



Steering Council Meeting Agenda
October 16, 2020 ▯ 8:30 – 10:00 am ▯ Zoom

1. Call to Order/Introductions
2. Approval of the Agenda*
3. Approval of September 18, 2020 Minutes*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda*
 - a. Steering Calendar
 - b. ESG Financial Assistance Report
 - c. Committee Updates
 - d. Budget Report: Statement of Activity
 - e. Data Reports: COVID-19 Shelter Counts, Coordinated Entry Numbers
6. Petitions and Communications
7. Prioritized Goals and Activities* – *Executive recommendation to approve, document will be provided to review*
8. Coordinated Entry Policies and Procedures* -- *document will be provided mid-week to review*
9. Strategic Plan
 - a. Timeline
 - b. RFQ – *updated draft RFQ included in agenda packet*
10. General CoC Updates
 - a. Isolation Update
 - b. Homeless Outreach Team Update
 - c. Summer Pilot Count Update
 - d. Housing Stability Alliance Update
 - e. Eviction Diversion Program Update
11. Potential Governance Action Items – *items included from the Steering Council Annual calendar*
 - a. Governance Charter Review – *included in packet with suggested changes re: action board representation*
 - b. ENTF relationship affirmation
 - c. Fiduciary MOU – *document with suggested changes presented in Fall 2019 included in packet*
12. Committee Expectations* – *updated language re: quorum and attendance, document will be provided to review*
13. Job Descriptions – *provided as informational items, projected budget will be provided for review next month*
14. Any other matters by Steering Committee Member(s)
15. Public Comment on Any Matter (Limit 3 minutes ea.)
16. Adjournment

Next meeting: Friday, November 20th, 2020, 8:30 – 10:30am

* denotes potential action item



STEERING COUNCIL MEETING MINUTES - **DRAFT**

September 18, 2020

8:30-10:00

Facilitator:	Casey Gordon		
Meeting Attendees:	<u>Steering members present:</u> Amanda Tarantowski, Adrienne Goodstal, Alonda Trammell, Casey Gordon, Susan Cervantes, Elizabeth Stoddard, Erin Banchoff, Cheryl Schuch, Karen Tjapkes, Victoria Sluga, Rebecca Rynbrandt, Thomas Pierce, Cathy LaPorte, Scott Orr, Hattie Tinney, Lauren VanKeulen, Tom Cottrell <u>Steering members absent with notification:</u> <u>Steering members absent without notification:</u> Brianna Lipscomb, Shontaze Jones, Shannon Bass, Kwan McEwen <u>Community Members:</u> Wende Randall, Tammy Britton, James Geisen <u>Staff:</u> Courtney Myers-Keaton, Brianne Czyzio Robach		
Time Convened:	8:34	Time Adjourned:	10:02

Approval of Agenda			
Motion by:	Karen Tjapkes	Support from:	Tom Cottrell
Discussion	Add CoC Updates to item 8.		
Amendments			
Conclusion	All in favor, motion passes.		
Approval of Minutes		August 21, 2020	
Motion by:	Tom Cottrell	Support from:	Erin Banchoff
Discussion			
Amendments	Under LIHTC Presentations, specify the address for the westside site - former Arsulowicz Brothers Mortuaries and adjacent parking lot		
Conclusion	All in favor, motion passes.		
Public Comment on Any Agenda Item			
Discussion			
None			
Approval of Consent Agenda		August 21, 2020	
Motion by:	Tom	Support from:	Rebecca Rynbrandt
Discussion			
Amendments			
Conclusion	All in favor, motion passes.		
Petitions and Communications			
Discussion			
<u>Housing Stability Alliance</u> Courtney shared that the CoC was invited to apply to serve as the Housing Stability Alliance (HAS) backbone organization. She indicated that restructuring of the CoC may be needed to serve as a backbone organization, which may not fit what the HSA’s timeline. Conversation around the overlap in structure between what is desired of the HSA backbone entity and CoC. In addition, framework for the backbone entity is very similar to what HUD recommends as broader stakeholder group. Members feel it would be important for the CoC to indicate interest to reduce duplication, if possible. Lauren moved that the CoC complete the interest form and/or an accompanying letter that state			



STEERING COUNCIL MEETING MINUTES - **DRAFT**

September 18, 2020

8:30-10:00

qualifications and request to be carried through to the next round. for the Housing Stability Alliance backbone entity. Victoria second. The HSA has indicated that financial support will be identified for the backbone entity. Tom noted the importance of long-term planning to ensure sustainable capacity and funding. **All in favor, motion passes.**

LIHTC Presentations

Discussion

Genesis Non-Profit Housing Corp.

John Wynbeek shared that Genesis is in the process of preparing an LIHTC application for MSHDA. MSHDA has indicated that the next round will be January or early February. The development is located at Genesis' current office is at 851 Leonard NW. 15 units will be targeted for PSH (fourteen 1-bedroom and one 2-bedroom). Other units will be affordable housing, targeting 40-60% AMI. Hope Network to provide support for resident support services. Genesis will work with Pine Rest, Dwelling Place, network180, and the CoC to determine how participants will be selected. If awarded, they anticipate leasing up beginning in 2023. 1-bedroom units will be designed to hold 2 occupants, but not 3.

John indicated that Genesis will be seeking a letter of support for this project from the CoC in the future. **Tom moved that the CoC provide a letter of support for the project once it is requested.**

Lauren support. 15 in favor. 1 (Victoria Sluga) abstain due to conflict of interest

Action Items	Person Responsible	Deadline

Nominating Committee Formation

Discussion

Staff are in the process beginning to convene the Nominating Committee as the end of the year and elections are approaching. 4 committee members have been confirmed, Steering Council will need to nominate an additional member to serve on this committee. **Erin moved to nominate Adrienne and reaffirm Hattie to serve as Nominating Committee representatives. Cheryl second. 14 in favor. 2 abstentions due to conflict of interest (Adrienne Goodstal and Hattie Tinney), motion passes.**

CoC Updates

Sierra Salaam has left her position, HMIS Support Analyst position has been posted. Staff have discussing whether additional positions can be moved up to 1.0 FTE. Finance Committee will be reviewing a project budget later this month. Job descriptions are being finalized by United Way and will be shared once they are finalized. Job descriptions and alignment will be discussed at Executive Committee.

Summer Pilot PIT Count

Outreach workgroup has been planning a summer pilot count, similar to the January point-in-time count but focused on the City of Grand Rapids. The hope is to gather data to speak into conversations around increased visibility of those experiencing homelessness, as well as begin planning for capacity at shelters this winter given distancing requirements.



STEERING COUNCIL MEETING MINUTES - **DRAFT**

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Homeless Outreach Team Outreach workgroup and City of Grand Rapids have been in facilitated conversations to determine a plan for coordination. Members thanked Courtney for her work in bringing all voices to this conversation.			
Action Items		Person Responsible	Deadline
Prioritized Goals and Activities			
Discussion			
Staff shared prioritized goals with activities based on feedback from the CoC membership. Courtney indicated that these goals are aligned with State of MI's strategic plan. Steering members suggested edits to the document. The goal is to bring this to the full CoC for approval in October. Adrienne move to allow staff to make edits based on feedback and present to Steering before it is presented to the full CoC. Tom second. Timeframe for this plan can be determined via email. All in favor, motion passes.			
Action Items		Person Responsible	Deadline
Edit prioritized goals and activities based on feedback, send to Steering for an e-vote		CoC staff	
Strategic Visioning Discussion			
Discussion			
Over the past few months, there has been robust discussion regarding next steps strategic visioning. Additional funding has been identified. Executive Committee recommends reissuing the RFQ for a full strategic planning process. Conversation around whether to table this conversation in light of backbone entity conversation. Some of the funding will come from this year's CoC planning grant, which must be expended by November 30 th . Agree to table the conversation for now. Staff will look into funding availability and provide an update on the timeline to Steering.			
Action Items		Person Responsible	Deadline
Update Steering on the funding availability and timeline		Courtney Myers-Keaton	
Other Matters from Steering Council members			
Discussion			
Cheryl expressed concern that an isolation space is still not up and running in the community. Due to lack of available isolation units, shelters have had to pause continuous testing. She suggests elevating this conversation. Karen noted that if there are questions regarding the CDC Eviction Moratorium, folks can reach out to her (ktjapkes@lawestmi.org). Tenants have to opt into the moratorium.			
Public Comment on Any Item			
Discussion			
None			
Adjourn			
Motion by:	Tom Cottrell	Support from:	Adrienne



GRAND RAPIDS/WYOMING/KENT COUNTY
STEERING COUNCIL ANNUAL CALENDAR
Updated August 2020

January

Steering Committee Orientation
Executive Officer Elections
Point in Time Count
Draft Budget Presentation
Steering Council Annual Conflict of Interest
Forms Completed

February

City of Grand Rapids Emergency Solutions Grant
Application
Strategic Plan Update
Reallocation Discussion
Budget Approval

March

Data Quality Committee Report
Strategic Plan Progress Review
CoC and ESG Mid-Term Monitoring

April

LIHTC Developer Presentations to Steering
(October Round)
Point in Time Count Submitted to HUD
Budget Review

May

Strategic Plan Annual Review
Nomination Committee forms

June

Steering Council Funding Process Review
Governance Charter Recommended Changes to
CoC membership
Open Call for New CoC Members
PIT Data Released

July

NAEH Annual Conference
System Performance Measures Review
Strategic Plan Update

August

HUD CoC Program Funding Vote (Anticipated)
System Performance Measures Reported to CoC
CoC, Fiduciary, HARA MOU for ESG Execution

September

Data Quality Committee Report
MSHDA Emergency Solutions Grant Application
HUD CoC Program Application Due (Anticipated)
PIT Planning Begins

October

LIHTC Developer Presentations to Steering
(April Round)
Governance Charter Review, including ENTF
relationship affirmation & Fiduciary MOU

November

Strategic Plan Progress Review
Staff Evaluations Initiated by Fiduciary
Strategic Plan Update

December

Steering Council elections (at CoC meeting)
Staff Evaluations Concluded by Fiduciary
Budget Preparation Begins



The Salvation Army Social Services, Housing Assessment Program (HAP)

ESG Financial Assistance Report

10/9/2020

Financial assistance funds are paid on an on-going basis as invoices are received from all partners. Staffing funds are invoiced quarterly (April, July, October, January).

Grant Name	Financial Assistance Amount	Grant Term	% of FY Complete	Tentative Amount Spent**	Tentative % Spent	Amount Spent	% Spent	Referred by HAP	Referrals Accepted
ESG - City of Grand Rapids - The Salvation Army - 61st District Court Eviction Prevention Pilot FY19	\$50,000	1/01/2019-12/31/2019	100%	\$50,000	100%	\$50,000	100%	37	37
ESG - City of Grand Rapids - The Salvation Army - 61st District Court Eviction Prevention Pilot FY20	\$61,420	7/1/2019-6/30/2020	100%	\$61,420	100%	\$61,420	100%	35	35
ESG - MSHDA - The Salvation Army - Prevention	\$23,363	10/01/2019-09/30/2020	100%	\$22,473	96%	\$22,473	96%	10	8
ESG - MSHDA - The Salvation Army - RRH	\$55,624	10/01/2019-09/30/2020	100%	\$55,615	100%	\$55,615	100%	43	28
ESG - City of Grand Rapids - The Salvation Army - 61st District Court Eviction Prevention Pilot FY21	\$82,354	01/2020-06/30/21	25%	\$0	0%	\$0	0	0	0

*MOUs were completed in March

**Tentative Amount Spent dependent on participant's continued eligibility in the program.



**Grand Rapids/Wyoming/Kent County CoC – MI 506
Steering Council Committee Reporting – October 2020**

Data Quality Committee – The last meeting on July 21st, 2020. The group discuss errors seen in HMIS and recent concerns about data quality. The members reviewed the Data Quality Summary Report for Quarter 3. Also, they looked over the final PIT Count and Annual Count numbers. The next meeting will be on October 20th, 2020 where the group will discuss system updates.

Coordinated Entry Committee – As noted in the last report, the CE team had collected information regarding system work flow and was in the process of a rewriting policy and procedures in January, giving itself a 6 month timeline. Unfortunately, this activity was interrupted with onset of the Coronavirus Pandemic and our collective refocus on the urgency of the moment with regard to high levels of population vulnerability and discussions about resource identification and allocation. Many CE team participants are also engaged in the ad hoc Shelter Provider weekly meetings that are specifically designed to address COVID-19 related needs. CE meetings were suspended for a few months and the team regrouped in July, resuming monthly meetings.

Our system providers responded informally and quickly to housing needs during the pandemic, mostly outside of the CE structure, giving the CE team the clear indication that our original plan, in reconfiguring policy/procedure, to be nimble and responsive is needed and is on the right track.

In formal meetings, since July, the CE team has reviewed the Frequent User System Engagement (FUSE) model, has had robust conversation regarding the pros and cons of case conferencing as an integral part of our resource matching process, has reviewed a COVID-19 prioritization procedure, and, most recently, has reviewed and endorsed, a geo-targeted project focused on the encampment in the Monroe Center area, utilizing dynamic prioritization. Given these new initiatives, responsive to current need and resources, draft CE procedures written just six months ago are outdated.

In the October 6th meeting the CE team and staff recommitted to completing a draft rewrite of policy/procedure. This work will be done by a few ambitious members and again reviewed by the CE team in a specially scheduled October 13th meeting, so that a draft can be presented to Steering at the October meeting.

Youth Action Board – not currently meeting due to COVID-19

CoC FYTD August Statement of Activity

	Admin (HWMUW)	MSHDA ESG	GR CDBG	Wyoming CDBG	HUD - CoC Program Funds	Kent County CUNP-HMIS Match	HMIS (Sal. Army)	TOTAL Actual	Annual Budget	Budget Remaining	% Variance	Notes
City of Wyoming CDBG	\$ -	\$ -	\$ -	\$ 859	\$ -	\$ -	\$ -	\$ 859	\$ 5,000	\$ (4,141)	-83%	
City of GR CDBG	-	-	3,858	-	-	-	-	3,858	20,000	(16,142)	-81%	
HUD Planning	-	-	-	-	31,096	-	-	31,096	175,334	(144,238)	-82%	
Salvation Army HMIS	-	-	-	-	-	-	11,644	11,644	78,412	(66,768)	-85%	
Kent County CUNP	-	-	-	-	-	3,963	-	3,963	18,224	(14,260)	-78%	
MSHDA ESG - Passthrough	-	-	-	-	-	-	-	-	244,478	(244,478)	-100%	
HWMUW	2,971	-	-	-	-	-	-	2,971	16,885	(13,914)	-82%	1
TOTAL REVENUE	2,971	-	3,858	859	31,096	3,963	11,644	54,392	558,333	(503,941)	-90%	
Personnel Costs	\$ 2,298	\$ -	\$ 3,555	\$ 783	\$ 27,018	\$ 3,215	\$ 1,007	\$ 37,876	\$ 187,482	\$ (149,606)	-80%	2
Professional Fees	-	-	-	-	-	-	10,000	10,000	78,252	(68,252)	-87%	
Community Inclusion Activities	-	-	-	-	47	-	-	47	5,000	(4,953)	-99%	
Supplies	-	-	-	-	32	-	19	51	600	(549)	-91%	
Printing/Copying	-	-	-	-	-	-	-	-	600	(600)	-100%	
Conferences/Travel	-	-	-	-	-	-	-	-	5,365	(5,365)	-100%	
Meetings	-	-	-	-	-	-	-	-	1,200	(1,200)	-100%	
Technology (meeting service subscription)	-	-	-	-	912	-	-	912	1,000	(88)	-9%	
Parking/Transportation	-	-	-	-	580	72	18	669	4,825	(4,156)	-86%	
Grant Passthrough	-	-	-	-	-	-	-	-	234,998	(234,998)	-100%	1
Miscellaneous	-	-	-	-	-	-	-	-	-	-		
Indirect	674	-	303	76	2,508	676	600	4,836	39,011	(34,174)	-88%	
TOTAL EXPENSES	2,971	-	3,858	859	31,096	3,963	11,644	54,392	558,333	(503,941)	-90%	
Revenue Over(Under) Expenses	-	-	-	-	-	-	-	-	-	-	0%	

