



VENTURA COUNTY
CONTINUUM OF
CARE ALLIANCE

ENDING HOMELESSNESS
IN VENTURA COUNTY

Governance Charter

2025

Approved by CoC Board on September 10, 2025

Effective October 1, 2025

Ventura County CoC Alliance Governance Charter

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NAME: Ventura County Continuum of Care Alliance, hereinafter referred to as “Alliance”

ADDRESS: The Alliance is located in the County of Ventura within the State of California. The Alliance’s office of record will be the address and point of contact of the identified HUD Collaborative Applicant. Currently: County of Ventura, County Executive Office - Community Development, Hall of Administration L#1940, 800 South Victoria Avenue, Ventura, CA 93009

ARTICLE I. VENTURA COUNTY CoC GEOGRAPHIC BOUNDARIES

1.01. BOUNDARIES

The Ventura County Continuum of Care Alliance includes all of the geography within the County of Ventura, including 10 incorporated cities and all unincorporated areas. The physical bounds of this geography are consistent with the boundaries inclusive of these areas. These boundaries contain other Housing and Urban Development (hereinafter referred to “HUD”) designated program components, including multiple Housing Authorities, six (6) HUD geocode areas, two (2) local Emergency Solutions Grant (hereinafter referred to as “ESG”) Areas, communities eligible for State ESG funds, as well as federally designated Community Development Block Grant (hereinafter referred to as “CDBG”) entitlement areas, HOME, and Veterans Administration service areas. The CoC primary area of operations within the CoC geography includes the areas served by the program components listed above. This geography is referred to as the Ventura County CoC Region (hereinafter referred to as “Region”) and is known to HUD as City of Oxnard/San Buenaventura/Ventura County CoC (CA-611).

ARTICLE II. ESTABLISHMENT OF THE CoC

2.01. OVERVIEW

The U.S. Department of Housing and Urban Development charges communities that receive funds under the Homeless Continuum of Care Program (hereinafter referred to as “CoC Program”) of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act with specific responsibilities. [Section 578.5](#) of the HEARTH Interim Rule published in July 2012 (Interim Rule), defines a Continuum of Care (CoC) as “the group organized to carry out the responsibilities required under this part and that is composed of representatives of 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.” Relevant organizations in the Ventura County CoC Region established the Ventura County Homeless and Housing Coalition (the Coalition) in 1983 as a collaborative for housing advocates, service providers and local government representatives concerned about issues of homelessness. In 1993 the Coalition incorporated as a non-profit organization and served as the CoC coordinating body acknowledged by HUD from 1998-2012. In 2012, at the request of the Coalition, CoC administrative and oversight responsibilities were transferred to the County of Ventura and the Countywide CoC Alliance was formalized. The Alliance is an unincorporated association as defined under [Section 18035 of the California Corporations Code](#).

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ARTICLE III. MISSION AND PURPOSE

3.01. MISSION

The Ventura County Continuum of Care Alliance is a collaborative group dedicated to promoting a safe, desirable and thriving community by ending homelessness in Ventura County.

3.02. SPECIFIC PURPOSES

In 2014 the Alliance began a transformation to expand membership, seat an inaugural Governance Board, identify Infrastructure Organizations, facilitate compliance with new federal regulations and guidelines, and address local gaps in community coordination and planning. As such, the Alliance outlines below the responsibilities and authorities of the different components that make up the Alliance including: Alliance Membership, Interagency Council on Homelessness, Advisory Committees, the Governance Board, and Infrastructure Organization(s).

A. Collaboration: The Alliance will:

1. Promote community-wide commitment to the goal of ending homelessness in Ventura County;
2. Provide opportunity for regional coordination and interagency collaboration;
3. Promote access to and effective utilization of mainstream programs by homeless individuals and families;
4. Promote the strategic use of available resources;
5. Inform local planning processes;
6. Inform stakeholders of actions impacting homelessness;
7. Advocate for people experiencing homelessness in areas where they have limited access;
8. Ensure availability of a region-wide Continuum of Care that meets requirements under [HEARTH Interim Rule 578.5](#);
9. Coordinate responses to funding opportunities for assistance for people at-risk of or experiencing homelessness;
10. Implement specific goals established in applications for funding; and

B. Actions: The Alliance will:

1. Foster the plan for a permanent system to ending homelessness;
2. Ensure access for homeless persons to quality services and facilities in all phases of the Continuum of Care system;
3. Coordinate services throughout the region to ensure that each special needs population has access to services in each geographic sub-region;
4. Provide a seamless system of care for transition from the street to permanent housing;
5. Support development of a strategic plan to address homelessness in the Region;
6. Establish and evaluate standards and service targets with an eye for continuous improvement; and
7. Actively recruit new and diverse membership.

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ARTICLE IV. RESPONSIBILITIES OF THE ALLIANCE

4.01. OPERATING THE CoC

The Alliance will:

- A. Hold meetings of the full membership at least quarterly with published agendas;
- B. Issue public invitation for new members to join at least annually;
- C. Follow and update annually a governance charter;
- D. Continue development of governance charter to incorporate all procedures and policies including those required by all funding sources including written standards for funding assistance, strategic planning, project evaluations, and HMIS requirements;
- E. Follow *'Process for Board Selection'* hereto outlined in [Section 6.05](#) to select a Governance Board to act on behalf of the Alliance. The process will be reviewed, updated (as applicable), and approved annually by the Alliance as part of its Charter;
- F. Follow *Process for Selection of Infrastructure Organization(s)* hereto outlined in [Section 10.02](#) to select organization(s) to assume operational responsibilities including HUD CoC Program Collaborative Applicant, HMIS Lead, Staff, Project Monitoring, and preparing the HUD CoC Collaborative Application;
- G. Follow the *'Interagency Council on Homelessness'* process hereto outlined in [Section 8.01](#) to engage key government representatives to end homelessness in Ventura County Region;
- H. Appoint Advisory Committees, subcommittees, or task groups;
- I. 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;
- J. Evaluate outcomes of projects funded under the ESG and CoC Programs, and report to HUD and other funders;
- K. Evaluate outcomes of projects funded under the California Homeless Coordinating and Financing Council and other State funding allocated to the CoC;
- L. In consultation with recipients of HUD CoC and ESG Program funds within the Region, establish and operate a Coordinated Entry System (CES) that complies with requirements established by HUD; and
- M. In consultation with recipients of HUD CoC and ESG Program funds within the Ventura County Region, establish and consistently follow written standards for providing Continuum of Care assistance.

4.02. CoC PLANNING

To serve as the regional coordinated body to end homelessness in the Ventura County Region, the Alliance will:

- A. Coordinate the implementation of an effective housing and service system including outreach, engagement, assessment, prevention, shelter, housing, and supportive services within the Region;
- B. Plan for and conduct an annual Point-In-Time (PIT) Count of homeless persons within the Region;
- C. Conduct an annual gaps analysis of the homeless needs and services available within the Region;

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- D. Provide information to local jurisdictions required to complete the Consolidated Plan(s) within Region; and
- E. Consult with State and local government ESG program recipients within the Region on the plan for allocating ESG Program funds and reporting on and evaluating the performance of ESG program recipients and sub-recipients.

4.03. DESIGNATING AND OPERATING HMIS

The Alliance will:

- A. Designate a single Homeless Management Information System (HMIS) for the Region;
- B. Designate an eligible applicant to manage the Continuum's HMIS, known as the HMIS Lead;
- C. Review, revise, and approve (i) privacy, (ii) security, and (iii) a data quality plan for the HMIS;
- D. Ensure consistent participation of recipients and sub-recipients in the HMIS;
- E. Ensure the HMIS is administered in compliance with requirements prescribed by HUD; and

4.04. PREPARING APPLICATIONS FOR FUNDS

The Alliance will:

- A. Design, operate, and follow a collaborative process for development of applications for funding;
- B. Approve, through its Governance Board, submission of applications in response to a HUD CoC Program Notice of Funding Availability (NOFA) among other funding opportunities;
- C. Establish priorities for funding projects;
- D. Ensure that only one application for HUD CoC Program funds be submitted and collect and combine required applications information from all approved projects within Region; and
- E. Seek to secure funding for Alliance operations and infrastructure, including but not limited to HUD Planning grant funds.

