the Gradual Declining Subsidy.

Program Participants may participate in a Rapid Rehousing Program within the Fayetteville Cumberland County Continuum of Care a maximum of two times over a 24-month period including participation in an ESG Rapid Rehousing Program. Eligibility for frequency of participation will be determined by the Coordinated Assessment System review of person service history recorded in the HMIS and through consultation with any domestic violence Rapid Rehousing program.

**a. Calculation of Eligible Participant Household Income** The calculation of household adjusted gross income must follow the existing Continuum of Care Program Requirements.

CoC Rapid Rehousing program participants adjusted gross household incomes must fall below or equal to 60% AMI. Household income will be recertified at least every 90 days to determine the appropriate level of rental subsidy.

**b. Continuum of Care Rapid Rehousing Rental Subsidy Program**

Rapid Rehousing Projects funded from CoC Program Funds must select one of the two models at program application and at program renewal and must apply that model to all persons within the CoC Rapid Rehousing project.

RENTAL ASSISTANCE SUBSIDY MODEL	Rent to be Paid by Program Participant	Maximum Amount of Rental Assistance Received	Maximum Number of Months of Rental Assistance	Frequency of Income and Self-Sufficiency Assessments	Maximum Number of Months in Case Management
<b>Income Based Subsidy</b>	30% of Adjusted Gross household Income.  \$0 minimum	Monthly Rent	12 months  (Short Term or Medium-Term Programs)	First 90 days. Every 30 days from month 4 to program completion	24 months
<b>Gradual Declining Subsidy</b>	0% months 1-3 50% months 4-6 75% months 7-9 100% months 10-24	100% months 1-3 50% months 4-6 25% months 7-9	9 months  (Medium Term Programs Only)	First 90 days. Every 30 days from month 4 to program completion	24 months

**Extensions** – Extensions of rental assistance can be made for three additional months if the sub-recipient agency has submitted its extension policy to the Collaborative Applicant at program start-up.

**V. COORDINATED ENTRY SYSTEM**

Prepared by	Approved by:	Dates Approved:
CoC Coordinated Entry Subcommittee	CoC Board	January 23, 2018
CoC Coordinated Entry Subcommittee	CoC Board	September 17, 2019
CoC HMIS / Coordinated Entry Committee	CoC Members	August 10, 2022

Regulatory Citations:	24 CFR 578.7(a)(9); 578.37(a)(1)(ii), 24 CFR 576, and 24 CFR §576.400(e), 24 C.F.R. §576.402, 24 CFR 575.500(n)
HUD Guidance Documents and Resources:	<p>Notice CPD-17-01: Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System.</p> <p>Coordinated Entry Core Elements:  <a href="https://www.hudexchange.info/resources/documents/Coordinated-Entry-Core-Elements.pdf">https://www.hudexchange.info/resources/documents/Coordinated-Entry-Core-Elements.pdf</a></p> <p>Notice CPD-16-11: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing (PDF)</p> <p>Coordinated Entry: Management and Data Guide</p> <p>Outline for a CoC’s Coordinated Entry “Policies &amp; Procedures” Document</p>

**COORDINATED ENTRY SYSTEM**

**Purpose**

The following policy outlines the roles and responsibilities of the coordinated entry system. The Fayetteville / Cumberland County Continuum of Care (CoC) on Homelessness provides entry into housing via multiple access points for individuals and families experiencing homelessness with a goal of providing participants with their choice of housing, shelter or services.

**Scope**

This policy applies to all providers and individuals who provides services through the Fayetteville / Cumberland County Continuum of Care (CoC) on Homelessness system, including the CoC, Lead Agency, CoC Board of Directors, CoC Committees, and CoC and/or ESG funded agencies.

**Policy**

The U.S. Department of Housing and Urban Development (HUD) requires that Continuums of Care (CoCs) establish and operate a coordinated entry process. Most recently, HUD’s Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System (CPD-17-01) established new requirements for coordinated entry that CoCs and projects funded by either the CoC Program or the Emergency Solutions Grants (ESG) Program must meet. The rule defines coordinated entry as a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals. Such

a system covers the CoC's geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool. (24 CFR part 578.3).

### Overview

The Fayetteville / Cumberland County Continuum of Care on Homelessness uses a coordinated entry system that focuses on housing and service coordination to connect homeless consumers to the most appropriate housing solution based on their needs. This system is established in accordance to the provisions and requirements set out in HUD's Notice CPD-17-01.

Coordinated entry allows the community to determine on one or two central prioritizing principles by which the community can make decisions on how to utilize its resources most effectively. The coordinated entry process focuses on prioritizing people who are most likely to need assistance because of physical or behavioral health issues, vulnerability to death or victimization while homeless, or the circumstances of their homelessness. These prioritization approaches ensure that across all subpopulations and people with various types of disabilities, those most vulnerable, at highest risk of continued homelessness, or with the most severe service needs will be prioritized for assistance. The coordinated entry process can prioritize who will receive assistance based on need. Long waiting lists through the coordinated entry process should be discouraged.

The local CoC will adjust prioritization standards to differentiate and identify resources for those persons with the greatest needs and highest vulnerability especially when more people are assessed as needing a particular intervention than there are openings for that intervention. The main question to ask is what housing and service assistance strategy among all available is best for this household?

### Geographic Coverage

This coordinated entry system covers the entire geographic area of Fayetteville and Cumberland County. Individuals and families who are homeless or at-risk of homelessness can present for services at any participating housing and service provider in the county at the designated access points.

### Participation Expectations

All projects funded through the local Continuum of Care (CoC) and Emergency Solutions Grant (ESG) Programs are required to participate in the local CE. The CoC still aims to have all homeless assistance projects participating in its CE process and will work with all local projects and funders in its geographic area to facilitate their participation in the CE.

As part of the annual CoC and ESG application processes, each project must submit a report that identifies the number of participants its project referred, accepted, rejected, and/or served from the CE process.

### CoC and ESG Coordination

The CoC is committed to aligning and coordinating CE policies and procedures governing assessment, eligibility determinations, and prioritization with its written standards for administering CoC and ESG Programs funds. A copy of the CoC and ESG written standards are included in the CoC's Policies and Procedures document.

The CoC will include at least one representative from the local ESG recipient in its membership of the HMIS/CE Committee. Additionally, at least annually, representatives from the CoC and the ESG recipient agencies will identify any changes to their written standards and share those with the CoC's HMIS/CE Committee so that the changes may be reflected in the CE P&P section.

## Guiding Principles

The CoC establishes the following guiding principles for its CE:

1. The CE will operate with a person-centered approach, and with person-centered outcomes.
2. The CE will ensure that participants quickly receive access to the most appropriate services and housing resources available.
3. The CE will reduce the stress of the experience of being homeless by limiting assessments and interviews to only the most pertinent information necessary to resolve the participant's immediate housing crisis.
4. The CE will incorporate cultural and linguistic competencies in all engagement, assessment, and referral coordination activities.
5. The CE will implement standard assessment tools and practices, and will capture only the limited information necessary to determine the severity of the participant's needs and the best referral strategy for him or her.
6. The CE will integrate mainstream service providers into the system, including local Public Housing Authorities and VA medical centers.
7. The CE will utilize HMIS for the purposes of managing participant information and facilitating quick access to available CoC resources.
8. The CE will ensure that participants do not wait on the prioritization waiting list for periods in excess of 60 days.
9. The CE will be transparent, with expectations and outcomes communicated regularly to all stakeholders, including housing service providers and clients.

## Roles and Expectations

The CE system will have entities involved in administering, managing, evaluating, and policy oversight. The managing entity will have the responsibility to implement the day-to-day workflow of the process. Another entity will have the responsibility to assess the performance of the system and create a feedback loop to the policy oversight entity. An entity(ies) will have the responsibility to establish and review policies and procedures.

Access Point(s): Access points include designated service providers, shelters, drop-in centers, and other locations for initial screening and referral into CE.

Cumberland HealthNET (CE Operator): This agency operates the CE system with duties including, but not limited to, the following:

- Providing the staffing needed to operate the CE system;
- Coordinating case conferences to review and resolve rejection decision by receiving programs and refusals by participants to engage in coordinated entry or accept housing referrals in;
- Ensuring eligible individuals/families are added to the By-Name List;
- Providing reports regularly to the HMIS/CE Committee, CoC Board, and any other CoC related groups;
- Ensuring assessment of individuals/families and work with local providers to coordinate referrals; and
- Work with case managers and housing navigators with collecting necessary documents in order for households to access housing and services.

Cumberland County Community Development (management entity) / HMIS Administrator: This agency is serves as the CoC's Lead Agency and Collaborative Applicant and is responsible for CE planning and project management to include but not limited to:

- Establishing day-to-day management structures;
- Establishing clear, accessible communicated plan;
- Promoting standardized screening and assessment processes;
- Developing and delivering training; and
- Conducting monitoring.

Emergency Services: Emergency services include emergency shelters, certain transitional housing, and drop-in centers. These may operate as access points for CE, and participants may access emergency services at these sites during the hours CE is not in operation. Access to homeless dedicated beds is made through the Street Outreach Staff, designated access points, CE's vanity line (910-479-4663), and NC 2-1-1 unless there are safety concerns.

HMIS/CE Committee and Other Designated CoC Groups (Evaluation / Policy Oversight): These entities are responsible for:

- Planning annual CE evaluation;
- Evaluating CE implementation process for effectiveness and efficiency;
- Identifying policy and process improvements;
- Establishing participation expectations;
- Determining local data collection and data quality expectations;
- Defining data sharing protocols; and
- Selecting a Data System for CE.

Homeless Management Information System (HMIS): HMIS is the centralized data system in the CoC. All participating agencies making or accepting referrals through the CE system are required to utilize the HMIS system. All CE By Names Lists are maintained in HMIS, and all referrals are made through HMIS. Agencies that are exempt from using the shared HMIS system are those Domestic Violence (DV) / Victim Service Provider (VSP) agencies. However, DV / VSP agencies must meet the same reporting requirements, using a comparable database, that generates electronic reports including, but not limited to, the Consolidated Annual Performance Evaluation Report (CAPER), as well as other data request for all State and Federal reporting and evaluations.

Homeless Prevention Services: The CE system will ensure that all potentially eligible HP participants will be screened for homelessness prevention assistance, regardless of the access point at which they initially seek assistance.

Housing / Service Navigators: When available, Housing / Service Navigators can be employed by the CE operator and/or partnering agencies to offer participants support with housing search as well as initial service navigation. Service Navigators assist with diversion, assessment using the standardized screening tool, and referrals to cooperating agencies. Housing navigators assist with housing search and placement.

Participants: Individuals and families experiencing homelessness or at imminent risk of literal homelessness according to the federal definition of homelessness to 24 CFR Parts 92, 582, and 583, the Homelessness Emergency and Rapid Transition to Housing (HEARTH) Act Final Rule Defining "Homeless," and in need of permanent housing or emergency services. Participants must be located within the geography of Cumberland County, with the exception of households fleeing domestic violence.

Participating Providers: Housing and shelter providers who are required to or wish to participate in CE.



### **Nondiscrimination**

The CE system must adhere to all jurisdictionally relevant civil rights and fair housing laws and regulations. All Coordinated Entry system participating agencies shall market to and serve all eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, marital status, immigration status, limited English proficiency, or who are least likely to apply in the absence of special outreach or accommodation to promote every individual's full and complete participation in Coordinated Entry system. All Coordinated Entry system participating agencies shall also comply with all State of North Carolina and Federal statutes relating to nondiscrimination.

- Fair Housing Act prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status.
- Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance.
- Title II of the Americans with Disabilities Act prohibits public entities, which includes State and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing-related services such as housing search and referral assistance.
- Title III of the Americans with Disabilities Act prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.
- Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, or national origin under any program or activity receiving Federal financial assistance.

The Coordinated Entry system will not use data collected from the assessment process to discriminate or prioritize households for housing and services on a protected basis, such as race, color, religion, national origin, sex age, familial status, disability, actual or perceived sexual orientation, gender identify or marital status resource or designated access points for CoC resources, services, and housing

### **Affirmative Marketing and Outreach**

The Coordinated Entry process and associated housing and supportive services are affirmatively marketed to and available to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, marital status, immigration status, limited English proficiency, or who are least likely to apply in the absence of specialized outreach in order to promote every individual's full and complete participation in system. Marketing materials are placed at each organization within the Continuum of Care's geographic boundaries that regularly encounter people who are homeless, or that periodically encounter people in hard-to-reach homeless subpopulations, such as people who are service-resistant. Marketing information include a list of access points, their locations and phone numbers.

The CoC will also issue a mass email periodically and press release to update the community on the Coordinated Entry process and its achievements. CoC member agencies are also encouraged to place information about the Coordinated Entry process on their websites. The Coordinated Entry process is also placed on the CoC's website and access through the vanity line (910-479-4663) and NC 2-1-1 systems.

All access/assessment sites and housing providers must ensure fair and equal access to the Coordinated Entry system for all persons regardless of actual or perceived race, color, religion, national origin, spoken language, age, gender

identity, pregnancy, citizenship, familial status, household composition, disability, Veteran status, sexual orientation, or domestic violence status.

To ensure fair access by individuals with disabilities, physical and communication accessibility barriers must be addressed by appropriate accommodation within the Coordinated Entry system. If an individual's self-identified gender or household composition creates challenging dynamics among residents within a facility, the host program should make every effort to accommodate the individual or assist in locating alternative accommodation that is appropriate and responsive to the individual's needs. All subpopulations including chronically homeless individuals and families, Veterans, youth, persons and households fleeing domestic violence, transgender persons, and refugees and new immigrants must be provided equal access to crisis response services regardless of the characteristics and attributes of their specific subpopulations.

All promotional materials (both printed materials and digital media) describing CES services, processes, and rules shall include clear and concise language directly describing how CES processes are available to all eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, marital status, immigration status, limited English proficiency, or who are least likely to apply in the absence of special outreach or accommodation.

All Coordinated Entry system participating agencies shall retain copies of marketing materials with evidence of affirmatively furthering fair and equal access to all Coordinated Entry process. Copies of marketing materials shall be provided upon request by funders, partners, and participants in Coordinated Entry services.

### **Low Barrier Policy/Housing First**

Access/Assessment points and housing providers are prohibited from screening people out of the coordinated entry process due to perceived barriers to housing or services, including, but not limited to, too little or no income, active or a history of substance abuse, domestic violence history, resistance to receiving services, the type or extent of a disability-related services or supports that are needed, history of evictions or poor credit, lease violations or history of not being a leaseholder, or criminal record. The coordinated entry process incorporates a system-wide Housing First approach. Housing First, operate with few barriers and a focus on quickly rehousing individuals and families experiencing homelessness. Providers that receive HUD funding are required to abide by Housing First principles including low barrier and harm reduction strategies.

### **Safety Planning for Victims of Domestic Violence**

All persons who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking shall have immediate and confidential access to available crisis services within the defined CE geographic area. The CoC providers shall incorporate a safety risk assessment as part of initial CE triage and intake procedures, evaluating, to the greatest extent possible, the physical safety and well-being of participants and prospective participants.