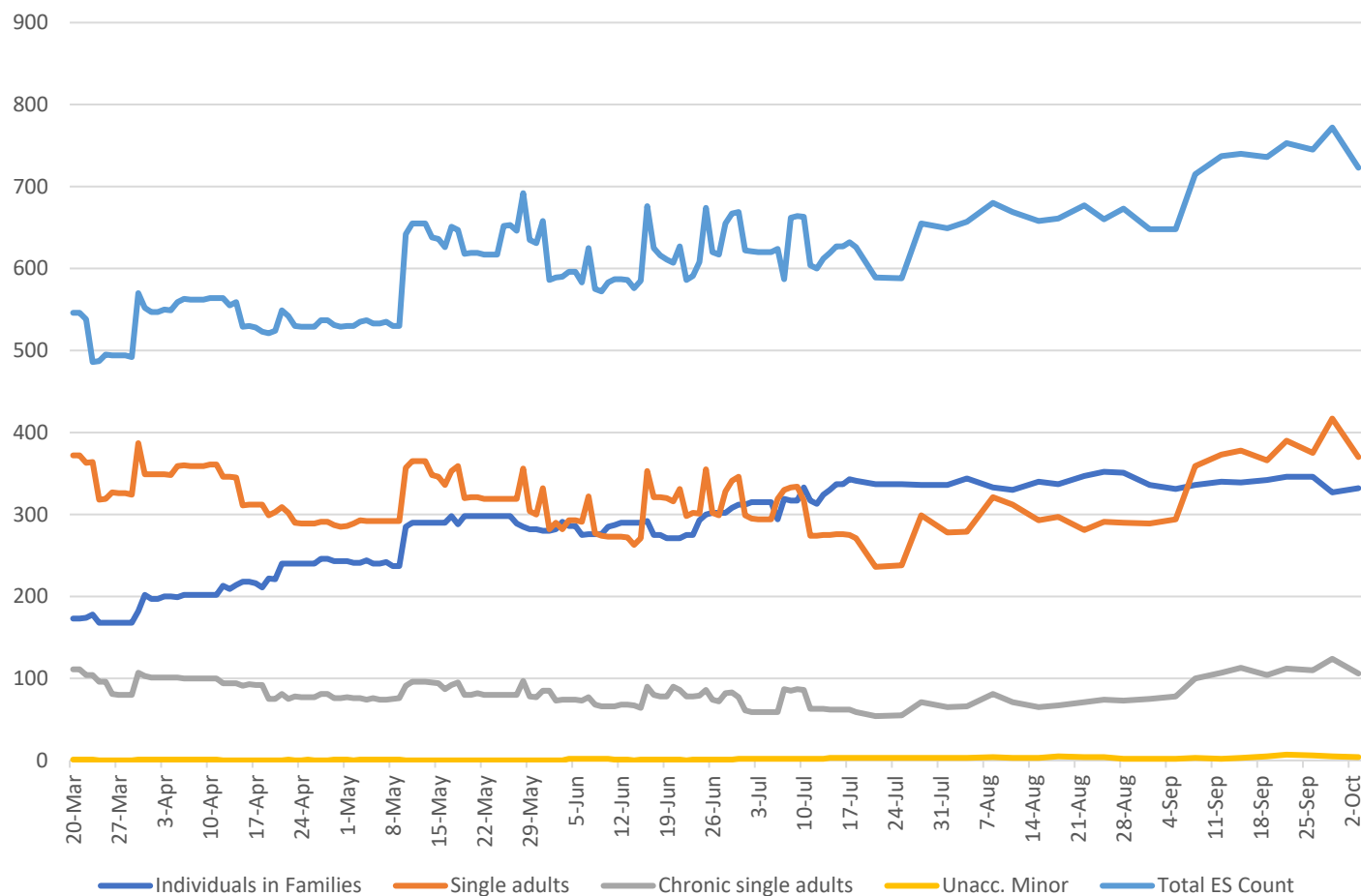
Fund Balance @ 8/31/20 8,000.00

- Notes:
- 1. Passthrough grant
 - 2. CoC staff time:
 - 1 FTE - Courtney - CoC Coordinator/ Program Manager (84% HUD Planning, 11% City of GR CDBG, 3% City of Wyoming CDBG, 2% HMIS)
 - .77 FTE - Brianne - Administrative Assistant (CoC- 74% HUD, 13% GR CDBG, 13% CUNP)
 - .80 FTE- Sierra - HMIS Specialist (20% HWMUW, 30% CUNP, 50% HUD Planning)
 - .20 FTE - Wende - Program Director (41% HUD, 16% GR CDBG, 11% Wyoming CDBG, 18% HMIS, 14% HWMUW)
 - Staff Total 2.77 FTE

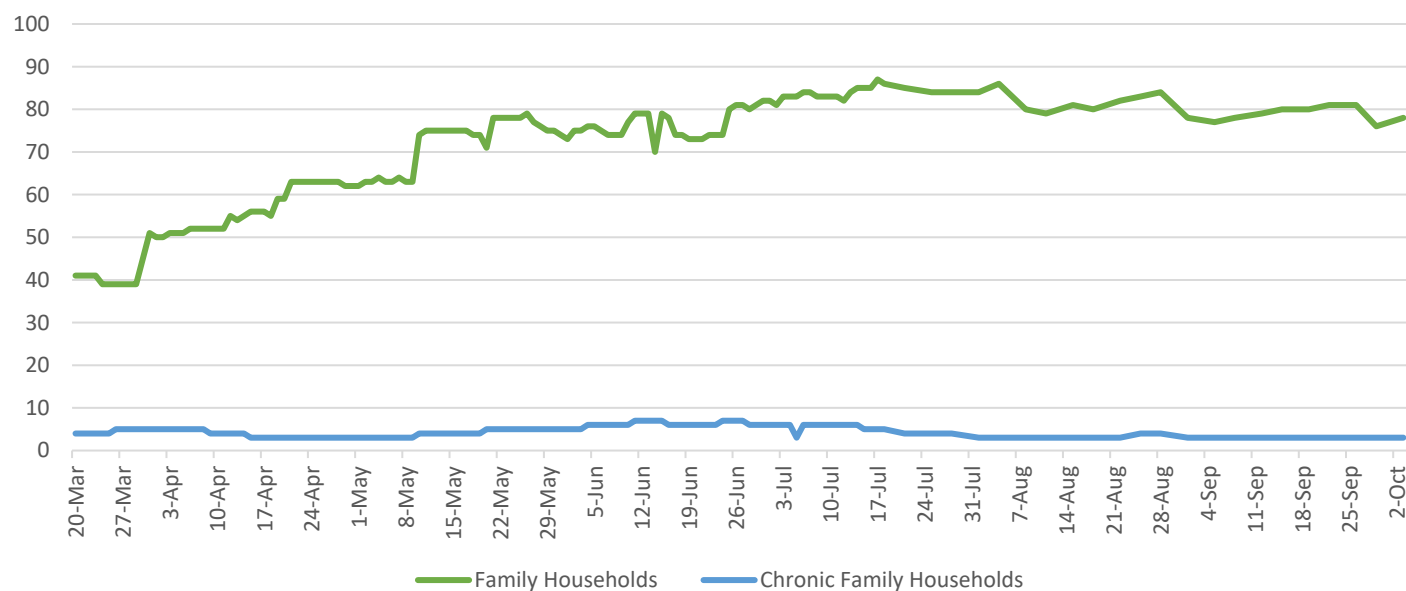
Note: Brianne is a full time employee, who spends 77% of her time on CoC and 23% of her time on ENTf administration.
Sierra is a .8 FTE, who dedicates 100% of her time to the CoC

Emergency Shelter Count during COVID-19

Number of individuals in emergency shelter – March 20 to Oct. 3

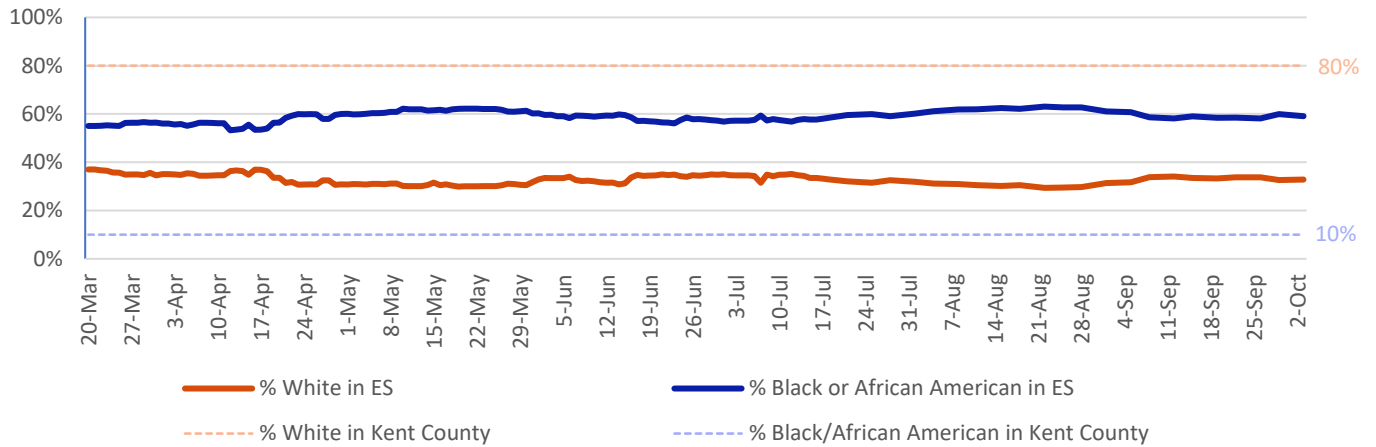


Number of households in emergency shelter – March 20 to Oct. 3

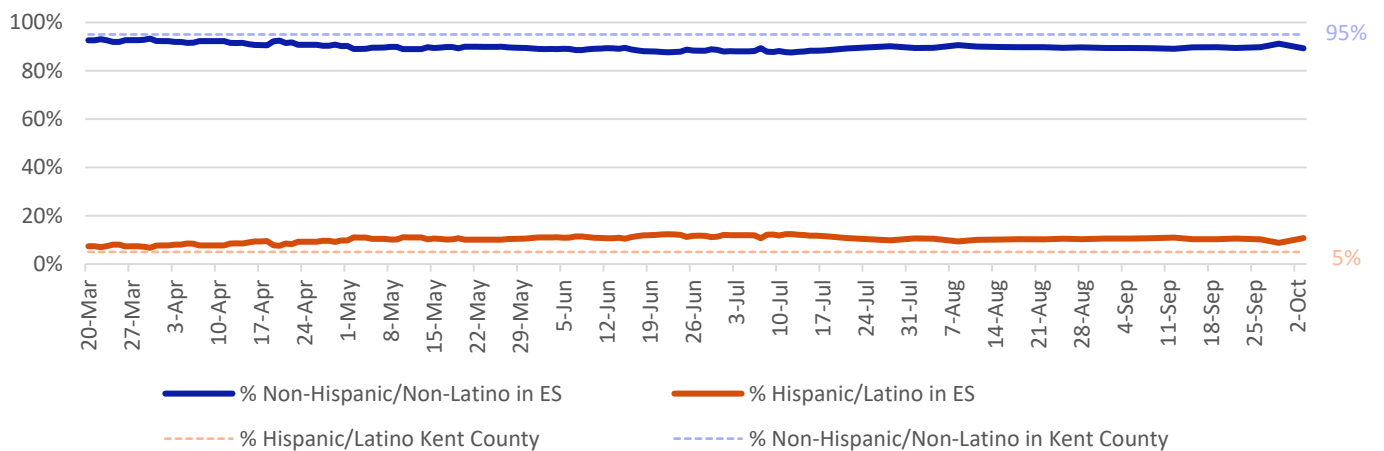


Demographics: Emergency Shelter Count during COVID-19

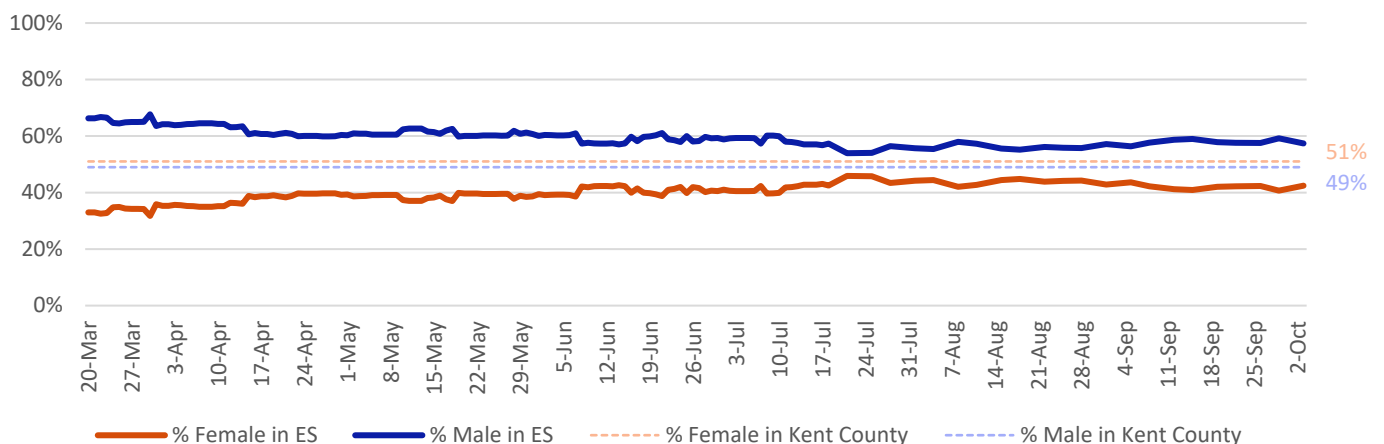
% of emergency shelter count by race – March 20 to October 3¹



% of emergency shelter count by ethnicity – March 20 to October 3



% of emergency shelter count by gender – March 20 to October 3

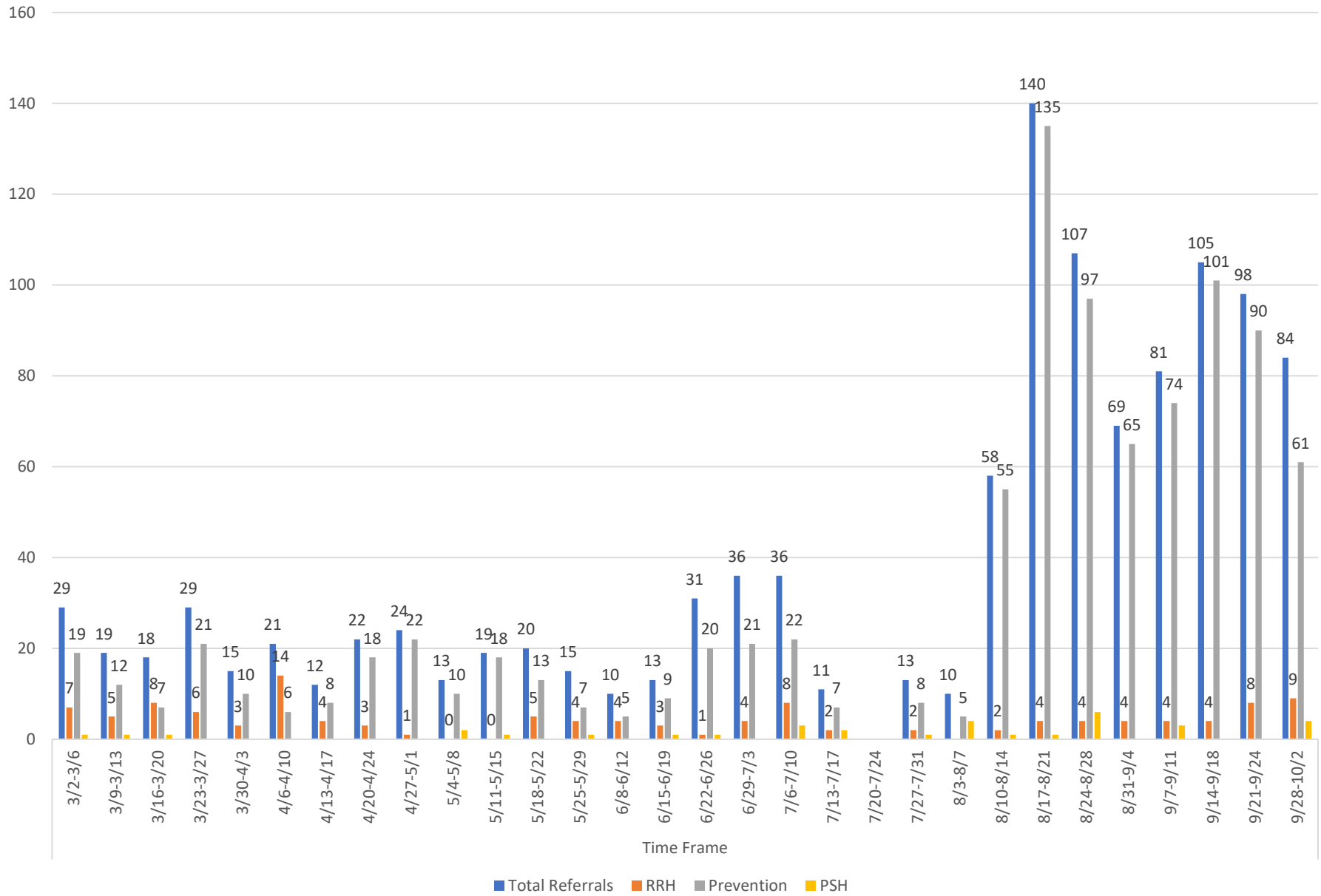


¹Percentages may not total up to 100% as all race categories are not be included.

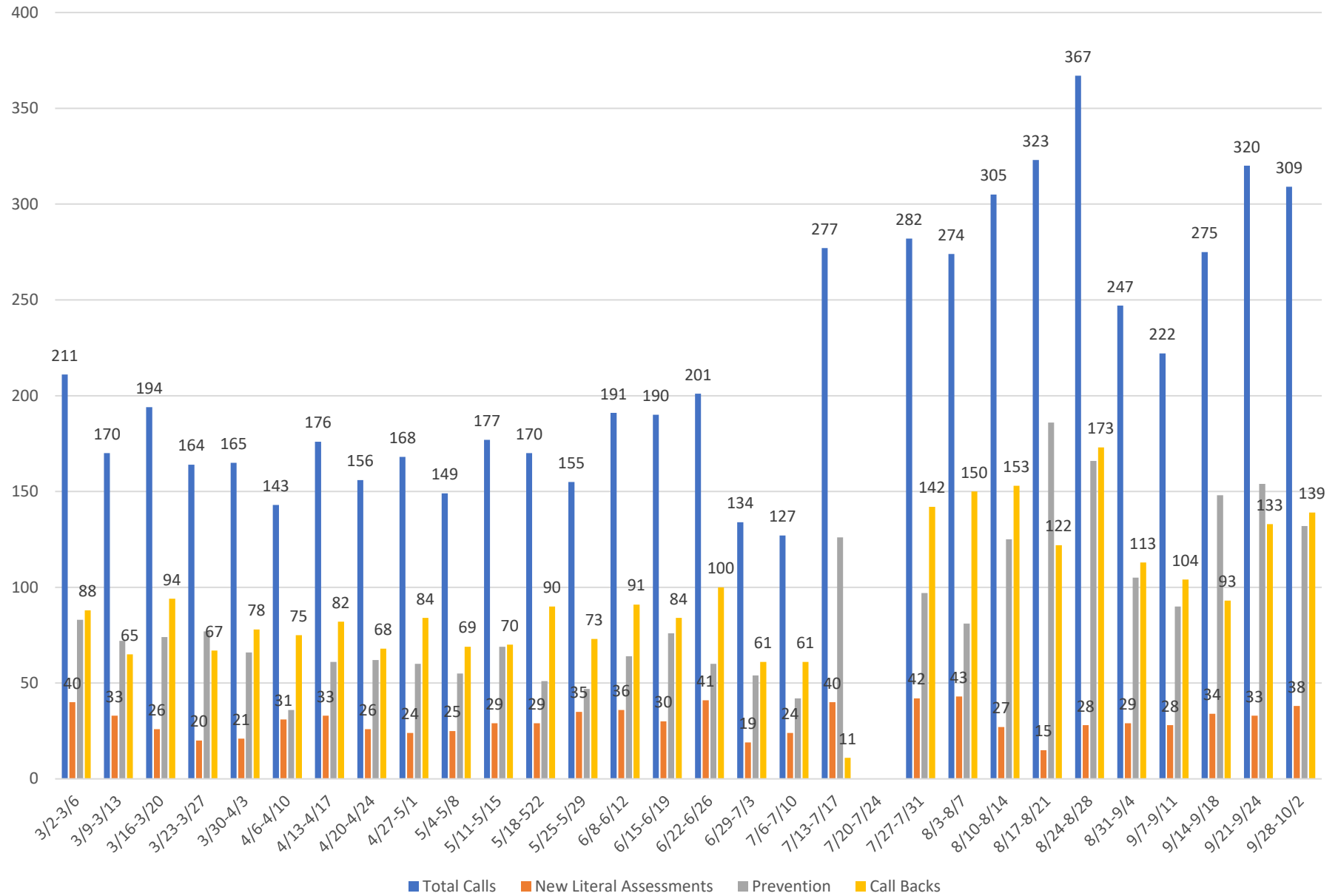
All Kent County demographic data is taken from 2018 America Community Survey data

All emergency shelter data pulled from Kent County's Homeless Management Information System

HAP Referrals



HAP Calls



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SECTION 1: WHAT IS COORDINATED ENTRY?