4.05. ADDITIONAL RESPONSIBILITIES

The Alliance shall have additional responsibilities, including but not limited to:

- A. Engage organizations in a community-based process;
- B. Convene regular meetings of interested stakeholders;
- C. Work to address the underlying causes of homelessness;
- D. Lessen the negative impact of homelessness on individuals, families, and communities;
- E. Promote a region-wide Alliance;
- F. Foster collaboration;
- G. Develop a permanent system to end homelessness;
- H. Facilitate access to quality services region-wide;
- I. Ensure access to services to all subgroups;
- J. Ensure the system is designed with an equity framework to address racial disparities and other inequities
- K. Ensure access to a full range of services from street outreach to permanent housing;
- L. Facilitate sharing of provider expertise and intervention strategies;
- M. Create, inform, and support to development of regional plans;
- N. Provide a consistent source of data regarding the needs for homeless persons;
- O. Educate stakeholders about regulatory actions and other conditions impacting the Alliance;

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- P. Advocate for policies and essential services that promote fair housing, client well-being, and rights and protections under the law; and
- Q. Assist homeless service providers in acquiring funds dedicated to homelessness.

4.06. LIMITATIONS

The Alliance will not:

- A. Engage in activities in favor or against any political campaign on behalf of candidates for public office, except as the law affords to as the right and privileges of its members; or
- B. Convene members to conspire or to promote the support of activities that are deemed illegal activities under the law.

ARTICLE V. ALLIANCE MEMBERSHIP

5.01. STAKEHOLDERS

The Alliance shall garner community-wide commitment to ending and preventing homelessness in all parts of the Region through inclusion of representation from the entire Ventura County geographic area. In addition to the entities identified in [Interim Rule Section 578.5](#), Alliance membership includes a variety of other community stakeholders to the extent that they are invested in ending homelessness in the Region. Examples of additional stakeholders include private foundations, philanthropists, fraternal organizations, employment development, organized labor, and private health service organizations.

5.02. MEMBERSHIP APPLICATION PROCESS

Interested organizations and individuals can join the Alliance by attending a regularly scheduled meeting, completing a membership application, and committing to participate in the work of the Alliance to achieve stated purposes and goals. Alliance members obtain and retain voting privileges through attendance and participation in accordance with established policies.

New Organizational Members verify the required commitment to the work of the Alliance by preparing a written statement as part of the membership application that identifies the components of the Alliance work that the organization will participate in. An Organizational Member may designate up to three (3) persons annually who are authorized to represent the organization at Alliance meetings. Any one (1) organization can only have one (1) vote. An organization representative may represent only one (1) organization.

Individuals may also become members of the Alliance. Individuals provide a similar commitment statement as part of their membership application to the Alliance; however, Individual Members may not designate additional persons to represent them. Individuals who have a recognized role in a member organization (such as employee, board members, consultants, or current service recipients) may become Individual Member of the Alliance but may not vote. Individuals with formal organizational affiliations, such as those noted above, may be selected to represent the organization with which they are affiliated. This provision creates an opportunity for individual stakeholders to participate in the Alliance without duplicating organizational representation.

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5.03. MEMBER RESPONSIBILITIES

Alliance Member responsibilities include:

- A. Review and approve Governance Charter and all amendments at least annually;
- B. Attend annual and quarterly meetings;
- C. Ratify full slate of Governance Board Members annually; and
- D. Voluntarily participate on Advisory Committees.

5.04. MEMBERSHIP

- A. Membership is open to organizations and individuals who support the Alliance mission. Those seeking membership must complete an application and make their request at any meeting of the Alliance. At the next regularly scheduled meeting of the Alliance, all membership requests from organizations or individuals made at the prior meeting will be assumed as valid for purposes of determining voting rights.
- B. There shall be two (2) categories of Alliance members: Organizational Members and Individual Members.
- D. All members shall have the right to speak at meetings; vote on matters before the Alliance, subject to the voting privileges set forth herein [Section 5.09](#); and to participate in Alliance activities.
- E. There will be an unrestricted number of Organizational Members. However, only one (1) representative from each Organization Member may vote on behalf of that organization on any given issue; representatives are based on authorization from the organization. Each organization shall indicate in writing the names of up to three (3) persons annually who may represent the organization.
- F. There will be an unrestricted number of Individuals Members representing the general community. However, any such members must reside in Ventura County and may not be involved with Organizational Members as employees, board members, consultants, or current contractors.
- G. Nonvoting Alliance memberships are available for members who self-identify as a Nonvoting Member.
- H. All Alliance members are encouraged to actively recruit additional members engaged in ending homelessness in Ventura County.

5.05. MEETINGS AND MEETING SCHEDULE

- A. Any person who attends an Alliance meeting may be asked to leave by staff if the person is verbally or physically disruptive.
- B. The Alliance annual calendar will establish a regular meeting day, time, and location for the calendar year.
- C. The full membership shall convene at least quarterly for the purpose of transacting the business of the Alliance.
- D. All regular meetings shall be published on the Alliance website and distributed electronically to all members at least 72 hours in advance.

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5.06 ANNUAL MEETING

- A. Full Alliance membership shall meet annually to ratify the roster of the Governance Board Members, review and approve Governance Charter, and receive annual meeting calendar.
- B. The notice of annual meeting shall be published on the Alliance website at least seven (7) days prior to the scheduled meeting.

5.07 SPECIAL AND EMERGENCY MEETINGS

- A. Special meetings of the Alliance may be requested and noticed provided by email to each member at least 24 hours prior to the meeting.
- B. Special and emergency meetings of the Alliance may be called at any time by the Governance Board or upon the request by one-third (33%) or more voting Members.

5.08. QUORUM

- A. A quorum shall consist of 50% plus one of eligible voters for the Alliance membership meetings;
- B. No business may be officially transacted without a quorum.

5.09. VOTING

- A. At all meetings of the Alliance, members who have met attendance requirements set forth by the Alliance may vote. Voting privileges are limited to one vote per member, in accordance with attendance policies (Sec 5.09.D).
- B. In the interest of informed decision-making, each Organizational Member may designate up to three (3) persons annually to represent such organizations at Alliance Meetings. Attendance by one (1) of the designated representatives is considered in meeting the attendance requirement associated with voting privileges ([Sec 5.04.E](#)).
- C. Each Organizational Member and Individual Member may have only one (1) vote for any one (1) motion on the floor; a majority of votes shall carry or defeat a motion.
- D. Voter privileges are extended to those Individual Members and Organizational Members that have been represented by a designated member at two (2) of the most recent four (4) full membership meetings.
- E. New members must have attended at least one (1) meeting before being eligible to vote.
- F. Upon ratification of this Charter new voting privileges became effective. Existing Alliance members who have secured voting privileges under previous rules will maintain privileges for the first meeting.
- G. All Members must declare any conflict of interest they or their organization has on any voting issue. Organizational Members and Individual Members shall abstain from voting and discussion on any issue in which they or their organization have a conflict of interest.
- H. The Governance Charter may be amended upon majority vote of the members of the full Alliance who are eligible to vote who are present at a meeting called for such purpose, provided that notice is given provided seven (7) calendar days prior to the meeting. Any such vote shall be conducted in accordance with the established Policies and Procedures of the Alliance. Absentee voting is not permitted.

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5.10. MEETING MINUTES

- A. Minutes of the meeting will be produced and maintained by the Collaborative Applicant staff.
- B. Meeting minutes shall be electronically distributed to all Alliance Members and posted on the Alliance website.

ARTICLE VI. THE ALLIANCE GOVERNANCE BOARD

6.01. OVERVIEW

The Governance Board acts on behalf the Alliance and is representative of the relevant organizations and of projects serving homeless subpopulations within the Ventura County Region. The Alliance Board is charged with important responsibilities and authorities on behalf of the community of stakeholders. Representation of a broad array of stakeholders on the Alliance Board will enhance the capacity to coordinate and leverage resources from various community sectors throughout the Region. To this end, the Alliance will strategically pursue a Governance Board that represents the array of stakeholders, the diverse geographic sub-regions, and the constituency for whom each seat is designated. HEARTH regulations require the Board to be representative of the relevant organizations and of projects serving homeless subpopulations within the Continuum of Care's geographic area and that includes at least one homeless or formerly homeless individual to act on its behalf.

