I. Governance Charter

CT Balance of State CoC Governance Charter
The CT BOS By-Laws are attached as an Appendix to this document and include additional sections on Membership, Leadership, Selection of Steering Committee, Work Groups and Full Membership. More detailed operating policies are available on the CT BOS website (www.ctbos.org/policies). The by-laws, this charter and the CT BOS Policies provide the core governance and operating policies for the CT BOS CoC.

The charter was adopted in full by the Steering Committee on September 11, 2014. It may be amended by a majority vote at any meeting of the Steering Committee, with a quorum present.

CT BOS CoC and Governance Structure

The name of this CoC shall be Connecticut Balance of State Continuum of Care and the name of this Continuum of Care board shall be the Connecticut Balance of State Continuum of Care Steering Committee, herein referred to, respectively, as the "CT BOS CoC" and "CT BOS Steering Committee."

Day-to-day CT BOS CoC operations are led by the CT BOS Steering Committee.

Purpose of the CT BOS CoC
The CT BOS CoC is a united coalition of community and state systems that assist homeless and near homeless residents in the BOS region to obtain housing, economic stability, and an enhanced quality of life through comprehensive services. The CT BOS CoC addresses critical issues related to homelessness through a coordinated community-based process of identifying and addressing needs utilizing not only HUD dollars, but also mainstream resources and other sources of funding. This is often achieved though the work of the local planning bodies, (i.e., Coordinated Access Networks) that help comprise the CT BOS CoC. Avoiding duplication of efforts, leveraging resources, and coordinated planning are other purposes of the CT BOS CoC.

Purpose of the CT BOS CoC Steering Committee
The CT BOS Steering Committee coordinates policies, strategies and activities toward ending homelessness in the CT BOS region. The CT BOS Steering Committee gathers and analyzes information in order to determine the local needs of people experiencing homelessness, implements strategic responses, educates the community on homeless issues, provides advice and input on the operations of homeless services, and measures CoC performance.

For additional information see CT BOS CoC By-Laws Article III, Section 1

Responsibilities

The responsibilities for operating the CT BOS CoC are divided among the CT BOS CoC Steering Committee, CT BOS CoC Collaborative Applicant, and CT BOS CoC HMIS lead, as described below:

CoC Operations

CT BOS CoC Steering Committee is responsible for the following activities:

- Consistent with the CoC Program Interim Rule, serves as the Board of the CT BOS CoC and is responsible for managing the CoC, including delegating responsibilities as the Steering Committee determines necessary.
- Develops and updates annually this governance charter and CT BOS CoC By-Laws, which together include all procedures and policies needed to comply with HUD requirements and with HMIS requirements, including a code of conduct and recusal process for the CT BOS CoC Steering Committee, its chairs, and any person acting on behalf of the CT BOS CoC Steering Committee.
- In consultation with recipients of ESG funds within the CoC's geographic area, works with the CT Department of Housing, CT Department of Social Services, Connecticut Coalition to End Homelessness (CCEH), CT Department of Mental Health and Addiction Services, the Partnership for Strong Communities, and CoC members to develop and operate a coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.
- In consultation with recipients of ESG funds within the CoC, establishes and consistently follows written standards for providing CoC assistance.
- Consults with recipients and subrecipients to establish performance targets appropriate for population and program type.
- Monitors performance of CoC and ESG recipients and subrecipients.
- Evaluates the outcomes of projects funded under ESG and CoC programs.
- Takes action against ESG and CoC projects that perform poorly.
- Reports the outcomes of ESG and CoC projects to HUD annually.

For additional information, see CT BOS CoC By-Laws Article II, Sections 2 and 5

CoC Planning

The CT BOS Steering Committee is responsible for the following activities:

- Conducts an annual gaps analysis of the needs of homeless people, as compared to available housing and services within the CoC geographic area
- Works closely with government agencies, funders, advocates, providers and consumers to coordinate the implementation of a housing and service system within the CoC's geographic area that meets the needs of homeless individuals and families. The system encompasses:
    - Outreach, engagement, and assessment
    - Shelter, housing, and supportive services
    - Prevention strategies
- Provides information required to complete the Consolidated Plan(s) within the CoC geographic area
- Consults with State and local government ESG recipients within the CoC geographic area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients

For additional information, see CT BOS CoC By-Laws, Article III, Section 2

Designating and Operating an HMIS

The CT BOS Steering Committee is responsible for the following activities:

- Designates a single HMIS for the CoC's geography. Effective 7/1/25, Advancing Connecticut Together (ACT), an eligible applicant, serves as the CoC's HMIS lead agency.