Introduction

The Grand Rapids Area Coalition to End Homelessness, also known as the Grand Rapids/Wyoming/Kent County Continuum of Care entity and here forward referenced as the CoC, is committed to ending homelessness across Kent County. Coordinated entry is an important process through which people experiencing or at risk of homelessness can access the crisis response system in a streamlined way, have their strengths and needs quickly addressed, and quickly connect to appropriate, tailored housing and mainstream services within the community. The Coordinated Entry (CE) system in Kent County is a cross-agency community-wide approach to ending homelessness. This document is designed to outline the foundational policies of our community. It outlines how families and individuals experiencing a housing crisis flow through the coordinated entry system, from assessment to referral, and all associated policies. Further, this document outlines policies in compliance with the CPD-17-01: Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System.

Coordinated Entry (CE) helps people in Kent County, who are or are about to become homeless. This process treats homelessness like the crisis it is, and supports an equitable, efficient response to families and individuals experiencing homelessness. The response is focused on immediately helping persons secure a safe place to stay, while at the same time, partnering to find a permanent solution to the homeless episode. Access points and services are coordinated with the Continuum of Care Coordinated Entry program, Housing Assessment Program (HAP) with the goal of addressing the unique and immediate needs of households who are experiencing homelessness which should be rare, brief, and non-recurring.

Coordinated Entry assesses and evaluates the psychological, safety, and material conditions related to a person's housing crisis. It identifies those conditions that require immediate attention (those that pose the greatest danger or threat), while supporting the development of a permanent housing plan. Upon review of available services and completion of the Community Housing Connect assessment, households have the option of scheduling an appointment with a Community Solutions Specialist. CE reduces stress related to the experience of being homeless by limiting assessment wait times and interviews while focusing on only the most pertinent information necessary to solve the immediate housing crisis.

A component of Coordinated Entry is the utilization of Supported Solutions. Supported Solutions is a strategy that seeks to quickly resolve a housing crisis for families and individuals who need temporary, immediate, and safe housing accommodations. Supported Solutions seeks to help families and individuals identify resources and immediate alternatives to needing shelter, connecting them to services and other assistance as necessary and when available. Supported Solutions is a person-centered and strength-based approach, relying on a consumer's own strengths and resources as the best means to resolve their housing crisis. A Supported Solutions conversation can occur during screening or assessment. The Supported Solutions component incorporates a model of diversion at the both the "front door" of the system, and for the duration of the consumer's housing crisis.

Coordinated Entry makes referrals through the completion of a self-anchored, self-assessment of risk, which includes protective and predictive factors that influence the overall health and well-being of families and individuals experiencing a housing crisis. Coordinated Entry utilizes a phased assessment approach to determine the appropriate housing intervention needed and desired. Coordinated Entry screens to determine if families and individuals are: housed but need resources; at imminent risk of homelessness (U.S. Department of Housing and Urban Development (HUD) category 2); or, literally homeless (HUD category 1).

Threat or danger levels are highest for persons experiencing unsheltered homelessness (meaning they are residing in a place not meant for human habitation) and for whom there is actual or perceived violence against any household member occurring in their primary nighttime residence. Additionally, Coordinated Entry takes into consideration a person's involvement with child welfare, the safety and/or livability of the current environment, previous episodes of homelessness, and financial stability. Emergency and urgent concerns identified by the individual are prioritized first through the provision of housing and services. Fundamental needs and the overall health of the individual is assessed and prioritized for non-urgent community-based services.

As persons experiencing a housing crisis complete the CE assessment, the following coordinated entry core components are completed to ensure appropriate referrals and resources are provided:

1. **Access:** Access points are the virtual or physical places where a person in need of assistance accesses the coordinated entry process.
2. **Assessment/Prioritization of Risk:** Coordinated Entry utilizes a standardized process to determine need and eligibility, as well as discern primary needs and their urgency. A face-to-face assessment is scheduled for those who are literally homeless (including attempting to or feeling domestic violence), seeking shelter or, if prevention funding is available, for those that need prevention financial assistance (at imminent risk of homelessness- HUD Category 2.) A common assessment tool (provided in Appendix C) is administered at time of assessment, which identifies strengths, natural supports, and housing resources. CE ensures that consumers quickly receive access to the most appropriate resources and housing services available.
3. **Referral:** Households prioritized and matched to a permanent housing resource are referred for services to the appropriate project.

Terms and Definitions

Assessment: The process of documenting consumer needs and strengths, identifying barriers to housing, and clarifying consumer's preferences and goals.

By Name List: A list used to identify persons experiencing homelessness in real time.

By Name List Prioritization: the use of by name list(s) to prioritize receipt of resources

Continuum of Care (CoC): Group responsible for the implementation of the requirements of HUD's CoC Program interim rule and the requirements set forth in this Policy. The CoC 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.

Community Housing Connect: Web-based platform designed to progressively gather information necessary to evaluate risk and match consumers with needed resources.

Community Solutions Specialists: Trained staff at participating provider agencies who employ Supported Solutions and match consumers with available supports.

Dynamic Prioritization: the process used to identify the household(s) with the highest needs at that point-in-time in the prioritized group(s), determine if referral is appropriate based on needs and preferences, and consider their eligibility for program(s).

Emergency Solutions Grant (ESG): HUD funding source to (1) engage homeless individuals and families living on the street; (2) improve the quantity and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents; (5) rapidly rehouse homeless individuals and families; and (6) prevent families and individuals from becoming homeless.

Homeless Management Information System (HMIS): Local information technology system used by a CoC to collect participant-level data and data on the provision of housing and services to homeless individuals and families and to persons at risk of homelessness. Each CoC is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

Michigan State Housing Development Authority (MSHDA): MSHDA serves as the state housing development authority and operates a variety of programs related to housing and homelessness in Michigan.

Prioritization: The process of identifying which households, among all those assessed, have the greatest needs and therefore receive accelerated assistance to available housing and services within the CE system.

Prioritization Pools: Population(s) or groups(s) targeted for prioritization based on community need, data, and funding availability.

Progressive Engagement: Progressive engagement is an approach that provides the minimum amount of assistance necessary to resolve a household's homeless situation. Progressive engagement allows for interventions to increase or decline based on the household's unique needs and ensures the CES is providing a "right-sized" approach to supportive housing services.

Set Aside Prioritization Pool: A pool of coordinated resources, assignments, and categories dedicated to address a specific community need or business case within a specific time frame.

Supported Solutions: Focuses on providing support to help families and individuals identify a safe, alternative housing option, even if temporary, at or immediately after entry into the coordinated entry system.

U.S. Department of Housing and Urban Development (HUD): Federal agency responsible for administering housing homelessness programs including the CoC and ESG Programs.

U.S. Department of Veteran Affairs (VA): Federal agency responsible for providing health care and other services, including assistance to end homelessness, to veterans and their families.

SECTION 2: ACCESS

Access Points

Community Housing Connect is the designated access tool for families and individuals. The tool can be completed online, over the phone, or in-person. Common access points include the following, but are not limited to:

- 2-1-1
- The Housing Assessment Program
- Shelters
- Housing providers

- Community partner agencies
- Street outreach teams

Any agency interested in assisting with expanding access to our CE system can participate as an access point. Access points may assist consumers by providing a device to access an assessment tool online. They may also assist consumers in calling the Housing Assessment Program to walk through the tool over the telephone.

Each homeless assistance provider provides access to crisis response services for persons experiencing homelessness or at imminent risk of homelessness. All organizations utilizing CE must affirmatively market all housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability who are least likely to apply in the absence of special outreach, and maintain records of those marketing activities. All services must be made available to families and individuals without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a) (2). Further, the CE system itself is affirmatively marketed to the broader community through a variety of methods. The CoC is responsible for documenting efforts to ensure all community members are aware of the CE system and how to access it. Street outreach efforts complement this goal by reaching those persons least likely to apply. Street outreach efforts are also documented by the CoC through the Outreach Committee.

The Kent County CoC uses Coordinated Entry as a standardized way to meet the immediate and long-term needs of all persons at-risk of or experiencing homelessness in the CoC's geographic area. Access to the CE system is available throughout the county. Further, the CoC Data Analysis and Coordinated Entry Committees use data to ensure all access is widely available.

Coordinated Entry ensures that services are physically accessible to persons with mobility barriers and that all communications and documentation is accessible to persons with limited ability to read and understand English. For households with English as a second language or a disability, Community Solutions Specialists coordinate with local agencies to provide services to ensure effective communication (e.g. translation services, braille, sign language interpreters, etc.) at all points of the coordinated entry process.

All services coordinated through Coordinated Entry are available to all eligible persons, regardless of actual or perceived race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, marital status, height, or weight.

Each project participating in Coordinated Entry is required to post or otherwise make publicly available a notice (provided by the CoC) that describes the community's Coordinated Entry for the CoC. This notice should be posted in the agency waiting areas, as well as any areas where participants may congregate or receive services (e.g., dining hall). All staff at each agency are required to know which personnel within their agency can discuss and explain CE to a participant who seeks more information.

The CE system and partners adhere to all jurisdictionally relevant civil rights and fair housing laws and regulations. The CE and its partners take all necessary steps to ensure that housing and services are administered in accordance with all applicable Federal, State, and local civil rights laws, including, but not limited to:

- a. Fair Housing Act, a Federal law which prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status.

- b. Section 504 of the Rehabilitation Act, a Federal law which prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance.
- c. Title VI of the Civil Rights Act, which prohibits discrimination on the basis of race, color, or national origin under any program receiving Federal financial assistance.
- d. Title II of the Americans with Disabilities Act, which prohibits public entities, which including State and local governments, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing-related services such as housing search and referral assistance.
- e. Title III of the Americans with Disabilities Act, which prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.
- f. HUD's Equal Access in Accordance with Gender Identity Rule, which prohibits discrimination based on sexual orientation, gender identity, and marital status.
- g. Michigan's Elliott-Larsen Civil Rights Act, which prohibits discrimination based upon religion, race, color, national origin, age, sex, height, weight, familial status, or marital status.

All consumers shall be informed of their right to access housing and services without discrimination, and of their right to initiate a grievance process if they believe they have been discriminated against. Adherence to the requirements set forth in this policy is ensured through system evaluations and project compliance monitoring. If the system is found to be operating outside of the parameters set forth in this policy, the CE and Steering Committees are empowered to correct. If a project required to participate in the CE system is not compliant with the requirements outlined in this policy, corrective actions may be enacted by the project's funder.

Compliance with Violence Against Women Act

In accordance with the Violence Against Women Act of 2013, (VAWA), all participating providers must comply with the core protections of VAWA. Providers are prohibited from denying admission, evicting, or terminating assistance to an individual or family solely on the basis that the individual is a victim of domestic violence, dating violence, stalking, or sexual assault.

VAWA additionally requires the CoC and all CoC providers offering rental assistance to have an emergency transfer plan which allows tenants to qualify for a transfer to another unit when they believe, due to domestic violence, dating violence, stalking, or sexual assault, they cannot safely remain in their current unit. While housing providers first attempt to locate a safe unit within their own housing stock or with another provider, a safe unit may not be immediately available when a tenant qualifies for a transfer. In such cases, tenants who qualify for an emergency transfer, but for when a safe unit is not immediately available for an emergency transfer with the agency currently providing housing assistance, shall have priority over all other applicants for rapid rehousing, permanent supportive housing, and other rental assistance projects in the CoC provided that the:

- individual or family meets all eligibility criteria required by Federal law or regulation or HUD NOFA; and
- individual or family meets any additional criteria or preferences established in accordance with § 578.93(b)(1), (4), (6), or (7).

Preventing Family Separation

Families experiencing homelessness should not be separated when receiving services unless the health and wellbeing of children are at immediate risk. The age and gender of a child under the age of 18 shall not be used as a basis for denying a family's admission to any housing services. In addition, a broad definition of family must be used that allows for single parent households of any gender identity, two parent households including same sex parents and LGBT parents, and extended families to be served together with their children. Furthermore, in compliance with HUD's Equal Access in Accordance with Gender Identity Rule, all households that present as a family must be served together as a family, whether that family includes adults and children, or just adults, and regardless of the age, disability, marital status, actual or perceived sexual orientation, or gender identity of any member of the family.

Education

The educational needs of children and youth must be accounted for, to the maximum extent practicable, and families with children and unaccompanied youth must be placed as close as possible to the school of origin so as not to disrupt the children's education. Projects that serve homeless families with children and/or unaccompanied youth must have policies and practices in place that are consistent with the laws related to providing education services to children and youth. These recipients must have a designated staff person to ensure that children and youth are enrolled in school and receive education services. Homeless families with children and unaccompanied youth must be informed of their eligibility for McKinney-Vento education services and other available resources. Recipients shall maintain documentation in the participant's case file to demonstrate that these requirements have been met and that applicants and participants understand their rights.

Safety Planning & Risk Assessment

The completion of the Coordinated Entry screening determines immediate safety concerns, identification of the housing crisis, and next steps. Persons who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking have immediate and confidential access to available crisis services through a 24 hour hotline and domestic violence crisis center by calling the YWCA West Central MI (616-451-2744) or Safe Haven Ministries (616-452-6664).

Households that are housed and in need of resources, may receive information and referral to resources, including affordable housing. Households that are found to be at imminent risk of homelessness, literally homeless or fleeing or attempting to flee domestic violence are provided an opportunity to schedule an appointment with a Community Solutions Specialist. To help solve their housing crisis, families and individuals could receive supported solutions, as well as financial assistance, if funding is available. A progressive assessment model is utilized to evaluate ongoing risk and higher level of service intervention.

Based on demographic information, special populations may be referred to other agencies for intake as appropriate. Any family with school-aged children are referred to McKinney-Vento Liaisons to ensure appropriate connections to the schools are made. CE incorporates cultural and linguistic competencies in all engagement, assessment, and referral coordination activities.

Outreach

Street outreach functions as access points to the Coordinated Entry process and seeks to engage families and individuals who are not seeking assistance or are unable to seek assistance. Street outreach teams are trained on Coordinated Entry and the assessment process and offer CE access and assessment services to families and individuals they contact through their street outreach efforts. Outreach teams

and housing service providers work together to reach populations associated with applicable prioritization pools and engage in system-wide problem solving and mobile outreach.

After-Hours & Emergency Services

Coordinated Entry provides the ability for families and individuals to complete an assessment and schedule an appointment with a Community Solutions Specialist 24/7. If a household is experiencing an emergency outside of the scope of Coordinated Entry, they are directed to contact 211 or 911. Further, 211 staff are trained to connect households to other emergency services, such as referrals for persons fleeing or attempting to flee, domestic violence, sexual assault, or stalking.

Coordinated Entry is used to coordinate local service providers to ensure 24 hours/7 day a week access to emergency shelters for families and individuals in need. For families with children, access to emergency shelter managed through a link to a 24 hour on-call advocate who assists with transfers to open beds that are managed through a google doc, coordinated with the CoC Housing Assessment Program. Families and individuals can walk into an emergency shelter to be assessed at any time. Agencies providing shelter may access funds in emergency situations to place unsheltered families or individuals in hotels or motels. The use of hotel/motel vouchers is intended to be used on a limited basis and paired with a permanent resource quickly. Motels may be a primary means of sheltering in times of community emergency such as a pandemic or loss of emergency shelter facility capacity.

Access to Technology

Coordinated Entry is facilitated through an online portal, www.communityhousingconnect.org. This tool is optimized for use on desktop computers, tablets, and smart phones. Additionally, partner agencies are encouraged to provide online access to Coordinated Entry.

SECTION 3: ASSESSMENT

Standardized Assessment Approach

A simple assessment allows for identification of those conditions that require immediate attention (those that pose the greatest danger or threat), while also supporting the development of a long-term housing plan. Upon review of available services and completion of the Coordinated Entry assessment, families and individuals have the option of scheduling an appointment with a Community Solutions Specialist. See Appendix C: Common Assessment Tool and Risk Assignments.

Emergency and urgent concerns identified by the family or individual are prioritized first through the provision of housing and services. Fundamental needs and the overall health of the family is assessed and prioritized for non-urgent community-based services. Assessments are completed to identify the most vulnerable households based on the number of anticipated housing placements across all resources occurring within the next sixty (60) days.

Phases of the Assessment

The assessment process progressively collects only enough consumer information to prioritize and refer consumers to available CoC housing and support services. Coordinated Entry uses the following phased approach to engage and appropriately serve families and individuals seeking assistance:

1. Screening (Immediately): This first phase focuses on identifying the immediate housing crisis and addressing any potential immediate needs.
2. Supported Solutions (0-3 days): This second phase, with the partnership of a Community Solutions Specialist, focuses on providing support to help families and individuals identify a safe,

alternative housing option, even if temporary, at or immediately after entry into the coordinated entry system.

3. **Housing Security Comprehensive Assessment (0-5 days):** This third phase is intended to collect all information necessary to identify a family's housing and service needs with the intent to resolve the immediate housing crisis through housing referral identification, rental assistance, and support services.

Assessing Set-Aside Prioritization Pools

A phased, progressive assessment is utilized. It is completed by partners serving the population pool, offering triage, diversion, and a housing plan to every household. The assessment process identifies the household with the highest needs at that point-in-time in the prioritized group, determines if referral is appropriate based on household needs and preferences, and considers their eligibility for the program.