6.02. ESTABLISHMENT OF GOVERNANCE BOARD

- A. The Alliance has established a Governance Board to include representatives of relevant stakeholders, private and public officials, philanthropic representatives, advocates, businesses and service organizations and projects serving homeless subpopulations. Subpopulations include but are not limited to persons with substance use disorders; persons with HIV/AIDS; veterans; the chronically homeless; families with children; unaccompanied youth; the seriously mentally ill; and victims of domestic violence, dating violence, sexual assault, and stalking. The Board will include a broad representation of key stakeholder groups found within the Region.
- B. One Board member may represent more than one subpopulation or affiliation.
- C. The Board shall include at least one homeless or formerly homeless individual.
- D. Seats will be designated by affiliation, community sector, subpopulation, and geography.
- E. Board leadership will consist of a chair and vice-chair.
- F. One (1) Ex Officio Board Member may represent the Collaborative Applicant organization.
- G. The Governance Board is instituted as an unincorporated association. Any change to formal legal structure would require amendment to the Governance Charter.

6.03. BOARD RESPONSIBILITIES

The Board has authority not retained by the membership in the Charter including the following:

- A. Regional Planning: set regional goals and priorities for ending homelessness in the Region;
- B. Monitor Performance: monitors community progress toward ending homelessness in the Region;
- C. Establish and monitor HUD CoC, Emergency Solutions Grant (ESG), and State Homeless Housing Assistance and Prevention (HHAP) grant performance targets and metrics; measure outcomes; evaluate Infrastructure Organization performance annually;

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- D. Approve Alliance Policies: including HUD CoC, ESG, and State HHAP funding recommendations and written standards for providing assistance;
- E. Approve selection of and provide direction to Collaborative Applicant, HMIS Lead, and other such Infrastructure Organizations.
- F. Select Governance Board Members annually and fill vacancies; subject to the Governance Board composition, member selection, membership ratification and related requirements set forth in Sections 6.04 through 6.07 below.
- G. Fundraise: authorize grant applications; raise and allocate funds; approve sustainability plans;
- H. Ensure that relevant organizations and projects serving various homeless subpopulations are represented in planning and decision-making; and
- I. Build community awareness inclusive of the needs of all homeless populations found in the Region.

The Board has no authority to act contrary to this Charter, contrary to any applicable law, rule or regulation, or beyond the mission of the Alliance as set forth in Article III of this Charter.

6.04. BOARD COMPOSITION

- A. The Alliance Board shall have a minimum of seven (7) and maximum of thirteen (13) Members.
- B. Members must be able to represent an array of community sectors, special needs populations, and geographic areas throughout the region.
- C. Sectors include:

Advocates
Affordable Housing Developers
Businesses
Faith-based Organizations
Governments
Homeless/Formerly Homeless
Hospitals (Public or Private)
Law Enforcement
Mental Health Agencies (including substance abuse)
Nonprofit Homeless Assistance Providers
Organizations that serve Veterans
Public Housing Authorities
Organizations that serve unaccompanied youth
Social Service Providers
Universities (public or Private)
Victim Service Providers

6.05. PROCESS FOR BOARD SELECTION

- A. Nominations of Governance Board Members will be accepted from full Alliance Membership;
- B. The Nominating Committee (Section 7.02E) will reach out to candidates to confirm willingness to serve and verify qualifications. The Nominating Committee members may not nominate themselves and shall not be eligible to be nominated;

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- C. Results of nominations are reviewed by the Nominating Committee to ensure that adequate representation is available for each of the required constituencies (community sectors, subpopulations, geography);
- D. The Board will select nominees annually based on recommendations of the Nominating Committee and fill vacancies as needed;
- E. The full Alliance voting membership shall be asked to ratify the slate of new Board Members in its entirety at the annual meeting;
- F. Board composition is reviewed annually;
- G. Members of the Board serve as liaisons to other community stakeholders;
- H. Election of the Board Members should be staggered to ensure continuity; half will be up for election each year;
- I. Regular attendance and participation in Board activities is required. Members of the Governance Board must actively participate in two (2) of the most recent four (4) meetings in order to remain in good standing. Members failing to meet the attendance and participation standard shall be subject to removal and replacement.

6.06. BOARD MEMBER SELECTION CRITERIA

Alliance Board Members are selected to represent various constituencies. In order to adequately represent that constituency, Board Members shall meet basic qualifications including the following:

- A. Meet eligibility to be a voting Member;
- B. Sufficient knowledge and a working relationship with the constituency group;
- C. Capacity to read and assess detailed information;
- D. Ability to work effectively on a team;
- E. Capacity to consider the benefit of the Alliance as a whole;
- F. Ability to meet the timelines/demands of funding sources;
- G. Respectful acknowledgement of the rights of homeless persons; and
- H. Eligible to conduct business with a governmental entity (i.e., not debarred or suspended).

6.07. BOARD MEMBER PROXY REPRESENTATIVE CRITERIA

Alliance Board Members may designate a proxy representative to have representation in their absence. The following criteria is required:

- A. Board members are expected to attend at least 50% of the scheduled meetings during a calendar year.
- B. Each Board member will designate one proxy representative with the eligibility to vote.
- C. Changes in proxy representative shall represent the same sector or organization as the Board member.
- D. Each proxy representative shall represent the same sector or organization as the Board member.
- E. Board members or their designated proxy representatives must be present at the Board meeting to vote on items.
- F. The VC CoC Nominating Committee will consider the attendance of Board members when considering applications to renew terms for Board membership annually.

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6.07. BOARD ELECTIONS AND TERMS OF OFFICE

- A. As provided for in [Section 6.05.E](#), Board Membership is determined annually by election by a majority vote of the existing Board Membership and is ratified by the full Alliance voting Membership at its annual meeting.
- B. The term of the Governance Board shall be January 1 through December 31.
- C. Except for the initial Governance Board, Members will serve two-year terms subject to re-election with one-half of the seats subject to election each year.
- D. There is an established 5 term limit (10 year max) for all Board Members, with the exception of the Ex-Officio representative.
- E. In the event of a vacancy, the Governing Board may appoint such qualified person(s) necessary to fill the vacancy. The person(s) appointed shall serve the unexpired term of the previous Board Member and is subject to re-election by the Board and ratification by the full Alliance voting membership.

6.08. BOARD CODE OF CONDUCT

The Members of the Alliance Board are entrusted with specific responsibilities related to use of public funds invested in addressing a serious community concern, homelessness. Members are expected to observe the highest standards of ethical conduct in the execution of these responsibilities. In the performance of their duties, Alliance Board Members are expected to carry out the mandate of the Alliance to the best of their ability, and to maintain the highest standards of integrity for actions with other members of the Board, Alliance representatives, service recipients, service providers, and members of the public.

6.09. GENERAL CONDUCT

Members of the Board are expected to conduct themselves with courtesy and respect, without harassment, physical or verbal abuse. Personal relationships should not result in special considerations, including bias or favoritism that influence the performance of their official duties in a manner contrary to the interest of the broader Alliance. Board Members are expected to exercise adequate control and supervision over matters for which they are individually responsible.

6.10. STEWARDSHIP OF RESOURCES

Board Members must assure that the resources entrusted to them are used for conducting official business only. Members of the Alliance Board must abide by the Conflict of Interest Policies established for Board operations herein ([Sec. 6.18](#)).

6.11. PROTECTION OF CONFIDENTIAL INFORMATION

In line with this Charter of the Alliance, Board Members have a responsibility to protect any confidential information provided to, or generated by, the activities of the Board. Board Members shall not use confidential information of the Alliance for any purpose or disclose such confidential information to any third party, except as necessary to perform their duties and responsibilities as members of the Governance Board.

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6.12 PUBLIC STATEMENTS AND MEDIA RESPONSE

When making public statements or speaking to the media on issues related to homelessness, members of the Board shall make clear whether they are speaking in their own name or on behalf of the Alliance.