The CT BOS CoC HMIS Lead is responsible for the following activities:

- Works with the CT Data Strategy Board to review, revise and approve a CoC HMIS data privacy plan, data security plan, and data quality plan.
- Ensures that the HMIS is administered in compliance with HUD requirements.

The CT BOS CoC HMIS Lead and CT BOS Steering Committee are responsible for the following activities:

- Ensure consistent participation by CoC, ESG, and PATH recipients and subrecipients in the HMIS

Preparing an application for CoC funds

The CT BOS Steering Committee:

- Establishes priorities that align with local and federal policies for recommending projects for HUD Homeless Assistance CoC Grant funding.
- Designates an eligible collaborative applicant (i.e., Connecticut Department of Mental Health and Addiction Services – DMHAS) to collect and combine the required application information from all applicants.
- Determines whether to select the collaborative applicant to apply for Unified Funding Agency designation from HUD.
- Approves the final submission of applications in response to the CoC Notice of Funding Availability.
- Designs, operates, and follows a collaborative process for the development of a CoC application to HUD.
- Determines if one application for funding will be submitted for all projects within the geographic area or if more than one application will be submitted; retains its responsibilities, even if designating one or more eligible applicant other than itself to apply for funds on behalf of the Continuum.

Membership and Leadership of the CoC Steering Committee

The CT BOS CoC Steering Committee shall adhere to the membership and leadership standards outlined in Article IV and Article VI of the CT BOS CoC By-Laws.

CoC Steering Committee Member Qualifications

All members of the CT BOS CoC Steering Committee shall demonstrate a professional interest in, or personal commitment to, addressing and alleviating the impacts of homelessness on the people of the community.

CoC Steering Committee Member Responsibilities

CT BOS CoC Steering members are expected to:

- Attend meetings and contribute to informed dialogue on actions the group undertakes
- Serve on a committee of the CT BOS CoC
- Participate in the activities of the CT BOS CoC Steering Committee, including the Point-in-Time count, HMIS oversight, strategic planning, advocacy and public education efforts, project and system performance reviews, and the application processes for CoC Homeless Assistance Grants and other funding proposals
- Seek input from and report back to the constituency they represent on key issues and strategies and otherwise keep abreast of needs and gaps in the CoC

For additional information, see CT BOS CoC By-Laws, Article VI

CoC Steering Committee Member Selection

The CoC Steering Committee is comprised of representatives of state government agencies (including ESG recipients), nonprofit intermediaries/advocates, at least two and up to eight Community Representatives (i.e., persons with lived experience of homelessness), and homeless provider organizations representing sub-regions (i.e., Coordinated Access Networks or CANS) of the BOS geographic area. One seat is designated for a representative of a public health agency. Three seats are designated for elected officials. Two seats are designated for law enforcement. One seat is designated for a business community representative. One seat is designated for a representative from the Probate, Mental Health or Drug Court Systems. Two of the Community Representative seats are designated for Persons with Lived Experience of Homelessness who are under the age of 25 (i.e., Youth Community Representatives). New members may be added by a majority vote of the existing Steering Committee. Youth Community Representatives who turn 25 years of age may continue to serve out their term and may opt to run for a non-designated Community Representative seat in the next annual election.

Government representatives are appointed by their respective commissioners and include the CT Department of Mental Health and Addiction Services, Department of Housing (ESG Recipient), CT Housing Finance Agency, CT Department of Education, CT Department of Social Services, CT Department of Children and Family Services, CT Department of Corrections, CT Department of Labor, CT Judicial Branch Court Support Services Division, and U.S. Department of Veterans Affairs.

Coordinated Access Networks (CANs) located in the Balance of State geographic area select their representatives to the Steering Committee. CANs must meet requirements to have a representative on the CT BOS SC (see requirements section below.) Six of the State's seven CANs are represented on the CT BOS SC. These are: Northwest, Greater New Haven, Greater Hartford, Central, Middlesex/Meriden/Wallingford, and the Eastern CANs. The Fairfield County CAN is included in the Opening Doors Fairfield County CoC.

Intermediaries/advocates on the CT BOS Steering Committee include the Corporation for Supportive Housing, CT Coalition Against Domestic Violence, Partnership for Strong Communities, Connecticut Coalition to End Homelessness, Advancing Connecticut Together, CT CAN End Homelessness, and CT United Way's 211 Program. Representatives serving on the CT BOS Steering Committee are appointed by their respective organizations.

Annually and as needed, the Consumer Leadership Involvement Program (CLIP) will recruit and vet people to serve as Community representatives (i.e., people with lived experience of homelessness) on the BOS Steering Committee. The CLIP program will present a slate of Community Representatives for acceptance by the Steering Committee. The CoC encourages people who have utilized homeless housing or services to apply.

