WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

This Governance Charter (the "Charter") establishes the Winston-Salem/Forsyth County Continuum of Care (NC 500) (hereinafter "CoC") and formalizes its governance structure. The CoC shall be a membership organization. The Charter is effective as of August 30, 2014.

I. BACKGROUND AND OBJECTIVES

Section 1: The McKinney-Vento Homeless Assistance Act formerly provided three separate homeless assistance programs—the Supportive Housing, Shelter Plus Care, and Moderate Rehabilitation/Single Room Occupancy programs. In 2009, Congress amended the McKinney-Vento Homeless Assistance Act with the Homeless Emergency Assistance and Rapid Transition to Housing Act (the "HEARTH Act"). The HEARTH Act consolidated the three separate homeless assistance programs into a single grant program. This new, consolidated grant program is known as the "Continuum of Care Program."

Section 2: Pursuant to the HEARTH Act, the U.S. Department of Housing and Urban Development ("HUD") promulgated regulations for the Continuum of Care Program. The regulations, known as the "interim rule," are codified at 24 C.F.R. § 578 *et seq*. The interim rule sets forth a framework for creating a "local" continuum of care.

Section 3: HUD defines a local continuum of care as a geographically based group of representatives that carries out the planning responsibilities of the Continuum of Care Program and is composed of representatives of organizations, including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate.

Section 4: Now, as a requirement of the receipt of federal funding from HUD under the Continuum of Care Program, and pursuant to the HEARTH Act, this Charter establishes a local continuum of care for Winston-Salem and Forsyth County, North Carolina and formalizes its governance structure. The local continuum of care shall be known as the "Winston-Salem/Forsyth County Continuum of Care (NC-500)."

Section 5: The Winston-Salem/Forsyth County CoC shall be a homeless assistance-planning network, covering Winston-Salem (HUD geographic code 373180) and Forsyth County, North Carolina (HUD geographic code 379067). The CoC shall be designed to promote a communitywide commitment to the goal of ending homelessness. This goal will be achieved and sustained when data from the Homeless Management Information System (HMIS) confirms that homeless individuals and families are able to reenter a permanent housing situation within 30 days of becoming homeless as defined by HUD. The Winston-Salem/Forsyth County CoC is designed to: (1) advise funding decisions

made within the community for efforts to serve homeless individuals and families by nonprofit providers, State and local governments, and others; (2) determine service priorities for limited resources; (3) promote access to and effective utilization of mainstream programs by homeless individuals and families; and (4) optimize self-sufficiency among individuals and families experiencing homelessness.

II. DEFINITIONS

Administrator: The "Administrator" shall be the City of Winston-Salem, North Carolina or its representative.

Applicant: An "applicant" shall mean an "eligible applicant" designated by the Winston-Salem/Forsyth County CoC to apply for assistance. Applicants are responsible for carrying out the projects that the Winston-Salem/Forsyth County CoC identifies through its planning responsibilities.

Collaborative Applicant: A "collaborative applicant" shall mean a particular "eligible applicant" designated by the Winston-Salem/Forsyth County CoC to coordinate and submit Consolidated Continuum of Care Program funding applications to HUD. The Collaborative Applicant shall apply for any grant for HUD Continuum of Care Program planning funds on behalf of the CoC. The Collaborative Applicant designated by the CoC is the City of Winston-Salem.

Coordinated Assessment System: A "coordinated assessment system" shall mean a centralized or coordinated process designed to coordinate program participant intake assessment and provision of referrals.

Eligible Applicant: An "eligible applicant" shall mean a private nonprofit organization, State, local government, or instrumentality of State and local government.

Fiscal Agent: A "fiscal agent" shall mean a tax-exempt organization in the community selected by the Governing Commission to administer charitable and other funds on behalf of the CoC.

Governing Commission: The "Governing Commission" shall mean the group of independent commissioners that provides governance to the work of the CoC.

Members: A "member" of the CoC shall mean an individual or organization which joins the Winston-Salem/Forsyth County CoC and participates in at least one membership meeting or other activity of the CoC per year.

Operating Cabinet: The "Operating Cabinet" shall be a work group designated by the full membership which performs the work of the CoC and provides advice, recommendations and support to the Governing Committee.

Program Participant: A "program participant" shall mean an individual or family who is assisted with Winston-Salem/Forsyth County CoC program funds.

Recipient: A "recipient" shall mean an applicant that signs a grant agreement with HUD.

Shelter or Housing Provider: A "shelter or housing provider" shall mean a provider of shelter or housing as listed in the CoC 's Housing Inventory Chart (HIC).

Subrecipient: A "subrecipient" shall mean a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a subgrant from a recipient to carry out a project.

III. MEMBERS

Section 1: Definition. The Winston-Salem/Forsyth County CoC shall be composed of "Members."

Section 2: Members. Members may include but are not limited to individuals or organizations or nonprofit agencies, including homeless service providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent that these groups are represented in the CoC 's geographic area.

