

Roadmap to Homes Community

Philadelphia Continuum of Care

Governance Charter

Approved by the Roadmap to Homes Board: Thursday, March 28, 2019

Revised: Monday, April 20, 2020

Revisions approved by the Roadmaps to Homes Board: Friday, April 24, 2020

Table of Contents

Background	2
The Roadmap to Homes Community.....	2
Membership.....	3
Full Membership Meetings.....	3
Office of Homeless Services (OHS)	3
Governance Structure.....	4
Intergovernmental Council on Homelessness	4
Roadmap to Homes (RtH) Board.....	5
Standing Committees	9
Young Adult Leadership Committee	10
Lived Experience Commission.....	10
Service Provider Commission.....	10
HUD Alignment Committee	10
Coordinated Entry & Assessment-Based Housing Referral System (CEA-BHRS) Evaluation Committee.....	11
Workgroups and Ad Hoc Subcommittees	12
Code of Conduct	12
Rules Regarding Conflicts of Interest	13
Rules Regarding Confidentiality.....	13
Code of Conduct Acknowledgement Form.....	14
Approval of Governance Charter	14
Effective Date.....	14
Appendix A: Regulatory Compliance	16
CoC Responsibilities	16

Background

Since 1995, the U.S. Department of Housing & Urban Development (HUD) has awarded federal homeless assistance grants competitively to organizations that participate in local homeless assistance program planning networks. These networks, referred to as Continuums of Care, work to address homelessness by identifying community-specific needs and responding with a coordinated system of housing and services. The approach is predicated on the understanding that homelessness is not caused merely by a lack of shelter, but involves a variety of underlying, unmet needs – physical, economic, and social.

In September 2018, a year-long community-wide collaborative planning process culminated in the release of [*Roadmap to Homes: Philadelphia's 5-Year Strategic Plan for the Homeless Assistance System*](#). The City of Philadelphia Office of Homeless Services, the public entity charged with the policy, planning, and coordination of the City's response to homelessness, led the process of engaging with the numerous stakeholders invested in addressing the many contributors to the challenge of homelessness.

The plan calls for a multi-level, collaborative, cross-system leadership structure to ensure ongoing partnership and community engagement in implementing strategies that advance us towards our collective goals of making homelessness rare, brief, and non-recurring in Philadelphia. The Roadmap to Homes governance structure will include working bodies that monitor implementation and help move strategies forward in the plan's five priority areas:

- Expand Homeless Housing Resources
- Improve Coordination Across and Integration of Systems
- Implement a transparent and inclusive Quality Improvement Process
- Communicate More Effectively
- Connect people to Employment and Workforce Development

Just as the new plan builds on long-standing shared goals and commitments within our community, this leadership structure will build upon previous definitions of the Philadelphia Continuum of Care established after the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) codified in law the community-wide planning Continuum of Care structure. This charter establishes a transitional plan for governance in the first calendar year following development of the Roadmap to Homes plan. After testing this new model, a new structure will be formally adopted for the longer term, beginning in 2020.

The Roadmap to Homes Community

The Philadelphia Continuum of Care will hereafter be known as the Roadmap to Homes Community (RtH Community). This expansive network includes housing and service providers, advocates, government agency representatives, business and civic leaders and other community members—including people with lived experience of homelessness—all of whom are invested in meeting the needs of people experiencing homelessness in Philadelphia each year and preventing homelessness for many more. The members of the Roadmap to Homes Community share the mission of making homelessness rare, brief, and non-recurring in Philadelphia and use community-wide planning and decision-making to coordinate and implement a system of supports in service of that mission.

Membership

Membership in the Roadmap to Homes (RtH) Community is open to all stakeholders interested in the mission of the Roadmap to Homes, including nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and individuals currently or formerly experiencing homelessness. Anyone can become a RtH Community member, by submitting a Roadmap to Homes Membership Form, indicating a desire to be part of collaborative Roadmap to Homes implementation to make homelessness rare, brief, and non-recurring in Philadelphia. Membership is established at the individual level.

New members may join the RtH Community at any time during the year by submitting a RtH Community Membership Form to the Office of Homeless Services. During the two months leading up to Board elections, the Office of Homeless Services shall make special efforts to publicize an invitation for any interested person or organization to become a member of the RtH Community. At minimum, the invitation shall be sent to relevant organizations and posted prominently on the Office of Homeless Services website (www.philadelphiaofficeofhomelessservices.org).

