Pikes Peak Continuum of Care Governance Charter

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CONTENTS

INTRODUCTION

PURPOSE

Continuums of Care are federally designated regions tasked to promote community-wide commitment to addressing homelessness. The Pikes Peak Continuum of Care (PPCoC) oversees this work in El Paso County, Colorado. The PPCoC works diligently to coordinate the policies, strategies, and activities necessary to quickly rehousing people experiencing homelessness, align homelessness funding objectives, and promote open access to housing resources using person-centered and data informed practices. The purpose of this governance charter is to establish the operational structure for oversight and implementation of Continuum of Care work. It serves as a guide for processes, responsibilities, and structures that ensure fairness, consistency, and transparency in decision-making and actions. By promoting accountability and integrity, the charter aims to support an ethical, inclusive, and respectful coordinated response to homelessness that aligns with PPCoC shared values and goals.

SHARED VALUES

The Pikes Peak Continuum of Care is committed to fostering an environment where CoC partners, community members, and most importantly people experiencing homelessness feel valued and respected. Our shared values guide our actions and decisions, ensuring that we uphold the highest standards of integrity and collaboration.
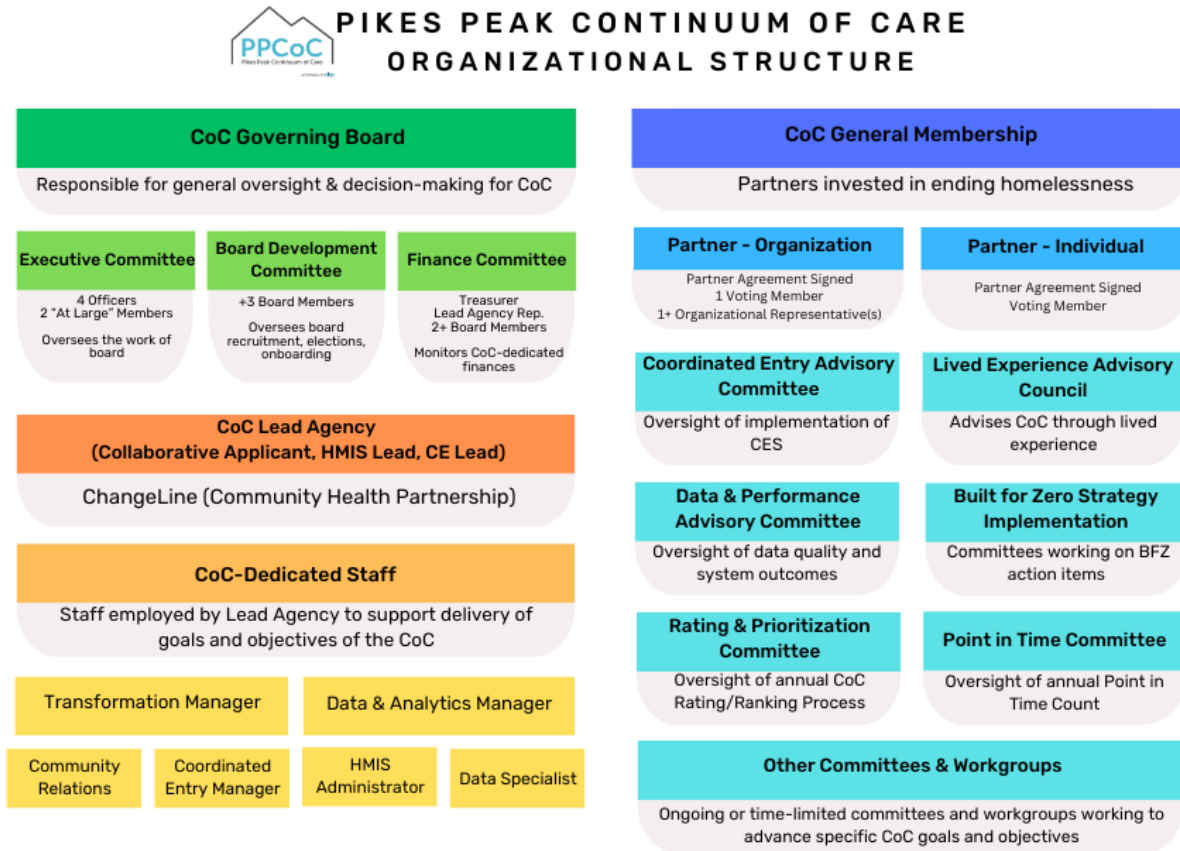
- **Respect**: We treat everyone with kindness and consideration, recognizing the unique contributions of everyone towards our shared goals. We support homelessness solutions that respect individuals' autonomy and self-determination.
- **Dignity**: We honor the inherent worth of every person, creating culture between partners where everyone feels empowered and valued. We reject system and programmatic actions and decisions that harm the dignity of people experiencing homelessness.
- **Trust**: We prioritize building and maintaining trust and goodwill between individual partners and organizations with different ideas and viewpoints.
- **Openness**: We seek mutual understanding through open communication and the free, respectful exchange of ideas.
- **Transparency**: We are committed to being transparent in our processes and decisions, ensuring accountability and fostering trust.
- **Curiosity**: We embrace a spirit of curiosity, continuously seeking to learn, grow, and understand each other and best practices.
- **Connection**: We value the connections we build with each other, our partners, and our community, recognizing that collaboration is key to our success.
- **Tenacity**: We approach challenges with determination and perseverance, striving for excellence in everything we do.

SHARED GOALS

All members and partners of the Pikes Peak Continuum of Care agree to work together based in our shared values to achieve our goals of:

- **Reducing both homelessness and harm** through comprehensive and compassionate solutions.
- **Implementing community-centered, person-centered, and data-centered** homelessness solutions.
- **Creating alignment of community approach** to homelessness solutions, reducing siloing and duplication of efforts.
- **Building a coordinated, efficient supportive housing system** that ensures people regaining housing have easy access to ongoing supports.
- **Using shared language and definitions** that increase collective understanding and prevent misinformation.
- **Embracing collaboration over competition** for limited community resources, challenging territoriality and inefficiency.