6.13 REVIEW OF VIOLATION OF THE CODE OF CONDUCT CHARGES

When an allegation of misconduct is received by the Governance Board, an Ethics Review Committee will be assembled. This committee may not exceed three (3) members and must include a minimum of two (2) persons from the official Alliance membership. The Ethics Review Committee shall conduct a review of the matter and make a recommendation to the Governance Board for resolution. The Governance Board shall not be bound by the Ethics Review Committee's recommendation.

If requested by a majority, the Committee may also give guidance to the Alliance concerning other aspects of conduct, including actions of staff, consultants or other persons charged with implementation of duties relative to the responsibilities of the Board.

6.14 BOARD LEADERSHIP

At the last meeting each calendar year, the Board will select a Chair to preside over the meeting and Vice-Chair to conduct meetings in the absence of the Board Chairperson. The Vice-Chair will preside over the meeting and officiate business in circumstances where the conduct of the Chair has been formally challenged, or in instances when the Chair must recuse him/herself.

6.15 DOCUMENTATION

The Alliance shall conduct and transact business in a fair and transparent manner. To this end, the Board shall maintain records of the Alliance actions, considerations, and decisions and make them available to members of the public in accordance with the [Public Records Act for the State of California](#) and the [Ralph M. Brown Act](#). Except in unusual circumstances or as required to protect the Board, the Alliance, or member agencies from pending legal action, meeting of the Board will be open to members of the public wishing to observe. If a visitor to the Board meeting is verbally or physically disruptive to the proceedings, they may be asked to leave.

6.16 RESPONSE OF THE BOARD TO COMMUNITY CONCERNS/OBLIGATION TO REPORT

Upon receipt of a written concern, the Alliance Governance Board, the Chairperson in consultation with one additional Board Member who is assigned to that duty will determine what action to take. The chairperson must report complaints and actions to the Governance Board monthly. Members must exercise adequate control and supervision over matters for which they are individually and collectively responsible, and shall take such measures as are necessary and appropriate in considering the concern of the community.

6.17 ABILITY TO CONDUCT BUSINESS/DEBARMENT OR SUSPENSION

Members of the Alliance Board must be eligible to transact business with federal and local government. At the time of nomination and at least annually thereafter, potential members of the Board must be cleared through the public registry listing persons and businesses that are barred from, or suspended from transacting business with federal, state, or local government.

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6.18. CONFLICT OF INTEREST AND RECUSAL POLICY

- A. No member of the Alliance shall vote, and may not participate in, any matter which creates a conflict of interest, as defined in this Section. If a voting member has a conflict of interest, that member shall recuse his or herself from the vote and discussion.
- B. The Alliance voting membership shall conduct decision-making in accordance with [24 CFR parts 84](#) or [85](#) for non-profit organizations and state, local, and government agencies that receive federal funds. The Alliance voting member must also meet the conditions set forth in the [Interim Rule, Section 578.95\(b\)](#).
- C. To assure compliance with these regulations, the Alliance established policies to protect against conflicts of interest that may arise among Board members or organizational agents for their personal or organizational benefit in excess of the minimal value ([Section 6.19.C](#)).
- D. No voting member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to that individual or to any organization that the voting member has any financial interest or is otherwise employed or directly affiliated.
- E. An Organizational Member 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 under this part, or when an individual's or an entity's objectivity in performing work with respect to any activity assigned under this part is or might be otherwise impaired.
- F. An Organizational Member conflict of interest arises when a Board Member is also specifically associated with an applicant organization and participates in any decision of the Board or other entity concerning the award of the grant, or provision of other financial benefits to the organization that such member represents. It would also arise when an employee, recent employee, board member, or family member of a recipient or sub-recipient organization participates in the tasks associated with making reasonable and objective determinations in carrying out the responsibilities of the Board. Examples of conflict of interest include the determination of rent reasonableness under [§578.49\(b\) \(2\)](#) and [§578.51\(g\)](#); housing quality inspections of property under [§578.75\(b\)](#) that the recipient, sub-recipient, or related entity owns; participation in ongoing business ventures/partnerships, or participation in evaluation determination of awards.
- G. Recommendations may include items that present a conflict of interest for the majority of Governance Board members. In such cases, the recommendation comes to the full Alliance membership for ratification. Actions brought for ratification may be rejected / appealed by the full Alliance membership if the Governance Board was not authorized to consider and bring forward a recommendation; if the action is not permitted, or if the action otherwise violates regulations or laws governing the issue under consideration. A call for rejection or appeal of an action brought forward for ratification must include the basis for such action. Refusal to ratify the recommendation must be substantiated and subsequently supported by a two-thirds (66%) vote of the eligible voting members present.

6.19. FINANCIAL CONFLICTS OF INTEREST – GIFTS

- A. Prohibits the solicitation and acceptance of gifts by Board members (or by the organizations that they represent) that provide benefit in excess of minimal value from persons, organizations, or

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corporations with vested interest in the outcomes of decisions made by the Board on behalf of the Alliance or its member agencies.

- B. Board members shall not participate in the selection, award, or evaluation of a contract if the conflict of interest exists. A conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ, or employed during the prior six (6) months, has a financial or other interest in the organization under consideration for an award, or evaluation. Board members will not solicit monetary value from funded recipients, sub-recipients, contractors, or vendors.
- C. Board Members will not accept gratuities from funded recipients, sub-recipients, contractors, or vendors except for unsolicited gifts of nominal value. It is determined that a conflict of interest does not exist when the value of the gift is an unsolicited item of nominal value (less than \$15) and such gifts are not repeated more than twice annually. The Board member must maintain a record of gifts received, including source, date, value, and type of gift.

6.20. RESTRICTIONS ON PROCUREMENT AND PROVISION OF SERVICE

- A. Board members may not personally and substantially benefit from participation on the Alliance Board. [The Procurement Integrity Act U.S.C. §2104](#); (“PIA”) provides guidance on activities that constitute personal and substantial benefit. Examples of activities that may violate the PIA include but are not limited to:
 - Drafting, reviewing, or approving the specification or statement of work for which the individual intends to apply;
 - Preparing or developing a solicitation that the individual or an organization that the individual has a formal relationship with; evaluating bids or proposals that will be awarded to the individual or an associated entity;
 - Selecting a source; negotiating price or terms and conditions; or
 - Reviewing and approving an award from which the individual or the associated entity will derive any financial benefit.
- B. Board members are not to receive preference in the execution of the business of the Alliance or the services provided by the Alliance. For example, the Board member or their family must be granted services or access to support through the regular, established processes without special consideration.

6.21. OBLIGATION TO DECLARE POTENTIAL CONFLICT OF INTEREST

To avoid apparent conflicts of interest, Board members will declare any real or potential conflicts of interest or the appearance of such conflicts. The person must disclose this information before participating in the deliberation and decision-making or evaluation process. This policy applies to both personal and organizational conflicts.

6.22. TERMINATION POLICY

Any Board Member, Individual Member of the Governance Board or the entire Governance Board may be removed by the vote of two-thirds (66%) of the Alliance voting membership.

6.23. PARLIAMENTARY PROCEDURE

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[Robert's Rules of Order Abridged-Revised](#) will guide the process during meetings of the Alliance.

6.24 QUORUM

- A. A quorum shall consist of 50% plus one of eligible voters for the Alliance membership meetings;
- B. No business may be officially transacted without a quorum.

