



Wake County CoC Governance

Board

Pre-Meeting Packet

June 24, 2021

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Section I. Consent Agenda

Consent agenda items are voted on as a package. Any Board Member may request to move an item off the consent agenda to be more thoroughly considered. Any such items will be discussed as a regular agenda item at the next Board Meeting.

The following will be voted on at the June 24, 2021 CoC Governance Board meeting:

May 27, 2021 Governance Board Minutes

Posted here: <https://wakecoc.org/governing-board/>

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Section II. Board Meeting Supporting Materials

Emergency Housing Vouchers Workgroup

Raleigh Housing Authority has been allocated 138 emergency housing vouchers (EHVs). These are to assist individuals and families who are experiencing homelessness. Wake CoC's HUD Technical Assistance provider has been working with Raleigh Housing Authority and CoC staff to discuss the steps Wake CoC and Raleigh Housing Authority will need to take to ensure a successful use of these vouchers. The EHV Workgroup has reviewed CoC data to determine the population to target with these vouchers to serve most effectively. The next meeting will be on [June 29, 2021](#).

The CoC Governance Board will vote on the MOU between the Raleigh Housing Authority and Wake County CoC.

A MOU draft is available in the [Appendix D](#).

The draft of the budget is available in Appendix

The official HUD notice can be found [here](#).

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Anti-Discrimination Policy

The Wake CoC's Anti-Discrimination Policies and Procedures apply to staff, volunteers, and contractors at all partner agencies, including agencies that receive CoC and ESG funding and the Raleigh Wake Partnership to End and Prevent Homelessness. We strongly encourage all Wake CoC partners, regardless of funding source, to adopt these Anti-Discrimination policies.

This policy will need to be approved by the CoC Board at the June 24, 2021 meeting. Read the Policy here:

<https://wakecoc.org/governing-board/>

If the policy is approved, it is mandatory that one person from each organization in the CoC attend the training on the Anti-Discrimination Policy on [June 30, 2:00-3:00 P.M.](#)

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VAWA Emergency Transfer Plan Policy

In accordance with the Violence Against Women Act (VAWA), all housing providers in the Wake CoC must allow tenants who are victims of domestic violence, dating violence, sexual assault, or stalking to request an emergency transfer from the tenant's current unit to another unit. This plan identifies tenants who are eligible for an emergency transfer, the documentation needed to request an emergency transfer, confidentiality protections, how an emergency transfer may occur, and guidance to tenants on safety and security.

This policy will need to be approved by the CoC Board at the June 24, 2021 meeting. Read the Policy here:

<https://wakecoc.org/governing-board/>

If the policy is approved, it is mandatory that one person from each organization in the CoC attend the training on the Anti-Discrimination Policy on [June 30, 2:00-3:00 P.M.](#)

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Section III. General Updates

Partnership and CoC MOU

The CoC Governance Board voted to approve the MOU between NC-507 and The Raleigh Wake Partnership to End and Prevent Homelessness during the April Board meeting. The MOU has been fully executed as of June 23, 2021.

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CoC Membership Meeting

June 14, 2021

CoC Membership Meeting Minutes are available here: <https://wakecoc.org/membership/>

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CoC Governance Committee: Membership

The Wake CoC Membership Committee is a small committee of the Governance Board with the following responsibilities:

- Create recruitment activities to engage diverse stakeholders in the CoC.
- Recruit for participation and membership on the CoC committees and CoC Governing Board.
- Develop qualifications deemed necessary for membership in CoC entities in collaboration with the CoC Governing Board.

The CoC Governance Board Vice -Chair, Denis Elliott, will serve as the Membership Committee Chair. The following people have been elected to serve on the Membership committee:

- Kelsey Mosley
- Natalie Mabon
- Rick Miller-Harraway
- Lakeisha George
- Danielle Butler

The first meeting of the Membership Committee is on June 22, 2021.