GOVERNANCE AND OPERATION STRUCTURE

PIKES PEAK CONTINUUM OF CARE ORGANIZATIONAL STRUCTURE

CoC Governing Board

Responsible for general oversight & decision-making for CoC

Executive Committee	Board Development Committee	Finance Committee
4 Officers 2 "At Large" Members Oversees the work of board	+3 Board Members Oversees board recruitment, elections, onboarding	Treasurer Lead Agency Rep. 2+ Board Members Monitors CoC-dedicated finances

CoC Lead Agency (Collaborative Applicant, HMIS Lead, CE Lead)

ChangeLine (Community Health Partnership)

CoC-Dedicated Staff

Staff employed by Lead Agency to support delivery of goals and objectives of the CoC

Transformation Manager	Data & Analytics Manager

Community Relations	Coordinated Entry Manager	HMIS Administrator	Data Specialist

CoC General Membership

Partners invested in ending homelessness

Partner - Organization	Partner - Individual
Partner Agreement Signed 1 Voting Member 1+ Organizational Representative(s)	Partner Agreement Signed Voting Member

Coordinated Entry Advisory Committee	Lived Experience Advisory Council
Oversight of implementation of CES	Advises CoC through lived experience

Data & Performance Advisory Committee	Built for Zero Strategy Implementation
Oversight of data quality and system outcomes	Committees working on BFZ action items

Rating & Prioritization Committee	Point in Time Committee
Oversight of annual CoC Rating/Ranking Process	Oversight of annual Point in Time Count

Other Committees & Workgroups

Ongoing or time-limited committees and workgroups working to advance specific CoC goals and objectives

MEMBERSHIP

The Pikes Peak Continuum of Care (PPCoC) at its core is founded on the investment, passion, and energy of its members to create a collaborative and well-functioning homeless response system throughout El Paso County. PPCoC General Membership, or "Membership," is open and encouraged to all individuals and organizations in El Paso County that support the PPCoC shared values and goals outlined in this charter.

The work of the PPCoC can only be accomplished through the engagement and partnership of our members. As such, the PPCoC is committed to investing back into our partners through workforce education and development, increased access to funding and resources, and fostering strong community connections.

CRITERIA FOR MEMBERSHIP

PPCoC Membership refers to the collective group of individuals and organizations that have:

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1. A current, signed PPCoC General Membership Agreement on file with the System Lead Agency.
2. Designated one (1) Voting Member from the organization (or the individual) responsible for serving as the decision-making representative and as the primary point of contact for PPCoC communications and activities.
3. Identified at least one (1) or more "Organizational Representatives" to receive PPCoC communications and/or participate in CoC committees and workgroups.
4. Committed to regularly attending PPCoC Membership meetings, at least quarterly, and bi-annual All-Partner meetings.

Organizations may change their designated Voting Member at any time by submitting a new Membership Agreement to the System Lead staff representative. Updates related identified Organizational Representatives should be communicated in writing to the System Lead staff representative.

Signed PPCoC General Membership Agreements are valid for up to three (3) years, unless significant changes are made and approved by the governing board, at which point an updated, signed membership agreement will be requested by the System Lead Agency.

VOTING MEMBERS
"Voting Members" refers to the individual identified in the PPCoC General Membership Agreement as responsible for being the decision-making representative and the primary point of contact for PPCoC communications and activities. There are no term limits for Voting Members. At minimum, Voting Members commit to regularly participating in Membership Meetings, attending at least 75% of regularly scheduled meetings. They are also encouraged to participate as a member of the Governing Board and/or CoC Committees.

ORGANIZATIONAL REPRESENTATIVES
"Organizational Representatives" refers to individuals from CoC member organization identified to receive PPCoC communications and/or participate in CoC committees, including coordinated entry case conferencing. There are no limits on the number of Organizational Representatives a CoC member organization can identify.

EXPECTATIONS AND OPPORTUNITIES FOR MEMBERSHIP
General Expectations of Membership: Specifics on expectations of PPCoC Membership are outlined in the General Membership Agreement. In general, Membership organizations and individuals are expected to:

- Positively advance the shared goals and values of the PPCoC, as outlined in the governance charter and membership agreement.
- Stay informed on activities and priorities of the PPCoC.
- Regularly attend CoC Membership meetings, at minimum twice per year.

- Inform and engage with the work of the CoC, as appropriate considering member organization/individual capacity and topic.

Membership Education and Training: The PPCoC is committed to advancing ongoing education and training opportunities for its members. Member organizations and individuals will be offered education and training opportunities through general membership meeting presentations, CoC-sponsored trainings, third-party trainings and webinars, and via the CoC website and e-newsletter. Members are encouraged to suggest education and training topics and to share information on upcoming opportunities with the System Lead.

Funding Opportunities and Technical Assistance: The PPCoC does not act as a direct funder of homelessness and housing programs but does have influence over certain key funding priorities and opportunities. Most notably, the PPCoC is responsible for determining local funding priorities and allocation of available Continuum of Care (CoC) Program dollars. PPCoC members have an opportunity to participate in the local Rating and Prioritization process for evaluating, prioritizing and approving which projects are eligible to apply to HUD for these dollars.

Additionally, the PPCoC is responsible for coordinating with the State of Colorado Division of Housing to inform their funding process for Emergency Solutions Grant (ESG) Program dollars and other applicable housing and homelessness funding opportunities, as well as coordinate with the local Consolidated Plan Jurisdictions on their strategy for allocating Community Development Block Grant (CDBG) and HOME Investment Partnerships Program resources.

The PPCoC is a resource for member organizations to strategically plan for and coordinate collaborative funding applications for projects that support the community's response to homelessness, which can increase effectiveness and impact of limited resources. Additionally, the PPCoC governing board may provide letters of support to individual program funding applications for projects that align with the CoC's priorities.