Full Membership Meetings

The full membership of the Roadmap to Homes Community shall meet at least semi-annually. The Office of Homeless Services is responsible for organizing full membership meetings. Meetings should occur in person. If a full membership meeting cannot be conducted in person due to an extenuating circumstance, such as a natural disaster, weather emergency, or other unforeseen emergencies, then the meeting may be held through an online meeting platform. All full membership meetings shall include the following:

- A report on the Roadmap to Homes implementation activities and progress toward meeting community goals;
- Any other business the Roadmap to Homes Board and the Office of Homeless Services chooses to put before the members;
- Opportunity for public comment.

Notice of the date, time, and place of full Membership Meetings, as well as planned meeting agendas, shall be made publicly available on the Office of Homeless Services website. Information will also be emailed to RtH community members.

Office of Homeless Services (OHS)

The City of Philadelphia Office of Homeless Services (OHS) is the public entity charged with the providing leadership, coordination, planning and mobilization of resources to make homelessness rare, brief and non-recurring for the City of Philadelphia. OHS could not do this work alone, but rather works collaboratively with more than 60 homeless housing and service providers, as well as the City, state, and federal government, to make up a homeless assistance system that provides prevention, diversion, emergency, temporary, and long-term housing to people experiencing or at imminent risk of experiencing homelessness.

In recognition that ending and preventing homelessness requires community-wide commitment to coordination, the CoC Program Interim Rule formalized the responsibilities of the Continuum of Care as a whole in the pursuit

of these goals (see Appendix A). The Interim Rule requires communities to establish a board to act on behalf of the Continuum in ensuring that it fulfills its duties. Given the historical role played by OHS in applying for HUD funding before the HEARTH Act and the coordination work inherent in its charge as a City agency, the Office of Homeless Services will continue to be designated by the Roadmap to Homes Community to serve as:

- **Collaborative Applicant** for CoC Program funds, responsible for submitting the CoC Consolidated Application behalf of the CoC, which requires:
 - Completing the CoC Application, whose score will determine the CoC’s funding;
 - Supporting providers to complete Project Applications (renewal and new);
 - Managing a coordinated, inclusive, and outcome-oriented community process for the solicitation, objective review, selection, reallocation, and ranking of project applications for inclusion in the CoC’s Priority Listing; and
 - Applying for CoC Planning funds.

Local governments, among other entities, are eligible to apply for grants, if designated by the Continuum of Care to submit an application for grant (24 CFR 578.19). However, the CoC, in this case the Rth Community, “retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. This includes approving the Continuum of Care application” (24 CFR 578.9).

- **CoC HMIS Lead**, responsible for administering the Homeless Management Information System (HMIS) in compliance with requirements prescribed by HUD;
- **Coordinated Entry & Assessment-Based Housing Referral System (CEA-BHRS) Managing Entity**, responsible for day-to-day operations and oversight;
- **Support Entity**, responsible for helping the CoC develop a new governance structure to build on the highly participatory planning process and drive work forward. OHS will staff the Intergovernmental Council on Homelessness, Roadmap to Homes Board, and related working committees, subcommittees, and workgroups as they implement the new strategic plan.

Governance Structure

The Roadmap to Homes Community governance structure shall include an Intergovernmental Council on Homelessness, a Roadmap to Homes Board, standing Committees, and ad hoc subcommittees and workgroups to implement the community plan and accomplish the community responsibilities defined in the CoC Program Interim Rule (see Appendix A).

Intergovernmental Council on Homelessness

The Philadelphia Intergovernmental Council on Homelessness (ICH) was established in September 2018. The 12 members of this body will be City Commissioners/Directors, specifically, the highest leadership of the City’s:

- Managing Director’s Office Health and Human Services (HHS) Cabinet;
- Managing Director’s Office Criminal Justice & Public Safety Cabinet;
- Office of Homeless Services (OHS);
- Department of Behavioral Health and Intellectual disAbility Services (DBHIDS);
- Department of Commerce (DOC);
- Department of Human Services (DHS);
- Department of Planning & Development;

- Division of Housing & Community Development (DHCD)
- Office of Community Empowerment & Opportunity (CEO);
- Office of Workforce Development;
- Philadelphia Housing Authority;
- Philadelphia School District;
- Managing Director’s Office – Health & Human Services Communications.