ARTICLE VII. ADVISORY COMMITTEES

7.01. COMMITTEES AND TASK GROUPS

- A. Each Committee will have a Chairperson and a Vice-Chairperson or Co-Chairperson elected by Committee members annually.
- B. Each Committee will establish regular recurring meetings and publish an annual calendar on the Alliance website.
- C. Each Committee will distribute a written agenda to all Committee members prior to each meeting and post written agenda on the Alliance website to each meeting.
- D. Each Committee will record meeting minutes of each official committee meeting and publish on the Alliance website.
- E. Each Committee may meet at any time during the intervals between Alliance meeting at a location determined by the Committee members, or at the request of the Governance Board. Each Committee Chair will report the results of its meeting to the Alliance at quarterly meetings.
- F. Each Committee will mirror the attendance and voting privileges of the full memberships. In order to maintain attendance and voting privileges at the Advisory Committee level, Committee members shall attend two (2) of the most recent four (4) Advisory Committee meetings.
- G. The Committee Chair person is responsible for timely notification of meetings, and will have the authority to call Committee meetings, to determine that a quorum is present, and to determine who has met eligibility to majority vote on matters before the Committee, provided that reasonable notice is given to all members of the Committee.
- H. Alliance staff, with assistance from Committee Chair, shall be responsible for tracking attendance and maintain compliance with these rules.
- I. The Governance Board may, by majority vote of a quorum, create sub-committees necessary for the proper and efficient functioning of the Alliance as long as these committees do not interfere with or duplicate the duties of any existing committee.
- J. The Board can establish a Task Group to achieve specific or time-limited objectives.
- K. The Governance Board may, by a majority vote of a quorum, abolish a Task Group, or Committee, except for an Advisory Committee, if such committee is established pursuant to this Section, if it is determined to be unnecessary for the proper and efficient functioning of the Alliance.

7.02 STANDING ADVISORY COMMITTEES

The Alliance has established several Standing Advisory Committees that are responsible for ongoing work and providing advice on key issues and community initiatives. These Standing Advisory Committees are needed each year and are established for ongoing, long-term activities. The following Advisory Committees are established as Standing Advisory Committees that incorporate members of the

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full membership and may only be disbanded by a change to this Charter approved by a direct action of the full Alliance voting membership.

A. Housing and Services Committee

- a. Work with public and private agencies to promote and increase awareness of residential and non-residential programs, services, and existing permanent housing resources that make up the Ventura County Homeless Continuum of Care system;
- b. Promote coordination between organizations who serve the homeless and at-risk homeless populations;
- c. Provide education and advocacy on behalf of the target population to promote the mission of the Alliance;
- d. Provide recommendations on best practices of housing and services and property management for existing and new CoC Permanent Supportive Housing programs.
 1. Veterans “One Team” Case Conferencing Subcommittee
 - a. Provide housing prioritization and referral to VA funded housing, transitional housing, emergency shelter, Permanent Supportive housing, and services.
 - b. Facilitate to support all services, ensuring a thorough yet expedient discussion with a goal to develop a service plan for all Veterans with a particular focus on those with the most significant barriers to housing.
 2. Youth Case Conferencing Subcommittee
 - a. Provide housing prioritization and referral to CoC housing, transitional housing, emergency shelter, Permanent Supportive housing, and services.
 - b. Facilitate to support all services, ensuring a thorough yet expedient discussion with a goal to develop a service plan for all Youth with a particular focus on those with the most significant barriers to housing.

B. Data Performance and Evaluation Committee

- a. In collaboration with the HMIS Lead Agency, establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant recipient agencies; and
- b. Review applications and make funding recommendations to the Governance Board to promote the most effective and efficient allocation of these grant funds.

C. Homeless Management Information System (HMIS) and Coordinated Entry Steering Committee

- a. The HMIS Lead Agency facilitates the Ventura County HMIS Steering Committee;
- b. The HMIS Lead Agency drafts annual goals and a strategic plan in accordance with the Alliance Strategic Plan, for approval by the HMIS Steering Committee;
- c. The Collaborative Applicant and HMIS MOU details the roles and responsibilities of the HMIS Lead Agency and the CoC Collaborative Applicant;
- d. Membership includes broad representation of the service provider types in the Continuum’s HMIS;
- e. All major HMIS initiatives, including HMIS Policies and Procedures, are reviewed and approved by the Steering Committee and then presented to the Governance Board for approval;

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- f. Provide information and guidance on issues related to the implementation of the HMIS to the full Alliance membership; and
 - g. Regularly monitor HMIS data quality, performance metrics, and operational standards.
- D. Public Information and Outreach Committee
 - a. Inform full CoC Alliance membership on progress towards meeting strategic goals and outcomes and any initiatives that impact the County's homeless housing providers and service agencies;
 - b. Develop public information messages and strategies to raise awareness of issues around homelessness in Ventura County;
 - c. Conduct public outreach to raise awareness; and
 - d. Facilitate community meetings to present updates on key issues such as the results of the annual Point-in-Time Count, key information regarding annual HUD priorities for ending homelessness, and issues critical to the community, such as shelters and affordable housing needs.
- E. Nominations/Selection Committee
 - a. Evaluates and recommends changes to improve the Governance Board representation structure and ensure it is operating in an optimum way to meet the mission;
 - b. Reviews Board Member nominations, solicitation responses and provides recommendations to the Board;
 - c. Reviews the governance Charter and provides recommendations to the Board and Full Membership body; and
 - d. Develops strategies and approaches to engage new Alliance members to expand membership of underrepresented sectors in the Region.
- F. Youth Action Board Committee
 - a. Youth committee comprised of homeless and formerly homeless youth to serve as advisory group with the goal of preventing and ending youth homelessness
 - b. Advises Housing and Services Committee of gaps in services for youth.
 - c. Youth member may be appointed to represent advisory group on CoC Board.

7.03. TASK GROUPS

Periodically, the Alliance needs to complete specific, time-limited tasks in order to comply with regulatory demands or to advance the goals and objectives of the full body. At the request of the Governance Board, selected group of members and community volunteers may be asked to form a temporary Task Group to complete the identified task. These groups perform specific functions associated with completion of the task and are guided by and report to one of the established Alliance groups, which may include the full Alliance, the Governance Board, or a standing Advisory Committee. Task Groups are temporary in nature and are not expected to offer continuous or year-round support to the Alliance.

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ARTICLE VIII. INTERAGENCY COUNCIL ON HOMELESSNESS (IACH)

8.01. OVERVIEW

[The Ventura Council of Governments \(VCOG\)](#), in their role as Interagency Council on Homelessness for the County of Ventura, will receive reports from the Board no less than annually. It is anticipated that the IACH will take these reports on the progress to prevent and end homelessness back to their respective jurisdictions for their consideration.

ARTICLE IX. EMPLOYMENT STATUS

9.01. OVERVIEW

By virtue of service on the Governance Board, the full Alliance body, Advisory Committees, Interagency Council, and/or other action groups are not deemed employees of the Alliance nor its Infrastructure Organization(s) and are not entitled to benefits or compensation from member agencies as a result of their service to the Alliance.

ARTICLE X. INFRASTRUCTURE ORGANIZATION(S)

10.01. OVERVIEW

In order to realize collective impact and provide centralized infrastructure with dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants, the Alliance will utilize an Infrastructure Organization(s) to assume operational responsibilities for the Alliance and beyond.

10.02. SELECTION PROCESS

- A. A Selection Committee, comprised of members of the Alliance and Board Members, will use a solicitation process to identify and evaluate candidates;
- B. Submissions may include proposals from the Full Membership Body;
- C. A single organization assuming all responsibilities is preferred but not required;
- D. Legal structure of the Infrastructure Organization is not being identified or recommended; rather the formal selection process will be open;
- E. The Selection Committee will submit recommendations to the Governance Board.
- F. The Board can accept one of the recommendations or reject all of the recommendations and instruct the Selection Committee to continue to search. Final selection and approval rests with the Governance Board;
- G. If suitable candidates are not identified through the solicitation process, the Selection Committee may recommend the full Alliance membership or Governance Board create its own entity;
- H. The Governance Board will complete a formal performance evaluation of the Infrastructure Organization(s) every year.

10.03. INFRASTRUCTURE ORGANIZATION(S) RESPONSIBILITIES

- A. Serve as HUD Collaborative Applicant;
- B. Submit HUD CoC Program applications;
- C. Submit other funding applications;
- D. Contract or hire staff;

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- E. Conduct funded project monitoring and performance evaluation;
- F. Report progress to full Alliance membership and Governance Board;
- G. Support Governance Board and Advisory Committees;
- H. Implement initiatives as directed by the Governance Board to enhance Alliance performance;
- I. With Advisory Committees, monitor best practice homeless initiatives and make recommendations;
- J. Expand and maintain Alliance membership through proactive engagement of key stakeholders, outreach to and coordinate with other community groups, new member orientation, creation of outreach materials including but not limited to interactive website, social media campaigns, and community education;
- K. Serve as Fiscal Agent for infrastructure financial support;
- L. Serve as, or contract with HMIS Lead;
- M. Plan and conduct Point-in-Time Count;
- N. Operate HMIS System and/or ensure compliance;
- O. Monitor data quality;
- P. Data Reports (Housing Inventory Chart, Annual Homeless Assessment Report, other publications, and performance reports);
- Q. Follow HMIS Policies and Procedures; and
- R. Serve as the Point of Contact for the community.