Section 3: Charter Members. Those organizations or individuals who sign onto this Charter shall become members of the Winston-Salem/Forsyth County CoC by virtue of signing.

Section 4: New Members. Additional members may join the Winston-Salem/Forsyth County CoC by attending a meeting of the full CoC membership and providing contact information for meeting notices and other communications.

Section 5: Invitation for New Members. At least annually, the Operating Cabinet shall publicly invite new members to join the Winston-Salem/Forsyth County CoC. This invitation shall be issued in September each year.

Section 6: Resignation and Removal. Members may resign from the CoC at any time by giving written or oral notice to the Chairperson. In addition, members may be removed from the CoC by a two-thirds vote of Cabinet Members for repeated absence, misconduct, failure to participate, disruptive or obstructive conduct, or violation of CoC policies.

Section 7: **Meetings of the Full Membership.** Meeting of the full membership of the CoC shall be held at least four times per year, with regular published agendas. Meetings shall be open meetings.

IV. GOVERNING COMMISSION

Section 1: Definition. The Winston-Salem/Forsyth County CoC shall be governed by the Winston-Salem/Forsyth County Commission on Ending Homelessness, hereinafter "Governing Commission " to act on behalf of the Winston-Salem/Forsyth County CoC as its decision-making body as authorized herein. The Governing Commission shall be an independent board appointed to provide oversight and governance to the Winston-Salem/Forsyth County CoC.

Section 2: Commissioners. The Commission is comprised of 16 voting commissioners. Five commissioners are appointed by the City Council, upon the recommendation of the Mayor. Five commissioners are appointed by the County Commissioners. Five commissioners shall be nominated by the Operating Cabinet and appointed by the City. The Mayor and the Chairperson of the County Commissioners shall appoint the chairperson of the Governing Commission.

A. **Selection of Commissioners by the City Council.** The City Council shall select representatives from the community. Of the five commissioners appointed by the City Council: (1) one shall have experience in rental real estate or property management, (2) two shall be in business or professional practice, (1) one shall have an accounting, financial or CPA background, and (1) one shall be a commissioner at large;

B. **Selection of Commissioners by Forsyth County Board of Commissioners**. Of the five commissioners appointed by the County, (1) one shall be representative of mental health services, (1) one shall be a representative from the Department of Social Services, (1) one shall be a representative from law enforcement or public safety, (1) one shall be a representative of the educational system, and (1) one shall be a commissioner at large.

C. **Selection of Membership by the Operating Cabinet**. Of the five commissioners nominated by the Operating Cabinet, (1) one shall be an individual who is homeless or formerly homeless, (2) two shall be representatives from organizations representing facilities or programs on the Continuum of Care Housing Inventory Chart (HIC), (1) one shall be the Chair of the Operating Cabinet, and (1) one shall be a commissioner at large.

D. **Selection of the Chair of the Governing Commission**. The Mayor and the Chairperson of the County Commissioners shall appoint the chairperson of the Governing Commission.

E. **Ex Officio Members**. (1) One elected City and (1) one elected County official shall be appointed as ex officio, non-voting commissioners.

F. **Staff to the Governing Commission**. The City of Winston-Salem, Forsyth County and the Fiscal Agent shall provide staff members to support the

operation of the Governing Commission.

Section 3: Purpose of the Governing Commission. The purpose of the Governing Commission is to implement the vision of the Winston-Salem/Forsyth County Continuum of Care by overseeing implementation of the strategic initiatives and investments of the CoC.

A. **HMIS Lead Organization.** The Governing Commission shall designate an HMIS Lead Organization who shall be the single eligible applicant to manage the HMIS. The HMIS Lead may contract with another organization or organizations to administer the HMIS.

B. **HMIS Governing Committee Representatives.** The Governing Commission shall designate a representative and an alternative representative from the CoC to the Statewide HMIS Governing Committee

Section 4: Funding. The Governing Commission shall provide recommendations to the Collaborative Applicant on the application for and expenditure of HUD CoC and Emergency Solutions Grant funds.

Section 5: Community Vision. The Governing Commission shall at least once every five years evaluate the system-wide response to the needs of residents who experience homelessness or a housing crisis and develop a plan of addressing identified needs or gaps.

Section 6: Terms of Office. Commissioners shall serve for three-year terms and are limited to two consecutive terms. Initially, eight of the commissioners shall serve two-year terms, and eight of the commissioners shall serve three-year terms.

Section 7: Resignation and Removal. Commissioners may resign at any time by giving written or oral notice to the Chairperson and the Government body which appointed them to the Commission.

Section 8: Vacancies. When a commissioner resigns or is removed from the Governing Commission or cannot serve his or her full term for any other reason, the position may be filled in the manner in which it was originally appointed.

Section 8: Quorum. The commissioners present at any properly announced meeting shall constitute a quorum.

Section 10: Voting. Issues presented to the commissioners for a vote will be decided by a simple majority of votes cast. Commissioners may vote by voice in person or by submitting their vote by email or in writing to the Chairperson at least 24 hours before a vote is scheduled to be conducted.