The CE process allows emergency services, including all domestic violence and emergency services hotlines, drop-in service programs, and emergency shelters, including domestic violence shelters and other short-term crisis residential programs, to operate with as few barriers to entry as possible. People are able to access emergency services, such as emergency shelter, independent of the operating hours of the coordinated entry system's intake and assessment processes. The coordinated entry process must not jeopardize the safety of the individuals and families seeking assistance including those needing assistance through street outreach.

Emergency interventions, e.g., county and mental health crisis services and after-hours hotel/motel vouchers through the police department, will not be prioritized based on severity of service need or vulnerability, such as entry to emergency shelter, allowing for an immediate crisis response. Services like permanent supportive housing, rapid rehousing, and transitional housing will be prioritized.

The household should be processed in accordance with the following protocol:

1. If during the initial engagement, concerns are identified about the household's immediate safety, the client should be referred to local law enforcement (911) and to a domestic violence shelter, through access to the 24-hour crisis line at 910-677-2532 / email: [039@ccdssnc.com](mailto:039@ccdssnc.com).
2. Victims of domestic violence can also file for a civil domestic violence protective order lawsuit (50-B) and process the emergency request at the Clerk of Courts Office (Safe Link Office) at the Cumberland County Courthouse, 117 Dick Street, Room 340. The telephone is 910-475-3000. The protective order can be filed without going to the courthouse. The protective order can be filed electronically at the following locations in Cumberland County and Fort Bragg:
  - i. Rape Crisis of Cumberland County, 519 Ramsey Street, Fayetteville, 910-485-7273;
  - ii. Fayetteville Police Department Cross Creek Substation, 6147 Raeford Road, Fayetteville, 910-433-1885;
  - iii. Hope Mills Town Hall, 5770 Rockfish Road, Hope Mills, 910-424-4555; and
  - iv. Army Community Services, 2843 Normandy Drive (third floor), Fort Bragg, 910-396- 5521.
3. If during the assessment, it is determined that the client presents an immediate safety risk to themselves or others, the individual performing the assessment should immediately contact 911 to assist in determining the appropriate course of action to ensure the safety of the clients and those around the client.

### Privacy and Data Protections

The Coordinated Entry system operations and staff must abide by all State of North Carolina-defined privacy protections as defined by the Data Management Committee. Person consent protocols, data use agreements, data disclosure policies, and any other privacy protections offered to program participants as a result of each person's participation in HMIS will be the same as Coordinated Entry system.

Participants completing the Coordinated Entry system assessment process cannot be required to disclose of specific disabilities or diagnosis. Specific diagnosis or disability information may only be obtained for purposes of determining program eligibility to make appropriate referrals. Additionally, the Coordinated Entry system will operate using a person-centered approach, and must allow participants to refuse to answer assessment questions and/or refuse referrals.

The CoC Coordinated Entry system prohibits denying services to participants if the participant refuses to allow their data to be shared unless Federal statute requires collection, use, storage, and reporting of a participant's personally identifiable information (PII) as a condition of program participation.

### Coordinated Entry System Training

All Access, Assessment, and Housing Programs must complete the CoC's Coordinated Entry system training. The CoC will host Coordinated Entry system training in person or via webinar/online and the Evaluation Analyst/Coordinated Entry Specialist will schedule these trainings. However, if staff is not able to attend the scheduled trainings, then staff may request training from the DEA/CES at any time that is convenient. Coordinated Entry system training will include but is not limited to; Coordinated Entry policies and procedures, trauma informed practices, cultural competency, etc. Access/assessment sites are strongly encouraged to attend any additional cultural and linguistic competency trainings.

### Coordinated Entry Core Components

The goal of this program is to have a person housed within 60 days of entering Coordinated Entry. The four core components of Coordinated Entry are: Access, Assessment, Prioritization, and Referral.

#### Access

People experiencing a housing crisis need to be able to quickly access resources available in the community. The first contact that most people experiencing a housing crisis should have with the crisis response system is through a CE access point. The local CoC uses a multisite centralized access CE model that also involves using a telephone hotline. Depending on availability of resources, the CoC may use an internet-based assessment. Access point(s) must be easily accessible by households seeking homeless or homelessness prevention services. Access points, if physical locations, are sited in proximity to public transportation and other services to facilitate participant access. Access points are required to offer some variation to the process, e.g., a different access point, as a reasonable accommodation for a person with disabilities. For example, a person with a mobility impairment may request a reasonable accommodation in order to complete the coordinated entry process at a different location or over the phone.

Access points must provide connections to mainstream and community-based emergency assistance services such as supplemental food assistance programs and applications for income assistance.

Participants may also seek housing and services through the CE system by contacting the vanity line at (910) 479-HOME (4663). The CoC currently uses the following Access Points:

Agency	Address	Office Telephone	Days / Hours
Cumberland HealthNet	225 Green Street Fayetteville, NC 28301	910-483-6869	Mon – Thurs, 9 am – 2 pm
Salvation Army Shelter	245 Alexander Street Fayetteville, NC 28301	910-483-8119	Mon – Thurs, 4 pm – 5 pm
First Baptist Church	201 Anderson Street Fayetteville, NC 28301	910-483-0477	Thurs, 1 pm – 2 pm

HUD’s Coordinated Entry Notice allows for separately designated access points for only certain subpopulations and only after the CoC has carefully considered the benefits of establishing and maintaining separate access for those subpopulations. Separate access points can be designated for the following subpopulations:

- Single adults
- Adults with children
- Unaccompanied youth
- Persons accessing homelessness prevention assistance, and
- Domestic violence survivors

All access points must be approved by the appropriate CoC decision-making body.

The CoC will put forth great efforts to also ensure suburban and rural communities have access to the CE system by working with available providers in those communities and by applying other special outreach efforts.

### Street Outreach

Persons unlikely to reach the access point(s) or call for assistance on their own can be assisted by Street Outreach Staff from Cumberland Healthnet, the Fayetteville Police Department Homeless Liaison, and other agencies. The Outreach Team is not an access point but will be available to provide HUD-required affirmative marketing to persons who are least likely to apply in the absence of these type of outreach efforts. Persons encountered by Street Outreach Staff are provided the same standardized assessment process as persons who access coordinated entry through the access points. In addition, Street Outreach Staff will offer necessary and appropriate engagement, including referrals to prevention and division services, case management, emergency health and mental health, and transportation services as needed to ensure persons are connected to the coordinated entry system. Street Outreach Staff also follow the same non-discriminatory practices, data security protection measures, crisis response procedures and safety planning protocols as assessors staffed at the access points. Street Outreach Staff will enter client information in the HMIS system in order for eligible persons to be referred to the community queue.

### Assessment

The purpose of the assessment is to identify a person's overall needs and preferences and appropriately triage the person by asking about immediate needs. The CE staff should accurately evaluate the person's vulnerability and barriers to housing, and provide information to support accurate referrals.

The CoC's CE process will use a comprehensive and standardized process to assess all CE participants, ensuring uniform decision-making and coordination of care for persons experiencing a housing crisis. A link to the assessment training and the training form(s) will be accessible on the CoC's website at [www.fayettevillecumberlandcountycoc.org](http://www.fayettevillecumberlandcountycoc.org) and / or by contacting the Lead Agency / Collaborative Applicant. All assessors, CE staff, or partnering agencies using the assessment tool must complete the training and sign the required assessment training form(s) and return to the Data and Evaluation Analyst.

All persons served by CE will be assessed using an approved standardized assessment tool such as the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) and / or similar approved assessment tools. All access points must use these tools to ensure that all persons served are assessed in a consistent manner, using the same process. The assessments document a set of participant conditions, attributes, need level, and vulnerability, allowing the access point and/or assessment staff to identify a service strategy to the CE staffer who manages the CoC's prioritization list.

The assessment process cannot require disclosure of specific disabilities or diagnosis. Specific diagnosis or disability information may only be obtained for purposes of determining program eligibility to make appropriate referrals. CoC's coordinated assessment participants are freely allowed to decide what information they provide during the assessment process, to refuse to answer assessment questions and to refuse housing and service options without retribution or limiting their access to other forms of assistance. Written policies and procedures specify the conditions for participants to maintain their place in coordinated entry prioritization lists when the participant rejects options.

The CoC's are prohibited from screening people out of the coordinated entry process due to perceived barriers to housing or services, including, but not limited to, too little or no income, active or a history of substance abuse, domestic violence history, resistance to receiving services, the type or extent of a disability- related services or supports that are needed, history of evictions or poor credit, lease violations or history of not being a leaseholder, or criminal record.

The Initial Assessment will be conducted by the CE specialists with access to HMIS. Emergency access point service providers could include all types of emergency services such as, domestic violence and emergency services hotlines, drop-in service programs, emergency shelters, and other short-term crisis residential programs. Persons must be able to access emergency services independent of the operating hours of the CoC's coordinated entry process for intake and assessment.

This entry will have two parts, prescreening and, which will be used as the Community Queue or Prioritization List. The person will need to acknowledge that information collected during the Coordinated Entry process will be collected in HMIS. The person consent to enter their information into HMIS will be attained by verbal acknowledgement. Contact information will also be collected to aid agencies in the follow-up of the person when housing becomes available. Upon verbal acknowledgement, the persons will be advised by CE that they will have an Acknowledgement Form presented to them by the Coordinated Entry Specialist or at the agency to which they will be referred. Each agency may maintain their own Acknowledgement Form to complete person files. If the person is in immediate need of all services, they will be referred to the appropriate provider for program enrollment.

The CE specialist will ask the person a few questions to help identify the **most pertinent needs** of the person including housing. They will explain that CE does not guarantee a shelter bed.

### Phases of the Assessment

All projects participating in CE will follow the assessment and triage protocols of the CE system. The assessment process will progressively collect only enough participant information to prioritize and refer participants to available CoC housing and support services.

The CoC has adopted the following phased approach to engage and appropriately serve persons seeking assistance through the CE system:

1. *Initial Triage (Immediately)*: This first phase will focus on identifying the immediate housing crisis, and clarifying that the CoC crisis response system is the appropriate system to address the potential participant's immediate needs;
2. *Diversion or Prevention Screening (Immediately)*: The second phase of assessment can also happen immediately upon engaging with a participant. During this phase, CE staff will examine existing CoC and participant resources and options that could be used to avoid the participant entering the homeless system of care;
3. *Intake (Immediately)*: The third phase should also happen immediately, as it is intended to collect all information necessary to enroll the participant in a crisis response project such as emergency shelter or other homeless assistance project;
4. *Initial Assessment (Within 10 business days)*: During the fourth phase, CE staff, assessors, or partnering agencies will collect information to identify a participant's housing and service needs with the intent to resolve that participant's immediate housing crisis;
5. *Potential Eligibility Assessment (Within 15 business days after initial assessment)*: The fifth phase is the eligibility screening (predetermination) phase where the CE staff, assessor, or partnering agency considers the potential participant's likelihood of being eligible for admission to a project based on its specific eligibility requirements and the CoC's written standards for prioritizing assistance. The participant is placed on the prioritization list for no more than 90 days.
6. *Comprehensive Assessment (Within 30 business days after the potential eligibility assessment)*: In the sixth phase, the CE staff, assessors, or partnering agencies will seek information necessary to refine, clarify, and verify a participant's housing and homeless history, barriers, goals, and preferences. Assessment information supports the evaluation of the participant's vulnerability and prioritization for assistance; and
7. *Next Step / Move On Assessment (Ongoing)*: The final phase will collect information revealed or known after an Initial Assessment is conducted when that new information might suggest a revised referral strategy. Or it will re-evaluate participants who have been stably housed for some time and who might be ready for less-intensive housing and service strategies.

The CE process may collect and document participants' membership in Civil Rights protected classes but will not consider membership in a protected class as justification for restricting, limiting, or steering participants to particular referral options.

### **Disclosure of Disability or Diagnostic Information**

Throughout the assessment process, participants must not be pressured or forced to provide CE staff with information that they do not wish to disclose, including specific disability or medical diagnosis information.

### **Updating the Assessment**

Participant assessment information should be updated at least once a year, if the participant is served by CE for more than 12 months. Additionally, staff may update participant records with new information as new or updated information becomes known by staff.

Individuals who choose not to participate in data collection upon initial assessment or project entry may later decide that their information can be collected and entered into HMIS. Participant data in HMIS can be updated after an initial CE data collection period and throughout project enrollment to reflect emergence of new information, corrections to previously collected information, or additions of previously unanswered questions. CoCs should continuously work to improve participant engagement strategies to achieve completion rates of required HMIS data elements that are as high as possible.

### **Privacy Protections**

CE participating agencies are required to notify and obtain participant consent for the collection, use, and disclosure of participants' personally identifiable information (PII). All participant information collected, stored, or shared in the operation of CE functions, regardless of whether or not those data are stored in HMIS, shall be considered personal and sensitive information worthy of the full force of protection and security associated with data collected, stored, or shared in HMIS.

A participant's request for housing crisis response assistance initiated through phone or email communication will be considered notification of intent and inferred to be client consent to collect, use, and disclose that PII collected via phone or email. CE participating agencies shall obtain written client consent from the participant when he or she comes in and additional data are collected during an in-person assessment.

The CoC must protect all participants' personally identifiable information (PII), as required by HUD's HMIS Data and Technical Standards, regardless of whether or not PII is stored in HMIS. All CE participating projects will ensure participants' PII will only be collected, managed, reported, and potentially shared if those data are able to be secured in compliance with the HUD established HMIS privacy and security requirements.

### **Prioritization**

When resources are scarce, the coordinated entry process can prioritize who will receive assistance based on the participant's need. Coordinated entry should not result in prolonged stays on waiting lists for housing assistance. When many more people are assessed as needing a particular intervention than there are openings for that intervention, the CoC will adjust prioritization standards to differentiate and identify resources for those persons with the greatest needs and highest vulnerability more precisely. CoC will use data collected through the CE process to prioritize homeless persons within the CoC's geography.

The CoC approved assessment tool will be the ONLY tool used to assess acuity for individuals and families at the point of entry will be used prior to entry as part of the prevention/diversion process and to determine literal homelessness). The scores obtained from the assessment tool will be used to sort individuals into the category of the most appropriate housing intervention.

### **Permanent Supportive Housing (PSH):**

The prioritization for PSH is consistent with HUD's Prioritization/PSH Notice. Persons eligible for PSH will be prioritized for available units based on the criteria below.

For individuals that score 8 or above on the assessment score (Families that score a 9 or above), which indicates a need for permanent supportive housing, the following criteria (only going to the next level as needed) will be used to break a tie between two or more individuals or families:

1. Chronic Homelessness – Documentation of the HUD Definition of Chronic Homelessness
2. Veteran Status – Documented Veteran Status
3. Score on the Wellness section of the assessment.
4. Score on Risks of the assessment
5. Score on Socialization of the assessment
6. Date of assessment: The final tie breaker will be the date of the individual's assessment, giving priority to the earliest date of assessment.

### **Rapid Rehousing (RRH) and Transitional Housing (TH):**

For individuals scoring 4-7 and families scoring 4-8 on the assessment, the following process will be used to prioritize for rapid rehousing placement (ESG, CoC, and Other RRH). Based on the quantity of available case management, rapid rehousing clients will be referred based on the acuity score and the same priorities of the PSH. Clients scoring in the PSH range may select the lower intervention of RRH.