Parties interested in serving in the public health agency seat submit applications to join the Steering Committee. The Steering Committee votes to select Community Representatives and a Public Health Agency Representative.

Regional Representation Requirements

CT BOS CoC is comprised of all the cities, towns and counties in the State of CT except Fairfield County. BOS CoC regions are organized into six local planning bodies called Coordinated Access Networks (CANs). CANS guide the community's work around homeless housing and services. Each of the six CANs detailed above is eligible to have one or two CAN representative on the BOS Steering Committee. When there is a CT BOS Steering Committee vote, each CAN is allocated two votes, which may be cast by either one or both representatives.

To maintain a representative on the BOS Steering Committee, a CAN must meet the following requirements:

- In order to be a member of the BOS CoC Steering Committee, the region must have a functioning and active CAN and engage in local planning with a diverse group of stakeholders.
- Each year the CAN must submit the name(s) of their appointed Steering Committee representative (s) to the Steering Committee.
- Each year, all regions of CT BOS are required to participate in the annual point-in-time homeless count to collect information on inventory and homeless persons; each region must designate a count coordinator, each agency must also designate at least one staff member to assist with the unsheltered homeless count.
- CAN representatives on the Steering Committee are responsible for convening local planning on homeless housing and services and obtaining input from CAN members to share with the Steering Committee. The representatives are charged with ensuring that decisions made and information shared at Steering Committee meetings is brought back to the relevant local planning bodies.
- Collaborate with local educational agencies in identification of homeless children and youth.
- Operate in accordance with CT BOS and statewide Coordinated Access Network policies and procedures and develop local CAN procedures as necessary.
- Ensure regular review of HMIS data quality reports for the region and outreach to providers with poor data quality.
- Provide information for the annual CoC Application to HUD and obtain Certificates of Consistency with relevant Consolidated plans.

CoC Steering Committee Member Termination

Members may be dismissed from the CT BOS CoC Steering Committee for violating the CT BOS CoC Code of Conduct. If a board member wishes to resign, the board member shall promptly submit a letter of resignation to a Steering Committee chairperson.

For additional information, see CT BOS CoC By-Laws, Article VI, Section 6

CoC Steering Committee Decision Making

The CT BOS CoC Steering Committee shall conduct business and make decisions in accordance with Article VI, Section 5 and Section 7 of the CT BOS CoC By-Laws.

CoC Governance Charter Amendment and Review

The CT BOS CoC will review, update, and approve this governance charter at least annually. Amendment of the charter requires a majority vote of the members present at a CT BOS CoC Steering Committee meeting.

Relationship between the CT BOS CoC Steering Committee and Full CoC Membership

CT BOS CoC Steering Committee meetings will be open to the full membership and the public. CT BOS CoC Steering Committee will post minutes of the CT BOS CoC Steering Committee meetings on the CT BOS CoC website. Between CT BOS CoC Steering Committee meetings, CT BOS CoC Steering Committee members will keep the full membership involved by involving CoC members in workgroups and committees and sharing information (including meeting minutes, resources for homeless services providers, plans and implementation progress, data about homelessness in the region and funding availability) via email list and/or via the CoC website.

Full Membership Meetings

The CT BOS CoC will hold meetings of the full CT BOS CoC membership at least semi-annually.

The CT BOS Steering Committee will announce the date, time and location of these meetings at least one month in advance and will publish the meeting agenda at least 24 hours before the meeting. Meeting agendas will be distributed via email and posted online on the CT BOS CoC website for review prior to the meeting.

Recruitment of and Outreach to CoC Members

The CT BOS CoC Steering Committee (*or its designee)* will publish and appropriately disseminate an open invitation at least annually for persons within the CT BOS CoC area to join as new CoC members. Recruitment efforts will be documented by the Steering Committee.

The CT BOS CoC identifies and addresses membership gaps in essential sectors, from key providers or other vital stakeholders. The CT BOS CoC recruits members to ensure that it meets all membership requirements set forth in its governance charter, including representation of certain populations and certain organizations. Specifically, outreach will be conducted to obtain membership from the following groups as they exist within the CT BOS CoC geographic area and are available to participate in the CoC:

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Governments
- Businesses
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Mental health agencies
- Hospitals
- Universities
- Affordable housing developers
- Law enforcement
- Organizations that serve veterans
- Homeless and formerly homeless individuals
- Other relevant organizations within the CoC's geography

II. CoC By-Laws

BYLAWS
Connecticut Balance of State Continuum of Care

Article I – Name
Section 1: The name of this association shall be the Connecticut Balance of State Continuum of Care.