RECRUITMENT

The PPCoC is strengthened from a variety of perspectives engaged in the work. The PPCoC seeks involvement from, but not limited to, the following set of diverse stakeholders (in alphabetical order):

- Affordable housing developers
- Disability advocates/service organizations
- Domestic violence advocates and service organizations
- Emergency shelters
- EMS/Crisis response teams
- Faith communities
- Homeless union coalitions
- Hospitals/community health organizations
- Invested community members
- Law enforcement
- LGBTQIA+ advocates and service organizations
- Local government staff/officials

- Local jails and community corrections
- Mental and behavioral health advocates and service organizations
- Organizations led by and serving traditionally marginalized communities
- Peer support advocates
- People with current or previous homelessness experience
- Public health agencies
- Public housing authorities
- School districts/McKinney Vento Act programs
- State coalitions against domestic violence
- and sexual assault
- State government
- Street outreach programs
- Substance abuse advocates and service organizations
- Supportive housing programs
- Transitional housing programs
- Veteran affairs advocates and service organizations
- Victim advocates and service organizations
- Youth homelessness advocates and service organization

Membership to the PPCoC is open year-round for any interested individual or organization. Information on how to apply for membership is available on the Pikes Peak Continuum of Care website. The PPCoC governing board is responsible for identifying gaps and actively recruiting for a diverse and representative membership and leadership.

Recruitment of Members with Lived Experience

[SECTION UNDER DEVELOPMENT 2025 – This section will detail how the PPCoC will intentionally ensure meaningful participation of people with lived experience across the CoC.]

GENERAL COMMUNITY

The PPCoC welcomes any community member or organization not yet interested in "General Membership" status to stay informed of the work through signing up to receive PPCoC newsletters and invitations to attend community-focused events and meetings.

GOVERNING BOARD

The Pikes Peak Continuum of Care (PPCoC) Governing Board, or "Board," is elected by and serves on behalf of the PPCoC General Membership as the lead decision-maker and the primary entity responsible for overseeing and advancing the work of the PPCoC, including approving CoC priorities, standards, and strategy, and providing direction to the Collaborative Applicant and HMIS Lead Agency to ensure the PPCoC's compliance HUD requirements and the CoC process.

COMPOSITION

The Board is composed of at least eleven (11) and no more than seventeen (17) members. Board members serve on a voluntary basis. The Board is not considered a legal entity.

There are three types of Board seats:

- **Reserved Seat:** These seats are strategically designated to specific municipal entities to ensure continuity and coordination of work. Individuals holding a Reserved Seat are not elected by PPCoC Voting Members, rather the Board works directly with the specific entity to appoint the most appropriate representative to serve on the PPCoC Governing Board.
- **At-Large Elected Seat:** These seats will be individuals elected from the General Membership to support the overall diversity of the Board with their background, skill set, and profession.
- **Non-Voting/Ex-Officio Seat:** This type of seat specifically refers to the individual(s) employees identified to represent the interests of the Collaborative Applicant/HMIS Lead Agency on the Board. These members do not count towards the overall total number of available board seats and cannot vote.

The following guidelines exist to inform the composition of the Board:

Reserved Seats
- To ensure local and state governmental coordination with CoC goals, the Board will hold three (3) Reserved Seats for the following municipal and jurisdictional entities:
    - City of Colorado Springs
    - El Paso County
    - State of Colorado
- To ensure ongoing representation and influence of people with lived experience, the Board will hold two (2) Reserved Seats for people with current or recent experience of homelessness, including:
    - At least one (1) specific reserved seat for a member of the Colorado Springs Homeless Union.
    - At least one (1) general reserved seat for an individual with recent experience of homelessness. For the purposes of this charter, 'recent experience of homelessness' means within the past seven (7) years with priority for people who have experienced homelessness within the last three (3) years. Because this seat is reserved for someone with 'recent' experience of homelessness, the individual occupying this seat will be eligible to serve on the governing board until seven (7) years has passed since their most recent instance of homelessness ended.

At-Large Elected Seats
- All members holding elected board seats will serve in both an "At-Large" and "Population/Sector Representative" capacity. Elected members are expected to bring to the Board their expertise of the population/sector in which they primarily work and as an individual with a broad perspective.

- o Elected members do not serve on the board as representatives of their employer but as individuals with unique background and valuable insights for the community-wide work of reducing homelessness.
- The Board values diversity of experience and background; to support this, the Board will:
  - o Prioritize recruitment of members from diverse racial, ethnic, and other traditionally underrepresented communities
  - o Prioritize recruitment from diverse sectors, including public, non-profit, and private.
- Priority Sectors that should always be represented on the Board.
  - o Domestic Violence/Victim Services
  - o At-Risk/Homeless Youth Services
  - o Veteran Services
  - o Housing Provider

Non-Voting/Ex-Officio Seats

- In general, the Board will not have members with "Non-Voting/Ex-Officio" status, except in the case of one (1) member to represent the Collaborative Applicant and one (1) member to represent the HMIS Lead. In circumstances where one organization serves in both these roles, that organization may choose whether a single representative or two representatives will serve on the Board. Ex-Officio seats do not count towards the total number of available board seats. Ex-Officio member term limits operate in the same manner as "Reserved Seats."

SELECTION & TERMS

Board members representing Reserved Seats are appointed to the Board by their respective agency. All other Board members are nominated, either through self or third-party nomination, and elected by the Voting Members of the General Membership. Board recruitment is managed by the Board Development Committee, with a public call for Board nominations to be conducted at least once annually. Board candidates will be presented for election by the Voting Membership at the Fall All-Partner meeting. The voting process may occur during the All-Partner Meeting or electronically via email or another online forum. The Governing Board, on the recommendation of the Board Development Committee, may call for a Special Election of board members outside of the annual Fall All-Partner Meeting.

Elected Seats:

Elected Board members serve two (2) three-year terms, for a total of six (6) years. Elected board members seeking a second term do not need to be re-elected by the Voting Members but will notify the Chair of the Board Development Committee and the Board President of their intention to serve a second term prior to annual Board elections. Conversely, if an elected board member declines to serve a second term, they must notify the Chair of the

Board Development Committee and the Board President at least one month prior to annual elections.

If an Elected Seat is vacated in the middle of their three-year term, that seat will be considered Open and will be filled during the next Board election cycle.

