

*You will see any information in italics and in blue.*

*Suggested additions are in italics and in red.*

**The mission** of the Birmingham/Jefferson, Bessemer, Shelby, St. Clair (AL-500) Continuum is to prevent and end homelessness as it exists in our community today utilizing best practices, proven methods and innovative strategies.

**The mission** of the lead entity, One Roof, is to equip and empower our community to prevent and end homelessness through advocacy, education and the coordination of services.

**Purpose of this Governance Document:** To set out the composition, roles, responsibilities and committee structure of the One Roof Continuum of Care (CoC).

Background/Process for **Board Selection/Composition:** In the early 1990's the Continuum voted to have One Roof (then Metropolitan Birmingham Services for the Homeless or MBSH) incorporate as a 501(c)(3) to function as the administrative agent. The Continuum voted in 2002 to have One Roof (then MBSH) assume the responsibility of HMIS lead. The Continuum voted in 2003 to restructure the Continuum Board of Directors from a Service Provider board to a Community based board, and to have that board function as the primary decision making body.

The makeup of the Community based board shall include as many of the following populations as possible:

1. Public and Elected Officials such as
  - a) Local government representatives
  - b) Housing Authorities
  - c) Mental Health Authorities
  - d) Local Employment Councils/Workforce Investment Agencies
2. Local Education officials such as
  - a) Higher Education: College/University, Vocational Education
  - b) Head Start, Pre-school and other Early Education Providers
  - c) Public School Reps including Local McKinney School Reps
3. Business Community such as
  - a) Banking and Real estate
  - b) Major Employers
  - c) Chamber of Commerce
  - d) Affordable Housing Developers
4. Faith and Community Leaders such as
  - a) Religious leaders
  - b) Key civic leaders
  - c) Funding organizations
5. Advocates and Service Providers such as\*
  - a) Veteran Service Organizations
  - b) Homeless Service Providers
  - c) Specialty services providers (mental health, substance abuse, HIV/AIDS, etc.)
  - d) Homeless youth advocates and service providers
  - e) Consumers/ former consumers\*\*

It should be noted that one Board Member can represent multiple listed categories.

\*The selection process for two Service Provider Representatives to the Board of Directors is outlined below. It should be noted that Service Provider Representation is not limited to those two representatives, and the Board of Directors is free to add additional Service Providers/Advocates as it sees fit.

\*\* It is a requirement that at least one Consumer/ former consumer shall be seated on the Board. All decisions regarding CoC structure will be created by the Board of Directors and ratified by membership. Every three years, the Membership Nominating Committee shall propose a slate of potential representatives to the Board and Membership will elect two of those nominees. These nominees are not subject to Board of Directors approval. Board members are expected to comply with the One Roof Code of Conduct (see attached) which includes a recusal policy. This process for board selection shall be reviewed and ratified at least every five years.

**Organization of the CoC:** The Continuum is comprised of several volunteer committees, workgroups/ task forces, which have various roles and responsibilities. These committees include but are not limited to the following:

- One Roof Board of Directors
  - One Roof Executive Committee
  - Board Governance Committee
  - Board Nominating Committee/Workgroup
  - One Roof Finance Committee
  - HMIS Committee
- One Roof Membership
  - Nominating Committee
  - Housing Type Committee
  - Unaccompanied Youth Workgroup
  - Coordinated Assessment Workgroup
  - Performance Committee
- The CoC also has a staffed Continuum agency, One Roof, that is led by an Executive Director who reports to the One Roof Board of Directors. The One Roof paid staff may include, but is not limited to, an Executive Director, an HMIS Coordinator, an Administrative Coordinator, one or more HMIS program specialists, a SOAR specialist, multiple contract professionals, one or more administrative specialists. The One Roof agency may also include AmeriCorps members, VISTA members, paid or unpaid interns and volunteers.

#### Roles, Responsibilities and Membership

- The One Roof Board of Directors is the lead decision making body responsible for planning the use of HUD HEARTH CoC resources and coordinating those funds with other relevant resources in the Continuum. The Board is the lead entity managing community planning, coordination and evaluation to ensure that the system of homeless services and housing ends homelessness as we know it today.

Specific responsibilities include:

- Overall direction and leadership of the Continuum of Care process
- Making all formal decisions of the CoC
- Strategic planning and goal-setting
- Aligning and coordinating CoC and other homeless assistance and mainstream resources
- Establishing priorities for and making decisions regarding the allocation of CoC resources.
- Establishing system and program outcomes for evaluation purposes as per HUD guidelines.
- Monitoring and evaluating both system wide and individual program performance on established goals.