Article II – Mission and Vision
Section 1: The mission of the Connecticut Balance of State (CT BOS) Continuum of Care (CoC), a united coalition of community and state systems, is to assist homeless and near homeless residents to obtain housing, economic stability, and an enhanced quality of life through comprehensive services.

Section 2: The vision of the CT BOS CoC is that within the next ten years, all persons and families experiencing the possibility of homelessness in Connecticut will have a permanent, safe, decent and affordable place to call home.

Article III – Purpose
Section 1: To receive funding through the U.S. Department of Housing and Urban Development (HUD), under HEARTH (formerly, the McKinney Vento Homeless Assistance Act), geographic regions are required to establish and maintain a Continuum of Care.

A. The CT BOS CoC covers: all the cities and towns in the counties of Hartford, Litchfield, New Haven, New London, Windham, Tolland, and Middlesex.
B. The CT BOS CoC is designed to address critical issues related to homelessness through a coordinated community-based process of identifying and addressing needs utilizing not only HUD dollars, but also mainstream resources and other sources of funding. This is often achieved though the work of the local planning bodies, (i.e., CANs) that help comprise the CT BOS CoC. Avoiding duplication of efforts, leveraging resources, and coordinated planning are other purposes of the CoC.

Section 2: The CT BOS CoC assists in the coordination and development of services and housing for homeless and low-income persons with housing needs through planning, education and advocacy.
To achieve this purpose the CT BOS CoC will seek to:

A. Enhance the knowledge of the service and housing providers to address the housing and service needs of homeless and formerly homeless persons in CT.
B. Identify housing needs of homeless and low-income persons in Connecticut on an ongoing basis.
C. Identify the gaps and needs of homeless households in Connecticut and participate in the process of prioritizing local, state and federal funding to meet these needs

D. Support planning and development of housing and services to meet prioritized needs within Connecticut.
E. Participate in the operation of and ongoing planning for a coordinated access system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services and helps direct those persons to the appropriate providers.
F. Evaluate outcomes of projects funded under Emergency Solutions Grant and CoC programs and report to HUD.
G. Ensure that there is a single Homeless Management Information System (HMIS) for the CT BOS CoC area.
H. Ensure that there is a regular point-in-time count of homeless persons in the CT BOS CoC region at intervals that are at least as frequent as required by HUD.

Section 3: Lead Agency

A. The lead agency for the CT BOS CoC is the CT Department of Mental Health and Addiction Services (DMHAS).

Section 4: Role of the CT BOS CoC Steering Committee

The CT BOS Steering Committee is designated as the CoC Board. The CT BOS Steering Committee coordinates policies, strategies and activities toward ending homelessness in the CT BOS region. The CT BOS Steering Committee gathers and analyzes information in order to determine the local needs of people experiencing homelessness, implements strategic responses, educates the community on homeless issues, provides advice and input on the operations of homeless services, and measures CoC performance.

Section 5: Role of Regional Planning Bodies

CT BOS is comprised of the following regions: Bristol, Greater Hartford, Greater New Haven, Litchfield County, Manchester, New Britain, New London/Norwich, Middletown/Middlesex, Waterbury, and Windham/Tolland. Six of the State's seven CANs are located in the CT BOS geographic area and are represented on the CT BOS Steering Committee. These are: Northwest, Greater New Haven, Greater Hartford, Central, Middlesex/Meriden/Wallingford, and the Eastern CANS. The Fairfield County CAN is included in the Opening Doors Fairfield County CoC.

A. Each of the CAN regions located in the CT BOS geographic area is eligible to have one or two CAN representative on the BOS Steering Committee. When there is a CT BOS Steering Committee vote, each CAN is allocated two votes, which may be cast by either one or both representatives. The CANs are the core organizing and implementation entities for local implementation of housing and service initiatives intended to help to end homelessness. The CANs bring local providers and stakeholders together to collaboratively address homelessness and plan for housing and services in their region.
B. The CANs work with the Coalition to End Homelessness to complete the Point-in-Time count (PIT) and the Housing Inventory Chart (HIC).

C. CT BOS Steering Committee Representatives from each CAN share the planning and work being conducted in their communities as well as raise local issues of importance and concern for CT BOS CoC to address.