Reserved Seats:
Board members holding a Reserved Seat are exempt from term limits but are strongly encouraged to appoint a new representative to the Board after six (6) years of service, or sooner if appropriate. When a Reserved Seat is vacated, that agency will appoint a new representative to the Board as soon as possible.

Individuals holding a Reserved Seat will be identified and recruited with support from the Board Development Committee.

Board Selection Timeline:
The Board Member and Officer selection process will occur on the following timeline:

- *March – July* – Board Development Committee review of current/desired board representation, potential board member recruitment period
- *August* – Board Development Committee confirms upcoming open Board seats and representation priorities
- *September* – Public call for Board nominations
- *October* – Candidate vetting
- *November* – Voting Members elect Board Members
- *December* – New Board Member onboarding
- *January* – Start of term, Officer confirmations
- *February* – Board committees convene

BOARD MEETINGS

The Board will meet at minimum quarterly, with one Board Retreat occurring at least once annually. Meetings may be held in person or virtually. Governing Board meetings are open to Voting Members of the CoC, with meeting information available upon request. It is the discretion of the Board Chair to move a board meeting into closed session business.

The Board Chair facilitates Board meetings with Vice Chair support. The Secretary manages attendance and meeting minutes.

OFFICER POSITIONS

The work of the Board will be supported by the following Officer positions:

- Chair
- Vice Chair
- Secretary
- Treasurer

Officers are nominated and confirmed by the full Board to serve one (1) year terms, and not more than three (3) consecutive officer terms. There are no restrictions regarding whether Officer candidates hold a Reserved Seat or Elected Seat on the Board, however Non-Voting/Ex-Officio members are ineligible to serve as an Officer.

BOARD COMMITTEES

The work of the Board will be supported by the following Committees:

Executive Committee

The Executive Committee is comprised of the four (4) Officers, Collaborative Applicant/HMIS Lead Agency representative(s) and up to two (2) other board members participating "at-large". The Executive Committee will be constituted annually after Board and Officer elections are held. The committee's purpose is to provide targeted oversight of progress on the work of the CoC and set agendas for regular and special board meetings.

Board Development Committee

The Board Development Committee is comprised of at least three (3) members of the Board, identified and confirmed by the full board annually after Board and Officer elections are held. There are no restrictions to which board members are permitted to serve on the Board Development Committee. The committee's purpose is to oversee board recruitment strategy, coordinate annual board elections, and provide new member onboarding.

Finance Committee

The Finance Committee is comprised of at least four (4) members of the Board, including the Treasurer, a representative from the Collaborative Applicant/HMIS Lead Agency, and at least two (2) other board members with experience in financial oversight. The purpose of this committee is to monitor and plan for CoC-dedicated financial resources.

BOARD EXPECTATIONS

As leaders of the PPCoC, Board Members holding both Reserved and Elected Seats are expected to uphold and advance the shared values and goals outlined in this charter. Additionally, Board Members are expected to:

- Sign Board Member Engagement Agreement annually
- Attend at least 75% of board meetings annually
- Participate regularly in at least one CoC Committee
- Have an avenue of influence within their organization or their community
- Elevate and advance the work Continuum of Care within your organization and the community at large through shared messaging

COC OPERATIONAL FUNCTIONS
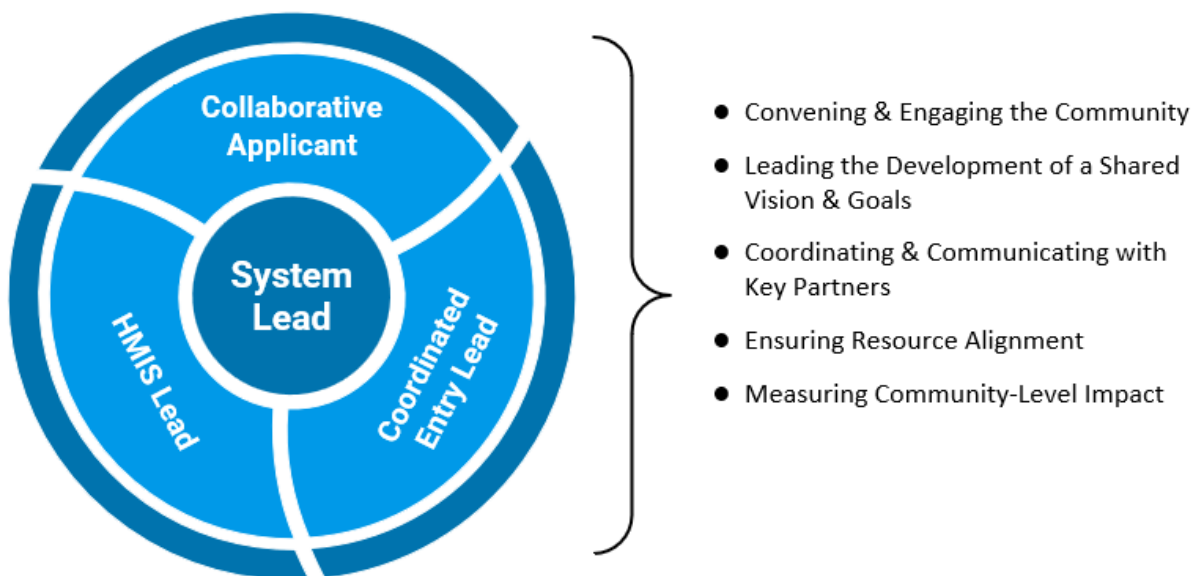
The work of the Pikes Peak Continuum of Care is operationalized by four key roles:

1. System Lead
2. Collaborative Applicant
3. HMIS Lead
4. Coordinated Entry Lead

The functions and responsibilities of these roles are coordinated by the System Lead to work together to achieve the shared goals of the PPCoC.

SYSTEM LEAD

Centralized leadership and coordination is critical for effective regional homelessness response. System leadership, directed by the CoC membership and board and operationalized through a designated System Lead Agency, promotes strategic and cross-sector alignment and coordination in the day-to-day work of implementing strategies to address homelessness. The System Lead serves as the connection point between the CoC Operational Functions and ensures the effective coordination of each role.