In joining the ICH, leaders certify that they understand that the role as a member of Philadelphia’s Intergovernmental Council on Homelessness (ICH) is a significant responsibility, and they will make it a priority. They further commit to:

- Support the Mission, Vision, and Goals of the City’s Homeless Services Strategic Plan;
- Offer their expertise to help ensure the health and success of the strategies and actions outlined in the Plan;
- Contribute significantly to plan implementation, specifically by designating the subject matter expert(s) in their agencies to active working bodies and bringing significant resources to the system change envisioned in the strategic plan;
- Work with the other Council members to communicate their agencies’ roles in actualizing the strategic plan to community stakeholders;
- Attend in-person community meetings, at least annually, to track progress on plan implementation and goal achievement;
- Continually communicate with Council members to ensure understanding of all current affairs and agenda items that they need to push forward; and
- Actively participate in requests for assistance and response to strengthen departmental connections and impact on the lives of people experiencing homelessness in Philadelphia.

Roadmap to Homes (RtH) Board

Beginning with its first meeting in January 2019, the Roadmap to Homes Board shall be a decision-making body of the Roadmap to Homes Community and shall fulfill the role of Continuum of Care Board for the Philadelphia CoC.

Responsibilities

RtH Board responsibilities include:

- Monitoring and reporting on progress of Roadmap to Homes plan implementation, heralding successes and troubleshooting as needed;
- Incorporating regular, meaningful input from people with lived experience and service providers into decision-making;
- Ensuring accountability, transparency and responsiveness to community needs;
- Using data, best practices and alignment of investments to maximize system effectiveness;
- Engaging the Intergovernmental Council on Homelessness (ICH) for cross-system leadership.

Holding responsibility for approval of community-wide policies, procedures, and CoC Program funding decisions, members of the RtH Board are specifically charged with ensuring ongoing engagement and input from community members. The Board’s decisions shall consider the perspectives of community

stakeholders, including but not limited to the Lived Experience Commission, the Service Providers Commission, other standing Committees and Subcommittees, implementation work groups, and the Office of Homeless Services.

All Board Representatives must:

- Attend bimonthly Board meetings – no designees may participate nor vote in place of the representative;
- Participate in at least one RtH committee or work group;
- Adhere to the RtH Code of Conduct (see below), including rules on conflicts of interest and confidentiality.

Board Composition

The Roadmap to Homes Board shall consist of 20 members, of which 19 are voting members and 1 is a non-voting ex-officio co-Chair. The Office of Homeless Services will hold the single non-voting, ex-officio RtH Board seat and will serve as the RtH Board Co-Chair.

Voting Members: Board members may not assign designees to participate or vote on their behalf.

- **4 Homeless Service Provider representatives**, with expertise about the current operations of Philadelphia’s Homeless Assistance System gained through experience working within the system;
- **2 representatives of people with lived experience of homelessness**, with first-hand knowledge of the operations of Philadelphia’s Homeless Assistance System gained through personal lived experience of accessing its services;
- **1 representative of youth with lived experience of homelessness**, with first-hand knowledge of the operations of Philadelphia’s Homeless Assistance System gained through personal lived experience of accessing its services and leadership experience as part of Philadelphia’s Young Adult Leadership Committee;
- **4 representatives of Philadelphia City government systems:**
 - Managing Director’s Office Criminal Justice & Public Safety Cabinet
 - Department of Behavioral Health and Intellectual disAbility Services (DBHIDS)
 - Department of Human Services (DHS)
 - Philadelphia Housing Authority (PHA)
- **5 representatives of Philadelphia business, civic, government, hospitality or philanthropy leadership**, with expertise that will help advance one or more of the five plan priorities and capacity to support expansion of the stakeholder base engaged in the work of implementation;
- **3 representatives of the Stakeholder Community At-Large**, with expertise and experience that further strengthens the Board’s ability to lead the community’s work.

Selection/Election Process

Of the 19 voting seats on the RtH Board, 10 will be filled by appointment/designation and 9 will be filled by full RtH Community membership election.

Designated/Appointed Representatives

Commissioners/Directors serving on the ICH shall designate the appropriate representative for the following 4 seats:

- Managing Director’s Office Criminal Justice & Public Safety Cabinet;
- Department of Behavioral Health and Intellectual disAbility Services (DBHIDS);
- Department of Human Services (DHS);
- Philadelphia Housing Authority.

The members of the Young Adult Leadership Committee (see below) shall designate the appropriate representative for the Young Adult Leadership Committee seat.

The Office of Homeless Services shall appoint representatives to the 5 seats for Philadelphia business, civic, government, hospitality or philanthropy leadership.