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Encampment Workgroup

During the May 27, 2021 Board Meeting, the CoC Governance Board approved a the existing Street Outreach Provider meeting to be utilized as the short-term Encampment Workgroup for the CoC. The first meeting was on June 15, 2021. The Workgroup established the following:

- The workgroup will develop a County/City Encampment Response Policy. The workgroup is composing a rough draft of the policy.

- The workgroup is hosting a representative from Durham to the June 29 meeting to walk through the policy and areas of special attention.
- Appointment of a Moore Square Sub-Committee who will organize engagement with the homeless community in that area.
- Wake County is working on providing the CoC software for encampment mapping to organize engagement.

The Encampment workgroup has meetings on [June 29](#) and [July 13](#) from 10:00-11:00 A.M. to finalize the County/City Encampment Response Policy for CoC Board approval at the July 22nd Board meeting.

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Gaps Analysis Workgroup

The Gaps Analysis Workgroup is hosting a series of Focus Sessions with special populations to ensure a complete analysis of the community's needs. The follow focus sessions are:

- Session 1 Youth and Young Adults: Tuesday, June 29, 1:00 – 2:00 [Click to Register](#)
- Session 2 55+: Tuesday, June 29, 2:30 – 3:30 [Click to Register](#)
- Session 3 Households with Children: Tuesday, June 29, 4:00 – 5:00 [Click to Register](#)
- Session 4 Households without Children: Wednesday, June 30, 1:00 – 2:00 [Click to Register](#)

All sessions require registration to join.

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Section IV. Appendix

Appendix A

MOU: Raleigh Housing Authority and Wake CoC

Memorandum of Understanding

This Memorandum of Understanding (MOU) has been created and entered into on June 26, 2021.

Raleigh Housing Authority

900 Haynes Street

Raleigh, NC 27604

Wake County Continuum of Care (NC-507)

112 Cox Avenue

Raleigh, NC 27605

I. Introduction and Goals:

RHA Introduction

The Housing Authority of the City of Raleigh (“RHA”) is a local public housing authority located within Wake County, North Carolina. RHA was chartered by the State of North Carolina in 1938 and has been providing low-income housing continuously since. RHA’s mission is to provide safe, quality, affordable housing to low and moderate income families in the greater Raleigh community, and to promote personal responsibility and self-sufficiency of residents while maintaining the fiscal integrity of the agency.

Wake County CoC (NC-507) Introduction

Wake County Continuum of Care (“CoC”) is a collection of networks, institutions, and organizations that provide housing and services to people who are at risk of or are experiencing homelessness. The CoC has federally mandated goals provided by United States Department of Housing and Urban Development (“HUD”) and is governed by a board composed of community members invested in the issue of homelessness. The CoC Board is an independent entity, but is not incorporated, so it must appoint a local entity to conduct business on behalf of the Board and CoC at large. The Raleigh Wake Partnership to End and Prevent Homelessness is appointed as the Lead Agency, Collaborative Applicant, HMIS Administrator, and Coordinated Access System Lead.

- a. PHA and CoC’s commitment to administering the EHV’s in accordance with all program requirements.

This memorandum of understanding (“MOU”) is made, dated, and entered into on June 26, 2021, in response to the Emergency Housing Vouchers (“EHV”) issued by the U.S. Department of Housing and Urban Development as part of The American Rescue Plan Act. This MOU outlines the basic agreement between RHA and the Wake County Continuum of Care (collectively, the “Parties”) regarding the administration of EHV’s in accordance with all applicable program requirements.

- b. PHA goals and standards of success in administering the program.
RHA provides a variety of affordable housing programs throughout the community. Currently, RHA owns and manages over 1,440 public housing units and administers over 3,921 Section 8 vouchers. The occupancy rate for public housing and the Section 8 program is 99% or higher. There are waiting lists for all subsidized housing programs, including individuals and families who are (1) homeless, (2) at risk of homelessness, (3) fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or (4) recently homeless.
- c. Identification of staff position at the PHA and CoC who will serve as the lead EHV liaisons.