### **Emergency Services**

In accordance with HUD Coordinated Entry Notice: Section II.B.7 entry to emergency shelter will not be prioritized through CE, allowing for an immediate crisis response for individuals and families seeking emergency services.



### **Prioritization List / BNL**

The CoC has established a community-wide list of all known homeless persons who are seeking or may need CoC housing and services to resolve their housing crisis. This list is the CoC's Prioritization List (or By Name List). Each Federally funded agency will be required to participate in the CE. This includes but is not limited to accepting referrals for the most vulnerable person or family eligible for the agency's housing opportunity, closing "side door" entry to programs, and participating in case conferencing sessions. The CE's By Name List (BNL) will be maintained through HMIS. The CE reports will be ran at least monthly (or more frequently if needed) from the HMIS system. A referral will be sent to providers based on capacity and program eligibility. Any CE participant that is not accepted into a program will be returned to the BNL and will be referred again once capacity has been identified. Because the CoC manages prioritization order using a priority list, CoC extends the same HMIS data privacy and security protections prescribed by HUD for HMIS practices in the HMIS Data and Technical Standards.

The BNL will be organized according to participant need, vulnerability, and risk. The BNL provides an effective way to manage an accountable and transparent prioritization process.

The CoC's BNL will be managed by the Lead Agency / Collaborative Applicant and the CE coordinating entity. New participants will be added to the BNL and existing participants' rank order on the BNL will be managed according to the prioritization principles as established by the CoC's written policies and procedures governing CE operations and decision-making. Participating agencies are required to provide the following information about participants: assessment score, participant preferences for housing type and location, and any additional special housing needs such as physically accessible units or other accommodation needs.

### **Case Conferencing / BNL Meetings**

The following entities / individuals should attend the case conferencing / BNL meetings:

- Representatives from housing providers (HUD-funded providers are mandated to attend);
- Direct service providers that can assist with case conferencing;
- Street outreach staff;
- Representatives from other agencies that can provide additional client information when the assessment score does not reflect the client need;

The CE staff will prepare for each case conferencing meeting by:

- Generating BNL from HMIS and organizing information by categories (family composition, assessment score, homeless history, tiered system, and additional info);
- Emailing agencies in advance of upcoming meetings and brief info on clients (no PII included) that will be discussed

The main topics of discussion that should take place at the case conferencing meeting will include:

- Current status of participants;
- Updates on potential units and other resources available;
- Barriers and possible resolutions;
- Safety plan especially for those unsheltered; and
- Next steps including client information that needs to be updated, action items, team roles, and timelines to complete.

### Referral

#### Notifications of Vacancies

All CE participating providers will enroll new participants only from the CoC's CE referral process. To facilitate prompt referrals and to reduce vacancy rates, participating providers must notify the CE coordinating entity of any known and anticipated upcoming vacancies.

When a TH, RRH, or PSH vacancy occurs or is expected to occur in the immediate future, the provider agency with the vacancy must alert the CE Coordinator via email within ten (10) business days of the vacancy. The notification must include specific details of the vacancy, including the project name, unit size, location, and any funder-defined eligibility requirements. The CE Coordinator will provide vacancy information to the CE Governing Committee, which will work to identify a prioritized household to fill the vacancy during the next regularly scheduled housing referral coordination meeting.

#### Participant – Declined Referrals

One of the guiding principles of CE is participant choice. This principle must be evident throughout the CE process, including the referral phase. Participants in CE are allowed to reject service strategies and housing options offered to them, without repercussion.

Individuals and families will be given information about the programs available to them and provided choices whenever feasible based on assessment information, vulnerability and need scores, preliminary eligibility pre-determinations, and available resources. Of the options available, participants will be afforded their choice of which project to be referred to. If an individual or family declines a referral to a housing program, they remain on the *prioritization list* until the next housing opportunity is available.

#### Provider-Declined Referrals

There may be instances when agencies decide not to accept a referral from the CE system. When a provider agency declines to accept a referred prioritized household into its project, the agency must notify the CE Coordinator of the denial and the reason for the denial.

Refusals by projects are acceptable only in certain situations, including these:

- The person does not meet the project's eligibility criteria.
- The person would be a danger to self or others if allowed to stay at this particular project.
- The services available through the project are not sufficient to address the intensity and scope of participant need.
- The project is at capacity and is not available to accept referrals at this time.
- Other justifications as specified by the "referred to" project.

The agency must communicate the refusal to the CE Coordinator within fifteen (15) business days of making the refusal. The agency must notify the CE Coordinator why the referral was rejected, how the referred participant was informed, what alternative resources were made available to the participant, and whether the project staff foresee additional, similar refusals occurring in the future. This information will then be shared by the CE Coordinator with the CE Committee, which will discuss and decide on the most appropriate next steps for both the project and the participant.

### Data Systems

CE process partners and all participating agencies contributing data to CE must ensure participants' data are secured regardless of the systems or locations where participant data are collected, stored, or shared, whether on paper or electronically. Additionally, participants must be informed how their data are being collected, stored, managed, and potentially shared, with whom, and for what purpose. Data must not be collected without the consent of participants, according to the defined privacy policies adopted by the CoC.

Participants must receive and acknowledge a "Participant Consent" form prior to the collection of data for CE. The form identifies what data will be collected, where those data will be stored/managed, how those data will be used for the purposes of helping the participant obtain housing and assistance and for other administrative purposes, and what data will be shared with others (if the participant consents to such data sharing).

As part of the assessment process, participants will be provided with a written copy of the CoC's "Participant Consent" form, which identifies what data will be collected, what data will be shared, which agencies data will be shared with, and what the purpose of the data sharing is. Participants will have the option to decline sharing data; doing so does not make them ineligible for CE.

### Ongoing Planning, Evaluation, and Stakeholder Consultation

Regular and ongoing evaluation of the CE system will be conducted to ensure that improvement opportunities are identified, that results are shared and understood, and that the CE system is held accountable.

The CE will be evaluated using HMIS data on a quarterly basis. Results will be published on the public CoC website, after they have been reviewed by the HMIS/CE Committee. The HMIS/CE Committee has selected the following as key outcomes for CE:

- Reduction in the length of time homeless (system and project level);
- Reduction in the number of persons experiencing first-time homelessness (system and project level); and
- Increase in the number of placements into permanent housing (system and project level).

The Coordinated Entry system will include a comprehensive evaluation of participant outcome and performance (program, agency, and system) to increase effective use of resources (both staff and fiscal), improve quality of service to homeless individuals and families, and to identify and plan services. The Coordinated Entry system, should at least on an annual basis, set, promote, and review system-wide performance standards. Additionally, a review of system tools and process will be conducted with feedback from participants, service providers, and collaborative partners. Some of the tools may include:

- Surveys designed to reach either the entire population or a representative sample of participating providers and households;
- Focus groups of five or more participants that approximate the diversity of the participating providers and households;
- Individual interviews with participating providers and enough participants to approximate the diversity of participating households

### Role of Participating Agencies in CE Evaluation

Participating agencies play a crucial role in the evaluation of CE. Participating agencies will collect accurate and meaningful data on persons served by CE. In addition, participating agencies will review evaluation results and offer insights about potential improvements to CE processes and operations.

At least one representative from each participating agency will be sent the draft results of the CE System evaluation, prior to its distribution to the CE Committee. Representatives will have the opportunity to review and provide feedback on the results. While reviewing the data, agency representatives are encouraged to communicate directly with the CE coordinating entity about any concerns or questions that they have, and to be detailed in their suggestions to the CE coordinating entity about how best to interpret and use the evaluation results.

### Participant Autonomy

It is crucial that persons served by the CoC's CE system have the autonomy to identify whether they are uncomfortable or unable to answer any questions during the assessment process, or to refuse a referral that has been made to them. In both instances, the refusal of the participant to respond to assessment questions or to accept a referral shall not adversely affect his or her position on the CE's prioritization list.

*[Note that some funders require collection and documentation of a participant's disability or other characteristics or attributes as a condition for determining eligibility. Participants who choose not to provide information in these instances could be limiting potential referral options.]*

### Grievance / Appeal Process

If an individual wish to file a grievance or complaint related to the Coordinated Entry process, they may contact the CoC Lead Agency, in writing at: Cumberland County Community Development, 707 Executive Place, Fayetteville, NC 28305 or by calling 910-323-6112

The CoC is committed to ensuring that no information is used to discriminate or prioritize households for housing and services on a protected basis such as race, color, religion, national origin, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status.

The CE participant information packet must include a form that details who the point of contact is for filing and addressing any nondiscrimination complaints, which can be filed by participants if they believe the nondiscrimination policy has been violated in their case during the CE process.

Additionally, this form will describe and provide contact information on how to access the appeal process if they are not satisfied with or have any questions regarding how their complaints are handled. This form must be reviewed at the access point by CE staff, and must be signed by each participant.

### Amendments and Updates

In the event, Unrealistic expectations for coordinated entry should be managed throughout the CoC's planning and implementation of a coordinated entry process. That is, increasing the effectiveness of referrals in the crisis response system alone will not increase housing, services, or other resources, nor will it reduce the challenges of serving households who have multiple barriers to obtaining and maintaining housing.

Coordinated entry is an evolving practice. New research, models, and assessment tools are continually being created. A CoC's coordinated entry process must be flexible and responsive to new information about more effective approaches. It must incorporate the changes and improvements recommended through its annual evaluation and consider additional guidance from public and private funders.

## VI. COC PLANNING

### CoC Strategic Plan

The Collaborative Applicant will be responsible for drafting an annual Continuum of Care Strategic Plan to be reviewed and approved by the Continuum of Care Board. The plan will contain at minimum:

#### HUD Goals

##### Continuum of Care Goals

- a. HUD Objectives;
- b. Continuum of Care Local Objectives;
- c. Action Items that identify who and what steps will be taken to address the objectives and achieve the goals; and
- d. Performance measures.

### B. System Wide Performance Measurements

The Collaborative Applicant will be charged with collecting and reporting Continuum of Care System Performance Measures. These measures will include at minimum:

- a. Length of time persons remain homeless;
- b. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness;
- c. Number of homeless persons;
- d. Jobs and income growth for homeless persons in CoC Program-funded projects;
- e. Number of persons who become homeless for the first time;
- f. Homelessness prevention and housing placement of persons defined by Category 3 of HUD's homeless definition in CoC Program-funded projects; and
- g. Successful housing placement.

The purpose of these measures is to provide a more complete picture of how well our community is preventing and ending homelessness. The number of homeless persons measure directly assesses the CoC's progress toward eliminating homelessness by counting the number of people experiencing homelessness both at a point in time and over the course of a year. The six other measures help the CoC to understand how well they are reducing the number of people who become homeless and helping people become quickly and stably housed.

Reductions in the number of people becoming homeless are assessed by measuring the number of persons who experience homelessness for the first time (#5), the number who experience subsequent episodes of homelessness (#2), and homelessness prevention and housing placement for people who are unstably housed (Category 3 of HUD's homelessness definition) (#6). Achievement of quick and stable housing is assessed by measuring length of time homeless (#1), employment and income growth (#4), and placement when people exit the homelessness system (#7).

The performance measures are interrelated and, when analyzed relative to each other, provide a more complete picture of system performance. Data Quality and Standards are addressed in the HMIS policies and procedures.

### C. Needs and Gaps Analysis

The Collaborative Applicant is responsible for conducting and reporting to the Continuum of Care Board an

annual gaps and needs analysis of housing and services in the homeless system of care. The Collaborative Applicant may use HMIS data, performance data, point in time surveys, and agency surveys for data collection.

### D. Point in time Count

Regulatory Citation:

**HUD Guidance Documents and Resources:** Notice CPD-13-011: 2014 HIC and PIT of Homeless Persons Data Collection Guidance <https://www.onecpd.info/resources/documents/Notice-CPD-13-011-2014-HIC-and-PIT-Data-Collection-Notice.pdf>

The Continuum of Care Collaborative Applicant will lead the Continuum of Care in conducting an annual point in time count of the homeless in compliance with HUD standards. The count date will be scheduled in consultation with the CoC in order to coordinate the count with Continuum of Care statewide.

The sheltered count will be conducted using the HMIS system and its equivalent for non-contributing HMIS organizations. The unsheltered count will be conducted using a comprehensive geographical blitz strategy.

The CoC will conduct only a basic point in time count during even numbered years and an enhanced point in time count and homeless needs survey during odd numbered years.

The Collaborative Applicant will report the results of the point in time count at a public meeting and forum during the first quarter of the year known as the State of the Homeless Address.

The Collaborative Applicant is responsible for reporting the point in time findings to HUD accurately and on time through the Homeless Data Exchange system (HDX). The Collaborative Applicant is the recognized administrator and manager of the CoC's HDX account.

### E. Housing Inventory Chart (HIC)

Regulatory Citation

**HUD Guidance Documents and Resources:** Notice CPD-13-011: 2014 HIC and PIT of Homeless Persons Data Collection Guidance <https://www.onecpd.info/resources/documents/Notice-CPD-13-011-2014-HIC-and-PIT-Data-Collection-Notice.pdf>

In consultation with each of the CoC's Program project applicants the Collaborative Applicant is responsible to assure the timely submission and accuracy of the Housing Inventory Chart (HIC) The HIC represents the official inventory of housing available within the CoC for emergency shelter, safe haven, transitional, permanent supportive, permanent, and other permanent housing exclusively for persons experiencing homelessness. The HIC is used to calculate the CoC's unmet need for housing, calculating beds dedicated and prioritized for the chronically homeless.

### **VII. EMERGENCY SOLUTIONS GRANT**

#### **Domestic Violence, Dating Violence, Human Trafficking, Sexual Assault, and Stalking Victims**

The Consolidated Appropriations Act of 2022, which includes the Violence Against Women Act Reauthorization Act of 2022, reauthorizes, amends, and strengthens, VAWA. For purposes of VAWA grants, VAWA 2022 revises the definition of “domestic violence” and adds the definitions of “economic abuse” and “technological abuse.”