10.04. DESIGNATING HMIS LEAD

The HMIS administering agency and/or the applicant/sponsor of an Alliance dedicated HMIS project grant is an agent of the Alliance, manages HMIS operations on behalf of the Ventura County Region and provides HMIS administration functions at the direction of the Alliance. Active participation by Alliance members, either through committee/sub-committee structure or other meetings, in the management of the HMIS process, including establishing policies, procedures and protocols for privacy, data sharing protocols, data analysis, reporting, data integrity/validity, is essential to the viability and success of the HMIS.

The Alliance has endorsed the concept of a central HMIS system that is capable of integrating and storing data. An integrated data system is a requirement of HUD CoC and ESG Program funding. Policies for compliance with the applicable HUD regulations will be developed and reviewed at least bi-annually by the Alliance and HMIS Lead.

10.05. DESIGNATING COLLABORATIVE APPLICANT

The Alliance will designate an eligible legal entity to complete the HUD CoC Program application, referred to as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all applicants and projects and submitting this combined HUD CoC Program application on behalf of the Alliance. The Collaborative Applicant is the only applicant that is able to apply for HUD planning funds to support the Alliance in carrying out all of its responsibilities. The Collaborative Applicant provides these functions on behalf of the broader Alliance. The Alliance Board always retains responsibility, including the final approval of the application.

10.06. DESIGNATED POINT OF CONTACT

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The Governance Board annually reviews and recommends a designated HUD Point of Contact (POC) to the Alliance using a similar process. Designation of the POC also takes into consideration two critical aspects: 1) the POC must have functional knowledge, access, and regular communication with the internal structures of the Collaborative Applicant organization; 2) to be effective, the POC must possess a comprehensive understanding of the HUD regulations and detailed procedures associated with compliance with the CoC, ESG, and VASH programs.

10.07. TERMINATION POLICY

The Governance Board will conduct and document an annual review of the Infrastructure Organization(s). The review shall include an assessment of the organization's capacity to fulfill HUD mandated functions and fiscal accountability. If the review is unsatisfactory, the organization will provide the Board a written corrective action plan within 30 days. The Governance Board will conduct a subsequent review 90 days following the original unsatisfactory annual review to determine if the corrective action plan is being followed and that performance is improving. If the Governance Board determines the Infrastructure Organization's performance continues to be unsatisfactory, the Governance Board may remove the underperforming Infrastructure Organization by a two-thirds (66%) vote.

ARTICLE XI. RELATIONSHIPS WITH OTHER HUD-FUNDED CONSTITUENCIES

11.01. EMERGENCY SOLUTIONS GRANT (ESG) ENTITLEMENT AREAS

Emergency Solutions Grants (ESG) are awarded to the Ventura County ESG entitlement areas "ESG Area" by the U.S. Department of Housing and Urban Development (HUD) for the purpose of providing Essential Services and Shelter Operations to persons who are homeless or at risk of being homeless in the ESG entitlement Areas. The ESG Area makes these funds available to local service providers, as well as itself, via a Request for Proposals (RFP) process upon notification from HUD of the amount of ESG funds allocated to the ESG Area for the program year. The public notification of the RFP is placed in local newspaper, on the ESG Area websites and electronically distributed by the Continuum of Care homeless service providers. The ESG Area may reserve up to 7.5 percent of the HUD award to administer the program.

The Alliance directly participates with jurisdictions that are directly funded by HUD ESG, with the California State Department of Housing and Community Development for the areas in the Region that are eligible for State ESG funds, and with non-entitled areas that prepare Consolidated Plans. In each case, the Alliance consults with the jurisdiction to develop cooperative plans and strategies that leverage ESG and other resources to provide Emergency Shelter, Prevention, and Rapid Re-Housing (RRH) services.

The Alliance assists the ESG Area in coordinating the prioritization and use of funds. This coordination includes each ESG Area covered by the State of California and the ESG Areas in the Region. The Alliance, as the CoC entity, is responsible for assisting with the evaluation of ESG project performance.

In cooperation with Alliance, the ESG Area determines, based on the amount of funding received and the need of the client, the level of assistance and the duration of assistance that a household can receive.

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The Alliance participates in setting local priorities, reviewing and rating proposals, certifying need, and annual review of ESG programs.

The general goal of ESG is to assist families and individuals out of homelessness by providing financial support for rental assistance, payment of utilities, transportation services and other essential services deemed eligible by HUD and necessary for the continued housing of a homeless or at risk of becoming homeless persons, and/or families. ESG can be used to fund local homeless emergency shelter operations or physical rehabilitation of certain properties used for serving homeless persons.

To this end, the ESG Areas and the Alliance have established the following cross-jurisdictional strategies for use of the ESG funds in ways that:

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- A. Further the accomplishment of actions identified in the Consolidated Plan of each jurisdiction.
- B. Foster greater access to permanent housing, especially helping people access housing that is affordable at 30% Area Median Income.
- C. Leverage existing resources to achieve the match and case management requirements and to avoid duplication of services.
- D. Coordinate across jurisdictions for development of standardized eligibility and assessment standards and by convening semiannual regional planning meetings.
- E. Support federal and local goals for priority populations, including but not limited to veterans, persons with disabilities, families and others.
- F. Allow for variations in ESG entitlement programs that respond to the needs of resources of the individual jurisdictions.
- G. Comply with eligibility and verification requirements and locally established standards (HMIS, housing status, habitability standards, homeless, definitions, etc.).
- H. Allows each program to take responsibility for program administration including compliance with public notice requirements and timely reporting.
- I. Encourages all sub recipients to participate in collaborative assessment, coordinated entry, data management, and reporting systems established by the Alliance in accordance with HEARTH regulations.
- J. Supports timely and accurate data collection and reporting through contractual obligations with sub recipients and through establishing common standards for vendor relationships with the HMIS Lead.

The Alliance plan for ESG assistance recognizes the three (3) ESG Areas contained in the Ventura County Region (Ventura County, City of Oxnard and the areas eligible for State of California ESG funds). The Alliance works to avoid a duplication of services to ensure sub recipients do not receive multiple grants for the same services in a single service area. Sub recipients serving multiple areas may receive ESG support from the corresponding ESG Area to serve eligible clients from that service area.

ESG sub recipients are responsible for assuring the provision of matching resources. The Alliance encourages sub recipients to leverage additional resources for effective operation of ESG programs. The Alliance consults with ESG Areas and sub recipients to coordinate plans for effective use of funds. HUD CoC Program-funded organizations are required to report the sources of match and leverage funds annually. These resources are verified through an annual review of agency Independent Audit as conducted in accord with HUD regulations.

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11.02. ESG PROJECT RECIPIENTS AND SUBRECIPIENTS

ESG project recipients may include non-profit organizations, public housing agencies, or governmental entities that receive HUD CoC program funding. Recipients have a grant agreement with and receive funding directly from HUD; sub recipients have agreements with and receive funding from recipients.