- Staffing of committees
  - Coordinate resources, integrate activities and facilitate collaboration
  - Designating the lead agency for HMIS (the One Roof Board has endorsed the previous votes made by the Continuum to have One Roof serve as the lead agency for HMIS)
  - Oversee the HMIS Grant
  - Oversee the Continuum Planning Grant
  - Oversee the UFA when developed
  - Oversee completion and submission of the CoC grant application
  - Build awareness of CoC related issues
  - Recruit Stakeholders
  - Invite stakeholders and interested entities to participate in the Planning Process
  - Oversee the Coordinated Assessment process
- One Roof agency
    - Specific responsibilities include:
      - Ensuring the availability of data for planning
      - Produce Planning Materials
      - Coordinate Needs/Gaps Assessments
      - Collect and report performance data
      - Monitor program performance. Said monitoring is to include not only CoC funded programs, but ESG programs as well. (See specific monitoring processes below)
      - Prepare collaborative application for CoC funds (formerly known as Exhibit 1)
      - Collaborate with all Jurisdictions within the CoC to help develop the Consolidated Plans, prioritize ESG funding and monitor and evaluate ESG recipient outcomes. (See specific monitoring processes below)
      - Build awareness of CoC related issues
      - Recruit Stakeholders
      - Manage the HMIS Grant
      - Manage the Continuum Planning Grant
      - Serve as the UFA (this CoC does not have a UFA, but One Roof will serve in that capacity when there is a UFA in this CoC)
      - Prepare and publish agendas for meetings
      - Document board, membership and appropriate committee meetings in minutes
      - Invite stakeholders and interested entities to participate in the Planning Process
      - As per the Board of Directors vote, One Roof serves as the lead agency for the HMIS implementation
      - Implement and manage the Coordinated Assessment process and grant including prioritization of the most vulnerable clients according to HUD Notice CPD-16-11 Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status.
      - Choose and utilize a Vulnerability Tool(s) for Coordinated Assessment.
      - Agency staff participate as appropriate in all committees, workgroups, etc., but they are not elected to the Board of Directors.

Written Process for Monitoring CoC-funded and ESG-funded projects:

1. Monthly:
  - a) One Roof (OR) pulls HMIS reports monthly and sends to CoC-funded and ESG-funded projects for review. Projects are given two weeks to review and correct bad data then reports are run again and distributed to projects. These data elements will include, at a minimum:
    - I. Length of time homeless

- II. Returns to Homelessness
- III. Bed Utilization Rates
- IV. Increasing Income
- V. Connecting to mainstream benefits
- VI. Destination upon exit
- VII. Overall data quality including missing/refused data
- ~~VIII. Ineligible clients served.~~ *This is no longer part of the monthly reports review but is a part of the overall systems review. This is also reviewed during on-site monitoring of participating programs by One Roof staff. Please see the addition of 3.c. below.*

- b) The above data elements are plotted and reviewed by One Roof staff.
  - c) CoC-funded and ESG-funded agencies provide Draw-down information to One Roof.
  - d) Draw Down information received by One Roof is plotted and reviewed.
2. At least every two months:
    - a) All funded entities meet to review performance data regarding the above listed elements.
    - b) Underperformance is noted and suggestions discussed for improvement
    - c) *This meeting is widely publicized and is open to the public.*
  3. Sixty days prior to each project close date One Roof staff go onsite at project to:
    - a) Review all of the above
    - b) Review any back-up documentation not uploaded in HMIS
    - c) Look closely at any documentation of homelessness, *including, but not limited to, ineligible clients.*
    - d) Prior to the APR being submitted to HUD, it is reviewed by One Roof for outcomes, financials and narratives
  4. Annually during the planning process One Roof reviews and collates for each project
    - a) APR's
    - b) Performance data collated throughout the year (listed in 1a i. above)
    - c) Project financials including match documentation
    - d) Agency financial audit/findings and HUD monitoring outcomes/ resolutions
    - e) LOCCS drawdowns
    - f) Current documentation of nonprofit status
    - g) Vulnerability/severity of need of clients served
    - h) Cost per client
    - i) Overall capacity
    - j) Any other documents/outcomes determined to be necessary for the Performance Committee and the Ranking and Review Committees to make informed recommendations/ decisions. This guidance is found in General Recordkeeping 24 CFR 578.
    - k) Current grant agreement and any amendments
    - l) Any and all documents included in the HUD/ UFA/ CA monitoring guides
    - m) Documentation of fiscal control and accounting procedures necessary to assure the proper disbursement of and accounting for federal funds in accordance with the requirements of 2 CFR part 200, subpart D
  5. Policy and procedure for bringing agencies/ programs deemed by monitoring to be noncompliant into compliance.
    - a) One Roof will carefully detail the identified issue of noncompliance and send that by email to the Member Agency. One Roof will then follow-up with a phone call to plan next steps.