Section 11: Policies and Procedures. The Governing Commission shall adopt such policies which are necessary to effectuate the governance, operation and management

of the CoC. Such policies shall include, but are not limited to a Conflict of Interest Policy.

Section 12: Code of Conduct. Commissioners must exercise care, diligence, and prudence when acting on behalf of the Winston-Salem/Forsyth County CoC. These individuals must complete on time the work they have agreed to undertake. Repeated failure to participate thoughtfully and respectfully in meetings or persistent disruptive or obstructive conduct during meetings will be grounds for removal.

Section 13: Other Administrative Duties. The Governing Commission may designate a tax-exempt organization in the community to administer charitable and other funds on behalf of the CoC.

Section 14: Meetings. The Governing Commission shall establish a published meeting schedule.

V. OPERATING CABINET

Section 1: Definition. The Winston-Salem/Forsyth County CoC shall establish an "Operating Cabinet" to manage the work of the CoC on behalf of the Winston-Salem/Forsyth County CoC. The Operating Cabinet shall be representative of the relevant organizations and projects serving homeless subpopulations. The Winston-Salem/Forsyth County CoC shall adopt a written process to select Operating Cabinet Members that shall be reviewed and updated at least once every 5 years.

Section 2: Chairperson. A "Chairperson" shall be appointed by the Administrator to preside over the Operating Cabinet. The Chairperson shall be a Winston-Salem/Forsyth County community member and shall serve on a volunteer basis.

A. **Duties.** The Chairperson shall preside over meetings of the Operating Cabinet and meetings of the full CoC membership. The Chairperson shall also represent the CoC at other public meetings, publicly speak on behalf of the CoC and advocate for the interests of the CoC and shall be a voting commissioner.

B. **Term.** The Chairperson shall serve a three-year term with the option of one term renewal. Terms shall begin on October 1.

Section 3: Vice-Chairperson. The Cabinet Members shall elect a Vice-Chairperson.

A. The Vice Chair shall perform the duties of the chair, as needed in the absence of the chair.

B. Term: The Vice-chair shall serve a one-year term. Elections shall occur at the next Operating Cabinet meeting following the ratification of the at-large Cabinet Member positions

Section 4: Secretary. The Cabinet Members shall elect a Secretary.

A. **Duties.** The Secretary shall ensure that minutes are taken for each meeting, review minutes for completeness and accuracy prior to each meeting, and ensure that all CoC documents are maintained and published as needed.

B. **Term.** The Secretary shall serve a one-year term. Elections shall occur at the next Operating Cabinet meeting following the ratification of the at-large Cabinet Member positions.

Section 5. Treasurer. The Directors shall elect a Treasurer.

A. **Duties.** The Treasurer shall ensure that adequate, accurate, and up-to-date financial records are kept for any financial business undertaken by the Operating Cabinet.

B. **Term.** The Treasurer shall serve a one-year term. Elections shall occur at the next Operating Cabinet meeting following the ratification of the at-large Cabinet Member positions.

Section 6. Number of Cabinet Members. In addition to a chairperson and ex officio members, there shall be between 20 and 35 Cabinet Members.

Section 7: Ex Officio Members. The Operating Cabinet shall include the following non-voting Ex Officio Cabinet Members:

1) The Administrator or its representative;

2) The Fiscal Agent or its representative;

3) Representatives from the Collaborative Applicant; and

4) Director of Coordinated Assessment System.

Section 8: At-Large Cabinet Members. The Operating Cabinet shall include at-large Cabinet Members. To the extent that representation is available, members shall be selected from the full membership to include:

1) One representative from each organization listed in the Housing Inventory Chart;

2) One representative from a street outreach program;

3) One representative each from the City of Winston-Salem and/or Forsyth County;

4) One representative from the U.S. Department of Veterans Affairs (VA);

5) One representative from the Veterans Administration Salisbury Medical Center;

6) Two representatives from providers of services to homeless persons not listed in the Housing Inventory Chart;

7) One representative from the Local Education Agency;

8) One representative from Local Management Entity (for mental health, substance abuse, and developmental disability services);

9) One representative from the Housing Authority of Winston-Salem

10) One homeless or formerly homeless Individual;

11) Two representatives from faith-based organizations;

12) One representative from health care services;

13) One representative from affordable housing developers;

14) One representative from local law enforcement; and

15) One to sixteen other at-large Cabinet Members.

Section 9: Selection of Cabinet Members.

A. **Cabinet Member Serving in More Than One Capacity.** Nothing shall preclude an individual serving in more than one capacity listed in Section 8. However if an individual represents more than one category, that individual shall have only one vote on the Cabinet.

B. **Population Representation.** To the extent possible representatives shall be selected to fill the Operating Cabinet which represent the key homeless sub-populations including substance use disorders, persons who are HIV+, veterans, chronically homeless, families with children, unaccompanied youth, seriously mentally ill, ex-offenders, victims of domestic violence, dating violence, sexual assault, stalking and trafficking.