Additional Assessment Tools

Other assessment tools, such as the VI-SPDAT, may be required by a program or program funding source

Consumer Autonomy and Disclosure of Disability

Persons served by Coordinated Entry have the autonomy to identify whether they are uncomfortable or unable to answer any questions during the assessment process, or to refuse a referral that has been made to them. In both instances, the refusal of the consumer to respond to assessment questions or to accept a referral shall not adversely affect his or her position on the CE's prioritization list. Throughout the assessment process, consumers will not be pressured or forced to provide staff with information that they do not wish to disclose, including specific disability or medical diagnosis information. Note that some funders require collection and documentation of a consumer's disability or other characteristics or attributes as a condition for determining eligibility. Consumers who choose not to provide information in these instances are informed of the impact of not providing this information.

Homeless Preference Housing Choice Voucher Waitlist

The Housing Choice Voucher (HCV) program is a program administered by MSHDA that aims to assist low income families and individuals in paying a portion of their rent. Participants are usually responsible to pay approximately 30-40% of their income toward rent. All rental units are subject to a Housing Quality Standard (HQS) inspection and both the participants and landlords are bound by the rules and regulations of the HCV Program. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments. The HCV program includes a homeless preference waiting list, which is managed locally by The Salvation Army Social Services Housing Assessment Program (HAP).

Coordinated Entry schedules literally homeless households for an appointment to complete an HCV application with an HCV Navigator. HCV application appointments are scheduled at various locations to be as accessible as possible to applicants.

Eligible applicants are entered on the waiting list at the time of appointment if all required documentation is presented. Being on the HCV waiting list does not guarantee a voucher and those on the waitlist are required to re-certify as experiencing homelessness every 90 - 120 days to remain on the waitlist. This re-certification must occur no earlier than 30 days before the end of the 120-day period.

Required Documentation for HCV application includes:

- Letter verifying homelessness (a new letter is required during each re-certification)
- Valid Michigan ID

Additional documentation required to access a Housing Choice Voucher:

- Social security card (for all household members)
- Verification of income for the past 30-60 days
- HCV Application
- HCV Statement of Understanding
- Salvation Army Release of Information
- HCV Release of Information
- Birth certificates (for children only)

HCVs become available within a county through attrition and households are selected through a lottery system. When a consumer is selected to receive an HCV, the local MSHDA appointed housing agent for the voucher, Community Housing Advocates notifies the HCV Navigator and mails the MSHDA HCV application to the selected household. The HCV Navigator contacts the applicant to ensure they are aware and that they are prepared to complete the required paperwork.

SECTION 4: PRIORITIZATION

Coordinated Entry is committed to ensuring that no information is used to discriminate or prioritize households for housing and services on a protected basis such as race, color, religion, national origin, sex, age, familial status, disability, actual or perceived sexual orientation, gender identify, or marital status. Emergency services are a critical crisis response resource, and access to such services are not prioritized.

Prioritization of Risk

Once an assessment is complete, the Coordinated Entry process moves on to determine the priority for housing and supportive services. The level of vulnerability and need is determined by analyzing the information obtained from the initial assessment as well as an ongoing evaluation of risk during the case management process. This section explains how this information is managed and how prioritization decisions are made to match households with housing and services.

Risk factors utilized for prioritization of housing services through Coordinated Entry are categorized as emergencies and urgent needs. Additional information obtained on semi-urgent and non-urgent chronic needs is utilized to make additional referrals to community partners. All families and individuals having identified emergent or urgent needs are prioritized for services. In times of an emergency or disaster declaration prioritization standards may be adjusted accordingly and approved by the CE and Steering Committees.

Influential Factors

Coordinated Entry evaluates not only the material conditions related to a households housing crisis – but influential factors that impact housing instability in Kent County. To that end, Coordinated Entry additionally considers prior zip code, race/ethnicity, income and employment status, English proficiency, and healthcare access.

Emergencies: Dangerous situation (literal homeless), health related, immediate danger.

Factors include: Unsheltered homelessness, fleeing or attempting to flee domestic violence, removal of dependent children from the household by child welfare as a result of housing instability.

Urgent Needs: Fundamental basic needs that require immediate care including: fundamental physiological needs, food, shelter, homelessness, health (reduce barriers to meeting urgent needs).

Factors include: Temporary and inadequate housing, such as an emergency shelter, with family or friends or residing in a motel/hotel.

Semi-Urgent Needs: Overall health of household, fundamental needs of family that require attention but are not urgent.

Non-Urgent Chronic Needs: Consumer identifies and prioritizes these needs which may include risky behaviors, risky situations, and chronic conditions that need to be addressed.

The following parameters for prioritization are utilized and collected during the assessment process:

1. Length of Homelessness
2. Unsheltered location
3. Vulnerability
4. Service Utilization

Dynamic Prioritization

Include description here.

By Name List Prioritization and Prioritization Pools

With the goal of driving down the number of persons experiencing homelessness and living unsheltered, a by name list is utilized with the goal of moving from data, to decision, to results. Resources are prioritized in accordance with the HUD Coordinated Entry Notice, under the authority of 24 CFR 578.7(a)(8), Notice CPD 17-01 and CPD 16-11. It is a goal of the Coordinated Entry System to be responsive to community emergencies, data, and effectively coordinate resources to make homelessness rare, brief, and non-reoccurring. It is essential that local data drive prioritization of projects chosen for funding. Funding resources are sometimes dedicated to prioritized populations based on community needs, data, and funding availability. Prioritization pools can be used to target populations like LGTBQ youth, families, Veterans with Health Conditions connected to the VA, chronically homeless, geographically targeted outreach to address an emergency, or to address a particular public health concern or emergency situation. To ensure transparency, prioritization pools must be established and approved by the Coordinated Entry (CE) Committee of the CoC. The prioritization pool can end by notifying the CE Committee that the pool is no longer needed.

Permanent Supportive Housing (PSH)

Prioritization for PSH is consistent with HUD's Prioritization/PSH Notice, CPD-16-11, July 25, 2016. Persons eligible for PSH are prioritized for available units based on the following criteria (applying the definition of chronically homeless set by HUD):

1st priority - Chronically homeless individuals and families with the longest history of homelessness and with the most severe service needs.

2nd Priority—Chronically homeless individuals and families with the longest history of homelessness but without severe service needs.

3rd Priority—Chronically homeless individuals and families with the most severe service needs.

4th Priority—All other chronically homeless individuals and families not already included in priorities one (1) through three (3).

SECTION 5: REFFERAL

Referral Process

Once the prioritization process results in a household being matched to an open permanent housing program, Coordinated Entry completes a referral to the appropriate service. One of the guiding principles of CE is consumer choice. Consumers can reject service strategies and housing options offered to them, without repercussion. Consumers are not steered toward any particular housing program, facility, or neighborhood, but are matched based on eligibility, prioritization, and consumer choice.

Veteran Referrals

All eligible veterans are referred for Supportive Services for Veteran Families (SSVF), administered by Community Rebuilders and the VOA. Referrals occur from the Veterans Administration, consumers, Grant Per Diem (GPD) providers, or shelter staff directly to Community Rebuilders or the VOA. Community Rebuilders has GPD and Contract Beds available for veterans eligible for VA resources.

Referrals for PSH

See Appendix D for Prioritization of Persons Experiencing Chronic Homelessness Policy

Prevention

Referrals to prevention housing resources available to those at risk of homelessness are also coordinated through the CE system. Households are matched to prevention resources quickly based on need and eligibility. Funders of prevention programs, or the CoC through its CE Committee, may target certain prevention resources temporarily, in response to an emergency or if system data suggests it is needed. Targeted prevention strategies are established and ended using the same process as prioritization pools.

Referrals using Dynamic Prioritization

Dynamic Prioritization is used to identify the person with the highest needs at that point-in-time in the prioritized group(s), determine if referral is appropriate based on household needs and preferences, and considers their eligibility for the program(s).

- Housing placement occurs within 60 days or as quickly as possible.
- All available CoC resources are leveraged in the most flexible manner possible.
- Project is working towards and contributes to continuous improvement of system measurements.

System Case Conferencing and By-Name List Management

A transparent list of resources (via HAP Google Doc) allows for transparent real time decision making to fill vacancies using current information about persons in the prioritized group(s).

Partners review:

1. What resources are available
2. If a single resource is available, it is matched based on availability of resources and consumer choice. The referral is made and recorded and required data is provided to HAP.
3. If multiple resources are available for which the consumer is eligible, service providers coordinate with HAP to choose the desired resource, making the best referral possible considering needs and consumer choice.

Internal Transfers

Housing providers at times may need to make internal transfers between projects at the same agency within the same program model type. While CE Committee approval is not required, transfers must be documented and the CE Lead, HAP, must be notified. Participants must meet eligibility requirements of the project prior to the transfer taking place.

SECTION 6: COMPLAINTS AND GRIEVANCES

Consumers

Consumers of the CE system have a right to a fair and equal process as it relates to housing placement and services. Grievances and complaints by consumers of the system will be addressed as outlined below. The CoC values consumer feedback and believes the lived experience of those served must inform system decision-making. Those with lived experience wishing to assist in system decision-making are invited to join the CoC and CE Committee.

All participating provider agencies must have a consumer grievance policy in place, a copy of which should be made available to consumers. The policy included here is intended to cover consumer grievances related specifically to Coordinated Entry related policies, decisions, services, or activities. This policy does not address grievances involving a participating provider agency's internal policies, services, or activities. In the event a grievance is received regarding an agency's internal policies, services or activities, the grievance will be referred to the appropriate agency for resolution under the agency's grievance policy.

Each participating provider agency must make a good faith effort to resolve a Coordinated Entry-related consumer grievance as best they can in the moment. If a consumer complaint or grievance could not be resolved by provider agency staff, the following procedures shall be followed.

1. The provider agency shall provide the consumer with all information necessary to submit their complaint to the CoC CE Committee.
2. Within three (3) business days of the consumer submitting the complaint, the provider agency shall any additional documentation relating to the grievance, including a written statement, to the CE Committee.
3. The CE Committee, or an authorized ad hoc group, will review any documentation provided by the agency or consumer and attempt to mediate a solution within five (5) business days of receiving the complaint. If the CE Committee determines that a consumer grievance is not related to Coordinated Entry, it will refer the grievance to the appropriate body or agency for consideration and resolution.
4. The CE Committee may determine that additional investigation (including interviews, additional documentation or written statements, a grievance hearing, or other relevant sources of information) is necessary. If so, additional time beyond the five (5) working days may be required to attempt to reach a resolution.
5. If no mutually agreeable resolution is reached, the CE Committee will make a final decision to resolve the grievance.

If a consumer has a CE-related grievance and is not working with a particular agency at the time of the complaint, the consumer may submit a complaint directly to the CE Committee.

If a provider agency or consumer is dissatisfied with the resolution by the CE Committee, either can request review by the CoC's Steering Council.

Partner Agencies

All agencies participating in the CoC have the right to file a complaint or grievance about the operations of the coordinated entry system. The Kent County CoC maintains an agency grievance procedure outlined below to ensure an agency's complaints are dealt with promptly and in an unbiased manner. Please note, complaints regarding CoC funding applications or awards are handled separately.

If an agency in the CoC has a concern regarding the CE system, they are encouraged to first bring the matter to the attention of the parties responsible for the matter(s) at hand. It is intended that discussion between parties shall resolve identified issues. If the issue cannot be solved between parties or would require action on the part of the CE Committee or CoC, the agency must first bring the issue before the CE Committee. CoC staff and CE Committee members must attempt to resolve the issue in a timely manner. If the complainant is not satisfied by the actions taken or not taken by the CE Committee, the matter must be submitted in writing to the Steering Committee of the CoC. Decisions made by the Steering Committee are considered final.

SECTION 7: DATA SYSTEM(S)

There are many different types of data and data systems that are used to collect, manage, and report out on the persons served by CE. All data systems used to record information from a coordinated entry process meet HUD's requirements in 24 CFR 578.7(a)(8). Examples of the types of data and data systems that are used in the CE system are:

- HMIS or comparable database: Collects personally identifiable information (PII) on consumers, as well as information for the purpose of complying with Federal data collection mandates.
- Acuity Scheduling: Used to integrate appointment scheduling with Supported Solutions staff calendars. Reporting data can be pulled from the website to analyze the different data sets of appointments.
- Community Housing Connect: Used to collect necessary risk factors associated with Coordinated Entry screening assessment.
- Surveys: Used to anonymously collect consumer feedback.

HAP maintains reporting to identify the number of consumers served, referred, or rejected by each project participating in coordinated entry.

Consumer Consent Process

Data must not be collected without the consent of consumers, according to the defined privacy policies adopted by the CoC. As part of the assessment process, consumers are provided with a written copy of the MSHMIS Privacy Notice which identifies what data will be collected, what data will be shared, which agencies data will be shared with, and what the purpose of the data sharing is. Consumers will have the option to decline sharing data; doing so does not make them ineligible for CE. Please see Appendix C for a copy of the MSHMIS Privacy Notice.

Data and Privacy Protections

The same data and privacy protections that are described above are also extended to any data gathered for the purposes of evaluation. No evaluation materials may be shared if they contain consumer names or any personally identifying information. If quotes or language from consumers are used in reports, they should only be identified as an anonymous consumer, or with a changed name that could not be used to identify them.

All consumer information collected, stored, or shared in the operation of CE functions, regardless of whether or not those data are stored in HMIS, shall be considered personal and sensitive information worthy of the full force of protection and security associated with data collected, stored, or shared in HMIS. Coordinated Entry must protect all consumers' personally identifiable information (PII), as required by HUD's HMIS Data and Technical Standards, regardless of whether or not PII is stored in HMIS. All CE participating projects ensure consumers' PII will only be collected, managed, reported, and potentially shared if those data are able to be secured in compliance with the HUD established HMIS privacy and security requirements.

SECTION 8: TRAINING AND EVALUATION

Regular trainings across participating agencies ensures consistent delivery of services with an alignment to best practices. Trainings also provide a way for providers and staff to learn from each other and to brainstorm ways to remove systemic barriers to ending homelessness. Topics for training may include the following:

- Review of CoC's written CE policies and procedures, including variations adopted for specific subpopulations;
- Requirements for use of assessment information to determine prioritization;
- Intensive training on the use of the CE assessment tool; and
- Criteria for uniform decision-making and referrals.

System Transparency and Evaluation

The Coordinated Entry Committee of the CoC is responsible for ongoing review of the CE system and makes recommendations regarding the system as needed. Any change to this policy must be first approved by the CE Committee and then approved by the Steering Committee of the CoC. System data collected through the CE process must be available to both the CE Committee and Data Analysis Committee of the CoC.

The CoC is committed to conducting regular and ongoing evaluations of Coordinated Entry. The Coordinated Entry Committee is responsible for ensuring a formal evaluation is conducted no less than annually and reported to the Steering Committee. The feedback gathered through consumer and partner agency evaluations are used to monitor the implementation of coordinated entry, ensure compliance, and update and improve processes. Evaluations include both quantitative and qualitative methods. In addition to regularly scheduled evaluations the CoC and partner agencies may conduct ad hoc evaluations on topics of importance or interest.

SECTION 9: APPENDICES

Appendix A: Sources

Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System. Notice CPD-17-01. January 23, 2017.

<https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf>

Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program Interim Final Rule, 24 CFR Part 578. July 31, 2012.

https://www.hudexchange.info/resources/documents/CoCProgramInterimRule_FormattedVersion.pdf

Emergency Solutions Grants (ESG) Program Interim Rule:

Homeless Emergency Assistance and Rapids Transition to Housing: Emergency Solutions Grant Program and Consolidated Plan Conforming Amendments, 24 CFR Parts 91 and 576. December 5, 2011.

https://www.hudexchange.info/resources/documents/HEARTH_ESGInterimRuleandConPlanConformingAmendments.pdf

Homeless Emergency Assistance and Rapids Transition to Housing: Defining “Chronically Homeless,” 24CFR Parts 91 and 578. December 4, 2015.

<https://www.hudexchange.info/resources/documents/Defining-Chronically-Homeless-Final-Rule.pdf>

HUD Exchange <https://www.hudexchange.info>, “HMIS Data and Technical Standards,” 2020.

<https://www.hudexchange.info/resource/3824/hmis-data-dictionary/>

Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing (CPD-16-11). July 25, 2016.

<https://www.hudexchange.info/resources/documents/notice-cpd-16-11-prioritizingpersons-experiencing-chronic-homelessness-and-other-vulnerable-homeless-personsin-psh.pdf>

Violence Against Women Reauthorization Act (VAWA) of 2013: Implementation in HUD Housing Programs.

<https://www.federalregister.gov/documents/2016/11/16/2016-25888/violence-against-women-reauthorization-act-of-2013-implementation-in-hud-housing-programs>

Appendix B: Consumer Consent Form

Michigan State Homeless Management Information System (MSHMIS) Privacy Notice to Consumers:

Link to website with consumer notice information

Appendix C: Common Assessment Tool and Risk Assignments

Note this tool is designed to be iterative and predictive in nature. Once in use, the resulting data informs risk levels and predictive factors.