Elected Representatives

The full RtH Community membership shall be eligible to vote in a community election to select the representatives for the following 9 seats:

- 4 homeless service provider representatives;
- 2 representatives of people with lived experience of homelessness;
- 3 representatives of the stakeholder community at-large.

In preparation for an election, the Office of Homeless Services shall invite community members to nominate themselves or each other for RtH Board service. Nominations shall include a brief description of the nominee and the perspective(s) that the nominee would bring to the Board and a brief statement identifying specific ways that the nominee will be able to help implement one action step from the Roadmap. To be considered for the election, all nominees shall affirm that they:

- accept the nomination to represent the interests of the group they would represent;
- commit to attend bimonthly Board meetings;
- commit to active participation in at least one committee or work group;
- understand the RtH Board responsibilities and requirements:
 - Attendance at bimonthly Board meetings – no designees may participate nor vote in place of the representative;
 - Participation in at least one committee or work group;
 - Adherence to RtH Code of Conduct (see below), including rules on conflicts of interest and confidentiality.

Following the submission of nominations, a Nominating Committee shall review all nominations and narrow the field of nominees as needed. In 2018, the CoC Board shall play the role of Nominating Committee.

Term of Office

All members of the inaugural Roadmap to Homes Board representative will serve an initial two-year term. Roadmap to Homes Board members may elect to serve for an additional term on a yearly basis.

Resignation and Removal

Unless otherwise provided by written agreement, any RtH Board representative may resign at any time by giving 30 days' written notice to the Co-Chairs and the Office of Homeless Services. In addition, members may be removed from the RtH Board by a majority vote of remaining Board members for repeated absence, misconduct, failure to participate, or violation of code of conduct policies.

Vacancies

When a representative resigns, is removed from the Board, or cannot serve a full term for any reason, the vacancy shall be filled as quickly as possible. In the case of an appointed or designated representative vacating a seat, the authority making the appointment or designation shall appoint a new representative. In the case of an elected representative vacating a seat, the remaining Board members shall call a special election to fill the unexpired term.

Officers

The Roadmap to Homes Board shall be led by two Co-Chairs and the single non-voting, ex-officio RtH Board Co-Chair assigned by the Office of Homeless Services

Election and Term

All RtH Board members are eligible to be elected as Co-Chair. Each time that a new RtH Board is seated, the Board members shall elect a Co-Chair for the next Board term. The RtH Co-Chairs shall each serve an initial two-year term.

Responsibilities

The RtH Board Co-Chairs are responsible for:

- Calling for and presiding over Regular and Special Board meetings;
- Setting the RtH Board Meeting agenda, in collaboration with Office of Homeless Services leadership and staff;
- Leading the work to fulfill the Board's collective charge and holding Board members responsible for their individual roles and commitments;
- Ensuring clear communication with the community about matters coming before the Board, including but not limited to supporting development of Membership Meeting reports on Roadmap to Homes implementation activities and progress toward meeting community goals.

Resignation

Unless otherwise provided by written agreement, the elected RtH Board Co-Chair may resign the position at any time, by giving written notice to the remaining Co-Chair and Office of Homeless Services staff.

Vacancies

When the elected RtH Board Co-Chair resigns or cannot serve a full term for any reason, the remaining Board members shall call a special election to fill the unexpired term.

Board Meetings

The Roadmap to Homes Board will meet bimonthly, with at least six (6) Board meetings per calendar year. Roadmap to Homes Board Meetings should occur in person. If a full membership meeting cannot be conducted

in person due to an extenuating circumstance, such as a natural disaster, weather emergency, or other unforeseen emergencies, then the meeting may be held through an online meeting platform.

- The agenda for RtH Board meetings and related background materials shall be distributed in advance of the scheduled meeting.
- Minutes of all RtH Board meetings shall be distributed to RtH Board members within one month following the meeting.

Special meetings of the RtH Board may be called by the Co-Chairs when it is deemed in the best interest of the Philadelphia CoC, or upon the request of the Office of Homeless Services.

100% attendance is expected of RtH Board members. Board members may not send a designee to attend in their place. To be eligible for continued Board service, a representative must have attended at least 2/3 of the previous year's RtH Board meetings.

As detailed in the Conflict of Interest policy below, Board members, committee members, and other Roadmap to Homes Community agents may not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefit to:

- Any organization that they or a member of their immediate family represents; or
- Any organization from which they derive, or a member of their immediate family derives income, services, or anything of value.