Section 6: Specific Tasks of the Continuum

A. The CT BOS CoC evaluates renewal projects each year based on an agreed upon set of criteria/performance targets which includes but is not limited to: performance on HUD Annual Performance Report (APR), accuracy of budgets, HMIS data quality and consumer survey results.
B. Each year the Continuum assesses the gaps and needs in the state and creates priorities for new project proposals based on the assessment.
C. The CT BOS provides guidance and support to the localities that make up the CT BOS CoC.
D. The CT BOS CoC seeks an equitable distribution of resources among the localities that make up the Continuum.
E. The CT BOS CoC provides information needed for the Housing and Urban Development (HUD) annual application for CoC Program funding known as the Consolidated CoC application. The CT BOS CoC ensures that the application is reviewed and completed each year.
F. The CT BOS CoC establishes performance targets, evaluation criteria and process for renewal projects.
    i. Providers are asked to submit data such as consumer surveys and APRs before the CoC Program NOFA is released.
    ii. Once the CoC Program NOFA is released, providers will submit project applications to CT BOS and HUD for review and evaluation.
G. For projects that do not meet threshold requirements, the CT BOS CoC establishes corrective action plan criteria.
    i. An agency in corrective action is unable to submit a new project application.
    ii. An agency in corrective action for two years jeopardizes ongoing receipt of HUD funding through a non-renewal vote by the CT BOS Steering Committee.
H. An independent Scoring Committee (see Article V) evaluates and scores proposals submitted for new HUD funding according to funding priorities and other criteria as determined by the Steering Committee.
I. Projects are ranked based on renewal criteria as adopted by the Steering Committee and new project scores as assigned by the independent Scoring Committee. Final project ranking is adopted by the Steering Committee, based on CoC priorities prior to submission with the annual CoC Consolidated application to HUD.

Article IV – Membership

Section I: Composition of CT BOS CoC

A. Membership may be comprised of all individuals and agencies concerned with the development and coordination of homeless assistance programs.

Membership shall include but not be limited to:

- Homeless or formerly homeless individuals and families
- Non-profit organizations representing veterans and individuals with disabilities
- Victim service providers
- Faith-based organizations
- Public housing agencies
- Advocates
- Mental Health agencies
- School districts
- Hospitals
- Universities
- Affordable housing developers
- Law enforcement
- Representatives of business and financial institutions
- Representatives of private foundations and funding organizations
- Social service providers
- State and local government agencies

B. There will be a full membership meeting, with published agendas at least semi-annually with an invitation for new members to join publicly available at least annually

Article V – Committees

CT BOS CoC shall have the following committees:

Section 1: Steering Committee (see description below in Article VI)

Section 2: An **Executive Committee** comprised of the co-chairs of the Steering Committee, a representative of the Lead Agency and consultant shall be established to serve as the administrative arm of the CT BOS CoC. The Executive Committee provides planning for the CoC, ensures the cooperation of members, preparation of reports, evaluation of systems and the development of necessary procedures to implement policies ratified by the CoC. The Executive Committee will review the annual CoC Consolidated Application to HUD and will research additional funding sources for the CoC agencies programs. The Executive Committee will provide an opportunity for committee reports.

Section 3: The Data Strategy Board (DSB) guides the planning and implementation of the HMIS. The DSB provides oversight of HMIS data quality and compliance. The committee coordinates LSA and SPMs participation and expansion of HMIS and coordinates efforts to ensure accurate, timely & useful data reports. The group coordinates training and support around HMIS for providers.

Section 4: The Scoring Committee will evaluate and score proposals submitted for new HUD CoC Program funding according to funding priorities and other guidelines and/or

plans of the CoC. The Evaluation (Scoring) Committee will be comprised of individuals who do not have a conflict of interest due to funding or requests for funding. Appeals of any Evaluation (Scoring) Committee decisions shall be referred to the Grievance Committee (See Section 8 below).

Section 6: Grievance Committee - The purpose of the CT BOS Grievance Policy is to ensure that there is a fair and accessible process for clients of CT BOS funded housing and services, providers and Steering Committee members to file a grievance with the CoC. The Grievance Committee shall be made up of a minimum of three members of the CT BOS CoC Steering Committee. Members shall be appointed by the CT BOS CoC Steering Committee Co-Chairs. In all instances when a conflict of interest is present, parties shall recuse themselves from voting on and otherwise influencing the outcome of matters referred to the Grievance Committee.

Section 8: Consumer Leadership Involvement Project (CLIP) – The purpose of CLIP is to engage individuals with lived experience of homelessness, offering them training and support to engage in planning and decision-making processes aimed at addressing and ending homelessness within CT. CLIP is also tasked with providing support, leadership development and leadership opportunities to Community Representatives serving on the CT BOS Steering Committee.

Section 7: Ad Hoc Committees – The CT BOS Steering Committee creates ad hoc committees as it determines necessary and at its discretion.

Article VI: The CT BOS Steering Committee

Section 1: Composition of CT BOS Steering Committee

Membership shall be comprised of individuals and agencies concerned with the development and coordination of homeless assistance programs, through a nominating process initiated by the Co-Chairs at least annually.