Lead RHA Liaisons

Laura McCann, Special Assistant and Priscilla Batts, Director of Leased Housing

Lead CoC Liaisons

Tracie Webb, Housing Navigation Project Coordinator and Allison Sickels, By-Name List Coordinator

II. Define the populations eligible for EHV assistance to be referred by CoC.

Wake County CoC uses the Coordinated Access System By-Name List. The By-Name List report pulls in clients who are actively enrolled in a Street Outreach, Emergency Shelter, or Transitional Housing projects in HMIS. Clients are sorted and prioritized on the By-Name List based on cumulative length of time homeless (largest to smallest). The clients with the longest length of time homeless are considered for Emergency Housing Vouchers if they are not able to be matched to other existing permanent housing projects, either due to lack of vacancy or lack of eligibility criteria, such as chronicity status.

All clients on the By-Name List meet the HUD category I definition of homelessness:

A. An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

(i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;

(ii) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, State, or local government programs for low-income individuals); or

(iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

Wake County CoC will conduct a gaps analysis to assess if Emergency Housing Vouchers should target a sub-population not currently getting quickly housed through the By-Name List process.

III. Services to be provided to eligible EHV families

List the services to be provided to assist individuals and families have success in the program and who will provide them.

1. Partnering service providers will support individuals and families in completing applications and obtaining necessary supporting documentation to support referrals and applications for assistance; while aiding households in addressing barriers, such as, assisting individuals and families with online navigation, award letter retrievals, paystubs, ID cards.
2. Partnering service providers will support RHA in ensuring appointment notifications to eligible individuals and families and will assist eligible households in getting to meetings with RHA. Briefings are virtual as of right now and can also be recorded. Paperwork can be sent to service providers ahead of time to streamline the process. Service providers will receive training about the

documents in case of questions.

3. CoC will verify Release of Information process to ensure collection of all documentation needed for the application process.
4. RHA will establish windows of time for EHV applicants to complete intake interviews for EHV's.
5. RHA will check applicant backgrounds to determine applicant eligibility. RHA agrees to waive the standard criminal background criteria found in its Administrative Plan and will view convictions of the following offenses as prohibiting eligibility for an EHV:
 - a. Conviction of any household member of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing.
 - b. Lifetime registration of any household member under a State sex offender registration program.
6. Partnering service providers will provide housing search assistance for eligible individuals and families, including transportation assistance.
7. Partnering service providers will provide counseling on compliance with rental lease requirements including guidance once a family/individual enters unit, introduction to unfamiliar appliances and proper usage if applicable, and assistance with any rent negotiation and/or reasonable accommodation requests.
8. RHA will provide a hardship exemption to residents who can document that they are unable to pay the \$50 minimum rent because of a long-term hardship (over 90 days).
9. Partnering service providers will assess individuals and families who may require referrals for assistance on security deposits, utility hook-up fees, and utility deposits.
10. Partnering service providers will assess and refer individuals and families to benefits and supportive services, where applicable.

IV. PHA Roles and Responsibilities

1. Coordinate and consult with the CoC in developing the services and assistance to be offered under the EHV services fee.
2. Accept direct referrals for eligible individuals and families through the CoCs Coordinated Entry System.
3. Commit a sufficient number of staff and necessary resources to ensure that the application, certification, and voucher issuance processes are completed in a timely manner.
4. Commit a sufficient number of staff and resources to ensure that inspections of units are completed in a timely manner.
5. Hold an initial RHA application and work process training session for CoC staff.

6. Designate a staff to serve as the lead EHV liaison.
7. Hold evaluation sessions, either in person or via remote conference, with CoC staff to monitor and evaluate Program benchmarks including but not limited to the following:
 - a. The number of referrals received;
 - b. The number of vouchers issued and units leased;
 - c. The number of families housed;
 - d. Service coordination and tenancy supports provided;
 - e. The number of lease infractions reported to RHA;
 - f. The average length of time residents occupy a unit; and
 - g. Overall utilization rates.
8. Maintain Releases of Information for each referred participant to ensure open communication between the Parties.
9. Comply with the provisions of this MOU.