C. **Nomination.** The at-large Operating Cabinet Members shall be selected by nomination and ratification by the full CoC membership every two years (from the start date of the ratification of this Charter). This process shall occur at the second full council meeting of the calendar year.

Section 10: Regular Meetings. The Operating Cabinet shall hold at least ten meetings per year.

Section 11: Code of Conduct. Cabinet Members must exercise care, diligence, and prudence when acting on behalf of the Winston-Salem/Forsyth County CoC. These

individuals must complete on time the work they have agreed to undertake. Repeated failure to participate thoughtfully and respectfully in meetings or persistent disruptive or obstructive conduct during meetings will be grounds for removal.

Section 12: Attendance. Cabinet Members must attend Operating Cabinet meetings and be prepared to discuss matters presented for their deliberation. Absence without notice or explanation for three meetings within a calendar year or repeated failure to complete work assignments will be grounds for removal from the Operating Cabinet.

A. **Absences and Proxies.** Cabinet Members who are unable to attend a regular or special meeting may designate a proxy to attend in their absence. Such proxies for the duration of the meeting designated shall be authorized to participate in discussions or voting for the duration of the proxy with all the power and authority of a regular Cabinet Member. Designation of a proxy must be communicated to the Chair.

Section 13: Resignation and Removal. Cabinet Members may resign from the Operating Cabinet at any time by giving written or oral notice to the Chairperson. In addition, Cabinet Members may be removed by a majority vote of remaining Cabinet Members for repeated absence, misconduct, failure to participate, disruptive or obstructive conduct, or violation of CoC policies.

Section 14: Vacancies. When a Cabinet Member resigns or is removed from the Operating Cabinet or cannot serve his or her full term for any other reason, the Operating Cabinet may appoint another member to fill the unexpired term.

Section 15: Quorum. The Cabinet Members present at any properly announced meeting shall constitute a quorum.

Section 16: Voting. Issues presented to the Cabinet Members for a vote will be decided by a simple majority of votes cast. Cabinet Members may vote by voice in person or by submitting their vote by email or in writing to the Chairperson at least 24 hours before a vote is schedule to be conducted.

VI. RESPONSIBILITIES

Section 1: Meetings. The Operating Cabinet shall hold at least four meetings annually of the full membership of the Winston-Salem/Forsyth County CoC, with published agendas. The Chairperson may call additional meetings of the Operating Cabinet or full CoC membership by providing notice of such meetings at least ten days in advance, including the time, place and agenda of the meeting.

Section 2: Committees. The Operating Cabinet may appoint committees, subcommittees, or workgroups to assist the Winston-Salem/Forsyth County CoC in fulfilling its objectives.

Section 3: Charter Review. The Governing Commission and Operating Cabinet shall, in consultation with the Collaborative Applicant and the HMIS Lead, annually review this

Charter.

Section 4: Consultation and Monitoring. The Operating Cabinet, in partnership with the Administrator and Collaborative Applicant, shall consult with recipients and subrecipients of federal funding for homeless programs to establish performance measures and targets appropriate for the population and program type. The Governing Commission, in partnership with the Collaborative Applicant, shall also monitor recipient and sub-recipient performance on these measures, evaluate outcomes, and develop performance improvement plans for those programs that are underperforming on the established targets.

Section 5: Outcome Evaluation. The Governing Commission, in partnership with the Administrator, shall evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care Program.

Section 6: Assessment System. The CoC shall, in consultation with recipients of Continuum of Care and Emergency Solutions Grants program funds within Winston-Salem/Forsyth County, establish and operate a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Operating Cabinet shall also develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim service providers.

Section 7: Prioritization Standards. The Operating Cabinet shall establish and follow written standards for system wide prioritization of supportive housing services. These standards shall include policies and procedures for: (1) evaluating individuals' and families' eligibility for assistance; (2) determining and prioritizing which eligible individuals and families will receive transitional housing assistance; (3) determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance; (4) determining what percentage or amount of rent each program participant shall pay while receiving rapid re-housing assistance; and (5) determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance.

Section 8: Written Plan. The Operating Cabinet shall develop a written plan that includes: (1) coordinating the implementation of a housing and service system within Winston-Salem/Forsyth County that meets the needs of the homeless individuals and families; (2) planning for and conducting, at least biennially, a point-in-time count of homeless persons within Winston-Salem/Forsyth County; (3) conducting an annual gaps analysis of the homeless needs and services available within Winston-Salem/Forsyth County; (4) providing information required to complete the Winston-Salem/Forsyth County Consolidated Housing and Community Development Plan(s); and (5) consulting with State and local government Emergency Solutions Grants program recipients within Winston-Salem/Forsyth County on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the

performance of Emergency Solutions Grants program recipients and sub-recipients.