Key functions of the System Lead include:

- Supporting CoC Governance and Structure
- Maintaining Up to Date CoC and ESG Policies and Procedures
- Strategic Planning and Regular Coordination with CoC Partners
- Program Monitoring and Evaluation
- Collaboration and Partnership Building
- Capacity Building and Training

- Advocacy and Policy Influence
- Strategic Communications and Engagement

COLLABORATIVE APPLICANT

The Collaborative Applicant is the entity the CoC designates in accordance to the federal CoC Program Interim Rule (24 CFR 578) to submit the CoC Program Competition application and apply for planning funds on the CoC's behalf. The Collaborative Applicant plays a crucial role in coordinating homeless assistance efforts within a specific geographic area. The Collaborative Applicant is responsible for overseeing the CoC Program funding process, ensuring compliance with federal regulations, and facilitating collaboration among various partners.

Key functions of the designated Collaborative Applicant include, but are not limited to:

- Compile and Submit the CoC Program Application, including:
  - Completing the CoC Registration and the CoC Consolidated Application,
  - Coordinating the local Rating and Ranking process for CoC Project Applications and submitting the Priority Project Listing,
  - Applying for CoC Planning Funds,
  - Coordinating with local partners to comply with all applicable requirements of the CoC Notice of Funding Opportunity (NOFO)
- Meeting Annual CoC Requirements, such as:
  - Point in Time County
  - Gaps Analysis
  - Governance Charter Review
  - Consolidated Plan Coordination

These functions are overseen and supported through the CoC Board and Rating and Prioritization Committee. Additional roles and responsibilities designated for the Collaborative Applicant may be determined by the CoC Governing Board.

HMIS LEAD

The Homeless Management Information System (HMIS) Lead is designated by the CoC in accordance with the federal CoC Program Interim Rule (24 CFR 578) to manage the CoC's HMIS on its behalf, and to support data sharing of homelessness response system data not included in the HMIS. HMIS data is used to allocate resources, assess project and system performance, and set policy across the homeless response system. The role of HMIS Lead involved a variety of functional operations to effectively collect, manage, and utilize data related to homeless individuals and families.

Key functions of the designated HMIS Lead include, but are not limited to:

- HMIS Governance – Clarity of roles and accountability to privacy, security, and data quality

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- System Administration – technical aspects of the day-to-day HMIS operations
- Policy Development and Implementation
- Training, Customer Service and End User Support
- Data Analysis and Reporting
- Coordinated Entry System Data Collection and Reporting
- Strategic Planning and HMIS Growth

These functions are overseen and supported through the CoC Board and Data System Advisory Committee. Additional roles and responsibilities designated for the HMIS Lead may be determined by the CoC Governing Board.

STATEWIDE HMIS COLLABORATIVE

The four Continuums of Care in Colorado (Pikes Peak, Metro-Denver, Northern Colorado, Balance of State), have adopted the use of a statewide HMIS, overseen by the Statewide HMIS Collaborative, "COHMIS." The COHMIS works collaboratively to set statewide policy and procedure for standardized HMIS operation throughout Colorado. The COHMIS also maintains data dashboards of homelessness data from across the state. Information related to the COHMIS is available at www.cohmis.org.

COORDINATED ENTRY LEAD

The Coordinated Entry System (CES) is a structured process designed to streamline access to housing and services for individuals and families experiencing homelessness with the goal of ensuring that all individuals have fair and qual access to assistance, are prioritized based on vulnerability, and receive the appropriate services for their needs. The PPCoC utilizes the Built for Zero Initiative framework as the foundation towards building and maintaining a CES capable of identifying, assessing, and rapidly rehousing all people experiencing homelessness.

The Coordinated Entry Lead is responsible for the day-to-day management of the coordinated entry system to ensure the local processes meet the expectations and standards of the CoC and promote equitable access to housing and resources for people experiencing homelessness.

Key functions designated to the Coordinated Entry Lead include, but are not limited to:

- Support and Maintain CE Policies and Procedures – participation requirements, data collection standards, guiding principles, prioritization, appeals, etc.
- Establishing a Clear and Accessible CE Communication Plan
- Promoting and Supporting Standardized Screening and Assessment Processes
- Conducting Prioritization and Referrals
- Capacity Building, Training, and Technical Support
- Monitoring Effectiveness and Outcomes

These functions are overseen and supported through the CoC Board and Coordinated Entry System Advisory Committee. Additional roles and responsibilities designated to the Coordinated Entry Lead may be determined by the CoC Governing Board.

COC COMMITTEES

Much of the work of the PPCoC will occur in committee and workgroup meetings. Specific committees will be established as needed to fulfill the expectations and requirements of the CoC process, as well as make progress towards locally established goals. Active participation and engagement from representatives of CoC members is essential to advance the work of improving homelessness response in El Paso County.

Decisions or recommendations made by committees will be confirmed and finalized by the Governing Board. All Voting Members and Organizational Representatives are eligible and encouraged to participate on PPCoC committees.

STANDING COMMITTEES

Standing Committees are permanent committees within the PPCoC governance structure, established around a specific focus area to provide oversight, decision-making, or advisement. These committees operate continuously and are an essential part of the CoC's ability to ensure consistent attention to the specific focus area. Members of standing committees are expected to bring their personal and professional expertise to committee work, while maintaining a broader system-wide perspective of the work.

Coordinated Entry System Advisory Committee

The Coordinated Entry System Advisory Committee (CESA) serves a pivotal role in addressing and alleviating homelessness within the Pikes Peak Continuum of Care (PPCoC). The primary purpose of this committee is to oversee and enhance the coordinated entry system, ensuring the efficient and effective identification, assessment, and referral to resources for individuals and families experiencing homelessness.

The CESA Committee is responsible for overseeing the process and strategy of the coordinated entry process, including 1) Identification, 2) Assessment, 3) Prioritization, 4) Referral, 5) Navigation, 6) Built for Zero, 7) Diversion, and 8) Data-Driven Decisions.