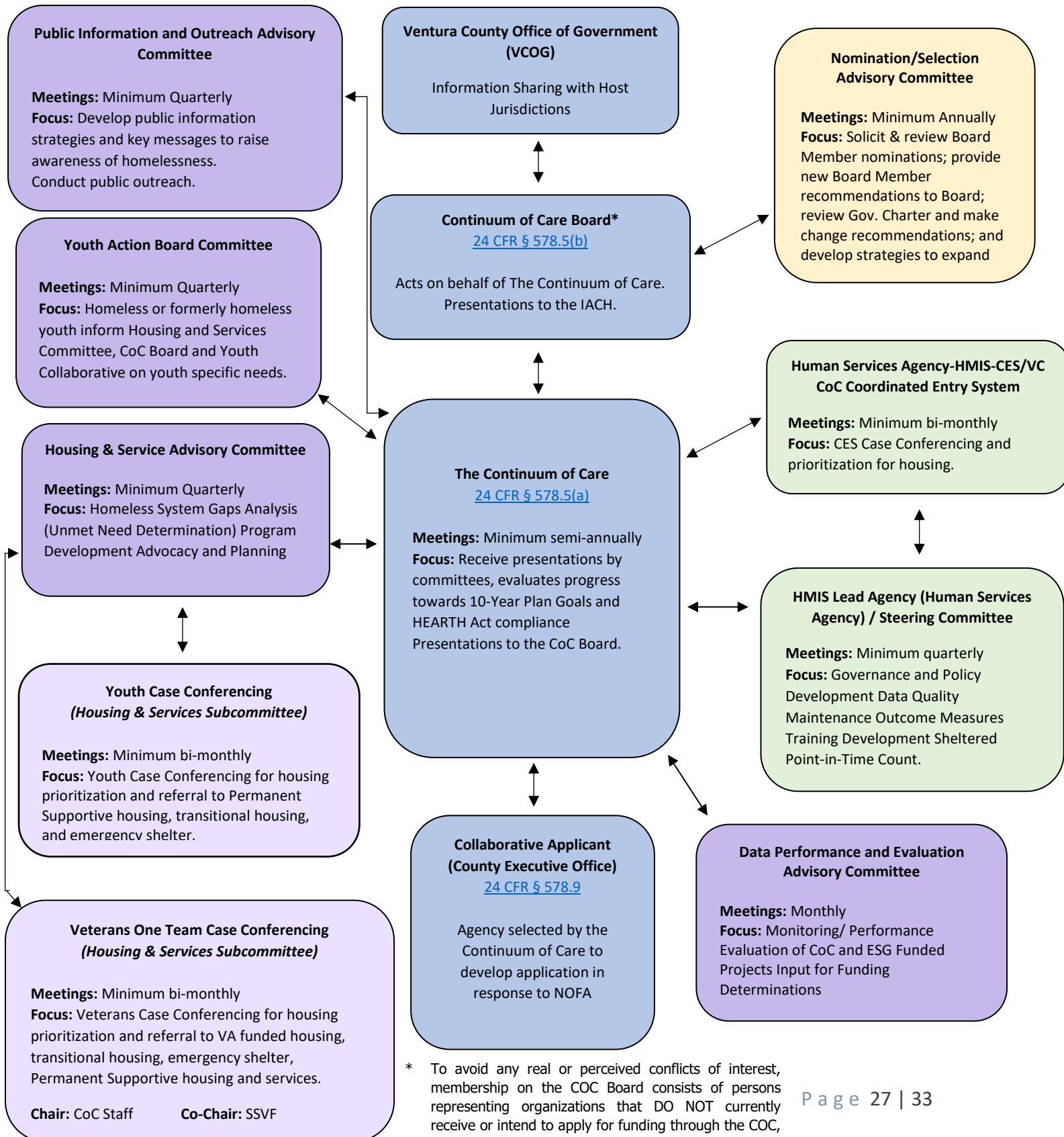
ESG recipient and sub recipient organizations must certify to the following eleven (11) program assurances concerning:

- A. Confidentiality;
- B. Consistently with the applicable consolidated Plan;
- C. Discharge policies and protocols;
- D. Education assurances for households with children;
- E. Essential services;
- F. HMIS participation;
- G. Inclusion of homeless persons in decision-making and Section 3 activities as practicable;
- H. Restrictive covenants for facilities receiving ESG funds for renovation or major rehabilitation;
- I. Matching funds;
- J. Safe and sanitary facilities; and
- K. Supportive services.

ESG recipient organizations must meet additional requirements established annually by contractual agreement with the ESG Area for participation in Alliance review and reporting requirements for project evaluation.

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EXHIBIT A – VENTURA COUNTY COC ALLIANCE GOVERNANCE STRUCTURE



* To avoid any real or perceived conflicts of interest, membership on the CoC Board consists of persons representing organizations that DO NOT currently receive or intend to apply for funding through the CoC, ESG or EHAP, unless representatives from the subpopulations served by these organizations cannot be recruited as board members.

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EXHIBIT B – CoC ALLIANCE SEPARATION OF DUTIES MATRIX

xx indicates lead for task

	Tasks	The Alliance	Gov. Board	Data Performance and Evaluation	Housing and Service System Coordination	Public Information Outreach	Youth Action Board Committee	HMIS Steering Committee	CoC Collaborative Applicant
1	Conduct sheltered count							x	xx
2	Conduct unsheltered count	x						x	xx
3	Complete Housing Inventory Chart							x	xx
4	Complete Point-in-Time Chart							x	xx
5	Planning/Implementing/evaluating Housing First	x			xx				
6	Planning/Implementing/evaluating Rapid Re-housing	x			xx				
7	Planning/Implementing/evaluating Coord. Assessment System			x	xx			x	x
8	Planning/Implementing/evaluating street outreach plan	x			xx				
9	Planning/Implementing/evaluating homeless prevention plan	x			xx				
10	Ensure goals of Operating Doors are incorporated in CoC goals:	x				xx			
	Preventing and ending family homelessness	x				xx			
	Preventing and ending chronic homelessness	x				xx			
	Preventing and ending youth homelessness	x				xx	x		
	Preventing and ending veteran homelessness	x				xx			
	Preventing and ending all homelessness	x				xx			
11	Ensure that CoC's goals are in Consolidated Plan(s), Housing Elements, Hsg Authority Action Plans, & other planning docs	x				xx			
12	Ensure that Public Housing Authorities are involved in CoC goals				xx	x			
13	Ensure increase PH and PSH housing stability			xx					
14	Ensure increase income from employment			xx					
15	Ensure income from other cash resources			xx					
16	Ensure increase non-cash mainstream resources			xx					
17	Reduce length of time homeless			x			x	x	
18	Prevent recidivism			x			x	x	
19	Monitor performance of HUD CoC funded renewals			xx				x	x
20	Assist underperforming HUD CoC funded renewals			x					xx
21	Reallocate and renew HUD CoC funded projects	x	xx	x					x
22	Coordinate local Request for Proposals	x	x						xx
23	Coordinate project review, ranking, present to CoC Board		x	xx					x
24	Consult with Emergency Solutions Grant recipients concerning allocation of funds & performance evaluation			x		xx		x	
25	Complete Grant Inventory Worksheet								xx
26	Ensures coordination with other Federal, State, County, local, and private resources		xx	x		x			
27	Identify other sources of funding for supportive services to reduce CoC program funds to pay for such costs	x			xx	x			
28	Ensure equal opportunity and affirmatively further fair housing		xx			x	x		x
29	Ensure educational assurances for hmls children				xx				
30	Coordinating services and safe housing for victims of DV				xx				
31	Implementation of Affordable Care Act				x	xx			
32	Review written complaints		xx						x
33	Adopt and evaluate Governance Charter annually	xx	x						x
34	Recruit CoC Members	xx	x						

Descriptions:

The Alliance: (quarterly) To be collaborative of City staff, other public agency staff, private non-profit organizations, and other community organizations who are committed to preventing and ending homelessness in the County of Ventura; to implement a community-based collaborative and coordinated system utilizing best practices to assist persons experiencing homelessness and those of at risk of homelessness to obtain housing, mainstream resources, and supportive services necessary to achieve self-sufficiency; to ensure funding resources are maintained; leverage additional funds; and assure fair distribution of resources throughout Ventura County based on areas of greatest need.

CoC Board: (monthly) Makes decisions on behalf of The Alliance.

HMIS Steering Committee: (quarterly) Develop and monitor the HMIS Charter, which includes a process for decision making around the HMIS and establishes roles and responsibilities of the CoC Collaborative Applicant and the HMIS Lead Agency. Provide information and guidance on issues related to the implementation of the HMIS. Regularly monitor data quality, performance metrics, and operational standards.

Data Performance and Evaluation Committee: (quarterly) Establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant funded agencies. Review applications and make funding determinations to promote the most effective and efficient allocation of these grant funds.

Data Performance and Evaluation Committee: (quarterly) Establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant funded agencies. Review applications and make funding determinations to promote the most effective and efficient allocation of these grant funds.