Voting Procedure

- Each voting member present shall be entitled to one vote.
- A quorum of more than 50% of the voting members must be present for a motion to be brought to a vote. If there is no quorum present, the motion is tabled until a time a quorum is present.
- Upon demand of any voting member, any vote shall be by written ballot.
- A motion passes if more than 50% of votes cast are in favor of the motion.
- RtH Board members who have conflicts of interest related to any given voting matter are not eligible to vote on that question. They may not participate in discussing the matter and must abstain from the vote.
- When time-sensitive issues arise requiring a vote before the next scheduled RtH Board meeting, the RtH Board Co-Chairs or the Office of Homeless Services staff may call for votes to be conducted via email. More than 50% of the RtH Board members eligible to participate in any given vote must vote in favor of a motion to pass by email vote.

Standing Committees

The Roadmap to Homes Community shall have five (5) standing Committees, as follows:

- Young Adult Leadership Committee
- Lived Experience Commission
- Service Provider Commission
- HUD Alignment Committee
- CEA-BHRS Evaluation Committee

Standing Committee Meetings

Meetings conducted by Standing Committees should occur in person. If a meeting cannot be conducted in person due to an extenuating circumstance, such as a natural disaster, weather emergency, or other unforeseen emergencies, then the meeting may be held through an online meeting platform.

Responsibilities

Young Adult Leadership Committee (YALC)

Established in 2016, the Young Adult Leadership Committee (YALC) is the youth advisory board for the Philadelphia Continuum of Care, created to formalize input from youth experiencing homelessness. YALC members are young adults with experience with homelessness who advise on ways to make the homeless system better for youth. YALC members strive to end youth homelessness by elevating the voices of youth with lived experience in policy making and advocating for a more youth-friendly system for young people experiencing homelessness. The YALC meets biweekly to work on its goals to prevent and end youth homelessness. Members also participate in other optional activities, meetings, and events throughout the month. The group makes sure the young adult voice is heard when decisions and policies are made that impact young people in the homeless service system. The YALC has a membership of up to thirteen, with new members selected by continuing members through an application and interview process.

Lived Experience Commission

To improve the homeless assistance system, ensure people are being served efficiently & effectively, and support participants to understand the system and its changing policies, we are establishing a Lived Experience Commission. The Lived Experience Commission will provide a structure for participants to give feedback on RtH initiatives, progress and system work that will guide both policy-making and direction of future services and needs.

Service Provider Commission

The Service Provider Commission will ensure opportunities for providers, both HUD and non-HUD funded, to share consistent, meaningful input and feedback related to trends, policy development, system strategy and direction. This commission will be comprised of homeless service providers within the Roadmap to Homes Community and will be charged with considering the perspectives of the entire breadth of the homeless services provider community, across subpopulation focus and program type.

Within this forum, the Commission will develop solutions for challenges encountered within the homeless assistance system or Roadmap to Homes implementation, for consideration by the RtH Board and/or the Office of Homeless Services. When major policy and/or procedural changes are being considered, members of this Commission will be involved in developing the local approach.

HUD Alignment Committee

Members of this committee will design a local strategy to ensure that the policies, procedures and general direction of Philadelphia's homeless assistance system align with federal requirements and HUD priorities, in order to increase the community's competitiveness in securing HUD resources, specifically but not limited to Continuum of Care Program Funding. This committee will also hold responsibility for

proposals for strategic allocation of HUD funds. This includes using project-level assessment of performance and system gaps analysis to operationalize priorities through reallocation of HUD funding and ranking of CoC Program projects in the community's Consolidated Application for funding. The full RtH Board shall approve the final project ranking before submission to HUD.

Coordinated Entry & Assessment-Based Housing Referral System (CEA-BHRS) Evaluation Committee

The purpose of establishing this Committee is to create checks and balances, commit to a continuous improvement process, and answer the following questions:

- Does CEA-BHRS work for persons experiencing or at imminent risk of experiencing homelessness?
- Does CEA-BHRS work for providers of homeless assistance?
- Is CEA-BHRS functioning according to design principles?
- Is the homeless assistance system more efficient and effective as a result of CEA-BHRS?

Initially, this committee will be responsible for:

- Determining evaluation criteria that will ensure CEA-BHRS processes and participating organizations are compliant with HUD requirements, adhering to local policies and procedures, and operating effectively;
- Developing evaluation processes, including methods and frequency;
- Establishing processes for applying evaluation results to update CEA-BHRS policies and procedures and to inform other elements of system planning and monitoring.