The CESA Committee is open to individuals from PPCoC general member organizations or individuals who interact with the coordinated entry system; specific expertise on the committee will include street outreach, emergency shelter, domestic violence, housing programs, lived experience of homelessness, veteran services, youth services, and family services.

Data System Advisory Committee

The Data System Advisory Committee (DSA) is a dedicated body established to oversee and enhance the use of data management systems to advance the goals and objectives of

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PPCoC, namely the Homeless Management Information System (HMIS) but also other comparable systems used to track homelessness data. The committee is comprised of experts in data analytics, information technology, and members of the PPCoC who collaborate to ensure that data is collected, managed, and utilized effectively to support the mission of addressing homelessness and improving housing stability in the Pikes Peak region.

The DSA Committee is responsible for overseeing the process and strategy of collecting and using program and system-level homelessness data to address homelessness, including 1) Data Quality & Integrity, 2) Compliance & Standards, 3) System Improvement, 4) Data Sharing, 5) Training & Education, 6) Performance & Outcomes.

The DSA Committee is open to individuals from PPCoC general member organizations or individuals who have experience with HMIS or comparable databases in collecting, entering, and/or using homelessness program or system-level data; specific expertise on the committee will include HMIS user organizations, domestic violence services, CoC-funded housing programs, city/county government, population-specific services (i.e. veteran, youth, family).

Lived Experience Advisory Committee
The Lived Experience Advisory Committee is dedicated to ensuring that the voices of individuals with lived experience of homelessness are meaningfully integrated into CoC policies and decision-making processes. The committee provides valuable insights and guidance to help shape strategies, programs, and practices that align with the real needs of the community.

Responsibilities include offering feedback on CoC initiatives, advising on equitable resource allocation, participating in the evaluation of programs, and advocating for solutions that address systemic barriers. This committee also works to build community awareness and foster collaboration among CoC partners and the community.

The Lived Experience Advisory Committee representation includes individuals with lived experience of homelessness, particularly those from diverse demographic backgrounds, including youth, families, and veterans., and a diversity of experiences including being unsheltered, sheltered, fleeing domestic violence, etc. Advocates for housing access, peer support specialists, and representatives from organizations that empower individuals with lived experience provide additional perspective.

Rating & Prioritization Committee
The Rating and Prioritization Committee (R&P) is a dedicated body established to provide oversight and guidance for two key areas: 1) the CoC Program Competition's rating and ranking process and 2) the preparation and recommendation of CoC-wide priorities to the Governing Board.

The R&P Committee is responsible for ensuring project applications to the CoC competition are evaluated fairly, consistently and in alignment with the established CoC-wide priorities, including developing scoring criteria, review and rating applications, and determining ranking recommendations. The R&P Committee is additionally responsible for using system-level information on gaps and needs to create an informed recommendation on CoC-wide Priorities to the Governing Board.

The R&P Committee is open to individuals from PPCoC general member organizations or individuals, with a focus on including balanced representation and expertise capable of keeping a system-level perspective, including homeless service organizations, domestic violence services, CoC-funded housing programs, city/county government, lived experience, population-specific services (i.e. veteran, youth, family).

Point in Time (PIT) Planning Committee
The Point in Time (PIT) Planning Committee for the Continuum of Care (CoC) is dedicated to organizing and conducting the annual Point in Time Count, which provides a snapshot of homelessness within the community. This committee's purpose is to ensure a comprehensive and accurate count of sheltered and unsheltered individuals and families experiencing homelessness, as mandated by the U.S. Department of Housing and Urban Development (HUD). Responsibilities of the committee include planning the methodology for the count, recruiting and training volunteers, coordinating with local service providers, and ensuring that the data collected meets HUD's standards. The committee also plays a critical role in analyzing and sharing the results to inform strategic planning, resource allocation, and efforts to address homelessness effectively. Their work is essential in shaping CoC policies and advocating for solutions based on the needs identified through the count.

The PIT Planning Committee is open to individuals from PPCoC general member organizations or individuals, especially street outreach, homeless services, persons with lived experience, city/county government, domestic violence services, population-specific services, etc.

Additional Standing Committees
- Street Outreach Committee
- Housing Navigation Network
- Built for Zero Veteran Improvement Team
- Built for Zero Youth Improvement Team

AD HOC COMMITTEES & WORKGROUPS
Ad Hoc Committees & Workgroups are time-limited or temporary committees within the PPCoC governance structure, established to fill a need and meet a specific objective. They are flexible in nature and provide a focused approach to working on a particular challenge or to achieve defined goals within a limited timeframe. Members of ad hoc committees are

expected to bring their personal and professional expertise to committee work, while maintaining a broader system-wide perspective. Ad Hoc Committees may be initiated by the Governing Board or by a Standing Committee.

DECISION-MAKING

The Board is ultimately responsible for approving or finalizing any decisions of the Pikes Peak Continuum of Care outlined in the CoC Interim Rule (24 CFR 578). The Board is expected to engage in a thorough discussion regarding any issue at hand, with the intention of building consensus for, or commitment to, the proposed decision. At the discretion of the Board, major decisions may be taken to the Membership or to a specific committee for input and recommendations.

Relying on guidance and recommendation from the Governing Board, the PPCoC Voting Membership holds the final decision-making authority to affirm:

1. Elected Board Members
2. Collaborative Applicant
3. HMIS Lead Agency
4. CoC-Wide Prioritization Guidance

Outside of the above-stated exceptions, the decision-making authority of the PPCoC rests with the Governing Board.

The Board may defer certain decision-making responsibilities to the Collaborative Applicant, HMIS Lead Agency, and/or CoC Committee(s) as appropriate and reasonable for the CoC's effective functioning.

Most Board decisions may be made through consensus. Decisions requiring the Board's specific vote of approval are:

1. Adoption and amendment of CoC Strategic Plan
2. Adoption and amendment of the Governance Charter
3. Approval of the CoC Program Ranking Priority Project Listing and CoC Application
4. Adoption and amendment of CoC-wide Policies and Procedures

QUORUM & PASSAGE

Fifty-one percent (51%) of all voting members must be present to constitute a quorum and 2/3 majority of the quorum must vote or consent in favor to pass. The voting may be done in person or through virtual correspondence.