“DOMESTIC VIOLENCE. – This term includes felony or misdemeanor crimes committed by a current or former spouse or intimate partner of the victim under the family or domestic violence laws of jurisdiction receiving grant funding and, in the case of victim services, includes the use or attempted use of physical abuse or sexual abuse, or a pattern of any other coercive behavior committed, enabled, or solicited to gain or maintain power and control over a victim, including verbal, psychological, economic, or technological abuse that may or may not constitute criminal behavior, by a person who –

(A) is a current or former spouse or intimate partner of the victim, or person similarly situation to a spouse of the victim;

(B) is cohabitating, or has cohabitated, with the victim as a spouse or intimate partner;

(C) shares a child in common with the victim; or

(D) commits acts against a youth or adult victim who is protected from those acts under the family or domestic violence laws of the jurisdiction.”<sup>1</sup>

“ECONOMIC ABUSE. – This term ‘economic abuse’, in the context of domestic violence, dating violence, and abuse in later life, means behavior that is coercive, deceptive, or unreasonably controls or restrains a person’s ability to acquire, use, or maintain economic resources to which they are entitled, including using coercion, fraud, or manipulation to –(A) restrict a person’s access to money, assets, credit, or financial information; (B) unfairly use a person’s personal economic resources, including money, assets, and credit, for one’s own advantage; or (C) exert undue influence over a person’s financial and economic behavior or decisions, including forcing default on joint or other financial obligations, exploiting powers of attorney, guardianship, or conservatorship, or failing or neglecting to act in the best interests of a person to whom one has a fiduciary duty.”<sup>2</sup>

“TECHNOLOGICAL ABUSE. – This term ‘technological abuse’ means an act or pattern of behavior that occurs within domestic violence, sexual assault, dating violence or stalking and is intended to harm, threaten, intimidate, control, stalk, harass, impersonate, exploit, extort, or monitor, except as otherwise permitted by law, another person, that occurs using any form of technology, including but not limited to: internet enabled devices, online spaces, and platforms, computer, mobile devices, cameras and imaging program, apps, location tracking devices or communication technologies, or any other emerging technologies.”<sup>3</sup>

VAWA 2022 adds HUD’s Section 202 Direct Loan and Housing Trust Fund<sup>4</sup> programs to the list of HUD’s housing programs covered by VAWA and applies to the following HUD housing programs<sup>5</sup>:

Public Housing;

Housing Choice Voucher;

Project-based Section 8 and Section 8 Moderate Rehabilitation Single Room Occupancy;

Section 202 Supportive Housing for the Elderly, including Section 202 Direct Loan;

Section 811 Supportive Housing for Persons with Disabilities;

Housing Opportunities for Persons with AIDS (HOPWA);

HOME investment Partnerships (HOME);

Emergency Solutions Grants and Continuum of Care program;



Multifamily rental housing under Section 221(d)(3) of the National Housing Act with a below-market interest rate (BMIR) pursuant to Section 221(d)(5); Multifamily rental housing under Section 236 of the National Housing Act; and Housing Trust Fund program.

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<sup>1</sup> 34 U.S.C. 12291(a)(12).

<sup>2</sup> 34 U.S.C. 12291(a)(13).

<sup>3</sup> 34 U.S.C. 12991(a)(40).

<sup>4</sup> When HUD issued regulations in 2016 to implement the 2013 VAWA reauthorization, HUD included the Housing Trust Fund in its regulatory definition of “covered housing program” by using its general rulemaking authority.

<sup>5</sup> 34 U.S.C. 12291(a)(3).

VAWA 2022 add a new section to VAWA, which provides that it is illegal for A PHA or owner or manager of covered housing to coerce, intimidate, threaten interfere with, or retaliate against any person who exercise or assists or encourages a person to exercise any rights or protections under VAWA’s housing provisions.

### Right to Report Crime and Emergencies

VAWA 2022 adds a new section to VAWA, which provides that landlords, homeowners, tenants, residents, occupant, and guests of, and applicants for, housing shall have the right to seek law enforcement or emergency assistance on their own behalf or on behalf of another person in need of assistance. This section also prohibits penalizing or threatening to penalize<sup>8</sup> persons because they requested assistance or report criminal activity of which they are a victim or otherwise not at fault under the laws or policies adopted or enforce by “covered governmental entities.”<sup>9</sup>

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<sup>8</sup> Penalties prohibited include (1) actual or threatened assessment of monetary or criminal penalties, fines, or fees; (2) actual or threatened eviction; (3) actual or threatened refusal to rent or renew tenancy; (4) actual or threatened refusal to issue an occupancy permit or landlord permit; and (5) actual or threatened closure of the property, or designation of the property as a nuisance or a similarly negative designation. 34 U.S.C. 12495(b)(2).

<sup>9</sup> This means any municipal, county or State government that receives funding under section 106 of the Housing and Community Development Act of 1974.

### Changes to the McKinney-Vento Homeless Assistance Act Definition of Homelessness

For the purposes of programs such as the Emergency Solutions Grants and Continuum of Care Program, VAWA 2022 amended Section 103(b) of the McKinney-Vento Homeless Assistance Act to require HUD to consider homeless any individual or family who-

- (1) is experiencing trauma or a lack of safety related to, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous, traumatic, or life-threatening conditions related to the violence against the individual or a family member in the individual’s or family’s current housing situation, including where the health and safety of children are jeopardized.
- (2) has no other safe residence; and
- (3) lacks the resources to obtain other safe permanent housing.

### **CoC Program Eligible Activities**

VAWA 2022 amends section 423(a) of the McKinney-Vento Homeless Assistance Act to add the following expressly eligible CoC Program activity: “(13) Facilitating and coordinating activities to ensure compliance with [the emergency transfer plan requirement in 34 U.S.C. 12491(e)] and monitoring compliance with the confidentiality protections of [the confidentiality requirement in 34 U.S.C. 12491(c)(4)].”

The CoC prohibits all victim service providers from using HMIS. The CoC hopes that these provisions shall protect the safety and maintain the confidentiality of victims.

### **Emergency Transfer Plan**

In accordance with the Violence Against Women Act (VAWA), CoC-Funded or ESG-funded projects shall allow tenants who are victims of domestic violence, dating violence, sexual assault, or stalking to request an emergency transfer from the tenant's current unit to another unit. The ability to request a transfer is available regardless of sex, gender identity, or sexual orientation. The ability of the CoC-Funded or ESG-funded project to honor such request for tenants currently receiving assistance, however, may depend upon a preliminary determination that the tenant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking, and on whether the CoC-Funded or ESG-funded project has another dwelling unit, that is available and that the tenant feels is safe, to offer the tenant for temporary or more permanent occupancy. This plan identifies tenants who are eligible for an emergency transfer, the documentation needed to request an emergency transfer, confidentiality protections, how an emergency transfer may occur, and guidance to tenants on safety and security.

ESG-funded projects must ensure that the Notice of Occupancy Rights and the Certification Form is provided to tenants any time a household or individual is:

- Accepted into the housing program;
- Denied entry to the housing program;
- Receives an eviction notice; and/or
- Notified their assistance is being terminated.

### **Eligibility for Emergency Transfers**

A tenant in a CoC-Funded or ESG-funded project is eligible for an emergency transfer if the tenant:

- Is a victim of domestic violence, dating violence, sexual assault, or stalking, as provided in HUD's regulations at 24 CFR part 5, subpart L; and
- Expressly requests the transfer due to either of the following:
  - The tenant reasonably believes that there is a threat of imminent harm from further violence if the tenant remains within the same unit; or
  - If the tenant is a victim of sexual assault, the sexual assault occurred on the premises within the 90-calendar-day period preceding a request for an emergency transfer.

Tenants who are not in good standing may still request an emergency transfer if they meet the eligibility requirements in this section.

### **Emergency Transfer Request Documentation**

To request an emergency transfer, the tenant shall submit an emergency transfer request directly to the housing provider. Reasonable accommodations to this policy for individuals with disabilities will be provided. The tenant's written request for an emergency transfer should include either:

1. A statement expressing that the tenant reasonably believes that there is a threat of imminent harm from further violence if the tenant were to remain in the same dwelling unit assisted under the ESG-funded program; OR
2. A statement that the tenant was a sexual assault victim and that the sexual assault occurred on the premises during the 90-calendar-day period preceding the tenant's request for an emergency transfer.

The CoC-Funded or ESG-funded projects must retain records of all emergency transfer requests and their outcomes for a period of 5 years following the grant year of the program in which the household was a participant and report them to HUD annually.

### **Confidentiality**

All CoC-Funded or ESG-funded projects will keep confidential any information that the tenant submits in requesting an emergency transfer, and information about the emergency transfer, unless the tenant gives the housing provider written permission to release the information on a time limited basis, or disclosure of the information is required by law, or required for use in an eviction proceeding against the abuser or perpetrator, or hearing regarding termination of the abuser's or perpetrator's assistance under the program. This includes keeping confidential the new location of the dwelling unit of the tenant, if one is provided, from the person(s) that committed an act(s) of domestic violence, dating violence, sexual assault, or stalking against the tenant.

### **Emergency Transfer Timing and Availability**

The CoC-Funded or ESG-funded project cannot guarantee that a transfer request will be approved or how long it will take to process a transfer request. The CoC-Funded or ESG-funded project will, however, act as quickly as possible to move a tenant who is a victim of domestic violence, dating violence, sexual assault, or stalking to another unit, subject to availability and safety of a unit. If a tenant reasonably believes a proposed transfer would not be safe, the tenant may request a transfer to a different unit. If a unit is available, the transferred tenant must agree to abide by the terms and conditions that govern occupancy in the unit to which the tenant has been transferred. The CoC-Funded or ESG-funded project may be unable to transfer a tenant to a particular unit if the tenant has not or cannot establish eligibility for that unit.

If the CoC-Funded or ESG-funded project has no safe and available units for which a tenant who needs an emergency is eligible, the CoC-Funded or ESG-funded project will assist the tenant in identifying other housing providers who may have safe and available units to which the tenant could move. Local housing providers may enter into a Memorandum of Understanding (MOU) detailing collaboration specifically regarding domestic violence emergency transfer requests. Also, when a PSH unit becomes available and enters the Case Conference process according to the CoC's Coordinated Entry Policies and Procedures, individuals who have an emergency transfer request pending will have priority for the available unit.

At the tenant's request, the CoC-Funded or ESG-funded project will also assist tenants in contacting the local organizations offering assistance to victims of domestic violence, dating violence, sexual assault, or stalking that are attached to this plan.

### **Safety and Security of Tenants**

Pending processing of the transfer and the actual transfer, if it is approved and occurs, the tenant is urged to take all reasonable precautions to be safe. Tenants who are or have been victims of domestic violence are encouraged to utilize the national and local resources found on the CoC's website and in other materials.

### **Non-Discrimination Provisions**

Pursuant to civil rights laws, including, but not limited to the Fair Housing Act, Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act, and Title II and III of the Americans with Disabilities Act, all CoC and ESG-funded projects must comply with federal nondiscrimination provisions.

This also includes HUD's final rule, "Equal Access in Accordance with an Individual's Gender Identity," which states that agencies must ensure equal access to HUD programs regardless of gender identity. The rule is particularly pertinent to projects serving one sex or projects separating dormitories by sex, whereby agencies must provide all individuals, including transgender and other individuals who do not identify with the sex they were assigned at birth, with access to projects, benefits, services, and accommodations in accordance with their gender identity without being subject to intrusive questioning or being asked to provide documentation.

### **Equal Access and Gender Identity**

Pursuant to 24 CFR Part 5: Equal Access in Accordance with an Individual's Gender Identify in Community Planning and Development Programs, the CoC ensures equal access to individuals in accordance with their gender identity. More specifically, the CoC shall strive to uphold the following general provisions stated within the Final Rule:

- All CoC and ESG funded projects must recognize that a difference may exist between an individual's gender identity and their sex assigned at birth;
- All CoC and ESG funded projects must recognize that a difference may exist between an individual's actual gender identify and perceived gender identity;
- All CoC and ESG funded projects may not deny access to a single-sex emergency shelter or facility because the provider possesses identity documents indicating a sex different from the gender with which the resident or potential person identifies;
- All CoC and ESG funded projects may not consider the resident or potential resident ineligible for an emergency shelter or other facility because their appearance or behavior does not conform to gender stereotypes; and
- All CoC and ESG funded projects may not ask questions or otherwise seek information or documentation concerning a person's anatomy or medical history related to their gender identity or expression.

In addition, the CoC shall expect that all CoC and ESG funded agencies complete the following in order to ensure compliance with the Final Rule:

- Develop written policies and procedures ensuring compliance with the rule;
- Update staff, volunteer, and contractor trainings to comply with the written policies and procedures;
- Educate persons on the agency's/project's commitment to comply with the Equal Access Final Rule; and
- Make the agency's/project's policies and procedures readily available to the persons.

## VIII. HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

- A. Homeless Management Information System Overview:** A Homeless Management Information System (HMIS) is a computerized data management and sharing system often implemented across an entire Continuum of Care (CoC). There are two primary purposes of a HMIS. First, to increase effectiveness and efficiency of service delivery within a CoC facilitating collaboration among service providers. Second, to provide data to the HMIS stakeholders regarding the state of homelessness and program effectiveness. The HMIS is composed of the data generated by all programs and agencies who provide services to homeless households. Most federally funded programs that serve these populations must record participant data in HMIS.
- B. HMIS Terminology**
- i. Participation Intake – A point in an agency’s workflow when a participant is added to the HMIS.
  - ii. Continuum of Care (CoC) – an integrated collection of agencies serving the homeless.
  - iii. Contributing HMIS Organization (CHO) – an organization who enters data into the HMIS.
  - iv. Data Quality – data accuracy and completeness.
  - v. Data Standards – Department of Housing and Urban Development publishes technical and data standards.
  - vi. De-identification – data where all personal identifying information has been removed.
  - vii. Encryption – the process of encrypting data for the purposes of safe storage or transmission.
  - viii. End-User – an HMIS End-User is an individual with access to the HMIS.
  - ix. HMIS Participation Notice – posted notice explaining HMIS purpose and benefits.
  - x. Inferred Consent – consent inferred by End-User as to a participant’s desire to participate in the HMIS.
  - xi. Informed Consent – consent given by a participant after demonstrating the purpose and benefits of participation.
  - xii. Metadata – information describing data, e.g., the date an assessment was modified.
  - xiii. Personal identifying information – any information which may be used to identify a participant, whether directly or indirectly.
  - xiv. Program-specific Data Elements – data elements required to be collected for specific programs in HMIS.
  - xv. Scan Cards – barcoded identification cards provided to participants for ease of data collection and entry into services.
  - xvi. Unduplicated Count – a count of participants where no two records represent the same participant.
  - xvii. Universal Data Elements – data elements required to be gathered by all participating HMIS agencies.
  - xviii. Written Consent – a written and signed consent.
- C. Roles and Responsibilities**
- i. HMIS Software Provider: The current HMIS software provider (HSP) will be required to meet the HUD Approved Goals and Objectives for the CoC Homeless Assistance Grant HMIS project, comply with rules outlined in HMIS Data Manual and ESG Program HMIS Manual, provide required data elements in a format specified in the HMIS Data Standards Dictionary, and meet recommended security and privacy standards stated in HUD Data and Technical Standards. The HSP will develop and maintain the HMIS reports outlined in the HMIS Data Standards Manual and HMIS Standard Reporting Terminology Glossary.
  - ii. HMIS Lead Agency: The HMIS Lead Agency will manage the system-wide implementation of the HMIS on behalf of the Continuum of Care. It is the HMIS Lead Agency’s responsibility to act as an agent for the CoC in regards to the day-to-day operations of the HMIS. The HMIS Lead Agency will work collaboratively with the HMIS Governance Committee to make recommendations to the CoC Board regarding the planning, participation, coordination of resources, coordination of data integration, security and privacy features, and determination of policies and procedures. The HMIS Lead Agency is responsible for

managing the HMIS Software Provider contract. The HMIS Lead Agency will manage the HMIS budget and the application for funding through the Continuum of Care Program Competition. The HMIS data will be aggregated by the HMIS Lead Agency to keep the CoC apprised as to the local state of homelessness.