Influential Risk Factors

A. In the last 60 days myself or my family (predictive modeling, multiple choice)

- i. Has been concerned about losing our housing
- ii. Has changed residences more than twice
- iii. Lived with a friend or family member we do not normally reside with due to financial hardship
- iv. Faced eviction or was evicted from our current living situation
- v. Slept outside, in an abandoned building, or in our car
- vi. Stayed in an emergency shelter or motel due to financial hardship

B. What is your housing situation today (assessing risk, single answer)

- i. I’m staying on the street, in a vehicle, abandoned building, or park due to financial strain, or a dangerous situation related to violence in my home (high risk)
- ii. I’m staying in an emergency shelter, with family or friends, or in a hotel or motel (elevated risk)

C. Please tell us a little more about your situation (assessing risk, multiple choice)

- i. Living under threat of having children removed from the home, or they have already been removed from the home (high risk)

- ii. Lacks the financial resources and support networks to obtain housing on my own (elevated risk)
 - iii. Has had one or more prior episode of homelessness (elevated risk)
 - iv. Residing in an unhealthy physical environment (i.e. bugs, mold, lead paint/pipes, no utilities, water leaks, no smoke detectors) (elevated risk)
 - v. Not able to stay at our current location during the day (elevated risk)
 - vi. Not able to shower where we are currently staying (elevated risk)
 - vii. My child or children are temporarily staying with family or friends (elevated risk)
 - viii. Experiencing conflict with my landlord (base risk)
 - ix. Lacks privacy where we are currently staying (base risk)
 - x. Cannot store our belongings where we are currently staying (base risk)
- D. What is your family size (assessing risk)
- i. 1 to 4 people
 - ii. 5 or more people (elevated risk)
- E. Last known permanent zip code (predictive modeling)
- F. What is your race or ethnicity (assessing risk)
- i. Asian (base risk)
 - ii. Hispanic or Latinx (base risk)
 - iii. Native Hawaiian (base risk)
 - iv. Pacific Islander (base risk)
 - v. Black or African American (base risk)
 - vi. American Indian/Alaskan Native (base risk)
 - vii. Other (base risk)
 - viii. White
- G. Have you served in the U.S. Armed Forces (assessing risk)
- i. Yes (high risk)
 - ii. No
- H. What language are you most comfortable speaking (assessing risk)
- i. English
 - ii. Language other than English (elevated risk)
- I. Do you have a high school degree (assessing risk)
- i. Yes
 - ii. No (elevated risk)
- J. What was your main activity during most of the last 12 months (assessing risk)
- i. Worked for pay
 - ii. Attended school
 - iii. Household duties
 - iv. Unemployed (elevated risk)
 - v. Permanently unable to work (elevated risk)
 - i. Other
- K. What is your main source of health insurance (assessing risk)
- i. Uninsured (elevated risk)
 - ii. Medicaid or Medicare (base risk)
 - iii. Private insurance

Appendix D: Prioritization of Persons Experiencing Chronic Homelessness Policy



PRIORITIZATION OF PERSONS EXPERIENCING CHRONIC HOMELESSNESS POLICY GUIDANCE

Background

The Grand Rapids Area Coalition to End Homelessness, also known as the Grand Rapids/Wyoming/Kent County Continuum of Care entity and here forward referenced as the CoC, is committed to ending homelessness across Kent County.

The US Department of Housing and Urban Development (HUD) issued *Notice CPD-16-11 on July 25, 2016*. This Notice provides guidance to Continuums of Care and recipients of CoC Program funding for permanent supportive housing (PSH) regarding the order in which eligible households should be served in all CoC Program-funded PSH. The Notice also establishes recordkeeping requirements for all recipient CoC Program-funded PSH that includes beds that are required to serve persons experiencing chronic homelessness as defined in 24 CFR 578.3, in accordance with 24 CFR 578.103.

“In order to meet the first goal of *Opening Doors*—ending chronic homelessness—it is critical that CoCs ensure that limited resources awarded through the CoC Program Competition are being used in the most effective manner and that households that are most in need of assistance are being prioritized. ... To ensure that all PSH beds funded through the CoC Program are used as strategically and effectively as possible, PSH needs to be targeted to serve persons with the highest needs and greatest barriers towards obtaining and maintaining housing on their own—persons experiencing chronic homelessness. HUD’s experience has shown that many communities and recipients of CoC Program-funded PSH continue to serve persons on a ‘first-come, first-serve’ basis and/or based on tenant selection processes that screen-in those who are most likely to succeed. These approaches to tenant selection have not been effective in reducing chronic homelessness, despite the increase in the number of PSH beds nationally.” (Notice, p. 3)

To achieve the greatest impact on chronic homelessness, it is resolved that the CoC incorporates the order of priority into policy, as described in the Notice. This policy requires recipients of CoC Program-funded PSH beds that are dedicated or prioritized to serve chronically homeless persons, to follow the order of priority in accordance with the details of the Notice and in a manner consistent with their current grant agreement.

Applicability

This policy refers to permanent supportive housing units that are CoC Program funded and are dedicated or prioritized for chronic homelessness. This policy shall allow for transition time for projects that must work with additional funding source waitlist requirements, with the expectation that they will begin taking referrals from the prioritization list as quickly as possible.

Order of Priority

All CoC Program-funded PSH beds dedicated to chronically homeless households are required through the project's grant agreement to only be used to house persons experiencing chronic homelessness unless there are no persons within the CoC that meet the criteria for chronic homelessness.

CoC Program-funded PSH beds that are prioritized for chronically homeless households implement an admissions preference for chronically homeless persons.

The following outlines the order for priority for both dedicated and prioritized PSH beds for chronically homeless households:

Order of Priority for Dedicated and Prioritized Permanent Supportive Housing	Meets HUD's Chronic Homelessness Definition	Has Severe Service Needs?	Other Requirements
1	Yes	Yes	At least 12 months continuous, prioritized based on length of homelessness.
2	Yes	No	At least 12 months continuous, prioritized based on length of homelessness.
3	Yes	Yes	4 episodes of homelessness in 3 years equaling at least 12 months.
4	Yes	No	4 episodes of homelessness in 3 years equaling at least 12 months.

Identification of households experiencing chronic homeless first occurs through coordinated entry. When coordinated entry is informed of an open CoC Program-funded PSH bed that is dedicated or prioritized to a chronically homeless household, the household meeting the highest threshold of prioritization will be referred by coordinated entry to the PSH provider. Severity of need is determined by the use of a standardized assessment tool at coordinated entry, such as the SPDAT.

"CoCs that adopt the order of priority in Section III of this Notice into the CoC's written standards are strongly encouraged to use their coordinated assessment system in order to ensure that there is a single prioritized waiting list for all CoC Program-funded PSH within the CoC. Under no circumstances shall the order of priority be based upon diagnosis or disability type, but instead on the severity of needs of an individual or family." (Notice, p. 10)

At which time a referral is requested for a dedicated or prioritized bed and no chronically homeless persons can be identified within the CoC, coordinated entry will provide verification to this effect and refer the next eligible person off the registry. This will ensure that the dedicated and prioritized beds remain in compliance with this policy.

Recordkeeping Requirements

In accordance with the Notice, this policy also states that all recipients of CoC Program-funded PSH are required to document a program participant's status as chronically homeless as defined in 24 CFR 578.3 and in accordance with 24 CFR 578.103. The following is a list of required records for each recipient to maintain:

1. Written intake procedures
2. Evidence of chronically homeless status
 - a. Evidence of homeless status
 - b. Evidence of duration of homelessness
 - i. Evidence that the homeless occasion was continuous, for at least one year
 - ii. Evidence that the household experienced at least four separate homeless occasions over 3 years
 - c. Evidence of diagnosis with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in Section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability
3. Evidence of cumulative length of occasions
4. Evidence of severe service needs, as determined with a standardized assessment tool
5. Evidence that the recipient is following the CoC's written standards for prioritizing assistance

Policy Approved by Steering Council:

August 19, 2016



GRAND RAPIDS/WYOMING/KENT COUNTY MI-506 CONTINUUM OF CARE REQUEST FOR QUALIFICATIONS: STRATEGIC VISIONING AND PLANNING

Issue Date:



Proposal Deadline:

Type of Contract:

The contract resulting from this RFQ will be a fixed price contract

STATEMENT OF WORK

The Grand Rapids Area Coalition to End Homelessness, also known as Grand Rapids/Wyoming/Kent County Continuum of Care (CoC), seeks statements of qualifications for professional services to facilitate a strategic visioning and planning process and establish a framework for implementation for the Continuum of Care.

Background information of the Grand Rapids Area Coalition to End Homelessness:

The Grand Rapids Area Coalition to End Homelessness, also known as Grand Rapids/Wyoming/Kent County Continuum of Care (CoC), is an independent, non-incorporated membership entity comprised of numerous organizations and individuals.

It was formed in response to federal requirements in the McKinney-Vento Homeless Assistance Act of 1987 Transition (HEARTH) Act of 2009 for administration of US Department of Housing and Urban Development (HUD) funding to address homelessness as described in 24 CFR Part 578.5. The CoC Governance Charter and subsequent amendments are approved, consistent with 24 CFR Part 578.5, by the CoC membership. Governance decisions on behalf of the CoC are made by a Steering Council elected from the membership, in accordance with the CoC Governance charter. Annually the Continuum of Care applies to the HUD Continuum of Care (CoC) Program for funding to address homelessness.

The HUD Continuum of Care (CoC) Program (24 CFR part 578) is designed to promote a community-wide commitment to the goal of ending homelessness,

- provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house homeless individuals, families, persons fleeing domestic violence,
- promote access to and effective utilization of mainstream programs, and
- to optimize self-sufficiency among those experiencing homelessness.

The Coalition is a community collaborative that is actively working on systems change in the area of homelessness. The goal of the Coalition is to prevent and end systemic homelessness in Kent County, guided by the values and philosophy set forth in the original 10-year community developed plan, the Vision to End Homelessness, which was developed in 2004. However, the Coalition recognizes that significant changes have occurred in the community since the implementation of the Vision to End Homelessness and has identified the need for renewed strategic vision and plan to move forward on its efforts in ending homelessness.

PURPOSE

Through this RFQ, the CoC Steering Council seeks a professionally qualified consultant to work with them and the CoC to create a strategic plan through a comprehensive, data-driven, and participatory planning process as defined in the RFQ below.

FOUNDATIONAL ELEMENTS

- Consultant will include strategy and impact of systems change within the context of the CoC and grounded in the work of [Opening Doors: Federal Strategic Plan to Prevent and End Homelessness](#).
- Process informed by other community planning efforts regarding homelessness and housing needs
- Engagement of the following:
 - Persons with lived experience of homelessness and/or housing insecurity including CoC Action Board members
 - Members of Coalition
 - Committee members
 - CoC staff
- Equity-focused process facilitation

SCOPE OF WORK:

- Design and execute a strategic visioning and planning process
- Development of shared values with clarifications of definitions
- Facilitate data review, input-gathering and design sessions with CoC stakeholders
- Synthesize input and create Strategic Plan documents
- Present Strategic Plan documents and incorporate feedback

DELIVERABLES:

Working with CoC partners, the consultant will:

- Provide a clear outline of current services along with the present needs and gaps.
- Design and execute a strategic visioning and comprehensive planning process including development of shared values with clarifications of definitions
- Develop an actionable three to five-year strategic plan, including a projected budget for its implementation.
- Develop recommendations regarding the plan's implementation and support structure. Included within this phase should be recommendations regarding:
 - A detailed budget to implement the plan
 - Infrastructure integrations needed to support the CoC's implementation phase
 - CoC Board Committees structure needed to act on the plan
 - Data tracking

PROPOSAL SHOULD INCLUDE:

- **Consultant Qualifications and Roles:** The proposal must describe the consultant's qualifications to conduct the scope of work activities, including their expertise, knowledge, and experience. Experience should include examples of conducting similar or related work (i.e., working with other collaborative or collective impact initiatives to create a strategic vision and strategic plan). If a consultant group or partnership of consultants is proposed to conduct the scope of work, the proposal must indicate which activities each consultant will conduct as well as information about their level of expertise, knowledge and experience to conduct those specific activities.
- **Demonstrated ability to use process-facilitated approach to strategic planning** - include description of methodology (process, roles, and activity timeline) in response.
- **Description of how an equity focus will be used in consultant's process.**
- **Work plan detailing:**
 - specific activities with detailed descriptions,
 - a timeline for the activities, and
 - milestones and deliverables tied to those activities.
- **At least 3 references** who can speak to their experience with the consultant in conducting projects of similar scope.
- **Examples of past work similar in scope.**
- **Proposed Budget and timelines** - The expectation is that the strategic visioning process will be completed days from the point of engagement with the CoC.
- [Signed Conflict of Interest Statement](#)
- **Additional considerations:** The CoC is required to follow HUD requirements for contracting per 2 CFR 200. Responses shall include, if appropriate, a description of efforts to subcontract, joint venture, or otherwise enter into business arrangements with Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs). Affirmative steps will be taken to assure that MBE/WBE firms are utilized to the extent possible.

CONSULTANT QUALIFICATIONS

To accomplish the scope requested, the consultant will need to possess the following qualifications:

- Experience at successfully developing consensus-based strategic plans
- Knowledgeable of collective impact or collaborative strategic initiatives
- Strong facilitation skills
- Knowledgeable of homeless systems and issues, highly preferred
- Proven ability to appropriately engage vital stakeholders
- Demonstrated focus on systemic change and equitable outcomes and opportunities

PROCESS FOR PROPOSAL SELECTION

Proposals are due no later than [REDACTED] by 5pm and should be e-mailed as a pdf to Courtney Myers-Keaton at cmyers-keaton@hwmuw.org.

While cost is a consideration, the CoC is not limited to selecting the lowest bid, as this is a qualifications-based decision. The CoC will score all qualified proposals using the following criteria:

Factor	Points
Experience and qualification of consultant in providing facilitation of strategic visioning and/or planning services with a demonstrated focus on systems change and equitable outcomes or other similar planning processes or initiatives.	40
Consultant's qualification and experience in providing the requested services as demonstrated by consultant's references.	15
Proposed project approach	35
Total project cost	10
Total Possible Points	100

ADDITIONAL INFORMATION

1. All legal rights and obligations between the successful consultant and the CoC will come into existence only when a contract or agreement is fully executed by the parties.
2. Each consulting firm preparing or submitting a response to this RFQ agrees that any costs incurred resulting from the preparation of the response to this RFQ are at the consultant's sole cost and expense. Each consultant agrees that proposals and all documentation and supporting materials submitted with a proposal shall remain the property of the CoC.
3. The proposed activity will be partially or completely funded with HUD funds in accordance with federal laws and regulations which require that all contracts with consultants for activities utilizing HUD funds adhere to all applicable requirements, including but not limited to a drug-free workplace, non-discrimination, equal employment opportunity, and training and business opportunity. The selected consultant shall certify that they meet all applicable federal requirements.
4. The CoC seeks responses to this RFQ from small businesses, including but not limited to, micro local business enterprises (Micro-LBE), veteran owned small business (VOSB), minority owned business enterprises (MBE), and women owned business enterprises (WBE). The selected consultant will be expected to utilize small businesses, micro-LBE, VOSB, MBE, and WBE whenever possible.
5. The CoC collectively reserves the right to accept or reject any and all of the responses, in whole or in part; to alter the selection process in any way; to postpone or cancel the selection process for its own convenience at any time; to waive any defects/informalities; to disregard all non-conforming, non-responsive or conditional responses; and/or to issue a new RFQ at any time.

INQUIRIES AND POINT OF CONTACT

Courtney Myers-Keaton, CoC Coordinator at the Grand Rapids Area Coalition to End Homelessness, will serve as the point of contact for inquiries related to the RFQ. All questions may be sent to cmyers-keaton@hwmuw.org or call 616.752.8624.

DRAFT



Grand Rapids Area Coalition to End Homelessness¹

Governance Charter

The Grand Rapids Area Coalition to End Homelessness is a community collaborative that is actively working on systems change in the area of homelessness. The goal of the Coalition is to prevent and end systemic homelessness in Kent County, guided by the values and philosophy set forth in the original 10-year community developed plan, the *Vision to End Homelessness*.

The Grand Rapids Area Coalition to End Homelessness, also known as the Kent County Continuum of Care (CoC), is an independent, non-incorporated membership entity comprised of numerous organizations and individuals. It was formed in response to federal requirements in the McKinney-Vento Homeless Assistance Act of 1987 reauthorization in 1994 and amended in the Homeless Emergency Assistance and Rapid Transition (HEARTH) Act of 2009 for administration of US Department of Housing and Urban Development (HUD) funding to address homelessness as described in 24 CFR Part 578.5. The CoC Governance Charter and subsequent amendments are approved, consistent with 24 CFR Part 578.5, by the CoC membership. Governance decisions on behalf of the CoC are made by a Steering Council elected from the membership, in accordance with the CoC Governance charter. Annually the Continuum of Care applies to the HUD Continuum of Care (CoC) Program for funding to address homelessness.

The CoC is committed to collaboration where ever possible to accomplish its stated goals to end homelessness. The Essential Needs Task Force (ENTF), a broader community effort to coordinate the response to basic needs and strengthen communications across systems in Kent County is one such effort that the CoC is committed to participation in. (To learn more about ENTf, see entf Kent.org). The ENTf functions with subcommittees that include Housing, Energy Efficiency, Economic & Workforce Development, Transportation, Food & Nutrition.

I. Continuum of Care (CoC)

A. Role

The Continuum of Care champions the *Vision to End Homelessness*, convening to determine local priorities, strengthen communication, encourage best practices, and promote collaboration to achieve goals.

As a community collaborative, the Continuum of Care:

- Promotes community commitment to the goal of ending homelessness,
- Gathers and analyzes information to determine local needs of individuals experiencing homelessness,
- Provides a comprehensive, well-coordinated, and clear planning process,
- Promotes access to and effective use of existing programs,
- Implements strategic responses and measures results,
- Applies for funding from the U.S. Department of Housing and Urban Development (HUD) and other funding sources based on local priorities.

B. Responsibilities

¹ Resource documents: Coalition Structure, March 2010; *Establishing and Operating a Continuum of Care*, 2012, US Department of Housing and Urban Development

The major responsibilities that must be carried out by the CoC to comply with HUD expectations are as follows:

1. Convene regular meetings of the full membership, with published agendas, at least semi-annually
2. Issue a public invitation for new members within Kent County at least annually
3. Adopt and follow a written process to select a board to act on behalf of the CoC (identified as the Steering Council for Continuum of Care) and review that process at least once every 5 years
4. Appoint additional committees, subcommittees, or work groups comprised of provider representatives and community advocates; and action boards comprised of consumers, as needed.
5. Designate the Homeless Management Information System (HMIS) lead for the CoC
6. In consultation with the collaborative applicant for HUD funds and the HMIS lead, develop, follow and update annually:
 - a. A governance charter
 - b. A code of conduct and recusal process for the board, its chairperson and any person acting on behalf of the board
7. Establish and operate a centralized or ~~coordinated assessment~~ coordinated entry system
8. Develop a plan for a coordinated housing and service system that meets the needs of individuals, unaccompanied youth, and families experiencing homelessness
9. Plan and conduct an annual Point-in-Time count of sheltered and unsheltered persons that meets HUD guidelines
10. Establish performance targets appropriate for population and program type in consultation with recipients and sub-recipients
11. Monitor recipient and sub-recipient performance and address concerns of poor performance
12. Work with Emergency Solutions Grants recipients and Consolidated Plan jurisdictions within the geographic boundaries of the CoC to allocate, report and evaluate use of funds, and inform the plan
13. In consultation with recipients of Emergency Solutions Grants program funds, establish and consistently follow written standards for providing CoC assistance with those funds

The CoC is responsible for carrying out all activities listed above. In Kent County, the CoC delegates these responsibilities to its Steering Council which may, in turn, delegate some of these responsibilities to other organizations. Because the Kent County CoC is not incorporated, Memorandums of Understanding (MOU)s rather than contracts are used whenever any of these responsibilities are delegated to other entities. These MOUs are reviewed on an annual basis by the CoC Steering Council against performance expectations outlined in the MOU. Under the current Governance Charter three particular tasks are delegated to other entities through MOUs. These include:

- o Fiscal Agent (Entity that provides paid staff support for the CoC)
- o HMIS Lead Agency (entity holding responsibility for Homeless Management Information System (HMIS) management and maintenance)
- o Collaborative Applicant (entity formally completing the HUD CoC Competition application)

C. Members & Term of Service

The Continuum of Care is comprised of agencies and organizations that provide direct services to households experiencing a housing crisis, other related service organizations that engage directly or indirectly with households that experience a housing crisis, and homeless or formerly homeless individuals, and is open to:

1. nonprofit homelessness assistance providers,
2. victim services providers,
3. faith-based organizations,
4. government entities,
5. businesses,
6. advocates,

7. public housing authorities,
8. school districts,
9. social services providers,
10. mental health agencies,
11. hospitals,
12. universities,
13. affordable housing developers,
14. law enforcement,
15. organizations serving veterans,
16. homeless or formerly homeless individuals.