V. CoC Roles and Responsibilities

1. Designate and maintain a lead EHV liaison to communicate with RHA.
2. Refer eligible individuals and families to RHA using the community's Coordinated Entry System.
3. Support eligible individuals and households in completing and applying for supportive documentation to accompany RHA admissions application (i.e. self-certifications, birth certificate, social security card, etc.).
4. Attend EHV participant briefings when needed.
5. Assess all households referred for EHV for mainstream benefits and supportive services available to support eligible individuals and families through their transition.
6. Identify and provide supportive services to EHV families. (While EHV participants are not required to participate in services, the CoC will assure that services are available and accessible.)
7. Comply with the provisions of this MOU.

VI. Program Evaluation

RHA and the CoC agree to cooperate with HUD, provide requested data to HUD or HUD's approved contractor responsible for program evaluation, including possible random assignment procedures.

1. CoC and RHA agree to share and review data together to make needed changes to the process, responsibilities, and/or services.

Signed by

Executive Director, PHA

Date

CoC Governance Board Chair

Date

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Appendix B

MOU: Wake Continuum of Care (NC-507) and Raleigh Wake Partnership to End and Prevent Homelessness

Wake Continuum of Care

Collaborative Applicant and HMIS Lead Memorandum of Understanding

1. Introduction

The Wake Continuum of Care (CoC) plans, develops, and implements comprehensive and coordinated strategies across funding sources and systems to address homelessness within Wake County.

The Governing Board is the policy-setting and decision-making body for the CoC, which is responsible to the CoC membership to fulfill its HUD-defined responsibilities. The board is responsible for overseeing the planning, coordination of resources, and evaluation of results for the community. The CoC Governing Board will develop a process to select and approve a Collaborative Applicant for a five-year term with the understanding that a Collaborative Applicant may be selected more frequently if there are performance concerns. The Governing Board, through its Data Advisory Committee, is responsible for guiding the CoC's selection of an HMIS Lead Agency. The Data Advisory Committee will develop a process to select and approve a new HMIS Lead, as applicable, given the CoC's participation in a multi-jurisdiction HMIS.

2. Purpose

This MOU sets forth the terms, conditions, and expectations the Wake County Continuum of Care (CoC) NC 507 has for the Raleigh Wake Partnership to End and Prevent Homelessness (The Partnership) in the performance of its duties and responsibilities as the Collaborative Applicant and HMIS Lead.

3. Terms

- a. The parties acknowledge that this MOU authorizes the Collaborative Applicant to enter into Planning Grants with HUD during the term of the MOU. The parties acknowledge this MOU authorizes the HMIS Lead to enter into HMIS grants with HUD during the term of the MOU.
- b. This MOU shall commence on the date of April 22, 2021 and shall continue for five (5) years until April 21, 2026 unless this MOU is terminated sooner as permitted under this MOU.
 - a. One year prior to the MOU expiration date, the Governing Board must provide written notice to the existing Collaborative Applicant and HMIS Lead if it elects to conduct a competitive process to determine the next Collaborative Applicant and/or HMIS Lead. If the Board fails to provide such written notice, then the term of this MOU will be automatically extended for an additional five (5) year period.
 - b. If the Governing Board through its oversight process determines that the Collaborative Applicant and HMIS Lead has not satisfactorily corrected material performance deficiencies under a written corrective action plan within the specified timelines, the Board may terminate this MOU with written notice to the Collaborative Applicant and HMIS Lead.
 - c. Should this MOU be terminated before the expiration date by the Governing Board, the Collaborative Applicant and HMIS Lead will be allowed to fulfill its obligations under its existing Planning Grant and HMIS grants. The MOU termination date will coincide with the expiration date of the Planning Grant occurring immediately following the date of notice of termination.
 - d. The Collaborative Applicant and HMIS Lead may terminate this MOU for any reason by giving the Board one (1) year prior written notice. In this case, the termination date will coincide with the expiration of the Planning Grant and HMIS grants occurring immediately following the date of the notice plus one year.
 - e. Upon termination for any reason, the Collaborative Applicant and HMIS Lead will participate in an expedient and professional transition of knowledge, documents, grants and all other relevant information (even if not identified by name in this document) to the successor entity. This transition will also include a formal training period, term of which will be negotiated by the parties involved, to facilitate the successful transfer of information with the minimal disruption to the CoC.