- iii. **Mandatory Contributing HMIS Organization:** A Mandatory Contributing HMIS organization (MCHO) is any organization contributing data to HMIS and is required to do so by its funding source. These projects must collect all Universal Data Elements and Program Specific Elements respective to the type of the program. On an annual basis MCHOs will be required to execute a HMIS Cumberland County Continuum of Care NC 511 Homeless Management Information System Participation Agreement.
- iv. **Voluntary Contributing HMIS Organization:** A Voluntary Contributing HMIS Organization (VCHO) is any organization not required by its funding source to enter data into HMIS, however, the agency is participating in the HMIS as a contributing agency. The participant requirements for a VCHO are the same as an MCHO.
- v. **Non-Contributing HMIS Organization:** A Non-Contributing HMIS Organization (NCHO) is any agency that has been approved by the CoC Board of Directors to have “read-only” access to the HMIS. An NCHO is not required to enter any data into HMIS. An NCHO will not enter any data into HMIS.
- vi. **HMIS Governance Committee:** HMIS Governance Committee is responsible for making final recommendations to the CoC Board on the planning, participation, implementation, and ongoing oversight of the single HMIS and the HMIS Lead Agency. The HMIS Governance Committee is established in accordance with the Fayetteville Cumberland Count Continuum of Care NC511.
- vii. **HMIS End-User:** An HMIS End-User is an individual with access to the HMIS. An End-User must act in accordance with the requirements placed about contributing HMIS agencies. Annually each End- User will be required to execute the CoC HMIS End User Security and Privacy Agreement.

#### **D. Privacy Plan**

The Privacy plan will be articulated in the Cumberland County Continuum of Care NC 511 Homeless Management Information System Participation Agreement and the CoC HMIS End User Security and Privacy Agreement.

#### **E. Security Plan**

The Security Plan will be articulated in the Cumberland County Continuum of Care NC 511 Homeless Management Information System Participation Agreement and the CoC HMIS End User Security and Privacy Agreement.

#### **F. Data Quality Plan**

The Data Quality Plan will be articulated in the Cumberland County Continuum of Care NC 511 Homeless Management Information System Participation Agreement and the CoC HMIS End User Security and Privacy Agreement.

### **III. Education Access Policy**

The NC-511 Continuum of Care does not restrict the exercise of rights provided by the education subtitle of the McKinney-Vento Homeless Assistance Act as amended by S. 896 The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 and/or other laws pertaining to the provision of educational and related services to individuals and families experiencing homelessness.

CoC and ESG funding recipients are required to inform families and unaccompanied youth of all rights as stated in the McKinney-Vento Act. Furthermore, programs shall collaborate with local school district homeless liaison(s) to allow for a smooth transition to continued service and support for educational needs.

Project sponsors of CoC- and ESG-funded programs that provide housing or services to families will designate a

staff person to be responsible for ensuring that children being served in the program are enrolled in school and connected to appropriate services in the community, including early childhood programs such as Head Start, part C of the Individuals with Disabilities Education Act, and programs authorized under the HEARTH Act.

The Collaborative Applicant will take the educational needs of children into account when families are placed in emergency or transitional shelter and will, to the maximum extent practicable, place families with children as close as possible to their school of origin so as not to disrupt such children's education.

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## FAYETTEVILLE/ CUMBERLAND COUNTY CONTINUUM OF CARE ON HOMELESSNESS BYLAWS

*As Amended and approved by the Cumberland County Continuum of Care on Homelessness*

### ARTICLE I Organization

#### ***Section 1. Name***

The name of the organization is the Fayetteville/Cumberland County Continuum of Care on Homelessness, with the HUD designation as COC NC-511 (hereinafter referred to as “CoC”). The CoC shall be a 501(c)3 nonprofit organization incorporated under the laws of the State of North Carolina and shall be operated exclusively for educational and charitable purposes within the meaning of Section 501 (c)(3) of the Internal Revenue Code of 1986, or the corresponding section of any future Federal tax code.

#### ***Section 2. Geographic Area***

The geographic area served by the CoC includes all of Cumberland County, its cities, towns, and unincorporated areas, unless changed by a majority vote of the CoC.

#### ***Section 3. Address***

The principal address of the CoC shall be at the office of Cumberland County Community Development at 707 Executive Place, Fayetteville, North Carolina 28305, unless changed by the CoC.

The organization may at its pleasure by a vote of the Board of Directors, change its name, geographic area, and principal address.

#### ***Section 4. Fiscal Year***

The Fiscal Year of the CoC shall be October 1 to September 30, or such other period as shall be adopted by majority vote of the Board of Directors.



## ARTICLE II Mission / Purpose

### ***Section 1. Mission***

The Mission of the CoC is to facilitate the coordination of the community's human services agencies and the community-at-large in order to adequately set strategies for addressing the needs of Cumberland County's vulnerable populations to include homeless persons and those persons at-risk of becoming homeless through the Continuum of Care System.

### ***Section 2. Purpose***

The purpose of the CoC is to serve the main priorities of the US Department of Housing & Urban Development. These include operating a functional CoC, implementing a coordinated entry system, managing the Homeless Management Information System (HMIS), and strategically planning for the CoC, and preparation of the annual application for funds.

The CoC was established in response to a mandate from the U.S. Department of Housing and Urban Development (HUD) for local coordination in addressing homelessness. These bylaws outline the governance for the CoC, its Board, and its Committees as mandated by the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), enacted into law on May 20, 2009, which codifies in law the Continuum of Care planning process (Section 1504) and the Continuum of Care Interim Rule, 24 CFR Part 578.

The CoC is a non-profit organization 501 (c)(3) of the Internal Revenue Code of 1986. Its responsibilities are to adopt such rules and operating procedures as it deems necessary to carry out its duties under Local, State and Federal legislation. The CoC shall have the power, directly or indirectly, alone or in conjunction, or cooperation with others, to do any and all lawful acts which may be necessary or convenient to affect the charitable purposes, for which it is organized. And to aid or assist other organizations or persons whose activities further accomplish, foster, or attain such purposes. The powers of the corporation may include, but not be limited to, the acceptance of contributions from the public and private sectors, whether financial or in-kind contributions.

### ***Section 3. Objectives***

The objectives of the CoC are strategically aligned with HUD's stated purpose of the CoC Program to:

1. Promote community-wide commitment to the goal of ending homelessness by providing for the basic needs of homeless individuals and families, regardless of race, color, ethnic origin, primary language, sex, or religious creed. The CoC will provide a comprehensive response that ensures homelessness is prevented or abbreviated whenever possible with the understanding that individuals have the right to self-determination.
2. Provide funding for efforts to increase the re-housing of individuals and families who are homeless, and decrease the trauma and dislocation caused by homelessness;
3. Establish community-wide systems' approach with interagency coordination to alleviate poverty;

4. Promote access to and the effective use of mainstream programs; and
5. Optimize self-sufficiency among individuals and families experiencing homelessness.

#### ***Section 4. Governance By-Laws***

These By-Laws will serve as the CoC Governance By-Laws and will be reviewed by the CoC at minimum of 5 years to stay updated, and preferably reviewed bi-annually. Any proposed changes to the By-Laws will be, as recommended by the by-law committee, brought for a vote during a CoC Board of Directors meeting and the “Amendments” report recorded in the minutes of the BOD meeting in which the vote was held.

### **ARTICLE III Structure and Responsibilities**

#### ***Section 1. Structure***

The CoC will be governed by its elected members as the Board of Directors, which shall exercise all powers of the CoC unless herein otherwise indicated. The CoC will have standing committees and ad hoc committees, from time to time, led by a committee chairperson. The CoC Board of Directors will be led by the elected Chairperson of the Board of Directors. *The Standing Committees along with the Ad Hoc committees that are formed, will steer the vision and recommend the direction of the Board of Directors, ensuring that the CoC as a whole will continually move forward in the endeavor of making homelessness, rare, brief and non-recurring.*

#### ***Section 2. Powers of CoC***

Solely for the above purpose, the CoC is empowered to exercise all rights and powers conferred by the laws of the State of North Carolina upon non-profit corporations, including but not limited to the right and power to receive gifts, devises, bequest and contributions in any form, and to use, apply invest and reinvest the principal and/or income there from or distribute the same for the above purposes.

#### ***Section 3. Responsibilities of the CoC. 24CFR § 578.7 HUD***

The primary purpose of the CoC is to carry out the responsibilities of a Continuum of Care as defined by the US Department of Housing and Urban Development (HUD) which are: operating the CoC, designating an HMIS for the CoC, and planning for the CoC. It is the responsibility of the CoC to adopt such rules and operating procedures as it deems necessary to carry out its responsibilities under local, State and Federal legislation.

The CoC plans and coordinates a comprehensive housing and services delivery system consisting of emergency, transitional, and permanent housing, and services that address the various needs of homeless persons and persons at risk of being homeless.

Specific responsibilities include but are not limited to the following:

**1. Operating the CoC**

- a. Hold meetings of the full membership with published agendas, making invitations for new members to join publicly available within the Cumberland County geographic area.
- b. Adopt and follow a written process to select a board to act on behalf of the CoC which is to be reviewed, updated, and approved by the CoC at least once every 5 years.
- c. To establish and oversee a coordinated entry system (CES) that provides an initial, comprehensive assessment of the needs of at-risk and homeless individuals and families for housing and services.
  - i. Develop written policies and procedures for coordinated entry that are approved by the CoC before implementation of CES. A CoC approved CES Policy and Procedures Manual must be in place before implementation pursuant to 24CFR § 578.7(a)8.
  - ii. As required under 24 CFR 576.400(d) and 578.7(a)(8), each CoC and each ESG recipient operating within the CoC's geographic area must also work together to ensure the CoC's coordinated entry process allows for coordinated screening, assessment and referrals for ESG projects consistent with the written standards for administering ESG assistance established under 24 CFR 576.400(e). Once the CoC establishes or updates its coordinated entry process to meet the requirements established by HUD and 24 CFR 578.7(a)(8), all CoC program recipients and subrecipients must begin using that process as required under 24 CFR 578.23(c)(9) and (11). However, as provided in section 578.23(c)(9), a victim service provider may choose not to use the CoC's coordinated entry process, if victim service providers in the area use a coordinated entry process that meets HUD's requirements and the victim service provider uses that system instead.
  - iii. The HMIS/CE Committee will annually review and recommend the performance of the Coordinated Entry System process.
- d. To prepare and oversee an application for federal funds targeted to homelessness which includes:
  - i. Establishing priorities for funding projects within the geographic area(s);
  - ii. Determining which applications can be received for consideration;
  - iii. Selecting the applications being submitted for funding.
  - iv. Designating an eligible applicant to serve as the Collaborative Applicant (CA) or Unified Funding Agency (UFA) to submit applications on behalf of the CoC;
  - v. The Governance/Nominating Committee will annually review the performance of the Collaborative Applicant or Unified Funding Agency.

- e. To ensure homeless resources are invested efficiently and effectively in programs that meet the needs of the community, ensuring they are high performing. Action may be taken to eliminate providers with low performances.
- f. To monitor program and system performance using performance measures established by the US Department of Housing and Urban Development (HUD) and report the outcomes of ESG and CoC projects to HUD and other funders as required.
- g. In consultation with recipients of Emergency Solutions Grants (ESG) & CoC program funds within the geographic area, establish, and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include:
  - i. Policies and procedures for evaluating individuals' and families' eligibility for assistance;
  - ii. Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance;
  - iii. Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance;
  - iv. Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance; and
  - v. Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance.

## **2. Designation of a CoC Homeless Management Information System (HMIS)**

- a. Designate an eligible applicant to manage the HMIS;
- b. Ensure consistent participation of recipients and subrecipients in the HMIS and ensuring the HMIS is administered in compliance with requirements prescribed by HUD; and
- c. The HMIS/CE Committee of the CoC will provide oversight for HMIS issues. The HMIS/CE Committee will review the performance of the HMIS Lead Agency and HMIS Manager annually.

## **3. Planning for the CoC**

- a. To coordinate and implement a system to meet the needs of the homeless population and subpopulations within the geographic area, including:
  - i. Planning for and conducting point-in-time counts of homeless persons within the geographic area;
  - ii. Conducting an annual gaps analysis of the homeless needs and services available within the geographic area;

- iii. Consulting with state and local government Emergency Solutions Grants program recipients within the CoC on the plan for allocating Emergency Solutions Grants program funds; and
- iv. Reporting on and evaluating the performance of Emergency Solutions Grants and Continuum of Care funding program recipients and sub-recipients.

#### **Section 4. Distribution Upon Dissolution.**

In the event of a dissolution of the CoC, assets lawfully available for distribution shall be reallocated to one (1) or more qualifying organizations described in Section 501(c)(3) of the 1986 Internal Revenue Code (or described in any corresponding provision of any successor statute) which organization or organizations have a charitable purpose which, at least generally, includes a purpose similar to the terminating or dissolving corporation.

The organization to receive the assets of CoC hereunder shall be selected at the discretion of a majority of the managing Body of the corporation, and if its members cannot so agree, then the recipient organization shall be selected pursuant to a verified petition in equity filed in a court of proper jurisdiction against the CoC by one (1) or more of its managing Body which verified petition shall contain such statements as reasonably indicate the applicability of this section. The court upon a finding that this section is applicable shall select the qualifying organization or organizations to receive the assets to be distributed, giving preference if practicable to organizations located within the State of North Carolina.

In the event that the court shall find that this section is applicable but that there is no qualifying organization known to it which has a charitable purpose, which, at least generally, includes a purpose similar to the CoC then the court shall direct the distribution of its assets lawfully available for distribution to the Treasurer of the State of North Carolina to be added to the general fund.

## **ARTICLE IV CoC Membership**

### ***Section 1. General Membership***

To the extent feasible, the membership of the CoC shall represent the diverse population residing in the geographic service areas of the CoC.

Membership is open to interested individuals and relevant organizations, including, but not limited to:

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Hospitals/health systems
- Affordable housing developers

- Governments
- Businesses
- Advocates
- Public housing agencies
- Educational institutions
- Social service providers
- Mental health agencies
- Homeless and formerly homeless individual(s)
- Corrections
- Emergency responders
- Indigent legal defense/legal aid
- Youth advocates
- Street outreach teams,
- Law enforcement
- Organizations that serve veterans

Participation in the CoC is open to any organization or individual who wishes to dedicate their time to accomplish the mission of the CoC. Anyone who attends any meeting(s) will be considered a “participant,” unless they have ***completed the steps to become a member as defined below.***

**Participant-** Individual who attends meetings but has not submitted an application for membership and has no voting rights.

**Member-** Individual or agency representative who has submitted the membership packet and been reviewed and presented as a member via notice to the BOD.

**Active Member-** Individual or agency representative who has submitted the membership packet and been reviewed and presented as a member via notice to the BOD. An Active Member has voting rights after attending two BOD, Member, or Committee meetings. To maintain Active Member status, the individual or agency representative must have attended at least 40% of the regularly scheduled Member meetings in the previous 12 months.

**Board Officers-** Individuals who hold one of the following offices through election or appointment as defined in Article VI: Chairperson, Vice Chairperson, Secretary, Treasure, Lead Agency *Ex-Officio*, or City *Ex-Officio*.