Composition

All Committee members shall be members of the Roadmap to Homes Community. Each Committee shall establish its own criteria for membership. No homeless service providers shall participate in the HUD Alignment Committee, due to conflicts of interest.

Membership

The Office of Homeless Services shall invite all RtH community members to join the appropriate Standing Committees at least annually.

Term of Office

Standing Committee members shall serve for the duration of a given project or effort. There is no limit to the number of terms a member may serve.

Resignation and Removal

Unless otherwise provided by written agreement, any representative may resign from a Committee at any time by giving written notice to the Committee's leadership and the Office of Homeless Services.

Reporting

Each Committee shall produce regular reports on Committee activities for review by the RtH Board.

Committee Leadership

Each Standing Committee shall elect its own Chairs. Committee Leadership will hold responsibility for setting meeting agendas, producing meeting minutes, ensuring that Commission Members complete assigned tasks between meetings, and reporting on progress to the RtH Board.

Term of Office

Standing Committee Chairs are elected for an initial one-year term that may be renewed annually for up to three terms.

Resignation and Removal

Unless otherwise provided by written agreement, Standing Committee Chairs may resign at any time by giving notice to their Committee and the Office of Homeless Services.

Vacancies

When a Standing Committee Chair resigns or cannot serve a full term for any reason, the remaining Committee members shall call a special election within the committee to fill the unexpired term.

Staff Support

Each Standing Committee shall receive logistical and communications support from the Office of Homeless Services, primarily from Planning Unit staff. The Service Provider Commission will be supported by the Planning Division.

Workgroups and Ad Hoc Subcommittees

The Roadmap to Homes Community will establish workgroups and/or ad hoc subcommittees to accomplish specific goals or focus in on specific community needs. To map out next steps in early implementation of the Roadmap to Homes, the community will form ad-hoc strategy groups for each of the five community priorities (expanding homeless housing resources; improving integration of systems, implementing a transparent and inclusive quality improvement process, communicating more effectively, connecting people to employment and workforce development). As with any workgroups or Ad Hoc Subcommittees, these strategy groups may be ongoing or time-limited and shall meet as needed. Additional ad hoc or temporary groups may include but are not limited to Philly Homes 4 Youth, Point-in-Time Count planning subcommittees, Nominating subcommittees, Board Development subcommittees, etc.

Code of Conduct

The Roadmap to Homes (RtH) Community utilizes a Code of Conduct to guide its community members and supporting staff in their conduct when acting on behalf of the Roadmap to Homes Community. At a minimum, RtH community members, Board members, Committee members, and supporting staff shall:

- Abide by the governing documents and policies of the Roadmap to Homes Community;
- Comply with applicable federal, state, and local laws, regulations, and fiduciary responsibilities;
- Not accept commissions, gifts, payments, loans, or other items of value from anyone who has or may seek some benefit from the Roadmap to Homes Board;
- Act at all times in accordance with the highest ethical standards and in the best interest of the Roadmap to Homes Community, its members, program participants, and constituents;

- Respect the confidentiality of sensitive information about the Roadmap to Homes Community, its members, program participants, and staff;
- Respect the uniqueness and intrinsic worth of every individual, and treat all people with dignity, respect, and compassion; and
- Develop, administer, and advocate for policies and procedures that foster fair, consistent, and equitable treatment for all.

Rules Regarding Conflicts of Interest

Board members, committee members and other Roadmap to Homes Community agents must abide by the following rules in order to avoid conflicts of interest and promote public confidence in the integrity of the Roadmap to Homes governance and its processes. Failure to honor these rules will be grounds for removal from the Board and any of its committees.

Board members, committee members, and other Roadmap to Homes Community agents may not participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefit to:

- Any organization that they or a member of their immediate family represents; or
- Any organization from which they derive or a member of their immediate family derives income, services, or anything of value.

Whenever Roadmap to Homes Board members, committee members, agents, employees, or any of their immediate family members have a financial interest or any other personal interest in a matter coming before the Board or one of its committees, they must:

- Fully disclose the nature of the interest; and
- Withdraw from discussing, lobbying or voting on the matter.

With regard to participation in proposal reviews, proposals assigned to each reviewer are sent before the review meeting takes place. Before reviewers score project applications, reviewers are asked to determine whether a conflict of interest exists with any application that has been assigned. If it is determined that a conflict or the appearance of a conflict exists, the application shall be assigned to another reviewer and a replacement application shall be provided. All reviewers shall be required to sign a conflict of interest document.