4. Modifications and Other Provisions

- a. **Modifications.** Either party may request modifications to this MOU. Any changes, modifications, revisions, or amendments to this MOU which are mutually agreed upon by and between the parties to this MOU shall be incorporated by written instrument, and effective when executed and signed by all parties to this MOU.
- b. **Compliance with Applicable Laws.** The parties shall at all times comply with all applicable laws, federal, and state, county, municipal statues, ordinances, and regulations relating to this MOU or which may affect the performance of this MOU.
- c. **Indemnification.** Each party shall be responsible for and indemnify, defend, and hold harmless the other party, from and against any third party claims arising out of or in connection with (a) the negligent acts or omissions of its respective officers, agents, directors, and employees to the extent allowable by law; and (b) its breach or alleged breach of this MOU.
- d. **Liability.** No officer, member, official, or agent of the CoC or the Collaborative Applicant and HMIS Lead shall be personally liable in connection with this MOU.

5. Collaborative Applicant Major Deliverables & Activities

The Governing Board will notify the Collaborative Applicant in writing of any performance deficiencies and will work with the organization to develop corrective action plans with timelines to correct such deficiencies.

The Collaborative Applicant staff will assume responsibilities of the Collaborative Applicant under the CoC Program interim rule and any other CoC or Coordinated Access Rules and Notices including the following major deliverables and activities:

- a. Propose revisions to the governance charter, to ensure compliance with all procedures and policies needed to comply with HUD requirements and with HMIS requirements, including a code of conduct and recusal policy for the Wake CoC Governing Board members and any person acting on behalf of the Wake CoC Governing Board.
- b. In consultation with recipients of Emergency Solutions Grant (ESG) funds within the CoC's geographic area, establish and operate either a centralized or Coordinated Access system that provides an initial, comprehensive assessment to ensure prioritization and matching of the needs of individuals and families to housing and services.
- c. In consultation with recipients of ESG funds within the CoC, draft written standards for the CoC Governing Board approval and providing for CoC assistance.
- d. Monitor the performance of CoC and ESG recipients and sub-recipients.
- e. Report the outcomes of ESG and CoC projects to HUD and the CoC Governing Board, at least annually.
- f. Facilitate on-going coordination among CoC components.
- g. Strategize to maximize efficiency in service provision.
- h. Coordinate training of staff implementing CoC projects.
- i. Identify best practices to implement in the CoC and educate CoC member agencies about best practices.
- j. Share information with the CoC Governing Board to facilitate effective leadership of the CoC.
- k. Coordinate the implementation of a housing and service system within the CoC's geographic area that meets the needs of homeless individuals and families. At a minimum, such a system encompasses the following:
 - Outreach, engagement, and assessment
 - Shelter, housing, and supportive services
 - Prevention strategies
- l. Plan for and conduct, at least annually, a point-in-time count of homeless persons within the CoC geographic area that meets HUD requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans, specifically, as HUD requires.
- m. Conduct an annual gaps analysis of the needs of homeless people, as compared to available housing and services within the CoC geographic area.
- n. Provide the information required to complete the Consolidated Plan(s) within the CoC geographic area.
- o. Consult 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 sub-recipients
- p. Develop a proposed plan for the Wake CoC Governing Board regarding public education on homelessness, advocacy at the state or local level related to housing and homelessness, and policy recommendations to state or local governments in the CoC region.
- q. Design, operate and follow a collaborative process for the development of a CoC application to HUD.
- r. Submit the final application in response to the CoC Notice of Funding Availability (NOFA).
- s. On behalf of the Governing Board, holding meetings of the full CoC membership, with published agendas at least semiannually.
- t. Staffing CoC committees and workgroups, including preparation of agendas and minutes, meeting materials and communications, maintaining records, and distribution lists.
- u. Assisting the CoC, through its committees and workgroups, to develop performance targets and evaluate performance.