A public invitation must be issued for new members from Kent County a minimum of once each year. While membership is voluntary, organizations and homeless or formerly homeless individuals are required to formally sign-up as members and affirm their commitment to the mission of the Coalition to End Homelessness in order to have voting and other privileges with the group. Member organizations or entities must designate one person to serve as the voting representative. Annually, members of the Continuum of Care must renew their membership and confirm the designation of their voting representative.

A roster of voting representatives is maintained and updated at least annually. A voting representative from an organization or agency may assign their proxy to another individual from their organization; however, at no time will any organization be provided with multiple votes. The voting representative must provide a 24 hour notice to CoC staff via email indicating which pre-registered alternate voter (of which there can be no more than two) will be voting for their organization. Additionally, any voting representative can only vote once and cannot represent more than one organization or person.

Continuum of Care members may continue to participate indefinitely. Members are expected to attend CoC meetings a minimum of twice a year and are strongly encouraged to participate in committees and work groups.

D. Meetings

The Continuum of Care must meet a minimum of twice a year although more meetings may be held as needed.

1. Steering Council Chairperson presides at Continuum of Care meetings.
2. Meeting agenda are developed by the Steering Council and published in advance of the Continuum of Care meeting.
3. Continuum of Care members have the right to suggest additional agenda items for a Continuum of Care meeting, but additional agenda items must be approved by a majority vote of those in attendance at that Continuum of Care meeting.
4. Meetings may include opportunities to share information about local partners, best practices from the field, progress toward achieving the goals of the Coalition, and Coalition activities.
5. Attendance records must be maintained, and the records must include the names of all individuals, with organizations noted as appropriate.

II. Steering Council

A. Role

The Coalition Continuum of Care represents many community stakeholders in carrying out the mission of leading the community in finding solutions for preventing and ending homelessness. To facilitate effective execution of Coalition goals, a Steering Council performs the functions of a CoC board, with certain specific responsibilities assigned by the Continuum of Care through this Governance Charter.

B. Responsibilities

The Steering Council is responsible for ensuring that the seven major HUD defined responsibilities in Section I.B. are carried out. In addition, the Steering Council is authorized by the Continuum of Care to:

1. Serve as the primary decision-making entity for the Continuum of Care according to the approved governance structure,
2. Set the agenda for the Continuum of Care meetings,
3. Establish policies, principles and priorities and select the Collaborative Applicant for the HUD NOFA process,
4. Determine project priorities and monitor the outcomes of those projects,
5. Oversee the competitive process for annual CoC application submissions to HUD and other funding sources and provide final approval for those application submissions,
6. Establish policies for data release and monitor HMIS Standard Operating Procedures either through direct administration of or designation of an HMIS implementing agency,
7. Direct system planning activities that engage CoC members,
8. Direct analysis of system-wide data to identify community needs and gaps and report to the CoC

C. Participants and Terms of Service

The Steering Council is comprised of up to twenty-one (21) seats representing the broad array of interests within the Coalition and must:

1. Include at least **two homeless or formerly homeless individuals**
2. At a minimum, represent the relevant organizations and projects serving homeless subpopulations, such as persons with substance use disorders; persons with HIV/AIDS; veterans; the chronically homeless; facilities with children; unaccompanied youth; the seriously mentally ill; formerly incarcerated; and victims of domestic violence, dating violence, sexual assault, and stalking. One member may represent the interest of more than one homeless subpopulation, and the Steering Council must represent all subpopulations within the Coalition to the extent that someone is available and willing to represent the subpopulation.

The seats referenced above are rotating seats with alternating, three-year terms, elected by the Continuum of Care annually. Steering Council members whose terms are expiring are allowed to campaign for re-election for continuing terms.

Six seats are considered permanent, non-rotating seats assigned to the following entities:

- a. Units of local government that are HUD Grantees:
 1. City of Grand Rapids
 2. City of Wyoming
 3. Kent County
- b. HARA (Housing Assessment and Resource Agency)/Central Intake
- c. Action Boards
 1. Youth Action Board
 2. Veteran Action Board

These entities are responsible for designating their representative to the Coalition Steering Council.

Steering Council members must serve on committees and work groups, including those organized by the CoC, those organized by external groups, or other existing community forums with relevant objectives. Service on committees and work groups is critical to ensuring effective liaison and coordination of activities.

Steering Council members serve for three-year terms, staggered so that approximately one-third of all terms end in any given year. The Continuum of Care shall determine the specific fiscal year period for terms on the Steering Council.

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The selection process for Steering Council members is described under the Nominating Committee. This process is subject to review and alteration on an annual basis by Continuum of Care but no less frequently than every five years.

D. Meetings and Attendance

The Steering Council meets a minimum of six times annually.

The Steering Council responsibilities are such that at each meeting the group should be capable of voting on an issue. This requires members to be present for the vote and involved to make an informed decision. Therefore, Steering Council members should maintain a minimum attendance rate of 75% of all Steering Council meetings. If any member falls below this amount, they will be asked to re-evaluate and ensure they are able to maintain their commitment. If at least 50% of meetings have been missed in the twelve-month period of October –September, the seat will be considered open in the next Steering Council election.

E. Officers

1. Chairperson, vice chairperson, secretary, and treasurer;
2. Elected by the Steering Council annually during a specific month as determined by the Steering Council but no longer than 60 days following the annual election by the Continuum of Care of new members to that Council;
3. Officer terms are one year and can be renewed;
4. Steering Council chairperson, or vice-chairperson in the absence of the chairperson, presides at meetings of the Steering Council, the Executive Committee, and CoC Continuum of Care;
5. In absence of a sitting Chairperson, ENTF staff will Chair the Steering Council meeting with the sole purpose of executing officer elections;
6. All Steering Council members are expected to observe the Code of Conduct and the Conflict of Interest Policy.

A-F. Decision Making

The presence of a majority of Steering Council members then holding office shall constitute a quorum at all meetings. If a quorum is not present, no voting will occur. A simple majority of those in attendance and eligible to vote is necessary for any resolution to be passed.

Within elected seats of the Steering Council, no alternate representative will be given a proxy vote. For appointed seats, those ~~four~~ six held by the HUD Participating Jurisdictions, ~~and the HARA, and action boards~~ an alternate representative is able to vote. Advance notice of which member will be attending and voting should be provided in writing to CoC staff.

In the matter of approving funding recommendations made by the Funding Review Committee, the Steering Council will give final approval. Once approval is secured, CoC staff shall inform applicants of the outcome of their application in writing. Included in this notice should be the Funding Decision Appeal policy of the CoC, informing applicants of their right to appeal and the process in which to do so.

There may be instances when a decision is needed by the Steering Council between regularly scheduled meetings. When this happens, electronic voting may be completed. A simple majority of current Steering Council members is necessary for any resolution to be passed. Members who do not subscribe to an email service must have contact attempted to allow them to vote verbally.

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III. Committees

In the interest of transparency and community involvement, all committees except those requiring election, shall be open to all CoC members.

A. Executive Committee

Role and Responsibilities

In accordance with resolutions passed from time to time by the Steering Council delegating specific tasks to the committee, the Executive Committee may meet as needed to:

1. Consider and recommend the annual budget,
2. Consider staffing needs and make recommendations on fulfilling necessary functions,
3. Review financial reports and present them to the Steering Council,
4. Consider and recommend policy,
5. Prepare annual work plan and calendar including required CoC functions,
6. Plan Steering Council meeting agenda,
7. Plan Continuum of Care meeting agenda,
8. Appoint members to serve in the case of a vacancy to the Steering Council or nominating committee,
9. Make recommendations on committees, task forces, or work groups and recommend members,
10. Lead the process to create a strategic plan that advances the goal of ending homelessness.

Limitations

Unless otherwise specifically delegated by Steering Council resolution for Executive Committee action, all Executive Committee determinations are presented to the Steering Council for final review and/or decision-making.

Participants and Terms of Service

The executive committee of the Steering Council is made up of the four officers plus a minimum of one other Steering Council member.

Meetings

The executive committee meets as needed between meetings of the Steering Council.

In the event of a resignation from the Steering Council, the Executive Committee shall appoint a member to serve on the Council until the next election. Priority for the appointment shall be given to the organization or population area the resigning member had represented, with consideration given to any population areas unrepresented in the current Steering Council membership.

B. Nominating Committee

Role and Responsibilities

The Nominating Committee is responsible for proposing election or re-election of the ~~sixteen~~ **fifteen** rotating seats of Steering Council members whose terms are coming to an end or to fill positions that have been vacated. Nominating Committee members serve staggered two-year terms.

Members of the Nominating Committee must:

1. Review the current composition of the Steering Council to determine satisfactory systemic representation in accordance with the approved policy of the Continuum of Care;
2. Evaluate attendance of members who are completing a term and, if eligible for reappointment, determine their willingness to continue;
3. Seek recommendations from the Continuum of Care membership for qualified candidates;
4. Deliberate and compile a list of eligible candidates to present to the Continuum of Care for election;
5. Provide for an open process allowing nominations from the floor at the Continuum of Care meeting convened for the annual election.

Officers

The Nominating Committee also is responsible for preparing a slate of officers for presentation to the Steering Council for annual election to take place no later than 60 days after the beginning of the annual term for Steering Council members. To carry out this responsibility, the Nominating Committee will review officers' participation and term end dates, recruit candidates, and prepare a slate to present to the Steering Council for election.

Participants and Terms of Service

The Nominating Committee is comprised of five individuals, including three CoC members and two members of the Steering Council who are not currently serving as officers. Nominating Committee members must have a working knowledge of CoC responsibilities and structure, the Coalition, and the *Vision to End Homelessness*.

The Nominating Committee is formed to serve for two years.

1. The Steering Council selects a Steering Council member to chair the Nominating Committee and selects one additional Steering Council member to serve on the committee
2. The Continuum of Care members elect Nominating Committee members by the following process:
 - a. A minimum of three weeks in advance of a scheduled Continuum of Care meeting, candidates to serve on the Nominating Committee are sought through distribution of a message to all Continuum of Care' voting representatives of record;
 - b. A written ballot is distributed to voting representatives at the Continuum of Care meeting; each qualified voting representative can vote for three candidates;
 - c. Votes are tallied and the three candidates receiving the highest number of votes serve on the Nominating Committee;
 - d. In the event of a resignation from the committee, the Executive Committee shall appoint a member to serve until the next election.

Meetings

Six months prior to the end of the fiscal year: Nominating Committee formed based on process above

Four/five months prior to the end of the fiscal year: Nominating Committee meets

One month prior to the end of the fiscal year: Continuum of Care elects new or renewing Steering members

First month of the fiscal year: New Steering Council members join and within sixty days the Steering Council elects officers from a slate prepared by the Nominating Committee

C. Funding Review Committee

Role and Responsibilities

The Funding Review Committee is responsible for reviewing applications and making prioritized project funding recommendations to the Steering Council for action. Funding sources include the Homeless Emergency Assistance

and Rapid Transition to Housing (HEARTH Act) grant funds under the Continuum of Care Program administered by HUD.

The Funding Review Committee develops the scoring criteria for rating and ranking applications based on local needs and priorities and HUD priorities for program services as outlined in the Notice of Funding Availability (NOFA). The committee is responsible for understanding the NOFA, considering local priorities, and evaluating applicant agencies' program performance based on evidence and data.

Participants and Terms of Service

The Funding Review Committee is comprised of community members who represent systems that fund or interface with the homeless system, are knowledgeable about homelessness and housing, but are not applicants. This includes individuals from the various homeless sub-populations; homeless service providers (e.g., prevention, emergency housing, transitional housing, permanent and permanent supportive housing); municipalities and governmental units that fund the Coalition; and community representatives (e.g., business, foundations, United Way). Members of the Funding Review Committee need not be Coalition members.

The Steering Council is responsible for appointing the Funding Review Committee members. In selecting committee members, the Steering Council will attempt to avoid even the appearance of impropriety. All committee members will review the Conflict of Interest policy and complete the disclosure form prior to beginning their service on the committee. Potential conflicts of interest could include: participation in the planning of a project or providing technical assistance in the preparation of a project application in either a paid or volunteer capacity or active involvement as a board or staff member of any agency that has a proposal for funding pending. Perceived advocacy for a project can also disqualify an individual from serving on the committee.

Meetings

The Funding Review Committee meets as needed to carry out its duties. Typically, this includes an orientation session, a meeting to consider priorities, one or more meetings to evaluate applications, and one or more meetings to score and rank applications. New members will also be required to meet as necessary to complete the committee training curriculum as approved by the Steering Council. Meetings are scheduled to provide sufficient time to complete the work, forward recommendations for Steering Council action, and submit the completed application to meet HUD deadlines.

Appeals

An Appeals Panel shall be assembled for each funding round consistent with the Appeals Policy for funding recommendations that is adopted and updated by the Steering Council.

D. HMIS Data Quality Committee

Role and Responsibilities

The Homeless Management Information System (HMIS) is a tool for the community and HUD to develop better information on the nature of homelessness, the number of people experiencing homelessness, the existing patterns in housing programs and services, and the effectiveness of programs and services in addressing homelessness. HMIS must be used by the CoC and all recipients of HUD program funds.

The HMIS Data Quality Committee performs several important functions: insuring that the HMIS is administered in compliance with requirements prescribed by HUD, reviewing, revising, and recommending adoption of an HMIS privacy plan, security plan, and data quality plan, and ensuring the consistent participation of recipients and sub recipients in the HMIS.

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The HMIS Data Quality Committee is responsible for on-going system wide analysis to identify strengths and gaps in the data system and for preparing and/or updating data quality standards for consideration by the Steering Council.

A subcommittee, the HMIS Users Group, is responsible for ensuring that all agency and program staff with responsibility for data entry are appropriately trained on system use and for assisting with formulation and periodic review of policy and procedures, such as the privacy plan.

Participants and Terms of Service

Members of the HMIS Data Quality Committee are selected based on their knowledge of data systems, standards for data quality, and relevant policy and procedures, for example, policy related to data privacy. Members must commit to understanding basic HUD requirements in relation to data collection and reporting.

Committee members are drawn from Coalition CoC member agencies and include representation from HUD-funded agencies and non-HUD-funded agencies. Other individuals may be appointed to the committee based on specific expertise.

The HMIS Users Group, a subcommittee of the Data Quality Committee, is open to all member agency staff members with direct, hands-on, responsibility for entering data and using the data system.

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E. Coordinated ~~Assessment-Entry~~ Committee

Role and Responsibilities

The primary role of the Coordinated ~~Assessment-Entry~~ Committee is to provide oversight and review to the Coordinated ~~Assessment-Entry~~ system for households experiencing homelessness to be served by both temporary and permanent housing, according to eligibility and service standards of the community.

Participants and Terms of Service

The Coordinated Assessment ~~Committee-Entry~~ is made up of representatives of those Coalition CoC member agencies that participate in the Coordinated ~~Assessment-Entry~~ system. Coordinated ~~Assessment-Entry~~ Committee should likewise include representation from community systems level and other CoC members not directly participating in the Coordinated ~~Assessment-Entry~~ system.

F. Data Analysis Committee

Role and Responsibilities

The Data Analysis committee is responsible for regular review of multi-level data to evaluate system level progress toward ending homelessness. The work of this committee shall inform the work of other committees to ensure activities are contributing to improved system level outcomes. This committee is specifically charged with preparation and review of annual HUD System Performance Measures reports, Point-in-Time and Housing Inventory reports. The committee is responsible for reporting to the Steering Council on a regular basis regarding the effectiveness of the comprehensive system to address homelessness. This should include specific attention to system level performance measures established by the CoC (see Sec I. A, Continuum of Care: Implements strategic responses and measures results).

Participation and Terms of Service

Members of the Data Analysis Committee are drawn from the Coalition CoC membership and wider community and should have a basic understanding of data and its use in evaluation.

G. Ad-Hoc Workgroups

Workgroups are time-limited, task-oriented groups that are recruited and assigned responsibility for addressing a specific issue or challenge, including achieving the strategic plan objectives. Such groups will be formed as need is determined by Steering Council, or upon recommendation of one of the standing committees. A representative of each workgroup shall be appointed to report to one of the standing committees to ensure communication and coordination of work. Workgroups also may form organically as a result of individuals coming together around a shared concern or interest. When such work groups form organically, there should be brief written statement of purpose, focus, including expected time span of work and expected outcome. Such statement is to be submitted to Steering Council for reference.

H. Action Boards

Action Boards are established to ensure that the effort to end homelessness in Kent County incorporates the expertise of ~~people at risk of becoming homeless, those experiencing homelessness or who~~ are formerly homeless. The Action Boards ~~will shall have voting representation on the CoC's Steering Council and as necessary shall independently advise the CoC, serve as recommending bodies to the CoC to incorporate consumer feedback within policy and strategic decisions and action items related to the CoC's efforts to end homelessness.~~

Designees, elected by a majority of the ~~committee's membership~~ Action Board, shall serve as a single voting member of the Steering Council. Action Board members are also encouraged to serve on subcommittees and workgroups.

Role and Responsibilities

1. Provide feedback to the CoC on prevention, crisis response, and housing solutions to end homelessness
2. Recommend policies and practices to prevent and respond to homelessness
3. Assist in project development and funding decisions
 - o Action Boards shall inform planning efforts
 - o To review and recommend funding priorities and applications in addressing homelessness for specific application as required by funding applications
4. Advise on and support education and advocacy efforts for systems reform on the local, state and federal levels to support the plans to end homelessness.