**Board Members-at-Large-**Individuals who have been elected to the BOD as defined in Article VI, consisting of the Members-at-Large.

**Lead Agency Ex-Officio-** Individual representing the Lead Agency (Cumberland County Community Development Department). This is an appointed position.

**City Ex-Officio-** Individual representing the City of Fayetteville’s Community and Economic Development Department. This is an appointed position.

## ***Section 2. Member/Active Member Duties***

A. The Members shall be responsible for the following:

- Attending Members Meetings on a regular basis.
- Participating in standing committees, working groups, and/or special initiatives as appropriate.
- Adhering to the CoC's Code of Conduct, Recusal Process, and Conflict of Interest Policy contained herein.

B. Active Members shall also have these additional responsibilities:

- Approving minutes or Members Meetings.
- Voting in general elections and at such other times as required. Members may add items to the agenda upon approval by the appropriate Committee.
- There shall be only one vote per organization/agency.

## ARTICLE V Board of Directors

### ***Section 1. Board of Directors (BOD) Role, Size and Compensation***

The Board of Directors is responsible for the overall policy and direction of the organization and it delegates responsibility of day-to-day operations to the officers and committees.

The Board of Directors (BOD) shall consist of the Chairperson, Vice Chairperson, Secretary, Treasurer, Lead Agency Ex-officio (this is not an elected position), City Ex-officio (this is not an elected position), and up to 10 additional Board Members. The total number of the BOD cannot exceed 16 members and must have at least six (6) members. All Board Members shall be individuals supportive of the purposes stated in Article II of the By-Laws. The Board Members must declare their interests, properties, employment, board positions etc. that might relate to CoC business.

The BOD will include at least one homeless or formerly homeless individual and consist of representatives from active CoC provider agencies including, but not limited to: emergency shelters, transitional housing providers, permanent supportive housing providers, domestic violence shelters, local homeless service providers, and community-based social service organizations, and other members from the general public including, but not limited to: as for mentioned homeless or formerly homeless persons and family members, faith-based organizations, private business, advocates and local government. No more than one member of the Board may be from the same agency. The CoC Lead Agency shall have one position on the Board of Directors, *ex-officio*. This is not an elected position. ***No Board Officer or Member-at-Large shall receive funding from NC-511 ESG or NC-511 CoC during their tenure.***

## ***Section 2. Conflict of Interest***

- a. *Procurement*: For the procurement of property (goods, supplies, or equipment) and services, the recipient and its sub-recipients must comply with the codes of conduct and conflict of interest requirements under 24 CFR 85.36 (for governments) and 24 CFR 84.42 (for private nonprofit organizations).
- b. *Funding Decisions*: No CoC member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.
- c. *Organizational Conflict*: An organizational conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance, or when a covered persons, as described in the next section, objectivity in performing work with respect to any activity assisted under this part is or might be otherwise impaired. Such an organizational conflict would arise when a Board Member of an applicant participates in decision of the CoC concerning the endorsement of or award of a grant, or provision of other financial benefits, to the organization that such member represents. It would also arise when and if an employee of a recipient or sub-recipient participates in making rent reasonableness determinations under §578.49(b)(2) and §578.51(g) and housing quality inspections of property under §578.75(b) that the recipient, sub-recipient, or related entity owns.
- d. *Other conflicts*. For all other transactions and activities, the following restrictions apply: No covered person, meaning a person who is an employee, agent, consultant, officer, or elected or appointed official of the recipient or its sub-recipients and who exercises or has exercised any functions or responsibilities with respect to activities assisted under this part, or who is in a position to participate in a decision-making process or gain inside information with regard to activities assisted under this part, may obtain a financial interest or benefit from an assisted activity, have a financial interest in any contract, subcontract, or agreement with respect to an assisted activity, or have a financial interest in the proceeds derived from an assisted activity, either for him or herself or for those with whom he or she has immediate family or business ties, during his or her tenure or during the one-year period following his or her tenure.
- e. *Exceptions*. Upon the written request of the CoC or member thereof, HUD may grant an exception to applicable federal requirements on a case-by-case basis, according to criteria and a process set forth further in federal regulations (see: 24 CFR § 578.95 Conflicts of interest).
- f. Each of the Board of Directors will be responsible for updating their Conflict of Interest form annually throughout their term on the Board. This form will be given to the Board of Directors Secretary for recording purposes and then given to the Lead Agency to house.



### ***Section 3. Code of Conduct***

Each of the BOD will be responsible for updating their Code of Conduct annually throughout their term on the Board. This form will be given to the Board of Directors Secretary for recording purposes and then given to the Lead Agency to house.

### ***Section 4. Duties of the Board of Directors***

Board of Directors responsibilities include, but are not limited to:

1. Recruit and Nominate individuals to serve on the BOD;
2. Attend Board of Directors' meetings;
3. Vote on the minutes, treasurer's report, and meeting adjournment, along with all other matters considered during a board meeting. These votes will be decided by 50% + 1 vote.
4. Oversee HUD's programs' application process;
5. Review and comment on local homeless legislation;
6. Monitor the implementation of the CoC Action Plan and any other CoC strategic plans;
7. Research and report community input on homelessness;
8. Develop an annual plan with specific goals and objectives for the CoC and for each committee;
9. Establish and operate a centralized or coordinated assessment system in consultation with recipients of HUD funding; and
10. Members may also be responsible for other duties that may arise from time to time to include duties that fall outside of the realm of Member Agency voting responsibility.

### ***Section 5. Other BOD Duties***

The BOD shall select a lead agency for the CoC. The lead agency will designate personnel to act as a CoC Coordinator to advise and assist in carrying out the following duties:

1. Establish format for conducting meetings;
2. Develop meeting agendas, protocol, and conflict resolution procedures;
3. Define roles and responsibilities;
4. Maintain group process;
5. Prepare grant applications annually with the assistance of grant applicants and Lead Agency;
6. Work closely with other regional CoC Coordinators;

7. Assist the Program Evaluation and Data Performance Committee in assessing CoC provider performance and act on those assessments;
8. Assist with strategic planning efforts;
9. Assist the Executive Committee in establishing goals, objectives, and action steps;
10. Delegate responsibilities; and
11. Fulfill all other duties as set forth in their job description.

## **ARTICLE VI Board Officers**

### ***Section 1. Board Officers***

The Board Officers shall consist of the Chairperson, Vice Chairperson, Secretary, Treasurer, Lead Agency Ex-officio, and City Ex-officio. These Board Officers shall have all the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors, except for the power to amend the Bylaws and Policy and Procedures. *The Board Officers shall be subject to the direction and control of the full Board.*

### ***Section 2. Duties of the Chairperson, Vice Chairperson, Secretary, Treasurer, Ex-officios, and Board Members***

#### ***1. The Chairperson shall:***

- a. Preside at all regular CoC meetings and BOD meetings and shall have such other powers and duties consistent with these bylaws as may be assigned from time to time by the BOD
- b. Coordinate activities of the CoC and work closely with appropriate CoC provider agencies;
- c. Set the agenda and preside at CoC meetings;
- d. Serve as a liaison between the CoC and other groups and organizations;
- e. Communicate with and regularly report to the CoC;
- f. Perform other miscellaneous functions, as developed, or designated by the CoC;
- g. Sign approved reports, agreements and government required filings on behalf of the CoC;
- h. Votes only when there is a tie to break the impasse; and
- i. Appoint interim chairs for the ad hoc committees giving prior notice to the BOD of the designated Ad Hoc Chairperson.

#### ***2. The Vice Chairperson shall:***

- a. Assume the Chairperson's duties if the Chairperson is unable to do so;

- b. In the case of permanent inability of the Chairperson, act temporarily as Chairperson until the BOD elects a new Chairperson;
- c. Coordinates and communicates regularly with committees to encourage compliance;
- d. Supports new membership engagement; and
- e. Serve as special projects liaison.

3. *The Secretary shall:*

- a. Ensure that all minutes of meetings, membership records, and records of the CoC business are compiled and preserved and maintained by the CoC Lead Agency;
- b. Distribute minutes of meetings to the members;
- c. Maintain a list of currently active agencies and their representatives;
- d. Perform other duties, as designated by the CoC;
- e. Send all legal notices and distribution of documents; and
- f. Utilize approved letterhead for correspondence.

4. *The Treasurer shall:*

- a. Manage the finances of the CoC and ensure that accurate financial records are kept;
- b. Open and maintain a bank account and deposits funds in that account and manage the signers on the account. There shall be two (2) signers chosen from members of the CoC Board;
- c. Prepare and present a Treasurer's Report for approval at regularly scheduled CoC meetings; and
- d. Perform other duties, as designated by the CoC.

5. *The Board Members shall:*

- a. Ensure the mission and responsibilities of the CoC are followed.
- b. Facilitate Coordinated Entry as appropriate for their scope of work.

6. *Lead Agency Ex-officio:*

- a. Promote community-wide commitment to the goal of ending homelessness;
- b. Maintain CoC Board of Director and CoC Committee meeting agendas and minutes. Meeting agendas will be posted to the Fayetteville/Cumberland County Continuum of Care website in a timely fashion, and no less than 72 hours prior to the meeting times; and
- c. Keep the CoC Board of Directors up to date on relevant changes in HUD rules and regulations;
- d. Conduct the HUD CoC Program Grant process;
- e. Produce Annual Reports including:

- i. State of the Homeless Address report on homeless services needs and gaps
  - ii. Point in Time Count (PIT)
  - iii. Housing Inventory Chart (HIC)
  - iv. Annual Homeless Assessment Report (AHAR)
  - v. CoC Program Grant Score Debrief and Improvement Report
- f. Develop CoC performance targets appropriate for each population and program type based on HUD; performance standards identified in HUD guidance, NOFAs, and notices;
  - g. Conduct Performance Monitoring, Evaluation and Reporting of all CoC Program and ESG Program Recipients and Subrecipients;
  - h. Serve as the HMIS Administrator, operating the HMIS compliant with the HUD HMIS CoC Program Grant and data collection and reporting standards; and
  - i. Coordinate and facilitate collaboration, training, and technical assistance among agencies to ensure successful planning and partnerships in the Continuum of Care geographic area.

#### *7. City Ex-officio:*

- a. Assist the Lead Agency in the duties listed above and act in an advisory capacity to the BOD.

### ***Section 3. Elections and Voting for Board Members and Board Officers***

The current BOD will establish the new process going forward from the date of adoption. The initial year of **2018-2019** began with staggered terms so that the positions are on a three-year rotation. The staggered terms will be as follows: two (2) Board Officers and three (3) Board Members will serve for a one (1) year term; one (1) Board Officer and four (4) Board Members will serve for a two (2) year term; and one (1) Board Officer and (3) Board Members will serve a three (3) year term.

Thereafter, Board Members and Board Officers shall be elected for a three- year term. Board Officers shall be limited to two (2) two consecutive terms in the same position or any combination of officer positions. After an absence of one (1) year from that last position, they become eligible for nomination to an officer position. However, retiring officers continue to serve on the CoC BOD, if elected, by nature of Board Members being eligible to serve three consecutive terms. Being required to step away from the Board Officer position because of limitation on the number of years of service does not void or negate the by-laws which allow Board Members to be eligible to serve up to three terms on the BOD before being required to step away for one (1) year. The loss of the knowledge and experience of the retiring Board Officer would be an unnecessary void for the CoC.

The term limits for Board Members will consist of up to 3 consecutive 3-year terms (e.g., 1 term equals 3 years, making the total limit of terms 9 years), after which they must wait one (1) year before being eligible for selection to a Board Member position.

All Active Members are eligible to vote during elections. Voting will be conducted by secret ballot. The candidate with a 50% + 1 vote, with a quorum present as defined in Article IX, Section 2, will become the new Board Member or Board Officer. In the case of the Chair having completed all consecutive terms, the Vice Chair is automatically nominated for the Chair position.

The process to select the CoC Board Members will be transparent, inclusive, and democratic in nature. The CoC Board Member selection process will include consideration of geographic balance, representation of homeless subpopulations, and knowledge of the issues pertaining to the Continuum of Care and/or persons experiencing homelessness in the region.

To solicit new Board Members, an invitation will be extended by the Governance/Nominating Committee to the CoC, Stakeholders, and Community by requesting potential members to submit a resume and complete a brief application. The Governance/Nominating Committee will prepare a list of people who submitted applications with the category(s) they represent and having reviewed the list, resumes, applications, and prepare a ballot for voting on by the Active Members. The Governance/Nominating Committee will take into consideration a diverse representation on the Board in compliance with the Interim Rule and local priorities. Board officers and Members-at-Large are elected by the CoC Active Members in the Fall of each year.

The following calendar is designed to serve as a comprehensive listing of election-related dates set forth, unless there is a recorded vote of approval by a majority of the BOD changing the voting timeline process. Elections are held annually (*with the exceptions listed in Article VI: Section(s) 6 & 7*). The timeline to be used for elections is as follows:

<b>July</b>	Governance/Nominating Committee plans election process timeline and notifies the CoC
<b>September</b>	Elections held a. Vetting and presentation of nominees by the Governance/Nominating Committee; b. Ballots presented to BOD and Active Members, followed by voting; c. Announcement of voting outcomes
<b>October</b>	Board Officer(s) and/or Board Member(s) sworn in

***\*\*Elections will be held at a Members' Meeting where 20% of Active Members shall constitute quorum.***

### ***Section 4. Nominations***

The Governance/Nominating Committee will share the election timeline with the CoC during the month of July. The Governance/Nominating Committee is responsible to recommend members for nomination to the BOD. Only **Active Members** will be considered for the BOD nomination.

Other qualifications the Governance/Nominating Committee should consider:

1. Length of CoC Membership;
2. Experience serving on a board or they have completed a community leadership program such as Citizen Academy or United Way's Leadership Program;
3. Prioritizing those who have experience with CoC committees, Ad Hoc Committees, or CoC BOD;
4. Understands the mission to end homelessness in Cumberland County;
5. Sign and abide by the Code of Conduct;
6. Understands they must recuse themselves when conflict of interest exists, and that any perceived conflict of interest must be addressed through a transparent disclosure process; and
7. Be willing to submit to a background and/or credit check if they are signatories on the CoC accounts and/ or if they are responsible for the CoC finances.

The Governance/Nominating Committee will present their recommendations to the BOD and Active Members for discussion prior to election voting.

### ***Section 5. Resignation of Board Members of Board Officers***

Any Board Member or Board Officer may resign at any time by delivering a written resignation to the CoC Chairperson or Vice Chairperson who is serving as Chairperson. The resignation will be sent to the BOD Secretary for recording purposes.