Section 9. Funding Decisions. The Governance Commission shall review Continuum of Care and Emergency Solutions Grant funding recommendations made by the Community Ratings Panel prior to such recommendations being submitted to the Collaborative Applicant for consideration of submission to HUD. The Operating Cabinet must approve any proposed grant agreement amendments before any Applicant submits such a request for an amendment to HUD.

VII. HOMELESS MANAGEMENT INFORMATION SYSTEM

Section 1: Definition. The Operating Cabinet shall designate a single Homeless Management Information System ("HMIS") Administrator for Winston-Salem/Forsyth County.

Section 2: HMIS Lead. The Governing Commission shall designate an eligible applicant to manage the Winston-Salem/Forsyth County CoC's HMIS. This eligible applicant shall be known as the "HMIS Lead."

Section 3: HMIS Plan Review. The Operating Cabinet shall review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS. The Operating Cabinet shall also ensure consistent participation of recipients and sub-recipients in the HMIS, and ensure the HMIS is administered in compliance with requirements prescribed by HUD.

Section 4: Database. The Operating Cabinet shall, in partnership with local domestic violence service providers, support their participation in a database that meets the HUD standards for an HMIS system, but is secure and separate from the general community HMIS system.

VIII. COMMUNITY RATINGS PANEL

Section 1: Definition. A "Community Ratings Panel" (also hereinafter "panel") shall be established to review funding applications and make funding recommendations for review by the Operating Cabinet.

Section 2: Composition. The Community Ratings Panel shall consist of a minimum of 5 members and maximum of 7 members. Members of the Community Ratings Panel may be members of the Winston-Salem/Forsyth County CoC, but shall not be staff or board members of agencies which receive HUD Continuum of Care or Emergency Solutions Grants (ESG) Program funding.

Section 3: Officers. The officers of the panel shall include a chairperson and a vice chairperson. Officers shall be elected by the panel. Officers shall serve one-year terms, but shall hold office until September or until a successor has been elected. Officers may be re-elected to a particular office for a maximum of two consecutive terms.

A. **Chairperson of the Operating Cabinet Involvement.** Term limits to panel

membership notwithstanding, the Chairperson of the Operating Cabinet shall be a standing member of the Community Ratings Panel, shall not serve as an officer of the rating panel, and shall preside over the election of officers for the panel.

Section 4: Community Ratings Panel Members.

A. **Selection of Panel Members.** The Community Ratings Panel membership will be nominated and approved by the Operating Cabinet. The initial election shall result in election of at least 5 panel members. At the initial election, the first three panel members shall be elected for a one-year term, and the remaining panel members shall be elected for a two-year term.

B. **Subsequent Community Ratings Panel Elections.** After the initial election, panel members shall be elected for a three-year term. Elections shall be held in September each year as needed, and panel members' expiring terms shall be extended through the end of September. New panel members shall take office in October after election, subject to the provisions of Section I below.

C. **Specific Member Provisions.** If the Chairperson of the Operating Cabinet is a staff or board member of a CoC or ESG funded agency, the Operating Cabinet shall select another Operating Cabinet Member to serve on the panel.

D. **Term Length.** Each panel member shall be elected or re-elected for a three-year term. A panel member shall serve no more than two full, consecutive terms. Any panel member having served six consecutive years shall be ineligible for panel membership for at least one year.

E. **Attendance.** When a panel member is absent for two meetings, the panel chairperson or Operating Cabinet Chairperson shall advise the Operating Cabinet, which may vote to retain or remove the panel member from the panel.

F. **Resignation.** A panel member may resign at any time by giving written notice to the panel chairperson or the Operating Cabinet Chairperson.

G. **Removal**. Any panel member may be removed by vote of the Operating Cabinet, subject to determination by the Operating Cabinet that the best interests of the Winston-Salem/Forsyth County CoC will be served thereby.

H. **Vacancies.** The remaining term of any terminating panel member may be filled through the elections process, or may remain vacant, at the discretion of the Chairperson of the Operating Cabinet, so long as there is a minimum of 5 panel members.

I. The panel term limits and election schedules described above notwithstanding, the Operating Cabinet may extend Panel Member term lengths and may delay elections to accommodate a Continuum of Care or Emergency Solutions Grants funding cycle.

Section 4: Funding Recommendation Procedure. The Community Ratings Panel shall schedule meetings as needed to develop funding recommendations in a timely manner to meet funding deadlines. Upon development of funding recommendations, the panel chair or vice chair shall provide such recommendations to the Operating Cabinet for review prior to submission to the Governance Commission for approval. Once approved by the Governance Commission, the funding recommendations shall be presented to the Collaborative Applicant for its consideration and submission to HUD. Staff support for the Community Ratings Panel shall be provided by the agency serving as the Collaborative Applicant on behalf of the Continuum of Care.

A. **Quorum.** A quorum shall be comprised of a majority of the panel members presenting and voting within the time period specified by the panel chairperson.

B. **Voting.** Decisions shall be based on a majority of votes.

C. **Minutes.** Minutes and attendance shall be recorded and maintained by the Collaborative Applicant for all Community Ratings Panel meetings.