- b) The Member Agency will be given copies of the applicable regulations, educated on the appropriate data entry, given an opportunity to correct the issue, or other correction action as necessary.
- c) One Roof will follow up with the agency as quickly and as thoroughly as is dictated by the error. For example, a consistent data entry error might require retraining of staff and monthly monitoring to ascertain that the appropriate data entry process was followed. However, noncompliance with the grant agreement might require bringing in HUD Technical Assistance and intensive follow-up.
- d) Continued non-compliance will be referred to the Executive Committee of the One Roof Board of Directors.

Written Standards for Prioritization/ Assistance are as follows:

1. Chronically Homeless Clients will be top priority
  - a) First: Chronically homeless Individuals and Families with the Longest History of Homelessness and with the most Severe Service Needs.
  - b) Second: Chronically homeless Individuals and Families with the Longest History of Homelessness.
  - c) Third: Chronically homeless Individuals and Families with the Most Severe Service Needs will be the third priority.
  - d) Chronically homeless Individuals and Families of all other definitions will be the fourth priority.
2. All non-dedicated CH beds will be prioritized for CH. The CoC voted to follow this suggestion and hereby incorporates this into our Governance Charter.

If there should be resources available and there are no CH people of any vulnerability on the numbered waiting list, the CoC will determine vulnerability of anyone on the wait list and follow the Priority Listing in Notice CPD-16-11 which is:

Priority One: Homeless individuals and families with a disability with long periods of episodic homelessness and severe service needs.

Priority Two: Homeless individuals and families with a disability with severe service needs.

Priority Three: Homeless individuals and families with a disability coming from places not meant for human habitation, safe haven, or emergency shelter without severe service needs.

Priority Four: Homeless Individuals and families with a disability coming from transitional housing.

The CoC Coordinated Assessment will follow the above Priority listings to maintain a Single Prioritized Waiting List for Permanent Supportive Housing. This List will be made following all HUD and One Roof nondiscrimination requirements including, but not limited to, the Fair Housing Act, Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act and Titles II or III of the Americans with Disabilities Act, as applicable.

The Code of Conduct for the One Roof Board of Directors and agency staff includes the Conflict of Interest Policy that states:

1. The standard of behavior at One Roof is that all board members, officers, employees, and agents scrupulously avoid conflicts of interest between the interests of One Roof on one hand and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.
2. The solicitation and acceptance of gifts or gratuities for personal benefit in excess of minimal value is prohibited. The purposes of this policy are to protect the integrity of One Roof decision-making process, to enable our

constituencies to have confidence in our integrity, and to protect the integrity and reputations of board members, officers, employees, and agents of One Roof.

3. In the course of meetings or activities, board members, officers, employees, and agents will disclose any interests in a transaction or decision where family and/or significant other, employer, or close associates will receive a benefit or gain. After disclosure, the board member, officers, employee or agent may be asked to leave the room for the discussion and will not be permitted to vote on the questions.
4. There are administrative and disciplinary actions to remedy violations of this Code of Conduct. For employees, the discipline policy will be followed. Violations of this Code of Conduct for board members, officers, and agents will be referred to the Executive Committee of the Board for action. The severity of the violation in addition to other factors, such as additional behaviors and actions not in the best interests of One Roof, may result in disciplinary action up to and including resignation from the board.
5. One Roof will ensure that all board members, officers, employees, and agents of the organization are aware of the Code of Conduct by conducting orientation and training for new board members and new employees. At that time, they will receive a copy of the Code of Conduct for review and will sign a statement agreeing to abide by the Code of Conduct. This orientation and training will be conducted a minimum of once a year.

The authorized official for One Roof is:

Michelle Farley  
Executive Director  
1515 6th Avenue South  
Birmingham, Alabama 35233  
205.254.8833

This Code of Conduct is not meant to supplement good judgment and the board members, officers, employees, and agents of One Roof are expected to respect its spirit as well as its wording.