### ***Section 6. Removal of a Board Member or Board Officer***

1. Any Board Member or Board Officer may be removed from office for Absence or "Just Cause" by 50% + 1 vote of the BOD in a duly held meeting of the BOD. A quorum must be present at this meeting (50% + 1).
2. "Just Cause" reasons for removal include:
  - a. Board Member or Board Officer dies while in office;
  - b. Board Member or Board Officer who is serving on the Board as a representative of a Member Agency as provided for in *Article IV, Section 1*, terminates his/her employment with said Member Agency or is terminated by that Member Agency (EXCEPTION: the member can continue to serve as long they are considered an individual or representative of another agency. They are to contact the BOD Secretary in writing on the status change and update their member packet before the next scheduled BOD meeting. The Secretary will notify the BOD of said notice upon receipt of the notice);
  - c. Board Member fails to attend regularly scheduled Board meetings and is otherwise inactive for one fiscal year and is removed by majority for:
    - i. Three (3) Consecutive scheduled Board meetings in which you are a member;

- ii. Failure to use alternative methods for attendance (e.g., Conference call, video conference);
  - iii. Missed 50% or more of the scheduled meetings in a fiscal year;
  - iv. Failure to sign Code of Conduct and/or Violation of Code of Conduct, including but not limited to:
    1. Fraud
    2. Conflict of Interest
    3. Personal Conduct
    4. Failure to Perform Duties
3. Procedure for Removal excluding death:

For a Board Member or Board Officer to be removed, the procedure set forth below must be followed:

- a. The Board Member/Officer shall be given fifteen (15) days proper notice by email and/or US mail of the proposed removal;
- b. The Board Member/Officer shall be given the opportunity to be heard, either orally or in writing, at least fifteen (15) days before the effective date of the proposed removal. The hearing shall be held, or the written statement considered, by the Executive Committee to determine whether to recommend removal;
- c. The Board of Directors shall determine through formal vote whether the Member should be removed. A quorum must be present to proceed with the vote. The decision of the majority (50% +1) of the Board of Directors shall be final.

### ***Section 7. Vacancies***

When a vacancy occurs on the BOD, that vacancy shall be filled as follows:

- a. If the Chairperson position is made vacant, the Vice Chairperson will become the Chairperson and will assume all duties and responsibilities of this position acting as Chairperson and will assume all duties and responsibilities of the position until the BOD elects a new Chairperson;
- b. If the Vice Chairperson position is vacated, it will remain unfilled until the next election or the Chairperson can call for a special nomination and election of a new Vice Chairperson to complete the current term;
- c. If the Secretary or Treasurer positions are made vacant, the Chairperson will appoint another member of the BOD to assume these roles until the Chairperson can call for a special nomination and election of a new Secretary or Treasurer to complete the current term;

- d. If a Board Member's position is made vacant, it will remain unfilled until the next election or until the Chairperson can call for the special nomination and election of a new Board Member to complete the current term.
- e. If at any time the BOD has fewer than six (6) Board Members, including Board Officers, the Board shall immediately call, schedule, and hold an election to fill the vacant seat(s).

### ***Section 8. Compensation***

Board Officers shall not be entitled to any form of compensation as a result of their service in this capacity to the CoC.

## **ARTICLE VII Standing & Ad Hoc Committees**

### ***Section 1. Committee Composition***

The Board of Directors may form, or dissolve committees as needed, including standing or ad-hoc committees. Committees will be open, and the participation of non-Board Members will be encouraged. Efforts shall be made to balance all committees with individuals from the diverse groups represented by the CoC, including public and private organizations, consumers, and family members, if appropriate. Committees will develop policies and procedures specific to the committee's functions. Such policies and procedures will be subject to Board approval.

### ***Section 2. Standing Committees***

The standing committees of the CoC shall be the Executive Committee, Planning and Development Committee, HMIS/CE Committee, Governance/Nominating Committee, Performance Evaluation & Grants Review Committee and Finance Committee.

The Executive Committee will be chaired by the BOD Elected Chairperson. Each Standing Committee should be chaired by an Active Member (interested individual or relevant organization) and shall consist of at least three members of the CoC and/or the BOD. The Chairperson of each Standing Committee will be assigned by the BOD Chairperson's recommendation to the BOD and voted upon by the BOD. In the event there is a vacancy, the BOD Chair shall designate an interim Chairperson until one is voted upon by the BOD. Each standing committee chairperson can select individual members to a committee.



### ***Section 3. Ad Hoc Committees***

The BOD Chairperson may create Ad-Hoc committees as necessary to fulfill the tasks of the CoC. The BOD Chairperson shall appoint interim chairs from the CoC to serve as the Committee Chairperson on each Ad-Hoc Committee, giving prior notice to the BOD of the designated Ad Hoc Chairperson. The Ad-Hoc Committee Chairperson will recruit additional individuals taking in consideration the advisement of the BOD.

### ***Section 4. Rules and Limitations of Committees***

No such committee shall have the authority of the Board of Directors in reference to amending, altering, or repealing the By-laws; electing, appointing, or removing any member of any such committee or any Board of Director or BOD Officer; adopting a plan of merger or adopting a plan of consolidation with another corporation; authorizing the voluntary dissolution of the CoC or revoking proceeding therefore; adopting a plan for the distribution of the assets of the CoC; or amending, altering or repealing any resolution of the Board of Directors which by terms provides that it shall not be amended, altered, or repealed by such committee. The designation and appointment of any committee and the delegation thereto of authority shall not operate to relieve the Board of Director, or any individual director or any responsibility imposed on it or him/her by law.

All Standing and Ad-Hoc committees will provide a written report following each meeting to the BOD. The chairperson of the standing and/or ad hoc committee can deliver this written report at the next BOD meeting. The BOD must approve all recommendations of the Standing and Ad-Hoc Committees before action can be taken. Members only can serve on both the standing and Ad-Hoc committees unless otherwise mentioned. Whereas, any participant, member, or interested community party may serve on an Ad-Hoc committee with the approval of the Ad-Hoc chairperson. Outside involvement on Ad-Hoc Committees is encouraged. However, all members and participants are strongly encouraged to take an active role in the CoC, and specifically in standing committees or Ad-Hoc committees. All helpful voices are encouraged during the discussion portions of the Board of Directors meetings.

## **ARTICLE VIII Meetings**

### ***Section 1. Meetings***

There will be four (4) types of meetings: BOD meetings, Members meetings, Special meetings, and Standing/Ad-Hoc Committee meetings. CoC Members must attend at least 40% of the regularly scheduled Member meetings in a 12-month period to remain Active Members, and CoC Board Members must attend 50% of the regularly scheduled BOD meetings in a 12-month period to remain on the BOD. *Although not standard practice*, participation by members may be via conference calls or electronic communication, if necessary.

- i. **BOD (Board of Directors)**- Meetings are to take place at least (4) times per fiscal year, requiring a minimum of ten (10) calendar days' notice via website posting and may be called by the Chair or at the request of 1/3 of the Board Members.
- ii. **Members**- Meetings are to take place at least (4) times per fiscal year, requiring a minimum of ten (10) calendar days' notice via website posting and may be called by the Chair or at the request of 1/3 of the members.
- iii. **Special**- Meetings are for urgent decision making and "timing of the essence" business matters only which have been stated in the call to meet. There shall be a minimum of forty-eight (48) hours' notice either electronically, by phone, or email, and shall be called by the Chair or 1/3 of the vote of the Board or Members, as applicable.
- iv. **Standing/Ad-Hoc Committee**- Meetings are to take place as needed and at such time and place as designated by the Chairperson of the Committee, requiring a minimum of ten days (10) days' notice either electronically, by phone, or email.

The CoC shall comply and conform to the North Carolina's Open Meetings Law and the Public Records Law. The CoC Lead Agency shall be the official repository of CoC records, unless changed by the CoC.

## ***Section 2. Reports***

Except as otherwise provided by the CoC, all committees shall maintain written agendas and/or minutes which shall be provided to the CoC Secretary and be made available to the BOD. Each committee chairperson shall report its activities to the BOD as previously indicated.

## **ARTICLE IX Voting Rights**

### ***Section 1. Voting***

Voting rights for Active Members will be granted when the member has attended two (2) scheduled BOD or Member in the previous 12 months. Voting rights for agencies with more than one member will be delineated on the membership form which member is the primary and secondary voting member, with only one vote per agency allowed. An individual member not representing an agency shall have one vote. At the discretion of the Chairperson, and only in limited circumstances, a vote by video conference, phone or e-mail may be taken and recorded for all BOD and Members meetings. It is important to note that a preapproved proxy cannot vote in another's stead in a BOD meeting.

Voting Rights are as follows:

- a. BOD (Board of Directors, including Lead Agency Ex-Officio & City Ex-Officio)- Only one vote per agency, preapproved proxy cannot vote in your stead, Chairperson votes only when there is a tie. Voting will be recorded and in limited circumstances, can be taken via video conference, phone, or email.
- b. Active Member (during Members Meetings)- Only one vote per agency, pre-approved proxies can vote in your stead, and Chairperson can vote. Voting will be recorded, and in limited circumstances, can be conducted via video conference, phone, or email.
- c. Standing /Ad-Hoc- Only one vote per agency, pre-approved proxies can vote in your stead, and Chairperson can vote. Voting can be conducted in person, or via video conference, phone, or email.
- d. Special Meeting- Voting is conducted as outlined above for the appropriate Board or Members Meeting.

## ***Section 2. Quorum***

In order to take action during a Board or Members Meeting, the presence of a certain percentage of the Board or Member, as applicable, shall constitute a quorum. If the number of Board Members or Active Members, as applicable, is reduced below a quorum, the meeting may continue but **no vote may be taken**. A quorum is needed to approve any matter put to a vote. Attendance will be recorded and calculated to ensure quorum is met.

- a. BOD (Board of Directors) Meeting- 50% + 1 of the Board Members must be present to constitute a quorum. The Chairperson may vote only when there is a tie.
- b. Members Meeting- 20% of the Active Member must be present to constitute a quorum. The BOD Chairperson may vote during a Members Meeting.
- c. Special Meeting- Quorum is determined as outlined above for the appropriate Board of Directors or Members Meeting.

## **ARTICLE X Fiscal Agent**

In the event one is necessary, the BOD Chairperson, upon voting approval of the BOD, may appoint a fiscal agent who will handle funds in accordance with applicable rules of the funding source.

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## ARTICLE XI Contracts, Checks, Deposits & Funds

### ***Section 1. Contracts***

The BOD may authorize any officer or officers, or agent or agents of CoC in addition to the officers so authorized by these by-laws; to enter into any contract or execute and deliver an instrument in the name of and on behalf of the CoC, and such authority may be general or confined to specific instance and must be approved by majority vote of a quorum of the BOD prior to execution of the said contract(s).

### ***Section 2. Checks, Drafts, etc.***

All checks, drafts or orders for payment of money, notes or other evidence of indebtedness issued in the name of CoC or designated Agency shall be signed by a minimum of two (2) such officers, or agent or agents of the CoC, and in such a manner as shall from time to time be determined by majority vote of the BOD. All checks, drafts, or orders of payment of money, notes or other evidence of indebtedness shall be authorized by a majority vote of a quorum of the BOD or Active Members, as applicable. A quorum of the Voting members may pre-authorize any expense at their discretion. Such pre-authorization must include a maximum amount and set a timeframe when the expenses may be made. Emergency funding requests may be approved by a majority vote of the BOD. Such requests will be reported to the CoC members at the next meeting.

### ***Section 3. Deposits***

All funds of CoC shall be deposited within ten (10) business days to the credit of the CoC in such banks, trust companies, or other depositories as the BOD may select. All deposits will be reported in the Treasurer's Report provided to the CoC members.

### ***Section 4. Treasurer's Report***

The Treasurer shall provide a written report of all transactions (expenditures and deposits) including the beginning and ending bank balance at each BOD Meeting.

### ***Section 5. Gifts***

The BOD/Executive Committee may accept on behalf of the CoC any contributions, gifts, bequests, or devise for general purposes or for any special purpose of CoC. No gift shall be accepted which may create a conflict of interest, or the appearance thereof, between the CoC, any Federal, State, or Local government and or the donor.

**ARTICLE XII  
Applicability**

If there is any conflict between applicable Federal and/or State statutes, rules or regulations and these bylaws, such statute, rule, or regulation will prevail. If any provision of these bylaws is held invalid, the remainder of the bylaws will not be affected thereby.

**ARTICLE XIII  
Mediation**

The Fayetteville/Cumberland County Human Relations Commission will act as mediator for unresolved differences within the CoC.

**ARTICLE XIV  
Nondiscrimination**

The members, officers, and persons served by the CoC shall be selected entirely on a nondiscriminatory basis with respect to age, sex, race, ethnicity, religion, disability, and national origin in accordance with all state and federal regulations.

**ARTICLE XV  
General Provisions**

***Section 1. Employees***

The CoC may have such agents and employees as shall be determined from time to time by the BOD.

**ARTICLE XVI  
Parliamentary Authority**

Robert's Rules of Order shall generally cover any procedures not governed by these By-Laws, unless otherwise determined by majority vote of the BOD.

**ARTICLE XVII  
Amendments**

***Section 1. Amendments***

These Bylaws may be revised, amended, and repealed by majority vote of CoC Active Members, which includes the BOD, provided that the changes were distributed in written form to the Bylaws Committee within a reasonable time prior to the vote. Reasonable time would constitute no less than two weeks.

The Bylaws were accepted by voted on            June 27, 2023

\_\_\_\_\_

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary

Adopted 2012

Revised 2018

Revised 2023

## **POLICY ON RESPONSIBILITIES AND CONDUCT OF MEMBERS OF THE BOARD OF DIRECTORS**

The Fayetteville Cumberland County Continuum of Care on Homelessness, Inc has adopted the following Code of Conduct that all Board members, agree to adhere to by signing below:

### 1.) Prohibition Against Private Inurement and Procedures for Managing Conflicts of Interest

No member of the Board of Directors shall derive any personal profit or gain, directly or indirectly, by reason of his or her service as a Board member with the Cumberland County Continuum of Care. Members of the board shall conduct their personal affairs in such a manner as to avoid any possible conflict of interest with their duties and responsibilities as members of the Board. Nevertheless, conflicts may arise from time to time.

- a) When there is a decision to be made or an action to be approved that will result in a conflict between the best interests of Cumberland County Continuum of Care and the Board member's personal interests, the Board member has a duty to immediately disclose the conflict of interest so that the rest of the Board's decision making will be informed about the conflict.
- b) It is every Board member's obligation, in accordance with this policy, to ensure that decisions made by the Board reflect independent thinking. Consequently, in the event that any Board member receives compensation from Cumberland County Continuum of Care such compensation will be determined by and approved by the full Board in advance.
- c) Any conflicts of interest, including, but not limited to financial interests, on the part of any Board Member, shall be disclosed to the Board when the matter that reflects a conflict of interest becomes a matter of Board action, and through an annual procedure for all Board members to disclose conflicts of interest.
- d) Any Board Member having a conflict of interest shall not vote or use his or her personal influence to address the matter, and he or she shall not be counted in determining the quorum for the meeting.
- e) All conflicts disclosed to the Board will be made a matter of record in the minutes of the meeting in which the disclosure was made, which shall also note that the Board member with a conflict abstained from the vote [and was not present for
- f) any discussion, as applicable] and was not included in the count for the quorum for that meeting.
- g) Any new Board member will be advised of this policy during board orientation and all Board members will be reminded of the Board Member Code of Conduct and of the procedures for disclosure of conflicts and for managing conflicts on a regular basis, at least once a year.
- h) This policy shall also apply to any Board member's immediate family or any person acting on his or her behalf.