Membership shall include but not be limited to:

- Homeless or formerly homeless individuals and families
- Non-profit organizations representing veterans and individuals with disabilities
- Victim service providers
- Faith-based organizations
- Public housing agencies
- Advocates
- Mental Health agencies
- School districts
- Hospitals
- Universities

- Affordable housing developers
- Law enforcement
- Representatives of business and financial institutions
- Representatives of private foundations and funding organizations
- Social service providers
- State and local government agencies

Section 2: Membership from Coordinated Access Networks (CANs) on the CT BOS Steering Committee

Each of the CT BOS CAN regions detailed above is eligible to have one or two CAN representative on the BOS Steering Committee. When there is a CT BOS Steering Committee vote, each CAN is allocated two votes, which may be cast by either one or both representatives. To maintain representation on the BOS Steering Committee, a CAN must meet the following requirements:

a. Submit a standard application to the Steering Committee annually specifying the name(s) of their appointed Steering Committee representative (s).

b. Have a functioning and active CAN and engage in local planning with diverse group of stakeholders.

c. Ensure that each year all regions of the CAN participate in the annual point-in-time homeless count to collect information on inventory and homeless persons and that each region designates a count coordinator and each agency providing homeless services in the CAN designates at least one staff member to assist with the count.

d. Convene local planning on homeless housing and services and obtain input from members and, where they exist, Sub-CoCs to share with the Steering Committee.

e. Ensure that decisions made and information and documents shared at Steering Committee meetings are brought back to the relevant local planning bodies.

f. Collaborate with local educational agencies in the identification of homeless children and youth.

g. Operate in accordance with CT BOS and statewide Coordinated Access Network policies and procedures and develop and document local CAN procedures as necessary.

h. Ensure regular review of HMIS data quality reports for the region and outreach to providers with poor data quality.

i. Provide information for the annual CoC Application to HUD and obtain signatures on Certificates of Consistency with relevant Consolidated plans.

Section 3: Rights of CT BOS Steering Committee Members

Members are entitled to:

A. Have voting rights (One vote per agency unless individual member)

B. Receive letters of support for grants indicating length of membership and level of participation

C. Receive information and updates via e-mail

Section 4: Expectation of CT BOS Steering Committee Members

A. Members are expected to be present and active participants in CoC Committee meetings.

B. Members are expected to actively participate in CT BOS CoC Committee activities, correspondence, sub-committees, and/or ad-hoc committees.
C. Members are expected to follow the By-Laws and CT BOS CoC Code of Conduct.

Section 5: CT BOS Steering Committee Voting

A. The CT BOS CoC Steering Committee operates by consensus whenever possible. When a vote is necessary, each member shall have one vote upon any motion, except as noted in this document regarding how CAN votes may be cast.
B. The Steering Committee shall not vote on matters that have not been discussed at either an in-person or remote meeting. Only Steering Committee members who participate in the meeting at which a matter is discussed are eligible to participate in any subsequent electronic voting on motions related to that matter. The Steering Committee shall establish procedures for administering electronic voting.
C. No member shall vote on any issue where there could be a conflict of interest. (Refer to Conflict of Interest)
D. As needed, Roberts Rules of Order will govern procedural questions during CoC Steering Committee Meetings.
E. A simple majority vote of members present will be used to settle issues that reach an impasse.

Section 6: CT BOS Steering Committee Meetings/Attendance

A. The Steering Committee shall meet at a minimum 6 times per year.
B. Upon a request, in writing, by at least five members of the Steering Committee, a special meeting can be called by the Co-Chairs at any time.
C. At the chairs' discretion, the CT BOS Steering Committee may be convened remotely via video and/or telephone conferencing.
D. Attendance will be recorded at all Steering and committee meetings. Members are expected to have at least an 80% attendance rate at all Steering Committee meetings.
E. A member can be removed by a majority vote of the Steering Committee.

Section 7: Quorum at CT BOS Steering Committee Meetings

A. A simple majority (50% + 1) of Members, at a Steering Committee meeting, constitutes a quorum.
B. A quorum is needed to (a) change CT BOS CoC bylaws and Governance Charter (b) approve Steering Committee members and (c) elect co-chairs.

Section 8: CT BOS Steering Committee (SC) Co-Chairs

A. The officers of the CTBOS CoC SC shall be four co-chairs and include state government and the non-profit provider community.