Housing and Service System Coordination: (quarterly) Conduct Homeless System Gaps Analysis (Unmet Need), System Evaluation and Redesign, Program Development, Research of Systems Development and Best Practices, Advocacy and Planning

Public Information and Outreach: (quarterly) Inform members of The Alliance on progress towards meeting strategic goals and any initiatives that impact the County's homeless housing providers and service agencies. Develop public information messages and strategies to raise awareness of issues around homelessness in the County.

CoC Collaborative Applicant: The agency selected by The Alliance to develop and submit an application in response to HUD's CoC NOFA.

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EXHIBIT C – CoC INFRASTRUCTURE ORGANIZATION

Continuum of Care Lead Agency/Collaborative Applicant

The CoC Lead Agency is the County Executive Office and designated as the primary applicant for State and Federal funds made available to Continuums of Care; The CoC Lead Agency serves as staff to the Continuum of Care Board, Alliance and Standing Advisory Committees and assists with overseeing the full responsibilities of the Continuum including operating the Continuum of services including the coordinated entry system and coordinated entry system access point focusing on subpopulations that benefit from a tailored approach, such as the Veterans One Team Case Conferencing and Youth Case Conferencing.

HMIS Lead Agency

The HMIS Lead Agency is the County of Ventura Human Services Agency responsible for managing the HMIS system consistent with HUD requirements. The HMIS lead in partnership with the CoC is responsible for reviewing, revising, and approving a privacy plan, security plan and data quality plan for the HMIS and ensuring consistent participation of recipients and subrecipients in the HMIS. The Human Services Agency has also been designated by the VC CoC as a lead on the Coordinated Entry System (CES) with the integration of CES in HMIS.

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EXHIBIT D – CoC ALLIANCE MEMBERSHIP

Ventura County Continuum of Care Alliance Membership	
Organization/Individual	Sector
A Community of Friends	Affordable/ Supportive Housing Developer
Aegis Treatment Centers	Substance use treatment
American Medical Response (AMR)	Emergency services
Area Agency on Aging	Senior
Area Housing Authority of Ventura County	Affordable Housing
Brian Padrick	Advocate
Buddy Nation	Pet Services
Cabrillo Economic Development Corp	Affordable/Supportive Housing Developer
Cal Lutheran	University
California Rural Legal Assistance (CRLA)	Legal
California State University Channal Islands	University
Carolyn Briggs	Advocate
Casa Pacifica	Youth Transitional Housing
Catholic Charities	Social Services
City of Camarillo	Local Govt
Child Development Resources	Social Services/ Childcare Resources
City of Fillmore	Local Govt
City of Moorpark	Local Govt
City of Ojai	Local Govt
City of Oxnard	Local Govt
City of Oxnard--Housing Dept	Affordable/Supportive Housing Developer
City of Port Hueneme	Local Govt
City of Santa Paula	Local Govt
City of Santa Paula - Housing Authority	Rental Housing Programs
City of Simi Valley	Local Govt
City of Thousand Oaks	Local Govt
City of Ventura	Local Govt
City of Ventura – City Proactive Outreach Program	Public safety/social services
Coalition for Family Harmony	Victim Services Provider
Community Action of Ventura County	Homeless Services
Community Memorial Hospital	Hospital
County of Ventura Healthcare Agency, Behavioral Health Adult Clinics	Medical Services
County of Ventura Healthcare Agency, Behavioral Health PATH/R.I.S.E.	Behavioral Services

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County of Ventura Healthcare Agency, One stop/Whole Person Care/Hospital Case Management	Homeless Health Services
County of Ventura Homeless Liaison Unit	Social Services
County of Ventura Human Services Agency	Social Services
County of Ventura Human Services Agency, Area Agency on Aging	Senior Services
County of Ventura Human Services Agency, Homeless Services	Homeless Services
County of Ventura Human Services Agency, VCHMIS	Homeless Information System
County of Ventura Human Services Agency, RAIN Bridge Housing Program	Homeless Services
County of Ventura Human Public Defender's Office	Legal Services
CSUCI	University
David Courtland	Advocate
Diversity Collective	LGBTQI+
Downtown Ventura Partners	Business
Dyer Sheehan Group	Real Estate Consulting
First 5 Ventura County	Youth
Federal Emergency Management Agency	Federal Agency
Gold Coast Health Plan	Healthcare
Gold Coast Veterans Foundation	Veteran
Goodwill Industries of Vta and SB Counties	Employment Services
Harbor House	Homeless Services
Help of Ojai	Social Services
Hospital Association of Southern California	Healthcare
House Farm Workers	Advocates
Housing Authority of the City of San Buenaventura	Affordable/Supportive Housing Developer
Housing Trust Fund Ventura County	Affordable Housing Development
Independent Living Resource Center	Disability services
Interface Children & Family Services	youth, social services, re-entry, DV
Jess Weihe	Community member
Jewish Family Services	Social Services
Khepera House	Substance Use
Kingdom Center, Gabriel's House	Emergency shelter/transitional living
Lutheran Social Services	Support Services
Many Mansions	Affordable/Supportive Housing Developer
Mercy House	Homeless Services
MESA Farm	Youth Transitional Housing
National Health Foundation	Healthcare
Ojai Valley Family Shelter	Homeless shelter
One Step a la Vez	Youth, social services

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Oxnard College	Education
Oxnard Housing Authority	Affordable/Supportive Housing Developer
Oxnard Library	Public facility
Pacific Clinics--TAY Tunnel	Behavioral Health/TAY
Pam Marshall	Advocate
Partnership for Safe Families	Family
Peggy Rivera	Advocate
People's Self Help Housing	Affordable/Supportive Housing Developer
Project Understanding	Social Services
Public Defender	Legal
River Community Church	Homeless Services
Rescue Mission	Homeless Services
Salvation Army	Homeless Services
Salvation Army Supportive Services for Veteran Families Vta/SBA county	Veteran Homeless Services
Samaritan Centers	Homeless Services
Santa Paula Housing Authority	Affordable/Supportive Housing Developer
Sarah's House Maternity Home	Homeless Services
SCAN Health plan	Healthcare
Simi Valley Adventist	Healthcare
Shelter Care Resources	Homeless Services
SPIRIT of Santa Paula	Homeless Services
Step Up Ventura	Homeless children
The City Center	Homeless Services
Tenderlife Maternity Home	Homeless Services
The Kingdom Center/Gabriel's House	Homeless Services/Emergency Shelter
The Nature Conservancy	Environmental advocacy
The Partnership for Safe Families	Persons with Lived Experience Advisory Group
The Ventura County Rescue Mission	Emergency shelter
Turning Point Foundation	Homeless Services/ Behavioral Health
United Way of Ventura County	Funder
U.S. VETS	Veterans
Urban Initiatives	Housing Non-Profit
VC Housing Trust Fund	Funder
Ventura Chamber of Commerce	Business
Ventura College	Education
Ventura County Behavioral Health	Behavioral Health/Substance Use
Ventura County Community College District	Education
Ventura County Community Foundation	Housing Non-Profit
Ventura County Healthcare Agency	Healthcare

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Ventura County Library	Public facility
Ventura County Military Collaborative	Veterans
Ventura County Office of Education	Education
Ventura County Public Health	Healthcare
Ventura County Public Defender	Criminal justice
Ventura Social Services Task Force	Advocates
Veteran Affairs-HUD VASH	Housing and Homeless Services
Wakeland Housing & Development	Affordable/Supportive Housing Developer
Waypoint Station LLC	Advocate
Workforce Development Ventura County	Employment
Ventura County Sherriff's Department	Law Enforcement/ Homeless Liaison Unit
Ventura County Probation	Public Safety
Ventura County Medical Center	Hospital
St. Johns/Dignity Health	Hospital
City of Ventura Police Dept	Law Enforcement
City of Oxnard Police Dept	Law Enforcement
City of Simi Valley Police Dept	Law Enforcement
City of Port Hueneme Police Dept	Law Enforcement
City of Santa Paula Police Dept	Law Enforcement
Forever Found	Human Trafficking prevention
VC District Attorney's Office	Law Enforcement
Family Justice Center	Victim Services