MEETINGS

SEASONAL MEMBERSHIP MEETINGS

These meetings occur four (4) times per year, in Spring, Summer, Fall and Winter. These meetings are intended to provide relevant information, training and education related to CoC activities and priorities, funding opportunities, best practices, etc. CoC Membership meetings are accessible to PPCoC partner organizations and individuals, including Voting Members, Organizational Representatives and other staff or volunteers. Though not specifically intended for the general community, these meetings are open for anyone interested in the work of the PPCoC. Notification of Seasonal Membership Meetings will be shared in advance to the PPCoC notification list, and information on how to participate in membership meetings will be posted on the CoC website. The designated Voting Member from CoC Member Organizations are required to attend 75% of quarterly membership meetings.

ALL-PARTNER MEETINGS

These meetings occur two (2) times per year, in June and November. These meetings are intended to provide information to CoC partners on key issues of CoC governance, system performance and committee work, introduce board member candidates prior to board elections, review recommendations of CoC-wide priorities, and provide opportunity for input to System Leadership on key issues affecting homelessness response in El Paso County, among others. Attendance by the designated Voting Member at both All-Partner meetings is required; if Voting Member is unable to attend, they will designate a proxy representative to attend on their behalf and communicate this to the System Lead point of contact.

In addition to the designated Voting Member, All-Partner meetings are open to all Organizational Representatives and members of the general community interested in learning more about the Continuum of Care.

There will be a "CoC 101" presentation covering the basics of the PPCoC offered for the 30 minutes prior to the All-Partner Meeting for any community member or CoC partner unfamiliar or new to the work.

SEASONAL MEMBERSHIP MEETING *Virtual*	BI-ANNUAL ALL-PARTNER MEETING *In-Person*
Spring Membership Meeting 3rd Thursday in March	**All-Partner Meeting 1** 1st Thursday in June *CoC 101 – 30 minutes before meeting*
Summer Membership Meeting 3rd Thursday in July	
Fall Membership Meeting 3rd Thursday in September	**All-Partner Meeting 2** 1st Thursday in November
Winter Membership Meeting	*CoC 101 – 30 minutes before meeting*

3rd Thursday in December *End of Year Recap*	*Board Candidate Presentations*
Target Audience: CoC Member Organizations and Individuals CoC Voting Member, Organizational Representatives and other staff, Homeless Union liaison	**Target Audience:** CoC Voting Members & Organizational Representatives, Homeless Union members and others with Lived Experience, general community, elected officials

COMMITTEE MEETINGS

Regular meetings of Standing and Ad Hoc committees of the PPCoC typically occur monthly; time and date vary by committee. Information member engagement and involvement in committee work is available on the CoC website.

MEETING PARTICIPATION

The effectiveness of the PPCoC to meet our shared vision relies on an engaged and informed CoC membership. Active participation of CoC members in membership meetings is essential for fostering collaboration, ensuring transparency, and driving the Continuum of Care's mission to address homelessness effectively. These meetings provide a platform for diverse perspectives to be shared, enabling informed decision-making and strategic planning. When members engage fully, they contribute to a collective understanding of local needs and resources, help shape policies and initiatives and strengthen accountability within the CoC. Additionally, active participation reinforces a shared commitment to the CoC's goals, enhances communication among stakeholders, and ultimately ensures that the CoC operates as a unified, effective network dedicated to improving the lives of individuals experiencing homelessness.

Voting Members designated to represent on behalf of their organization are expected to attend 75% (3 of 4) Seasonal Membership Meetings and both (2) All-Partner meetings and are highly encouraged to participate in a CoC committee. Organizational Representatives are welcome and encouraged to attend CoC membership meetings and participate in committees. General community members interested in learning more about the work of the Continuum of Care are welcome to attend the All-Partner meetings and other community-oriented events.

AGENDA AND MINUTES

The System Lead, in consultation with the System Leadership and committee leads, is responsible for setting agendas for CoC Membership Meetings and sharing with the PPCoC notification list. Meeting minutes or recordings will be posted on the CoC website.

POLICIES

CODE OF CONDUCT

[SECTION UNDER DEVELOPMENT – Section will outline code of conduct for CoC members.]

CONFLICT OF INTEREST POLICY

Members must comply with the conflict of interest and recusal process found in the § 578.95 Conflicts of interest of the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act).

Procurement: For the procurement of property (goods, supplies, or equipment) and services, the recipient and its subrecipients must comply with the codes of conduct and conflict-of-interest requirements under 24 CFR 85.36 (for governments) and 24 CFR 84.42 (for private nonprofit organizations).

Continuum of Care Board Members: No Continuum of Care board member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

Organizational Conflict: An organizational conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or subrecipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under this part, or when a covered person's, as in paragraph (d)(1) of this section, objectivity in performing work with respect to any activity assisted under this part is or might be otherwise impaired. Such an organizational conflict would arise when a board member of an applicant participates in decision of the applicant concerning the award of a grant, or provision of other financial benefits, to the organization that such member represents. It would also arise when an employee of a recipient or subrecipient participates in making rent reasonableness determinations under § 578.49(b)(2) and § 578.51(g) and housing quality inspections of property under § 578.75(b) that the recipient, subrecipient, or related entity owns.

Other Conflicts: For all other transactions and activities, the following restrictions apply:
No covered person, meaning a person who is an employee, agent, consultant, officer, or elected or appointed official of the recipient or its subrecipients and who exercises or has exercised any functions or responsibilities with respect to activities assisted under this part, or who is in a position to participate in a decision- making process or gain inside information with regard to activities assisted under this part, may obtain a financial interest or benefit from an assisted activity, have a financial interest in any contract, subcontract, or agreement with respect to an assisted activity, or have a financial interest in the proceeds derived from an assisted activity, either for him or herself or for those with whom he or she

has immediate family or business ties, during his or her tenure or during the one-year period following his or her tenure.