Participation and Terms of Service

Action Boards shall consist of no fewer than ~~three~~ (3) members and no more than eight (8) members of the designated population group. Members must have experienced homelessness previously or currently be experiencing homelessness. The Action Board shall meet a minimum of quarterly. The Action Boards will seek to ensure cross-representation among over-represented sub-populations. Individuals may fulfill cross-representation of categories.

Current Action Boards

1. Youth Action Board
2. Veteran Action Board

Commented [BC4]: Five?

Commented [BR5]: Not in alignment with listing the number of Steering representatives in II. C. Brianne suggestion to list current action boards here to align with II.C.

IV. Conflict of Interest

No Steering Council member may vote on matters concerning the award of a grant or other financial benefits if it might affect the organization that member represents. In addition, members will avoid conflicts of interest between the Coalition and any personal, professional, and business interests.

In any vote that might create a conflict of interest for the voting member, it is their responsibility to state that they recuse themselves from the vote. In written records of the vote, these members should be noted as having abstained.

At the beginning of each fiscal year, Steering Council members are expected to sign the Conflict of Interest policy document and to abide by the provisions regarding disclosure at all meetings. The signed policy documents are kept on file with meeting minutes and other records.

V. Code of Conduct

The Coalition prohibits the solicitation and acceptance of gifts or gratuities (anything of monetary value) by officers, employees and agents for their personal benefit.

The Coalition promotes impartiality in performing official duties and prohibits any activity representing a conflict of interest. Individual members should not act on a matter if a reasonable person who knew the circumstances of the situation could legitimately question that individual's fairness.

The Coalition prohibits the misuse of position for personal gain or for the benefit of family or friends.

Officers and employees shall put forth honest effort in the performance of their duties. They shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Coalition without previous Steering Council approval.

Officers and employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

VI. Schedule of Review

This Governance Charter for the Grand Rapids Area Coalition to End Homelessness CoC is subject to annual review. All responsibilities required of a Continuum of Care must be thoroughly documented in the CoC's governance charter.

Specifically, the Continuum of Care "in consultation with the collaborative applicant and the Homeless Management Information System (HMIS) lead, must develop, follow, and update annually (1) a governance charter that includes all procedures and policies needed to comply with 24 CFR Part 578.5(b) and with HMIS requirements as prescribed by HUD and (2) a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board." (2012, *Establishing and Operating a Continuum of Care*, US Department of Housing and Urban Development, page 4)

ADOPTED: June 27, 2013

AMENDED: August 22, 2013
October 23, 2014
October 22, 2015
December 15, 2016
September 22, 2017
October 25, 2018



**MEMORANDUM OF UNDERSTANDING
BETWEEN
GRAND RAPIDS AREA COALITION TO END HOMELESSNESS
AND
HEART OF WEST MICHIGAN UNITED WAY**

This Memorandum of Understanding (hereinafter called MOU) sets forth the terms and understanding between the Grand Rapids Area Coalition to End Homelessness, herein after called the Coalition, which is also recognized as the Grand Rapids/Wyoming/Kent County Continuum of Care (CoC – [MI 506](#)), and the Heart of West Michigan United Way (hereinafter called United Way), regarding activities related to assuring necessary legitimacy, structure, and sustainability for an effective Continuum of Care for homelessness [response system](#) activities. The Coalition serves as the primary planning body for federal Department of Housing and Urban Development (HUD) Continuum of Care (CoC) Program funded operations.

**SECTION I: CoC SUPPORTING ORGANIZATION:
FIDUCIARY / EMPLOYER OF RECORD**

The Coalition recognizes that formal management to support operations is necessary to advance the goal of ending homelessness within Kent County. To that end, after assessment of the best combination of willingness and strategic appropriateness to provide supporting organization services, the Coalition will invite that organization to provide supporting organization services. This MOU serves as the Coalition's formal recognition of the Coalition supporting organization.

The following will serve as the basis for the relationship between the Coalition and the supporting organization:

- As established in the fiscal year beginning July 1, 2013, Heart of West Michigan United Way has agreed to act as supporting organization and has full support of the Coalition
- Via this MOU, United Way agrees to support the Coalition by:

Acting as *Fiduciary* for the Coalition by:

- Providing “back office” functions for Coalition, including but not limited to

- Accounting services: Manage finances (revenues and expenses) for the Coalition separately in an accounting system following generally accepted accounting principles
- Processing Coalition invoices and bills approved and submitted by Coalition staff (or organizational designee)
- Providing Coalition financial statements as requested by the Coalition Steering Council, at least quarterly
- Providing administrative services including:
 - Receiving and disbursing funds, as Payee, on behalf of the Coalition ensuring funds are spent in accordance with specific purpose and budget (*this includes documenting all purchases that will remain the sole property of the Coalition*)
 - Fulfilling all fiduciary responsibilities specified in grant contracts and agreements with government and private entity funding sources for the Coalition
 - Serving as legal signatory on contracts, grants, and other legal agreements in which the Coalition is party

Acting as *Employer of Record* by:

- Providing, ~~in consultation with the Coalition Steering Council,~~ Coalition Staff Supervision services, using the following as general parameters:
 - Provide Coalition staff with compensation and benefits per HWMUW-United Way policies
 - Ensure that Coalition staff and operations will be conducted from and within United Way-HWMUW. The Coalition staff is accountable ~~to the Coalition~~ for grant performance of duties and Coalition operations, while United Way's President (or alternate designated supervisor) serves as day-to-day supervisor under United Way's personnel policies. Written review of the Coalition staff's performance (no less than annually) will be completed jointly by HWMUW-United Way's President (or designated supervisor) ~~and the Chair of the Coalition Steering Council (or designee)~~
 - United Way shall consult with the Coalition Steering Council in the creation or update to any Coalition staff job descriptions

SECTION II: CoC COLLABORATIVE APPLICANT

Specific to the functions as the CoC, pursuant to federal rule 24 CFR Part 578.15, a core function of the Coalition is to submit an annual application for federal funding that conveys the efforts of all homeless service and housing providers across the Coalition's designated geographic service area. This application must include reviewed and ranked applications from all individual provider projects the Coalition requests HUD to fund. The Coalition must select a qualifying organization to act on its behalf as the Collaborative Applicant to carry out these activities for HUD CoC Program funding.

The following will serve as the basis for the relationship between the Coalition and the Collaborative Applicant:

- As established in the fiscal year beginning July 1, 2013, Heart of West Michigan United Way has agreed to act as Collaborative Applicant and has full support of the Coalition

- Via this MOU, United Way agrees to support the Coalition by:

Acting as *Collaborative Applicant* for the Coalition by:

- Providing CoC Program Application functions for the Coalition, including but not limited to:
 - Submission of the Grant Inventory Worksheet, CoC Registration, CoC Collaborative Application, and CoC Planning Grant (pursuant to 24 CFR 578.9)
 - Organizing the completion of the CoC Program funding process
 - Providing Coalition financial statements as requested by the Coalition, at least quarterly
- Providing support to the CoC Planning Responsibilities, pursuant to 24 CFR 578.7, by employing staff to ensure:
 - The development of a plan for a coordinated housing and service system
 - A Point in Time count is conducted as required by HUD guidelines
 - An annual gaps analysis is conducted of the homeless needs and services in the Continuum
 - Coordination with Emergency Solutions Grant recipients and Consolidated Plan jurisdictions within the CoC geographic boundaries
- Providing support to the CoC System Operations Responsibilities, pursuant to 24 CFR 578.7, by employing staff to ensure
 - The establishment of performance targets, monitoring of performance, evaluation of outcomes, and action to improve poor performance
 - Evaluation and reporting of ESG and CoC outcomes
 - The establishment and operation of a coordinated entry system
 - The establishment of written standards for providing assistance
- Fulfilling the roles and responsibilities as the CoC Planning Grant recipient, including
 - Ensuring that all HUD grantee threshold requirements are met
 - Ensuring that all grant reporting and billing is completed in accordance with HUD requirements
 - All Planning and System Operations responsibilities as detailed above

SECTION III: JOINT REVIEW

The Steering Council will review this MOU on an annual basis and reconfirm its effectiveness or make revisions to best meet the current needs and support the goals of the Continuum of Care.

SECTION IV: DURATION

This MOU shall begin **July 1, 2017 and end on June 30, 2018**, at which time said contract shall be automatically renewed for successive one (1) year terms, unless a party delivers written notice of non-renewal to the Steering Council not less than sixty (60) days before the expiration of the then current term. A party may revoke this agreement at any time for non-performance, subject to other conditions as listed herein.

SECTION V: INDEMNIFICATION

Each party to this MOU shall be responsible for any liability arising from its own conduct. No party agrees to waive, defend or indemnify any other.

SECTION VI: ENTIRE AGREEMENT

This MOU represents the entire agreement among the parties and supersedes all prior negotiations, representations and agreements, whether written or oral.

SECTION VII: MODIFICATION

Any modification of this MOU or additional obligation assumed by any partner in connection with this MOU shall be binding only if evidenced in writing and signed by all parties or their authorized representative.

SECTION VIII: GOVERNMENTAL IMMUNITY

No party waives its governmental immunity by entering into this MOU, and fully retains all immunities and defenses provided by law with respect to any action based upon or occurring as a result of this MOU.

SECTION IX: ABSENCE OF WAIVER

The failure of any of the parties to this MOU to insist on the performance of any of the terms and conditions of this MOU, or the waiver of any breach of such terms and conditions, shall not be construed as thereafter waiving any such terms and conditions, which shall continue and remain in full force and effect as if no such forbearance or waiver had occurred.

SECTION X: ASSIGNMENT OF RIGHTS

The rights and obligations of all parties under this MOU are personal to those parties and may not be assigned or transferred to any other person, firm, corporation or other entity without the prior written consent of the other parties.

SECTION XI: CONFLICT OF INTEREST

As any potential conflict is identified, affected ~~Governance Committee~~Steering Council members will recuse themselves from decision making as agreed to by Committee consensus.

SECTION XII: APPROVAL

We, the undersigned have read and agree with this MOU.

By: _____
Add Signer's Name
Grand Rapids Area Coalition to End Homelessness
Chairperson / *Title*

Date

By: _____
Add Signer's Name
Heart of West Michigan United Way / *Title*

Date



COMMITTEE OPERATIONS EXPECTATIONS GUIDANCE

The Grand Rapids Area Coalition to End Homelessness (CTEH) Governance Charter identifies various committees that serve to implement the work of the Continuum of Care (CoC). The Charter details committee roles and responsibilities, participants and terms of service, meeting frequency, and related matters. This document outlines expectations for the manner in which committees carry out their work and seeks to provide structure and accountability.

Committee Roles and Responsibilities

In addition to committee roles and responsibilities identified in the Governance Charter, each committee shall be responsible for:

- Recruiting its members
- Selecting a chairperson, vice-chairperson, and secretary
- Establishing its policies and procedures, consistent with the Charter, and providing them to the Steering Council and CoC staff.
- Recording its minutes and attendance and providing them to CoC staff.
- Ensuring transparency of its process and meetings and reporting regularly to the Steering Council and CoC membership.

Committee Membership

All committees, except those requiring election, may include any CoC member. However, in committees where there may be two or more members from the same agency, voting will be limited to one vote per agency. Whenever possible, at least one (1) Steering Council member shall serve on each committee.

Committee rosters will be confirmed each year in January. In order to maintain an up-to-date roster and quorum, if a member misses more than 2 scheduled meetings without notice within a rolling 6-month period, CoC staff or the Committee Secretary will inform them that they will be removed the roster and can be reinstated per the individual's request.

Committee Leadership

- Each committee shall choose a chairperson, vice-chairperson, and secretary.
 - The chairperson, and vice-chairperson in the chairperson's absence, shall coordinate each committee.
 - The secretary shall record meeting minutes and maintain an up-to-date committee membership and contact list.

- The chairperson, vice-chairperson, and secretary shall retain their position for a 12-month term beginning in January of each year.

Meeting Structure

- An agenda shall be prepared for each committee meeting. Meeting agendas shall be action-oriented and reflect CTEH Strategic Plan actions assigned to the committee.
- A majority of 51% of the membership constitute a quorum at all committee meetings. If 51% of the membership is not in attendance at a meeting, no votes may take place during the meeting.
- Robert's Rules of Order will be followed and a simple majority of the members present is necessary for any vote to pass. All formal decisions must be ratified by the Steering Council.

Reporting

Minutes of all meetings shall be circulated and approved at the subsequent meeting. Once approved, minutes shall be made available on the CTEH website. Meeting minutes shall detail how the committee's work is making progress toward assigned actions identified in the CTEH Strategic Plan.

Committee leadership shall utilize standardized templates provided by CoC staff to prepare meeting agendas, minutes, membership rosters, and other documents as deemed appropriate.

HEART OF WEST MICHIGAN UNITED WAY
Job Description

Position Title: Director Grand Rapids Area Coalition to End Homelessness/CoC	UWW Code:
Department: ENTF	FLSA Status: Exempt
Supervisor: Director Essential Needs Task Force/ENTF	Approval Date: August 2020

PART I: DESCRIPTION OF POSITION

Position Summary:

Provide staff leadership of Grand Rapids Area CoC/Coalition to End Homelessness, managing membership functions and activities, in accordance with the CoC Governance Charter and with community objectives as established in the CoC Strategic Plan. Facilitate community efforts towards ending homelessness in Kent County.

Essential Job Duties and Responsibilities:

Collaboration

- Build and maintain strong and dynamic relationships with community stakeholders and housing providers
- Build cohesion of the housing sector and ensure strong communication and information sharing
- Facilitate and provide high level staff support to the various meetings and activities of the CoC membership, including Steering Council and regular CoC membership meetings
- Align inter-related, systems-level efforts with Essential Needs Task Force leadership and other community initiatives
- Serve as CoC liaison to MCAH, statewide Coalition to End Homelessness, and other statewide bodies and groups working to end homelessness

Strategic Development & Execution

- In partnership with CoC Steering Council, establish and continuously update a strategic plan and action steps to achieve goals established by local stakeholders, Michigan State Housing Development Authority (MSHDA) and U.S. Department of Housing and Urban Development (HUD)
- In partnership with CoC Steering Council, ensure CoC structure (committees, work groups and action boards) is aligned for achievement of strategic goals
- Research and analyze best practices that will improve housing programs and the community's housing crisis response system

Communication

- Represent the CoC at community meetings and events
- Serve as spokesperson on community housing issues and the work of the Grand Rapids Area CoC/Coalition to End Homelessness
- Partner with Heart of West Michigan United Way and ENTF teams to ensure consistent and cohesive communication about the work of the CoC to external stakeholders and the community at large

Grants and Funds Management

- Provide leadership and oversight of all federal, state, and local grants that support the strategies and operations of the CoC
- Oversee and coordinate the application process for the HUD CoC Program and other local, state or federal funding applications for homeless assistance funds
- Provide system-wide technical assistance on federal, state and local regulations and policy related to funding, services, outcomes and strategies implemented across the

- community. Also includes leading the local education on the HEARTH regulations
- Provide oversight and monitoring, in partnership with CoC Heart of West Michigan United Way Finance staff and relevant CoC committees, of Emergency Services Grant (ESG) and CoC Program grantees

Data Collection, Analysis, and Reporting

- Work collaboratively with HMIS System Administrator to complete joint projects, activities, and work objectives of CoC
- Collaborate with HMIS System Administrator on analysis of data, presentation of data and ensuring data sets are linked with outcomes and system indicators
- In partnership with relevant CoC committees, develop strategies and action steps to accomplish countywide goals by using Homelessness Management Information System (HMIS) data
- Direct planning and execution of key CoC data reporting activities, including but not limited to Point in Time, Housing Inventory Chart, Longitudinal System analysis, System Performance Measures, and other grant requirements
- In partnership with HMIS Administrator, ensure compliance with HUD CoC Program and ESG data reporting requirements

Team Leadership

- Provide supervision of CoC staff team (Associate, HMIS Support Analyst, HMIS Administrator)
- In partnership with Director of ENTF, ensure team's integration into Heart of West Michigan United Way culture and activities
- In partnership with ENTF Director, guide professional development of team to ensure expertise and exposure to best practices; participate in relevant trainings and informational meetings offered by HUD, MSHDA, and other housing system and community stakeholders

Perform other duties as assigned

PART II: SCOPE

Direction of Others:

- CoC Associate
- HMIS Support Analyst
- HMIS Administrator

Complexity:

- Ability to work independently with minimal supervision.
- Strong attention to detail.
- High ability to project manage.
- Requires vision and the ability to see the interconnectivity of opportunities and responsibilities.
- Strong relationship building skills.
- Moderate to high level of analytical skills.
- High degree of authority and responsibility.

Independent Judgment and Consequence of Errors:

- High level of independent thinking and judgment.
- High level of decision making.
- High level of communication skills.
- An error in judgment could result in having a serious impact on the financial resources, public trust or employee relations or the organization.

PART III: QUALIFICATIONS

Minimum Education and Experience:

- Possession of a bachelor's degree in public administration, business or closely related field and five (5) years of experience in strategic planning and performance measurement design; program administration, development, evaluation, and/or contact administration; or equivalent combination of training or experience
- Knowledge of and connections with the social service and not for profit sector.

Skills Required

- Demonstrated skill and experience in coordinating multiple projects effectively within deadlines
- Demonstrated written and group facilitation skills
- Ability to analyze data and prepare reports
- Capacity to multi-task and high level attention to detail
- Self-directed with ability to integrate tasks into the whole
- Technical skills with MS Access, MS Excel and SQL.
- Experience with strategic planning and performance measurement, and/or systems planning/coordination Grant writing
- Advanced understanding of issues facing people in poverty and crises, with a commitment to assist individuals and families achieve stability, health, wholeness, and independence

PART IV: WORKING CONDITIONS

Physical Demands/Work Environment:

- High level of stress may be caused from tight deadlines.
- Moderate level of physical activity.
- Moderate level of mental and/or visual fatigue and/or eyestrain may result from looking at a computer screen for extended periods of time.
- Work outside of normal business hours may be required from time to time.
- Minimal travel may be required.
- Moderate office noise level.