Disclosure

At the beginning of every Board, Committee or Subcommittee meeting, members must disclose if they have any conflicts of interest or potential conflicts of interest regarding any business included in the meeting's agenda.

Abstention from Decision-Making

Any matter in which Board or committee members have an actual or potential conflict of interest will be decided only by a vote of disinterested individuals. In addition, the minutes of any meeting at which such a vote is conducted must reflect the disclosure of interested Board and committee members' abstention.

Rules Regarding Confidentiality

All Board members, committee members and other Roadmap to Homes Community agents shall respect the confidentiality of sensitive information about the Roadmap to Homes Community, its members, program participants and staff.

With regard to project application reviews, adherence to confidentiality is critical to the integrity of the review process and the protection of reviewers who are evaluating project applications. Therefore, each individual who participates in the project application review process shall abide by the following confidentiality requirements before, during, and after the review process and when required to vote of funding/submission of funding requests:

- All information related to project applications shall be kept in strict confidence;
- Impressions or judgments concerning project applications shall not be discussed or shared with anyone prior to, during, or after the review panel's deliberations (exceptions: discussions with other review panel members during deliberations and Office of Homeless Services staff discussions with the Roadmap to Homes Board);
- Project applications, as well as the ideas, concepts, methods, or techniques included in the applications shall be considered proprietary, and all rights thereby implied shall be respected;
- Project applications, in part or whole, shall not be photocopied except by Office of Homeless Services staff for Roadmap to Homes Community business purposes; and
- Questions about any specific proposals shall not be directed to the applicant organization, or to a consultant who assisted in the preparation of the application.

Reviewers shall adhere to the following requirements:

- Statements and notes of the reviewers shall not be shared with anyone outside the review panel;
- Discussions concerning any specific application shall be confined to the meetings;
- Proceedings of meetings shall be kept in strict confidence; and
- Proposals and review materials shall be left with the Office of Homeless Services staff at the conclusion of the review session.

Code of Conduct Acknowledgement Form

Roadmap to Homes Board and Committee members must sign a Code of Conduct Acknowledgement Form annually, affirming that they have reviewed the code of conduct and conflict of interest policy and disclosing any conflicts of interest that they face or are likely to face in fulfillment of their duties.

Approval of Governance Charter

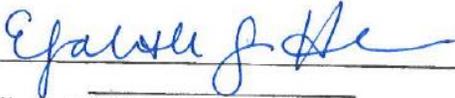
This Governance Charter provides the operating procedures and decision-making processes to be utilized by Roadmap to Homes Community. The Roadmap to Homes Board will receive the Governance Charter on January 30, 2020 and upon majority approval, be enacted. The Office of Homeless Services is required to update this Governance Charter on an annual basis. Any proposed changes or additions to amendments in the Governance Charter must be approved by a majority of the Roadmap to Homes Board.

Effective Date

The Roadmap to Homes Transitional Governance Charter shall be effective April 24, 2020.

Effective Date

The Roadmap to Homes Transitional Governance Charter shall be effective April 24, 2020.

 4/27/20

Elizabeth G. Hersh
Co-Chairperson, Roadmap to Homes Board

Date

 4/24/2020

Paul Beideman
Co-Chairperson, Roadmap to Homes Board

Date

 4/24/2020

Michael
Hinson
Co-Chairperson, Roadmap to Homes Board

Date

Appendix A: Regulatory Compliance

The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) codified in law the community-wide planning Continuum of Care structure and the Continuum of Care planning process, a longstanding part of HUD's application process intended to assist homeless persons by providing greater coordination in responding to their needs. The HEARTH Act also directed HUD to promulgate regulations for these new programs and processes.

HUD published the original Continuum of Care (CoC) Program Interim Rule in the Federal Register on July 31, 2012. The Philadelphia CoC was formally established in 2014, in accordance with the regulatory framework and requirements specified in the Interim Rule.

The CoC Program Interim Rule focuses on regulatory implementation, including the Continuum of Care planning process. It established the Continuum of Care as the planning body responsible for meeting the goals of the Continuum of Care program, which are to:

- Promote a community-wide commitment to the goal of ending homelessness;
- Provide funding for efforts to quickly re-house individuals (including unaccompanied youth) and families experiencing homelessness while minimizing trauma and dislocation to those persons;
- Promote access to and effective use of mainstream programs by individuals and families experiencing homelessness; and
- Optimize self-sufficiency among individuals and families experiencing homelessness.