### 2. Prohibition Against Harassment

The Fayetteville Cumberland County Continuum of Care on Homelessness Inc. strives to maintain an environment that is free from illegal discrimination and harassment. All forms of harassment are prohibited. Any board member who engages in discriminatory or harassing conduct is subject to removal from the Board. Complaints alleging misconduct on the part of Board members will be investigated promptly and as confidentially as possible by a task force of the Board appointed by the lead agency.

3. Confidentiality

Board members are reminded that confidential financial, personnel and other matters concerning the organization, donors, staff or persons/consumers may be included in board materials or discussed from time to time. Board members should not disclose such confidential information to anyone.

4. Active Participation

Board members are expected to exercise the duties and responsibilities of their positions with integrity, collegiality, and care. This includes:

- Making attendance at all meetings of the board a high priority.
- Being prepared to discuss the issues and business on the agenda, and having read all background material relevant to the topics at hand.
- Cooperating with and respecting the opinions of fellow Board members, and leaving personal prejudices out of all board discussions, as well as supporting actions of the Board even when the Board member personally did not support the action taken.
- Putting the interests of the CoC above personal interests.
- Representing the organization in a positive and supportive manner at all times and in all places.
- Showing respect and courteous conduct in all board and committee meetings.
- Refraining from intruding on administrative issues that are the responsibility of the lead agency
- Observing established lines of communication and directing requests for information or assistance to the Chair and or Co-Chair.

I, \_\_\_\_\_, recognizing the important responsibility I am undertaking in serving as a member of the Board of Directors for the Fayetteville Cumberland County Continuum of Care on Homelessness, hereby pledge to carry out in a trustworthy and diligent manner the duties and obligations associated with my role as a Board member and abide by this Code of Conduct. I understand that failure to abide by this Code of Conduct may result in my removal as a Board Member.

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Signature

Date



## Fayetteville/Cumberland County Continuum of Care on Homelessness Membership Application

New Membership     Membership Update

The Fayetteville/Cumberland County Continuum of Care (CoC) on Homelessness consist of a coalition of individuals and agencies that coordinate the local continuum of care for homeless persons and persons who are at-risk of being homeless. In addition, the CoC establishes provider accountability and support programming to ensure that the homeless community obtains housing, economic stability, and enhanced quality of life through comprehensive services. We provide advocacy and education related to homelessness. The ultimate goal of the CoC is to end homelessness and to prevent homelessness in our community.

Involvement in the CoC is open, but involvement will mean your dedication to commitment and time. To become a member of the local CoC or to renew your membership, please complete this form and submit to the contact listed on the next page.

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Organization/Affiliation (if applicable): \_\_\_\_\_

Department/Section (if applicable) \_\_\_\_\_ Job Title: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Alt. Telephone No: \_\_\_\_\_

Fax No: \_\_\_\_\_ Web Address: \_\_\_\_\_

Name of Executive Director: \_\_\_\_\_ Telephone: \_\_\_\_\_

Executive Director's Email: \_\_\_\_\_

Please list a representative and alternate person authorized to vote on CoC matters on behalf of your agency?

Representative: \_\_\_\_\_ Telephone: \_\_\_\_\_

Representative email: \_\_\_\_\_

Alternate: \_\_\_\_\_ Telephone: \_\_\_\_\_

Alternate: email: \_\_\_\_\_

Indicate the type of organization you represent or if you do not represent an organization, please select the “individual” category and indicate if you ever been homeless:

**Private**

- Businesses
- Faith-based organizations
- Funder advocacy groups
- Hospitals/medical representatives
- Non-profit organizations
- Other \_\_\_\_\_

**Public**

- Law enforcement/corrections
- Local government agencies
- Local workforce investment act boards
- Public Housing Agencies
- School systems or universities
- State government agencies
- Other \_\_\_\_\_

**Individual**

- Homeless
- Formerly Homeless
- Non-Homeless
- Other: \_\_\_\_\_

If the agency is a nonprofit, does the agency have a 501(c)(3) status?  Yes  No  Pending

Does your organization provide direct services to homeless persons?  Yes  No

Indicate the subpopulations that your organization serves (*check all that apply*):

- Seriously Mentally
- Substance Abuse
- Disabled (Physical)
- Veterans
- HIV/AIDS
- Other (Specify): \_\_\_\_\_
- Domestic Violence
- Youth (Ages 17 and under)

Indicate the type of service(s) your organization provides to homeless persons (*check all that apply*):

- Alcohol/Drug Abuse
- Case management
- Child care
- Counseling/Advocacy
- Education
- Employment
- Furniture/Household Goods
- Healthcare
- HIV/AIDS
- Law enforcement
- Legal assistance
- Life skills
- Mental health
- Mobile clinic
- Mortgage assistance
- Rental assistance
- Street outreach
- Transportation
- Utilities assistance
- Soup Kitchen/Food Pantry
- Prescription assistance
- Other \_\_\_\_\_

Indicate how you would like to dedicate your time in helping the CoC. Please make your selection(s) below:

- Planning & Development
- Governance/Nominating
- HMIS/CE
- Finance
- Performance Evaluation & Grant Review
- Point-in Time Homeless Count
- Planning Homeless Stand Down Events
- Volunteer (assisting various organizations)
- Donations
- Other Activities: \_\_\_\_\_

Do you give the CoC permission to list your organization/affiliation or name as a member in our CoC publications (e.g., brochures, website, etc.)?

Yes  No

I and/or my organization agree with and support the mission of the Fayetteville/Cumberland County Continuum of Care on Homelessness. I will be positive and supportive when referencing my peer coalition members and member agencies in public and with the media in order to promote and support the CoC's mission. I acknowledge that for the above organization to be considered an active CoC member, the organization delegates must meet the CoC By-Laws definition of active membership.

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Member Signature

Date

**If you have any questions or changes to your membership**

Please submit completed membership form to:

CoC BOD Secretary at

fcccoc1@gmail.com

*Revised Version: August 2019*

*(Please complete both pages of the form)*

*Page 2 of 2*

## NORTH CAROLINA NC-511 CUMBERLAND COUNTY/FAYETTEVILLE NC HMIS CLIENT RELEASE OF INFORMATION & SHARING PLAN

Many North Carolina shelters and helping programs use the North Carolina Homeless Management Information System (NC HMIS) to keep information about the people that they help. We collect personal information from you that we need to help us, help you. We have strict rules about sharing your information.

### **Why do we collect information about you?**

- Work with other agencies to help you.
- Help case managers work together for you.
- Connect you with other helping agencies. You may be eligible for other benefits.
- Reduce the number of times you tell your story.
- Allow us to be paid for our work with you and to help us apply for additional dollars that can be used to help you.
- Help us meet our legal obligations.

We need additional identifying information so that you are not confused with someone else. We also need to learn more about your situation to make sure you are eligible for services.

### **SECTION 1 – Basic Identifying Information**

---

So that agencies that use our NC HMIS system can find your record, agencies can see the following basic identifying information about you:

- Your name
- Your gender
- The last four digits of your Social Security Number
- Your year of birth
- Your veteran status

We use this information to select the correct record and to better coordinate services for you. All persons using NC HMIS are trained and certified in privacy.

If you have a specific reason why other NC HMIS agencies shouldn't be able to find your record in NC HMIS, you can ask to have this basic identifying information secured so that only our agency can see it.

PLEASE NOTE: If you have received services from other agencies who use NC HMIS we may not be able to secure this information. PLEASE TALK WITH YOUR CASE MANAGER for more information. A separate document has been attached).

I have reviewed the attached document named "**Securing Basic Identifying Information.**"

I understand the implications and I am asking that my client profile be secured.

***Do not initial here unless you have discussed this with your case manager***

Please initial here to secure this basic identifying information \_\_\_\_\_

## SECTION 2 – Acknowledgement of Rights

Many agencies also use the system to improve services delivered to you. The following are your rights concerning your data. Please review and initial in the box next to **each right to show that you understand it. If you have questions, please discuss them with your case manager.**

<p>– – – –</p>	<p>I have received a copy of the Agency’s Privacy Notice/script that explains NC HMIS and my rights and responsibilities. It explains how information is kept and shared through this system.</p>
<p>– – – –</p>	<p><b>I understand that the confidentiality of my records is protected by law.</b> I understand that this agency will never give information about me to anyone outside the agency without my specific written consent through a Coordination of Care Sharing Plan or as required by law, including the Federal Law of Confidentiality for Alcohol and Drug Abuse Patients, (42 CFR, Part 2), the Health Insurance Portability and Accountability Act of 1996 (HIPAA, 45 CFR, Parts 160 &amp; 164 as revised by the Health Information Technology for Economic and Clinical Health Act of 2009 aka the HITECH Act), and certain North Carolina laws.</p>
<p>– – – –</p>	<p>I can withdraw my consent to share at any time, but any information already shared with another agency cannot be taken back. If sharing information on the system poses an imminent health or safety risk, I will talk with my case manager.</p>
<p>– – – –</p>	<p>I understand that I have the right to see my information, request changes, and to get a copy of my information by written request. An agency can refuse to change my record but must provide a written explanation of why they refuse the change within 60 days. Agencies may charge for reproducing a record.</p>
<p>– – –</p>	<p>I understand that agencies included in my Sharing Plan must follow strict privacy guidelines.</p>
<p>– – – –</p>	<p>I understand that my written consent allows the information listed in Section 3 - Coordination of Care Sharing Plan to be shared among the agencies listed in the sharing plan. All sharing agencies where I am receiving services will update that information as I provide new or additional information. The purpose of sharing my information is to better coordinate care for me and my family.</p>
<p>– – – –</p>	<p>I understand that I will not be denied services (emergency assistance, outreach, shelter, housing assistance, etc.) if I refuse to share information in this system.</p>
<p>– – –</p>	<p>I understand that my name and other identifying information may be used to match records through a trusted partner for academic research purposes.</p> <p>Prior to academic research being done, my identifying information will be removed, before data analysis takes place.</p>

### SECTION 3 – Coordination of Care Sharing Plan

The information (listed below) can be seen by the following agencies to help coordinate your care. These agencies can share your information with each other.

- Safe Haven: Salvation Army “The Haven” Emergency Shelter\*
- Connections of Cumberland County\*
- Robin’s Meadow/Safe Homes/CoC Planning: Cumberland County Community Development/Homeless Initiative\*
- Rental Assistance and Supportive Services: Fayetteville Urban Ministries\*
- CARE Family Violence Center: Department of Social Services\*
- Leath Commons/Family Promise: Cumberland Interfaith Hospitality Network\*
- Supportive Services of Veteran Families: Volunteers of America\*
- Bonanza Permanent Supportive Housing/Reveille Retreat: Endeavors\*
- HUD/VASH: Fayetteville Metropolitan Housing Authority\*
- Cumberland HealthNet: Coordinated Entry\*
- ABCCM Asheville Buncombe County Christian Ministry (PATH)\*
- Veterans Empowering Veterans CDBG\*
- Kingdom Global Impact CDBG\*
- Kingdom Community Development CDBG\*
- Cumberland County Communicare (PATH)\*
- Dogwood Healthcare Network\*
- Marius Maximus Foundation for Mental Health Inc.\*

In addition to the Basic Identifying Information listed in Section 1 above, additional shared information also includes:

Date of birth	Race and ethnicity	Additional assessment responses
Household members and relationships	Housing status, homeless history and move-in date	Current Living Situation and General Location
Physical, developmental, and/or mental disability	HIV/AIDS including T-cell and viral load counts	Type of health insurance and/or medical assistance
Household income and benefits	Chronic health conditions	Alcohol and/or drug abuse
Military service information	Employment	Education level
Domestic violence history	Project exit and destination	Exit housing assessment
Services and financial assistance with dates	Referrals and service connections	Location (city, county) and last permanent address
Eviction/loss of subsidy	Registered sex offender	Contact information
HUD-VASH Voucher tracking	HUD-VASH exit reason	VI SPDAT/Housing Screening Tools
Case plans, goals and notes	Eligibility documentation	General health status

(\*) Includes Agencies listed and all subordinate project pages of services provided by each agency.

**Instructions:** Check the box next to the statement that you understand and agree to:

I agree to have my information visible to all of the helping agencies listed above.

- a.  Yes, I agree to share according to the Coordination of Care Sharing Plan.  No, I do not agree to the Coordination of Care Sharing Plan (only our agency will be able to see all your detailed information).

## SECTION 4 – Outreach Sharing Plan

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We partner with North Carolina community programs to see if you might qualify for housing or income supports. **Please read each statement below and circle your response.**

1. **Veteran Affairs:** If you have served in the military, the VA Medical Center may contact you about potential housing. With your permission, they may use the information you give this agency to contact you.

*Information that will be shared includes: Name, date of birth, homeless status, veteran status, military service information, housing history, contact information, chronically homeless status*

**Yes - I agree to share my NC HMIS data for the Veteran's Project: (circle response): Yes/No/NA**

2. **Income and Benefits:** Income and benefits are important to staying housed. Some programs may assist with obtaining Social Security Income and/or other state benefits, if you qualify. (For example, through the SOAR program.) With your permission, they may use the information you give this agency to contact you, if you are eligible for benefits.

*Information that will be shared includes: Name, date of birth, coordinated assessment information, homeless status, housing history, contact information, chronically homeless status*

**Yes - I agree to share my NC HMIS data for the Social Security or other state benefits: (circle response): Yes/No/NA**

3. **Housing Review Committee/Housing Prioritization:** If you are homeless, you may be eligible for housing in our community. We have a housing review committee made up of representatives from our service providers. To participate in this process, these providers may need to see your information. With your permission, an agency may contact you if your information shows that you may be eligible for local housing services.

A list of service providers involved in this process is available on request.

*Information that may be shared includes: Name, coordinated assessment information, homeless status, chronically homeless status, veteran status, disability and any additional information that may be used to connect you with appropriate housing options.*

**Yes - I agree to share my information with the housing review committee: (circle response): Yes/No/NA**



**SECTION 4 – Outreach Sharing Plan (continued)**

**Sharing Plan to improve outreach to individuals who may qualify for benefits**

4. **Homeless history:** We may need to document your homeless history throughout the state of North Carolina to see if you are eligible for specific community programs. Your case manager may contact the Michigan Coalition Against Homelessness (MCAH, the NC HMIS lead agency) to view data recorded in NC HMIS to complete a housing history document. With your permission, MCAH will complete the document and give it to your case manager. This document may be uploaded to your client record and shared according to the coordination of care sharing plan.

*Information that will be shared includes: NC HMIS number, name, and a 3-year statewide homeless history that includes service provider names and dates of service*

**Yes - I agree that MCAH may share data with my Case Manager: (circle response): Yes/No/NA**

**This Release is active for one year effective the date of Signature.**

Client signature (head of household): \_\_\_\_\_, Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Adult Household Member signature: \_\_\_\_\_, Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Adult Household Member signature: \_\_\_\_\_, Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Adult Household Member signature: \_\_\_\_\_, Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature of guardian or authorized-representative (when required): \_\_\_\_\_

Relationship to client: \_\_\_\_\_ Date signed by guardian/authorized representative: \_\_\_\_\_