B. All Co-Chairs shall have some association with and/or investment in the mission of CT BOS.
C. Selection of two Co-Chairs will take place annually on a staggered basis, such that each year, two of the four are elected. In the initial year of this new election process, the Executive Committee shall determine which two Co-Chairs shall be up for election.
D. The Co-Chairs will serve a two-year term and can serve unlimited consecutive terms.
E. The Executive Committee shall solicit Co-Chair nominations from the Steering Committee at least one month prior to the Co-Chair Election.
F. The Steering Committee shall elect Co-Chairs by simple majority vote (Quorum required).
G. The Co-Chairs are authorized to represent the CT BOS CoC in all matters not requiring a quorum.
H. The Co-chairs are authorized to determine: a) when a matter is time sensitive, b) that a decision on a time sensitive matter should not be delayed until such a time as the Steering Committee can convene, and c) that a decision on the matter should be made promptly by the Co-chairs. It is anticipated that such a determination will be rare and made only in response to unusual circumstances. Such a determination must be approved by two-thirds of the Co-chairs. When such a determination is made, Steering Committee members shall be notified and invited to submit input on the matter in advance of a decision by the Co-chairs. Decisions made under the circumstances described above must be approved by two-thirds of the Co-chairs.
I. At the Steering Committee meeting that follows such a decision, the Co-chairs will make a report regarding a) the reasons why a decision needed to be made promptly by the Co-Chairs, b) the outcome of the Co-Chairs' decision, and c) the rationale for that decision. Such a report shall be documented in Steering Committee minutes. This report is intended to provide members of the Steering Committee with an opportunity to raise for discussion by the full Steering Committee any decisions made on their behalf by the Co-chairs. The Steering Committee may opt to alter the decision at any time.
J. The Co-chairs shall not make decisions on matters that require a quorum as specified in Article VI Section 7 (B) of these by-laws.
K. The Co-Chairs shall call, preside over all meetings, and set agendas for all CoC meetings. The co-chairs can call special meetings of the Continuum.
L. Immediate Past Co-Chairs may assist and advise the Co-Chairs, upon their request, in the performance of their duties.
M. Any vacancies occurring during the year shall be filled upon the recommendation of the Executive Committee and shall be ratified by the Steering Committee.

Article VII – Consultant Functions

A. A Consultant manages the day-to-day operations of the CT BOS Continuum of Care and writes the annual HUD Continuum of Care Application.
B. A Consultant is selected by and reports to the Lead Agency.

Article VIII – Conflict of Interest & Code of Conduct

Section 1: CT BOS CoC Steering Committee members, Steering Committee Co-Chairs, vendors, consultants, and other participants in CT BOS meetings must conduct themselves at all times with the highest ethical standards. These parties are required to follow the CT BOS CoC Code of Conduct (See Appendix I) and Conflicts of Interest Policy (See Article VIII Section 2). Conflicts of interest, and even the appearance of a conflict of interest, must be avoided. The Steering Committee Co-Chairs, at their discretion, may remove individuals from CoC meetings for violating the Code of Conduct or Conflicts of Interest Policy. Members may be dismissed from CT BOS CoC Committees for violating the CT BOS CoC Code of Conduct or Conflicts of Interest Policy via a majority vote by the Steering Committee.

Section 2: All individuals and representatives of organizations who have, are seeking, or considering seeking funds under the endorsement of the CoC must adhere to the following:

A. Steering Committee members shall disclose to the CoC any conflict or appearance of conflict which may or could be reasonably known to exist.
B. Each CT BOS Steering Committee member is required at least annually to complete either 1) a written attestation of having no current conflicts of interest that would prevent him/her from making decisions about CoC project funding and ranking; or 2) a written disclosure of any such conflicts of interest.
C. Steering Committee members shall not vote on any item that would create a conflict or appearance of conflict.
D. All parties shall not 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.
E. All parties shall not lobby or seek information from any other member of the Continuum if such action would create a conflict or the appearance of a conflict.

Article IX– Nondiscrimination

Section 1: The members, officers, and persons served by the Continuum shall not discriminate against any CoC member because of race, color, religious creed, age, marital status, national origin, sex, sexual orientation, gender identity or gender expression, intellectual disability, or physical disability and will follow all state and federal regulations regarding nondiscrimination.

Article X- Amendments

Section 1: These Bylaws may be amended by a majority vote at a meeting of the Steering Committee, with a quorum present, provided that the proposed amendment(s) shall have been submitted in writing to each member at least 10 business days before action is taken by the Steering Committee.

Appendix I: CT BOS CoC Code of Conduct

The CT BOS CoC Code of Conduct represents the CoC's commitment to high standards for service and housing quality, ethical decision-making, professional behavior, and advancement of equity, inclusion and belonging for the diverse stakeholders who participate in CT BOS. Each of us shapes the CT BOS culture through our words and actions, and together, we strive to build a culture that enables us to do our best work.