The following workplace competencies have been identified by Heart of West Michigan United Way as required by all employees:

- demonstrate integrity by being accountable for actions, keeping commitments, and speaking honestly and truthfully with others
- demonstrate ongoing commitment to our Core Values, the FISH principles, and continual learning
- demonstrate individual learning and conduct toward the goal of creating a racism-free organization and community
- demonstrate a continuous improvement work ethic
- demonstrate a commitment to individual and team-based assignments
- demonstrate quality assurance by producing accurate and thorough work
- demonstrate interpersonal skills in dealing with others
- demonstrate valuing the diversity of others' opinions and experiences
- demonstrate sound reasoning and good common sense
- demonstrate the ability to meet and exceed customer expectations
- demonstrate a willingness to develop self, fellow staff members, volunteers, and community
- demonstrate active participation in departmental, team, and full-staff meetings

My signature below indicates I have read and understand this job description and the workplace competences.

Employee Signature

Date

Supervisor Signature

Date

Human Resources Signature

Date

HEART OF WEST MICHIGAN UNITED WAY
Job Description

Position Title: HMIS System Administrator-Analyst/CoC	Job Grade:
Department: Impact	FLSA Status: Exempt
Supervisor: Director Essential Needs Task Force (ENTF)	Approval Date: 09.2017

PART I: DESCRIPTION OF POSITION

Purpose of Position

Provide overall Homeless Management Information System (HMIS) administration and analysis, to inform strategy and build capacity of the Coalition to End Homelessness (Coalition) / Essential Needs Task Force (ENTF) Housing Subcommittee in accordance with HUD, State of Michigan, and local Continuum of Care (COC)/Coalition requirements and objectives.

Position Summary:

Essential Job Duties and Responsibilities:

- Oversee the functions of the Homeless Management Information System (HMIS) including:
 - Responsible for adherence to all State of Michigan and Coalition HMIS policies, practices and procedures
 - Responsible for operation of the CoC's HMIS in compliance with and meeting the data and reporting requirements of HUD/HEARTH Act
 - Support the data and strategy needs of the Coalition to End Homelessness/ENTF Housing Subcommittee by producing data-focused reports and recommendations for planning purposes, grants, special projects, and to impact public policy
 - Guide system development by refining the local HMIS policies to respond to local need, along with state and federal mandates
 - Lead/coordinate HMIS data gathering, analysis, reporting, and formulating recommendations to Coalition/CoC Steering Committee and membership, funders, other community systems, and Coalition/ENTF leadership as directed
 - Responsible for regular review of data quality reports and analysis, building capacity across CoC membership, and implementing corrective action procedures for participating agencies
- Provide support and assistance to the CoC Coordinator and ENTFF Director for relevant HMIS related CoC activities
- Responsible for the submission of all local, state, and federal reports, including but not limited to: Michigan Coalition Against Homelessness (MCAH) annual count, Point in Time (PIT), electronic Homeless Inventory Count (eHIC), Annual Homeless Assessment Report (AHAR), HMIS Annual Performance Report (APR), HUD performance measures
- Regularly research, analyze and formulate recommendations on housing, homelessness and other related data topics for the CoC
- Maintain and update the QSOBBA, as needed
- Attend meetings, workshops, seminars and conferences related to housing, HMIS, and CoC purpose and objectives; communicate system updates/changes to appropriate CoC membership staff and make recommendations for system improvements and targeted training for HMIS users based on knowledge gained
- Perform other duties as assigned

PART II: SCOPE

Direction of Others:

- HMIS Specialist

Complexity:

- Ability to work independently with minimal supervision
- Strong attention to detail
- High level of project management skills
- Requires vision and the ability to see and communicate the interconnectivity of opportunities and responsibilities
- Strong relationship building skills
- Moderate to high level of analytical skills
- High degree of authority and responsibility

Independent Judgment and Consequence of Errors:

- High level of independent thinking and judgment
- High level of decision making
- High level of communication skills
- An error in judgment could result in having a serious impact on the financial resources, public trust or employee relations of the organization

PART III: QUALIFICATIONS

Education and/or Experience:

- BA degree required; Master's degree preferred
- Demonstrated computer and technology experience specific to database management, data extractions using queries and filters, data analysis methodologies, and data visualization tools
- Knowledge of and connections with the social service (specifically housing/homeless) and not for profit sector

Skills Required

- Demonstrated skill and experience in coordinating multiple projects effectively within deadlines
- Demonstrated written and group facilitation skills
- Ability to analyze data, prepare clear reports, refine complex information into key themes, and formulate recommendations
- Capacity to multi-task with high level attention to detail
- Self-directed with ability to integrate tasks into the whole
- Technical skills with MS Access, MS Excel and SQL
- Advanced understanding of issues facing people in poverty and crises, with a commitment to assist individuals and families achieve stability, health, wholeness, and independence

PART IV: WORKING CONDITIONS

Physical Demands/Work Environment:

- Employee is regularly required to sit, stand, walk, reach with hands and arms, talk and hear
- High level of stress may be caused from tight deadlines
- Moderate level of physical activity
- Moderate level of mental and/or visual fatigue and/or eyestrain may result from looking at a computer screen for extended periods of time
- Work outside of normal business hours may be required from time to time
- Minimal travel may be required
- Moderate office noise level
- Ability to push, pull, and lift up to 25#'s as necessary

My signature below indicates I have read and understand this job description and the workplace competencies.

Employee Signature

Date

Supervisor Signature

Date

Human Resources Signature

Date



HEART OF WEST MICHIGAN UNITED WAY HMIS Support Analyst



Classification: Full-time, non-Exempt
Department: ENTf/COc
Supervisor: Director, ENTf
Updated: Aug. 2020

POSITION SUMMARY

At Heart of West Michigan United Way, we unite community resources to invest in solutions that reduce poverty in West Michigan. Our staff, volunteers, donors, and agency partners are committed to creating lasting, sustainable changes that transform lives and build a thriving community for us all.

The HMIS Support Analyst will work within the housing/homelessness systems in a technical support and training role, conducting helpdesk, database administration, and implementation and training functions, supporting partners in building internal data capacity. Work is completed in conjunction with the HMIS Administrator, community-based partner organizations, and Coalition to End Homelessness/Essential Needs Task Force staff.

ESSENTIAL JOB RESPONSIBILITIES

- Help Desk Services
 - Troubleshoot technical issues reported by users over the phone, email and ticket system
 - Provide timely resolution to Tier 1 issues, escalating to HMIS Administrator as needed
 - Facilitate constructive dialogue with user community
 - Update Knowledge Base, including both internal and external technical documentation
 - Inform project management about system errors and trends
- Database Administration
 - Create user accounts and update access privileges
 - Generate periodic data quality reports to identify potential errors
 - Delete and merge duplicate database records in a timely manner
 - Assist users with corrections and general maintenance
 - Assist HMIS Administrator with data quality control related to reporting activities
 - Perform system administration as assigned
- Implementation and Trainings
 - Develop fact sheets, workflows and other resources for new and advanced users
 - Coordinate and conduct one-on-one and group trainings both online and onsite
 - Gather feedback from trainees to help develop future sessions
 - Prepare packets and material for trainings
- Develop and maintain positive relationships with community-based partner organizations
- Provide data and reporting support to ENTf Director, CoC Coordinator, CoC Committees, and partner organizations, as appropriate
- Participate as a full team member in general ENTf administration, including document processing/management, record keeping and logistical work
- Perform other duties as assigned

QUALIFICATIONS

Education and/or Experience

- Bachelor's degree or equivalent training preferred
- Two years' experience related to training, technical assistance, or case management in social services preferred

Competencies

- Skilled in Microsoft Office Suite applications (Word, Excel, Access and PowerPoint)
- Skilled in web development (html, CSS, SQL)
- Ability to manage a variety of responsibilities effectively within deadlines and with changing priorities
- Excellent organizational skills, work prioritization and follow-through
- Self-directed with ability to integrate tasks into the whole, working independently and as part of a team
- Ability to interact with software users of various skill levels
- Professional, ethical and committed to excellence
- Tact, diplomacy and sensitivity regarding the handling of confidential information
- Strong written and verbal communication skills, and ability to proofread documents for spelling, grammar, and content errors
- Advanced understanding of issues facing people in poverty and crises, with a commitment to assist individuals and families achieve stability, health, wholeness and independence
- Knowledge of local social service and non-profit sectors

WORKING CONDITIONS

Physical Demands/Work Environment

- Work outside of normal business hours may be required from time to time
- Minimal travel may be required

Workplace Competencies

The following workplace competencies have been identified by Heart of West Michigan United Way as required by all employees:

- demonstrate **integrity** by being accountable for actions, keeping commitments, and speaking honestly and truthfully with others
- demonstrate ongoing **commitment** to our core values, and continual learning
- demonstrate **individual learning and conduct toward the goal of creating a racism-free organization and community**
- demonstrate a **continuous improvement** work ethic
- demonstrate a **commitment** to individual and team-based assignments
- demonstrate **quality assurance** by producing accurate and thorough work
- demonstrate **interpersonal skills** in dealing with others
- demonstrate **valuing the diversity** of others' opinions and experiences
- demonstrate sound **reasoning** and good **common sense**
- demonstrate the ability to **meet and exceed customer expectations**
- demonstrate a **willingness to develop** self, fellow staff members, volunteers, and community
- demonstrate **active participation** in departmental, team, and full-staff meetings



HEART OF WEST MICHIGAN UNITED WAY Job Description

Position Title: CoC/ENTF Associate	UWW Code: 399
Department: ENTFF	FLSA Status: Full-Time/ Non-Exempt
Supervisor: Director Essential Needs Task Force/ENTF	Approval Date: August 2020

PART I: DESCRIPTION OF POSITION

Position Summary:

Provide support and coordination to the Grand Rapids Area CoC/Coalition to End Homelessness and the Kent County Essential Needs Task Force.

Essential Job Duties and Responsibilities:

- Provide administrative support to the various meetings and activities of the CoC and ENTFF membership; includes but not limited to scheduling, preparing meeting materials, recording meeting minutes, room set-up (as needed)
- Ensure follow-through with committee-recommended action steps
- Provide coordination and communication support to the CoC Director and ENTFF Director for CoC and ENTFF committees and work groups
- Provide support and coordination to CoC Director for the HUD and MSHDA NOFA process
- Identify and share timely issues and information for CoC and ENTFF partners
- Maintain up to date documents and pages on the CoC and ENTFF websites
- Facilitate connections and communications between partner organizations, as appropriate
- Participates in relevant trainings and informational meetings for CoC and ENTFF issue areas and disseminates information as appropriate
- Tracks and processes external invoices for CoC and ENTFF team
- Support communication across CoC and ENTFF groups and other United Way departments
- Provide research assistance on issues related to homelessness and essential needs
- Perform other duties as assigned

PART II: SCOPE

Direction of Others:

Not applicable

Complexity:

- Ability to translate highly technical meeting conversation into succinct and clear meeting minutes
- Ability to work independently with minimal supervision
- Strong attention to detail
- Strong relationship building skills
- Moderate level of analytical skills
- Ability to learn and utilize new technology to enhance job performance

Independent Judgment and Consequence of Errors:

- High level of independent thinking and judgment
- High level of communication skills

PART III: QUALIFICATIONS

Education and/or Experience:

- High School diploma or equivalent required
- Knowledge of the social service and not for profit sector preferred

Skills Required:

- Demonstrated skill and experience in coordinating multiple projects effectively within deadlines and with shifting priorities
- Demonstrated written and telephone communication skills
- Capacity to multi-task with excellent attention to detail
- Self-directed with ability to prioritize and integrate tasks into the whole
- Technical skills with MS Access, MS Excel, Wordpress, html
- Advanced understanding of issues facing people in poverty and crises, with a commitment to assist individuals and families to achieve stability, health, wholeness and independence

PART IV: WORKING CONDITIONS

WORKING CONDITIONS

Physical Demands/Work Environment

- Work outside of normal business hours may be required from time to time
- Minimal travel may be required

Workplace Competencies

The following workplace competencies have been identified by Heart of West Michigan United Way as required by all employees:

- demonstrate **integrity** by being accountable for actions, keeping commitments, and speaking honestly and truthfully with others
- demonstrate ongoing **commitment** to our core values, and continual learning
- demonstrate **individual learning and conduct toward the goal of creating a racism-free organization and community**
- demonstrate a **continuous improvement** work ethic
- demonstrate a **commitment** to individual and team-based assignments
- demonstrate **quality assurance** by producing accurate and thorough work
- demonstrate **interpersonal skills** in dealing with others
- demonstrate **valuing the diversity** of others' opinions and experiences
- demonstrate sound **reasoning** and good **common sense**
- demonstrate the ability to **meet and exceed customer expectations**
- demonstrate a **willingness to develop** self, fellow staff members, volunteers, and community
- demonstrate **active participation** in departmental, team, and full-staff meetings

HEART OF WEST MICHIGAN UNITED WAY Job Description

Position Title: Director, Essential Needs Task Force (ENTF)	UWW:
Department: ENTf	FLSA Status: Exempt
Supervisor: HWMUW CEO (or Designee)	Approval Date: September 2020

PART I: DESCRIPTION OF POSITION

Position Summary:

Provides overall administrative direction to operations of the Essential Needs Task Force (ENTF), including coordination of subcommittees, the Leadership Committee, and/or other standing or ad hoc subgroups. Provides daily supervision to ENTf staff. Reports to ENTf Governance Committee for overall performance and direction and to the President of HWMUW as the supporting organization for daily supervision, in accordance with ENTf Memorandum of Understanding (MOU).

Essential Job Duties and Responsibilities:

- Works with local, state and other collaborative initiatives, to maximize community coordination of resources and services addressing essential needs (housing, food, utilities, transportation, employment), and related poverty reduction efforts.
- Provides oversight and coordination of grant proposals and resource/funding solicitation on behalf of ENTf, including Subcommittees. Writes grants to support the work of ENTf.
- Serves as spokesperson to the public and to media on matters related to essential community needs, in collaboration with ENTf Subcommittee leadership, Governance Committee member organizations.
- Coordinates ENTf advocacy on essential needs with elected public officials at local, state, levels with Subcommittees, Governance Committee member organizations, other relevant community partners.
- Serves as representative of ENTf on the Kent County Human Services Committee of the Kent County Board of Commissioners.
- Develops annual budget for ENTf.
- Provides staff support to ENTf Subcommittees: Food and Nutrition Coalition; Coalition to End Homelessness; Energy Efficiency Subcommittee; Transportation Subcommittee; Economic and Workforce Development Subcommittee.
- Provides coordination of ENTf activities, subcommittees, and communications, both within the ENTf and externally to other bodies.
- Provides staff support for and provide regular reports of activity to the ENTf Governance Committee.
- Assure integration and coordination of all strategic planning activities of ENTf Subcommittees.

- Provide daily supervision for ENTF staff, CoC Director, CoC Associate, HMIS System Administrator/Analyst, and HMIS Support Analyst.
- Provides oversight and liaison to contractual personnel/consultants engaged by the ENTF.
- In collaboration with Housing CoC Steering Council, assures compliance with annual HUD and MSHDA planning and housing support funding requirements.
- Assures functioning of each ENTF standing subcommittee, and any of their respective committees or workgroups, including established meeting schedules and agendas.
- Assures production and maintenance of records of ENTF, including subcommittee meetings minutes and related materials. Publishes and distributes the ENTF Quarterly Update series to members and community leaders, focusing on Task Force operations, achievements and emerging basic needs issues.
- Assures completion and timely submission of all quarterly and/or annual reports required by funding sources.
- Assures preparation of the Kent County Essential Needs Task Force Annual Update report, specifying achievement of outcomes measuring overall community impact on poverty-related indicators.
- Assures ENTF information and relevant partner websites are updated.
- Responsible for other duties as directed by Governance Committee and/or President of HWMUW.

PART II: SCOPE

Direction of Others:

- Supervision of ENTF staff, CoC Director, CoC Associate, HMIS System Administrator/Analyst, and HMIS Support Analyst.
- Coordination and engagement of personnel reviews with collaborative partners.
- Coordination of ENTF contract personnel.

Complexity:

- Ability to work independently and collaboratively with minimal supervision.
- Strong attention to detail.
- High ability to project manage.
- Vision and the ability to foster the interconnectivity of opportunities and responsibilities.
- Strong relationship building skills.
- Moderate to high level of analytical skills.
- High degree of authority and responsibility.

Independent Judgment and Consequence of Errors:

- High level of independent thinking and judgment.
- High level of decision making.
- High level of communication skills.
- An error in judgment could result in having a serious impact on the financial resources, public trust or employee relations or the organization.

PART III: QUALIFICATIONS

Education and/or Experience:

- BA degree required. Master's degree preferred.
- Knowledge of and connections with the social service and not for profit sector.
- Knowledge and experience with essential needs areas desirable: i.e. housing, food, energy efficiency, transportation, workforce and economic development.

Skills Required:

- Demonstrated skill and experience in coordinating multiple projects effectively within deadlines.
- Demonstrated facilitation and consensus building skills.
- Ability to analyze data and prepare reports.
- Capacity to multi-task and high level attention to detail.
- Self-directed with ability to integrate tasks into the whole.
- Technical skills with MS Access, MS Excel and SQL.
- Advanced understanding of issues facing people in poverty and crises, with a commitment to assist individuals and families achieve stability, health, wholeness, and independence.
- Basic understanding of Fund Accounting.
- Ability to lead in a matrixed organization.

PART IV: WORKING CONDITIONS

Physical Demands/Work Environment:

- High level of stress may be caused from tight deadlines.
- Moderate level of physical activity.
- Moderate level of mental and/or visual fatigue and/or eyestrain may result from looking at a computer screen for extended periods of time.
- Work outside of normal business hours may be required from time to time.
- Minimal travel may be required.

The following workplace competencies have been identified by Heart of West Michigan United Way as required by all employees:

- demonstrate integrity by being accountable for actions, keeping commitments, and speaking honestly and truthfully with others
- demonstrate ongoing commitment to our Core Values and continual learning

Director ENTF
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- demonstrate individual learning and conduct toward the goal of creating a racism-free organization and community
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- demonstrate interpersonal skills in dealing with others
- demonstrate valuing the diversity of others' opinions and experiences
- demonstrate sound reasoning and good common sense
- demonstrate the ability to meet and exceed customer expectations
- demonstrate a willingness to develop self, fellow staff members, volunteers, and community
- demonstrate active participation in departmental, team, and full-staff meetings

My signature below indicates I have read and understand this job description and the workplace competences.

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Supervisor Signature

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Human Resources Signature

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