In addition to the activities named above from the Charter, this MOU assigns the following responsibilities to the Collaborative Applicant:

CoC Communications. The Collaborative Applicant will carry out necessary activities related to facilitating communication on behalf of the CoC. Components of this work will generally include:

- a. Maintain a contact list of all Wake County CoC members.
- b. Maintain a dedicated website for the CoC and ensure it is readily accessible to the CoC, Governing Board and Committee Leadership, and the general public.
- c. Distribute a CoC-focused newsletter once a month.
- d. Develop and distribute an invitation for new members to join the CoC at least annually.
- e. Draft and send letters of support for agencies upon request, following a protocol approved by the Governing Board.
- f. Draft and send communications on behalf of the CoC at the request of the CoC Board or any of its committees.

Annual Planning. On an annual basis, the Governing Board will work with the Collaborative Applicant to develop strategic goals for the Collaborative Applicant's mandatory activities listed above and include it in an annual work plan.

Accountability. At minimum of annually, the Collaborative Applicant will meet with the Governing Board and submit a report per the template approved by the Governing Board. The Collaborative Applicant will work with the Governing Board to survey constituents throughout the CoC to identify areas of exemplary Collaborative Applicant performance as well as areas that require improvement of the Collaborative Applicant. The Governing Board can request that the Collaborative Applicant receive technical assistance to address any areas requiring improvement.

6. HMIS Lead Major Deliverables and Activities

The Governing Board, through consultation with the Data Advisory Committee, will notify the HMIS Lead in writing of any performance deficiencies and will work with the organization to develop corrective action plans with timelines to correct such deficiencies.

The HMIS Lead staff will assume responsibilities of the HMIS Lead under the CoC Program interim rule and any other HMIS Rules and Notices and including the following major deliverables and activities:

The Wake CoC is part of a multi-CoC HMIS implementation in North Carolina which has contracted with the Michigan Coalition Against Homelessness to carry out a significant portion of the HMIS Lead responsibilities. The multi-CoC implementation has a North Carolina HMIS Governance Committee which includes representation from the member CoCs, including Wake County.

The Raleigh Wake Partnership to End and Prevent Homelessness serves as the local System Administrator for the HMIS in the Wake County CoC and currently represents the CoC on the NC HMIS Governance Committee.

The HMIS Lead and the local System Administrator:

- a. Ensure that projects are meeting national data quality objectives
- b. Ensure that the CoC has an HMIS data privacy plan, security plan, and data quality plan
- c. Document compliance project rules and record requirements
- d. Ensure that the HMIS is administered in compliance with HUD requirements

- e. Ensure consistent participation by CoC and ESG recipients in HMIS
- f. Ensure that the CoC has a successful and operational HMIS
- g. Coordinate efforts to encourage non-HUD funded projects to participate

Annual Planning: On an annual basis, the Data Advisory Committee will work with the HMIS Lead to develop strategic goals for the HMIS Lead's mandatory activities listed above and include it in an annual work plan.

Accountability: At minimum of annually, the HMIS Lead will meet with the Governing Board and Data Advisory Committee and submit a report per the template approved by the Data Advisory Committee. The HMIS Lead will work with the Data Advisory Committee to survey HMIS users to identify areas of exemplary HMIS Lead performance as well as areas that require improvement of the HMIS Lead. The Governing Board can request that the HMIS Lead receive technical assistance to address any areas requiring improvement.

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