IX. Amendments Section 1: Charter Amendment Process.

A. This Governance Charter shall be reviewed annually and amended as necessary.

B. This Governance Charter may be amended by two-thirds vote of Cabinet Members present.

C. Notice of any amendment of the charter must be presented in writing to the Operating Cabinet ten days before the meeting at which the said amendment will be voted upon.

X. Records and Notices.

Section 1. Records. The charter, records of membership, meeting minutes, policies, and other records of the CoC shall be maintained by the Collaborative Applicant or other party designated by the Administrator. The records shall be maintained at such party's offices and through its resources.

Section 2. Contacts. The official contact for any business of the CoC, unless otherwise specified in this charter, shall be the Chairperson of the Operating Cabinet. Notices may be sent to Chairperson, Winston-Salem/Forsyth County Continuum of Care, c/o City of Winston-Salem, Post Office Box 2511, Winston-Salem, North Carolina, 27102.

Section 3. Notices. Unless otherwise designated through this charter or by CoC action, official notices required under this charter shall be sent by the Collaborative Applicant or other party designated by the Administrator.

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

AIDS Care Service, Inc.

By: Lisa S. Sykes [SEAL]
Signature of Authorized Representative

Typed Name: Lisa S. Sykes

Title: Board Chair

ATTEST:

Marlin Yoder (SEAL)
Signature of Person Attesting

By (typed name): Marlin Yoder

Title: Treasurer

XI. Ratification

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Addiction Recovery Care Association, Inc.

By: Thom Elmore [SEAL]
Signature of Authorized Representative

Typed Name: THOM ELMORE

Title: EXECUTIVE DIRECTOR

ATTEST:

Lisa Goins (SEAL)
Signature of Person Attesting

By (typed name): Lisa Goins

Title: Interim Assistant Director

XI. Ratification

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Bethesda Center for the Homeless, Inc.

By: _____ (SEAL)
Kathryn Milam, President

ATTEST:

_____ (SEAL)
Ben Schwab, Vice President

XI. Ratification

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Catholic Charities Diocese of Charlotte

By: Gerard A. Carter [SEAL]
Signature of Authorized Representative

Typed Name: Gerard A. Carter, Ph.D.

Title: Executive Director/CEO

ATTEST:

Linda M. Franks (SEAL)
Signature of Person Attesting

By (typed name): Linda M. Franks

Title: Business Director

XI. Ratification

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Centerpoint Human Services

By: Betty P. Taylor [SEAL]
Signature of Authorized Representative

Typed Name: Betty P. Taylor

Title: CEO

ATTEST:

Gracie Woody (SEAL)
Signature of Person Attesting

By (typed name): Gracie Woody

Title: Exec. Asst. to CEO

WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

ATTEST

CITY OF WINSTON-SALEM

Renée L. Phillips, City Secretary (SEAL)

BY: _____ (SEAL)
Lee Garrity, City Manager

Approved as to form and legality

This the 7th day of January, 2015.

Angela I. Carmon, City Attorney

WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

Richard L Cassidy

City With Dwellings

By: _____
Signature of Authorized Representative

North Carolina

Forsyth County

I, Donna B Harper, a Notary Public for said County and State, do hereby certify that Richard L. Cassidy personally appeared before me this day and acknowledged the due execution of the foregoing instrument. Witness my hand and official seal, this the 16th day of March, 2015.

(Official Seal)

DONNA B. HARPER
NOTARY PUBLIC
FORSYTH COUNTY
NORTH CAROLINA
My Commission Expires: 6.27.2018

Donna B Harper

Notary Public

My commission expires June 27, 2018.

WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

Crisis Control Ministry, Inc.

By: Corena Norris-McCluney [SEAL]
Signature of Authorized Representative

Typed Name: Corena Norris-McCluney

Title: Board Chair

ATTEST:

Margaret P. Elliott (SEAL)
Signature of Person Attesting

By (typed name): Margaret P. Elliott

Title: Executive Director

XI. Ratification

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Eureka Ministry, Inc.

By: Harold Smith [SEAL]
Signature of Authorized Representative

Typed Name: Harold Smith

Title: PRESIDENT

ATTEST:

Fonda Strickland (SEAL)
Signature of Person Attesting

By (typed name): Fonda Strickland

Title: Secretary

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Experiment in Self Reliance, Inc.

By: Iwana Wellman Roebuck [SEAL]
Signature of Authorized Representative

Typed Name: Iwana Wellman Roebuck

Title: Executive Director

ATTEST:

Debra N Perkins (SEAL)
Signature of Person Attesting

By (typed name): Debra N. Perkins

Title: Sr. Finance Director

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

Family Services, Inc.

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: Robert J. Feikema

Title: President + CEO

ATTEST:

_____ (SEAL)
Signature of Person Attesting

By (typed name): CLIFFORD F. CAMPBELL

Title: CFO

WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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ATTEST

Carla D. Holt (SEAL)

Name: Carla D. Holt

Title: Clerk to the Board

FORSYTH COUNTY

BY: Dudley Watts (SEAL)
Dudley Watts, Jr., County Manager

Approved as to form and legality.