Steering Committee members, Steering Committee Co-Chairs, vendors, consultants, and other participants in CT BOS meetings will act in accordance with this Code of Conduct and in accordance with the CT BOS Governance Charter, By-laws, and Policies and with all relevant federal, state, and local laws and regulations. CT BOS business will be conducted in a manner that reflects the highest standards of professional integrity and advances the best interests of CoC project participants and of all people experiencing homelessness in Connecticut.

Steering Committee members, Steering Committee Co-Chairs, consultants, and other participants in CT BOS meetings will:

1. **Foster trust in each other, with the people we serve, and with our community partners.**

   We treat each other, the people we serve, and our community partners with respect, dignity and courtesy and in a way that honors differences. We are transparent, direct, clear, and honest in our communication. We respectfully provide constructive feedback and respond appropriately and promptly to inquiries and requests for information.

   We maintain the highest standards of privacy and confidentiality for the people we serve and for our organizational partners. We honor confidentiality, privacy, and data protection laws, regulations, and policies.

   We prohibit violence and threats of violence, verbal and physical harassment, unwelcomed gestures and contact, bullying, shaming, personal insults, and intimidation. Such behavior will not be tolerated and may result in disciplinary measures up to and including removal from CoC meetings and committees.

   We do not intentionally enter false or erroneous information into electronic software systems; engage in any dishonest or fraudulent act; commit forgery or alteration of any official document; misappropriate funds, supplies, or CT BOS materials; improperly handle or report financial transactions; profit as a result of insider knowledge; destroy or intentionally disappear records or property; accept or seek anything of material value from CoC project participants, vendors

or persons providing services or materials to CT BOS for personal benefit; or engage in any similar or related misconduct. Illegal, corrupt or fraudulent acts will not be tolerated and may result in removal from CoC meetings and committees and/or referral to the appropriate authorities.

2. **Foster diversity, equity, inclusion and belonging.**

   To best achieve our mission, we must leverage the skills, talents and creativity of people with diverse backgrounds and experiences. To enable that, we encourage examination of our own assumptions and unconscious biases and actively create an inclusive culture that invites and welcomes diverse voices. We value interaction among people with different points of view, and we strive to build an experience of belonging that communicates that each partner is a valued and integral part of achieving our mission.

   We are committed to meaningful participation by people with lived experience of homelessness in all CT BOS processes. We seek the input and leadership of persons with lived experience and value the critical role that such input and leadership play in effective decision-making, strategic planning, and creating successful programs.

   We do not discriminate based on age, ancestry, national origin, language spoken, race, color, gender identity, gender expression, sexual orientation, marital status, disability, medical condition, veteran status, sex, religion, political affiliation or any other characteristic protected by applicable laws and regulations. Hateful, discriminatory and prejudicial comments or other behavior that creates a hostile environment are not tolerated and may result in removal from CoC meetings and committees.

3. **Make decisions with integrity.**

   When making decisions we act with due diligence to gather and consider relevant information and include and learn from people with a range of perspectives. We conduct meetings in a manner that ensures transparency, respects peoples' time, invites opposing views and respectful dialogue, avoids jargon, enables consultation with people and organizations that will be impacted whenever feasible, and supports diverse stakeholders' ability to thoroughly understand the issues under discussion. We seek to make decisions by consensus whenever feasible, and we prohibit heckling and other behavior during meetings that is disruptive to effectively relaying information and reaching well-reasoned group decisions.

   By honoring the competitive bidding process and abiding by our conflicts of interest policy, we put people experiencing homelessness first, giving them

access to a variety of high-quality housing and service options that are operated at fair prices.

We carefully consider the proven track record, reputation for integrity and other merits of vendors and consultants and select the best suppliers for the job. We do not offer or accept gifts, gratuities, hospitality, travel or personal rewards intended to influence CT BOS CoC's decisions or activities. Nor do we exploit our relationships with others participating in the CoC for personal or professional gain. We prohibit all forms of corruption and fraud.

4. **Be accountable to delivering high quality housing and services.**

   We evaluate the outcomes of the projects we fund and embrace continuous learning and improvement. We collaborate with and learn from diverse stakeholders and invite challenges to our thinking, adjustments to our policies and practices, and improvements to program models.

5. **Ask questions and raise concerns when something doesn't seem right.**

   We read, understand and comply with this Code of Conduct and with relevant policies, laws and regulations. We speak up when we see possible violations, and we thoroughly and promptly investigate and respond to concerns raised. We prohibit retaliation for asking questions, raising concerns or refusing to do something that violates this Code of Conduct or is inconsistent with the CT BOS Governance charter, By-laws, or Policies or with other relevant policies, laws and regulations.