RECORD KEEPING

[SECTION UNDER DEVELOPMENT – Section will outline procedures for maintaining records and documentation.]

CONFLICT RESOLUTION

[SECTION UNDER DEVELOPMENT – Section will outline procedures for resolving conflicts within the CoC.]

EVALUATION AND MONITORING

PERFORMANCE METRICS

[SECTION UNDER DEVELOPMENT – Section will define metrics for evaluating the performance of the CoC.]

MONITORING

[SECTION UNDER DEVELOPMENT – Section will describe the process for monitoring compliance with the charter.]

APPROVAL & AMENDMENTS

PROCESS

Proposed changes to the Governance Charter may be proposed by PPCoC board members or designated voting members of CoC Member Organizations. Suggested amendments may be submitted in writing for consideration to the CoC board president. Suggested changes will first be reviewed and considered by the Executive Committee with recommended amendments presented to the full governing board for final review and approval. The Governance Charter will be reviewed and approved by the PPCoC governing board at least annually. All members will be provided with the newly approved version of the governance charter with a summary of changes made via the PPCoC notification list and posted to the PPCoC website.

Changes to Standing Committee Charters will be made by the committee itself. Substantial changes to the committee's purpose structure must be approved by the Governing Board.

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Pikes Peak Continuum of Care

APPENDICES

A. GLOSSARY

- **Annual Homeless Assessment Report (AHAR):** Annual report to Congress, providing an in depth look at the state of homelessness in the country. The AHAR is prepared by HUD and provides nationwide estimates of homelessness, including information about the demographic characteristics of homeless persons, service use patterns, and the capacity to house homeless persons

- **Annual Performance Report (APR):** A reporting tool that HUD uses to track program progress and accomplishments and inform the Department's competitive process for homeless assistance funding.

- **Built for Zero Initiative (BFZ):** The Built for Zero Initiative is a national movement that empowers communities to use data-driven strategies to measurably and equitably end homelessness by achieving and sustaining "functional zero" for specific populations.

- **Continuum of Care (CoC):** A regional or local planning body that coordinates housing and service funding for individuals and families experiencing homelessness. CoCs aim to create a cohesive system that helps people transition out of homelessness and into stable housing.

- **CoC Program Competition, "NOFO":** An annual HUD funding competition for CoCs to apply for resources to support housing programs and services.

- **CoC Projects:** Those projects identified by the CoC as Part of its service system, whose primary purpose is to meet the specific needs of people experiencing a housing crisis, including both 'homeless assistance' and 'homelessness prevention' projects. Each project may or may not receive HUD funds.

- **Collaborative Applicant:** The entity designated by a CoC to submit funding applications to the U.S. Department of Housing and Urban Development (HUD) and oversee CoC governance and planning efforts.

- **Consolidated Plan:** A long-term housing and community development plan developed by state and local governments and approved by HUD (24 CFR Part 91). The Consolidated Plan contains information on homeless populations and should be coordinated with the work of the Continuum of Care.

- **Coordinated Entry System (CES):** A Coordinated Entry System (CES) is a standardized process that prioritizes and connects individuals and families experiencing homelessness to appropriate housing and services based on their needs and vulnerabilities.

- **Emergency Shelter:** A facility that offers short-term accommodation for people experiencing homelessness, typically focused on immediate safety and basic needs.

- **Homeless Management Information System (HMIS)**: A database used by CoCs and service providers to collect and manage client-level data related to homelessness services and housing programs.

- **HMIS Comparable Database:** An HMIS comparable database is a system used by

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Pikes Peak Continuum of Care

victim service providers to collect client-level data in compliance with Homeless Management Information System (HMIS) standards while ensuring confidentiality and protecting personally identifiable information.

- **Housing First:** An approach that prioritizes providing permanent housing to people experiencing homelessness without preconditions or barriers, such as sobriety or participation in treatment.
- **Housing Inventory Count (HIC):** Annual inventory of a CoCs emergency shelter, transitional housing, safe haven, rapid rehousing, and permanent supportive housing resources for person who are homeless in the CoC region. The HIC includes both HUD and non-HUD funded shelter and housing resources.
- **Permanent Supportive Housing (PSH):** Long-term housing with supportive services for individuals with disabilities who are experiencing chronic homelessness.
- **Point in Time (PIT) Count:** An annual count conducted by CoCs to provide a snapshot of homelessness in their area. This includes individuals in shelters and those living in unsheltered situations.
- **Rapid Re-Housing (RRH):** A program designed to provide short-term rental assistance and services to help individuals and families quickly exit homelessness and stabilize in permanent housing.
- **Transitional Housing:** A temporary housing program designed to provide residents with stability and support while they work toward permanent housing solutions.
- **Victim Service Provider (VSP):** A victim service provider is a nonprofit or nongovernmental organization that offers direct support, advocacy, and services to individuals affected by domestic violence, sexual assault, stalking, or other forms of abuse.

B. RELEVANT COC DOCUMENTS

PIKES PEAK COC DOCUMENTS
Copies of these documents are available on the PPCoC website.

- CoC Governance Charter
- CoC Membership Agreement
- CoC Committee Charters
- Governing Board Application
- Governing Board Engagement Agreement

HUD & COC PROGRAM DOCUMENTS
- [Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act](), 2009
- [CoC Program Interim Rule]()
- [CoC Program Toolkit – HUD Exchange]()
- [CoC Program Competition Archive]() (2010-2023)
- [HUD Funding Opportunities]()

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Pikes Peak Continuum of Care

LITERATURE & EVIDENCE-BASED PRACTICES FOR ADDRESSING HOMELESSNESS

- [Permanent Supportive Housing Evidenced Based Practices](#) – SAMHSA
- [Rapid Rehousing Toolkit](#) – National Alliance to End Homelessness
- [Homelessness Diversion](#) – National Alliance to End Homelessness
- [Low Barrier Emergency Shelter Polices into Practice](#) – Homeless & Housing Resource Center
- [Housing-Focused Street Outreach Framework](#) – National Alliance to End Homelessness
- [Trauma-Informed Organizational Toolkit for Homeless Services](#) – The National Center on Family Homelessness

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