This the 3rd day of Feb, 2015.

Gloria L. Woods

Gloria L. Woods, Assistant County Attorney

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

This the ____ day of _____, 20____.

_____

Paul L. Fulton, Jr., Director of Finance

See attached Finance Director signature page g/w 2-3-15

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

10/27/2014 Paul L. Fulton

Date Director of Finance

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Forsyth Futures

By: _____ (SEAL)
Signature of Authorized Representative

Typed Name: Mari Krone

Title: Interim Executive Director

ATTEST:

_____ (SEAL)
Signature of Person Attesting

By (typed name): Marian Hansen Ball

Title: Executive Board of Forsyth Futures, Secretary

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Goodwill Industries of Northwest North Carolina, Inc.

By: _____[SEAL]
Signature of Authorized Representative

Typed Name: Art Gibel

Title: CEO

ATTEST:

_____(SEAL)
Signature of Person Attesting

By (typed name): Robert V. Ford, Jr.

Title: Secretary / Treasurer

GOODWILL INDUSTRIES OF NORTHWEST NC, INC. CORPORATE SEAL NORTH CAROLINA

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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H2A2R2R4Y Veterans Community Outreach Services, Inc.

By: Ciat Shabazz [SEAL]
Signature of Authorized Representative

Typed Name: Ciat Shabazz

Title: Executive Director / Founder

ATTEST:

Audrey J. Davis (SEAL)
Signature of Person Attesting

By (typed name): Audrey J. Davis

Title: Secretary / TREASURER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Hosanna House of Transition, Inc.

By: Sandra Sherrill [SEAL]
Signature of Authorized Representative

Typed Name: Sandra Sherrill

Title: CEO

ATTEST:

Larry Spates (SEAL)
Signature of Person Attesting

By (typed name): Larry Spates

Title: Chairman

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Housing Authority of the City of Winston-Salem

By: Larry C Woods [SEAL]
Signature of Authorized Representative

Typed Name: LARRY C. WOODS

Title: CEO

ATTEST:

Josephine E. Longo (SEAL)
Signature of Person Attesting

By (typed name): Josephine E. Longo

Title: EA to CEO

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

Legal Aid of North Carolina, Inc.

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: George R. Hausen, Jr.

Title: Executive Director

ATTEST:

_____ (SEAL)
Signature of Person Attesting

By (typed name): Tonya Pruitt-Lyons

Title: Office Manager

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

Next Step Ministries, Inc.

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: Dana Paul II Jones

Title: Board President

Next Step Ministries, Inc. NON-PROFIT SEAL 1998 NORTH CAROLINA

ATTEST:

Lynne W. Garms (SEAL)
Signature of Person Attesting

By (typed name): LYNNE W. GARMS

Title: Executive Director

WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

North Carolina Housing Foundation, Inc.

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: John Nichols

Title: Asst. V.P.

ATTEST:

Tammy Vernon (SEAL)
Signature of Person Attesting

By (typed name): Tammy Vernon

Title: Treasurer

STATE OF NORTH CAROLINA

FORSYTH COUNTY

I, Katie Ivester, a Notary Public of Forsyth County, NC, do hereby certify that Tammy Vernon personally came before me this day, and acknowledged that he or she is the Treasurer of NCHF, Inc. and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its Asst. V.P., John Nichols sealed with its corporate seal, and attested by him or her as the Treasurer.

WITNESS my hand and official seal, this the 4th day of February, 2015

KATIE IVESTER
NOTARY PUBLIC
FORSYTH COUNTY, NC
My Commission Expires 9-25-2016

Notary Public

My commission expires: 9/25/2016

NORTH CAROLINA HOUSING FOUNDATION, INC. CORPORATE SEAL NC

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Samaritan Ministries

By: Debbie Hunter [SEAL]
Signature of Authorized Representative

Typed Name: Debbie Hunter

Title: Board Chair

ATTEST:

Sonja Kurosky (SEAL)
Signature of Person Attesting

By (typed name): Sonja Kurosky

Title: Executive Director

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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St. Timothy's Episcopal Church

By: Katie B Bryant [SEAL]
Signature of Authorized Representative

Typed Name: Katie B. Bryant

Title: Minister of Outreach, St. Timothy's

ATTEST:

M. Christopher Ervin (SEAL)
Signature of Person Attesting

By (typed name): Michael Christopher Ervin

Title: Ministry Administrator, St. Timothy's

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

Stepping Stones Ministries of the Triad, Inc.

By: _____[SEAL]
Signature of Authorized Representative

Typed Name: Robert C. Lemons

Title: Board Chair Stepping Stones Ministries of the Triad, Inc.