It defines a Continuum of Care as “the group organized to carry out the responsibilities required under this part and that is composed of representatives of organizations, including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate.”

The Interim Rule states that each Continuum of Care must establish a board to act on behalf of the Continuum, which must: (1) Be representative of the relevant organizations and of projects serving homeless subpopulations; and (2) Include at least one homeless or formerly homeless individual (24 CFR 578.5(b)). The CoC must adopt and follow a written process to select the members of the board (24 CFR 578.7(a)(3)).

CoC Responsibilities

Through the CoC Program Interim Rule, HUD established in regulation (24 CFR 578.7) the following responsibilities for Continuums of Care:

- A. **Operate the Continuum of Care.** The Continuum of Care must:
1. Hold regular meetings of the full membership, with published agendas, at least semiannually;
 2. Make an invitation for new members to join publicly available within the geographic area at least annually;
 3. Adopt and follow a written process to select a board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every 5 years;

4. Appoint additional committees, subcommittees, or workgroups as needed;
 5. In consultation with the collaborative applicant and the Homeless Management Information System (HMIS) Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with 24 CFR Part 578, Subpart B and with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board;
 6. Consult with recipients and sub-recipients to establish performance targets appropriate for population and program type, monitor recipient and sub-recipient performance, evaluate outcomes, and take action against poor performers;
 7. Evaluate outcomes of projects funded under the Emergency Solutions Grant (ESG) program and the CoC program, and report to HUD;
 8. In consultation with recipients of ESG program funds within the geographic area, establish and operate either a centralized or coordinated assessment system, that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim service providers. This system must comply with any requirements established by HUD by Notice.
 9. In consultation with recipients of ESG program funds within the geographic area, establish and consistently follow written standards for providing CoC assistance. At a minimum, these written standards must include:
 - a. Policies and procedures for evaluating individuals' and families' eligibility for assistance;
 - b. Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority required);
 - c. Policies and procedures for determining and prioritizing which eligible families and individuals will receive rapid re-housing assistance (these policies must include the emergency transfer priority required);
 - d. Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance; and
 - e. Policies and procedures for determining which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required).
- B. Designate and operate a Homeless Management Information System (HMIS).** The Continuum of Care must:
1. Designate a single HMIS for the geographic area;
 2. Designate an eligible applicant to manage its HMIS, which will be known as the HMIS Lead;
 3. Review, revise, and approve a privacy plan, security plan, and data quality plans for the HMIS;
 4. Ensure consistent participation of recipients and subrecipients in the HMIS; and
 5. Ensure the HMIS is administered in compliance with requirements prescribed by HUD.

- C. **Continuum of Care planning.** The Continuum must develop a plan that includes:
1. Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:
 - a. Outreach, engagement, and assessment;
 - b. Shelter, housing, and supportive services;
 - c. Prevention strategies.
 2. Planning for and conducting, at least biennially, a Point-in-Time count of homeless persons within the geographic area that meets the following requirements:
 - a. Homeless persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans must be counted as unsheltered homeless persons;
 - b. Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons;
 - c. Other requirements established by HUD by Notice.
 3. Conducting an annual gaps analysis of the homelessness needs and services within the geographic area;
 4. Providing information required to complete the Consolidated Plan within the Continuum's geographic area;
 5. Consulting with State and local government Emergency Solutions Grants (ESG) program recipients within the Continuum's geographic area on the plan for allocating ESG program funds and reporting on and evaluating the performance of ESG program recipients and subrecipients.
- D. **VAWA emergency transfer plan.** The Continuum of Care must develop the emergency transfer plan for the Continuum of Care that meets the requirements under 24 CFR 578.99(j)(8).

Applying for CoC Program Funds. Under 24 CFR 578.9, the Continuum must:

1. Design, operate, and follow a collaborative process for the development of applications and approve the submission of applications in response to a NOFA published by HUD;
2. Establish priorities for funding projects in the geographic area;
3. Designate an eligible applicant to be the collaborative applicant that will collect and combine the required application information from all applicants and for all projects within the geographic area that the Continuum has selected funding. The collaborative applicant will also apply for Continuum of Care planning activities.

The Continuum, in this case the Roadmap to Homes Community, retains all of its responsibilities, even if it designates one or more eligible applicants other than itself to apply for funds on behalf of the Continuum. This includes approving the Continuum of Care application (24 CFR 578.9).