ATTEST:

Susan W. Denton (SEAL)
Signature of Person Attesting

By (typed name): Susan W. Denton

Title: Notary Public

OFFICIAL SEAL
Notary Public, North Carolina
COUNTY OF FORSYTH
SUSAN W. DENTON
My Commission Expires 10-24-2015

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

The Fellowship Home of Winston-Salem, North Carolina, Inc.

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: Denise M. Gunter

Title: Board Member

ATTEST:

_____ (SEAL)
Signature of Person Attesting

By (typed name): GAIL FISHER

Title: BOARD MEMBER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

The Salvation Army, A Georgia Corporation for TSA Winston Salem

By: _____[SEAL]
Signature of Authorized Representative

Typed Name: STEPHEN ELLIS

Title: ASSISTANT TREASURER

ATTEST:

_____(SEAL)
Signature of Person Attesting

By (typed name): LARRY W. BROOME

Title: SECRETARY

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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The United Way of Forsyth County, Inc.

By: C. S. Gardiner [SEAL]
Signature of Authorized Representative

Typed Name: Cynthia S. Gardiner

Title: President + CEO

ATTEST:

_____(SEAL)
Signature of Person Attesting

By (typed name): Andrea Kurtz

Title: Senior Director, Housing Strategies

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

IN WITNESS WHEREOF, this Winston-Salem/Forsyth County Continuum of Care Governance Charter is signed under seal effective as of the date of commencement.

VHVH, Inc.

By: _____[SEAL]
Signature of Authorized Representative

Typed Name: JOHN NICHOLS

Title: ASST. V.P.

ATTEST:

Tammy Vernon (SEAL)
Signature of Person Attesting

By (typed name): Tammy Vernon

Title: Treasurer

STATE OF NORTH CAROLINA

FORSYTH COUNTY

I, Katie Ivester, a Notary Public of Forsyth County, NC, do hereby certify that Tammy Vernon personally came before me this day, and acknowledged that he or she is the Treasurer of VHVH, Inc. and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its Asst. V.P., John Nichols sealed with its corporate seal, and attested by him or her as the Treasurer.

WITNESS my hand and official seal, this the 4th day of February, 2015

KATIE IVESTER
NOTARY PUBLIC
FORSYTH COUNTY, NC
My Commission Expires 9-25-2016

Notary Public

VHVH, INC CORPORATE SEAL NORTH CAROLINA

My commission expires: 9/25/2016

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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W.G. (Bill) Hefner VA Medical Center

By: _____ [SEAL] 4-27-15
Kaye Green, FACHE
Medical Center Director

ATTEST:

Margaret M McGuire (SEAL)
Signature of Person Attesting

By (typed name): Margaret M McGuire

Title: Notary Public, State of North Carolina

WINSTON-SALEM/FORSYTH COUNTY CONTINUUM OF CARE GOVERNANCE CHARTER

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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Whole Man Ministries of NC, Inc.

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: Barry S. Washington

Title: Pastor / Ex. Director

ATTEST:

_____ (SEAL)
Signature of Person Attesting

By (typed name): Charles Worth Brooks III

Title: Public Notary

Commission Expires: 12/27/2016

CHARLES WORTH BROOKS III
NOTARY PUBLIC
FORSYTH COUNTY
STATE OF NORTH CAROLINA

XI. Ratification

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Winston-Salem/Forsyth County Schools

By: _____ [SEAL]
Signature of Authorized Representative

Typed Name: Kenneth Simington

Title: Chief Academic Officer

ATTEST:

_____ (SEAL)
Signature of Person Attesting

By (typed name): Theo R. Helm, Jr.

Title: Chief of Staff

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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The Winston-Salem Rescue Mission, Inc.

By: Kenneth E Heater [SEAL]
Signature of Authorized Representative

Typed Name: Kenneth E. Heater

Title: Executive Director

ATTEST:

(SEAL)
Signature of Person Attesting

By (typed name): Aletta Lane

Title: Director of Finance

XI. Ratification

NOW, THEREFORE, the parties named below have caused their duly authorized representatives to execute this Winston-Salem/Forsyth County Continuum of Care Governance Charter effective on its commencement date.

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W.O.W. Women of Wisdom

WOMEN OF WISDOM CORPORATE SEAL

By: Mischelle Houser [SEAL]
Signature of Authorized Representative

Typed Name: Mischelle Houser

Title: Executive Director

ATTEST:

Terri Young (SEAL)
Signature of Person Attesting

By (typed name): Terri Young

Title: Chairman of Board

STATE OF NORTH CAROLINA

FORSYTH COUNTY

I, Julia C. Parks, a Notary Public of Forsyth County, NC, do hereby certify that Terri Young personally came before me this day, and acknowledged that he or she is the Chairman of Board of W.O.W. Women of Wisdom and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its Mischelle Houser, sealed with its corporate seal, and attested by him or her as the Executive Director.

WITNESS my hand and official seal, this the 5 day of February, 2015.

Julia C. Parks
Notary Public

My commission expires: February 22, 2016

JULIA C. PARKS
Notary Public - North Carolina
Forsyth County