



# **Housing Solutions Board Board Policy Manual**

The Greater Battle Creek  
and Calhoun County Homeless Coalition

*Last updated November 15, 2019*

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BOARD POLICY STATEMENT

THE ROLE OF THE HSB

Policy 01

Approved and Amended 08/09/2012

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1. **The HSB, as the community board representing the Greater Battle Creek and Calhoun County Homeless Coalition (CoC), fulfills the major roles assigned to it by MSHDA and HUD consistent with the expanded responsibilities identified in the HEARTH Act of 2009.**

These responsibilities include:

- A. Operate the CoC
    - Conduct semi-annual meetings of the full membership
    - Issue a public invitation for new members, at least annually
    - Adopt and follow a written process to select a board
    - Appoint additional committees, subcommittees, or workgroups
    - Develop and follow a governance charter detailing the responsibilities of all parties
    - Consult with recipients and sub-recipients to establish performance targets appropriate for population and program type, monitor the performance of recipients and sub-recipients, evaluate outcomes, and take action against poor performance
    - Evaluate and report to HUD outcomes of ESG and CoC projects
    - Establish and operate a centralized or coordinated assessment system
    - Establish and follow written standards for providing CoC assistance
  - B. Operate an HMIS
    - Designate a single HMIS
    - Select and eligible applicant to manage the CoC's HMIS
    - Monitor recipient and sub-recipient participation in HMIS
    - Review and approve privacy, security, and data quality plans
  - C. CoC Planning
    - Coordinate the implementation of a housing and service system within its geographic area
    - Conduct a Point in Time count of homeless persons, at least bi-annually
    - Conduct an Annual Gaps analysis
    - Provide information required to complete the Consolidated Plan
    - Consult with ESG recipients regarding the allocation of ESG funds and the evaluation of the performance of ESG recipients
2. **To accomplish its job with a governance style consistent with board policies, the board will follow an annual agenda which (a) completes a re-exploration of policies annually and (b) updating of the Ten-Year Plan to End Homelessness.**
    - A. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of its Organizational Purpose.
    - B. The cycle will start with the board's development of its agenda for the next year.
      - 1) In addition to the annual updating of its Ten-Year Plan to End Homelessness, the board will determine the review and authorization process for MSHDA and HUD NOFA timelines so as to assure that input from relevant stakeholders, providers, and the community contributes to the final submission.
      - 2) Education of the board related to updating of the Ten Year Plan will be held during the balance of the year, and will be based on the achievements relative to the plan goals and the current reality of the extent and conditions of homelessness in the community.

- 3) Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
  - 4) The board will determine the schedule for receiving and monitoring the results of its initiatives, programs, and Coalition sponsored events to determine the extent of benefit achieved relative to the cost.
- C. The board agrees to perform its CoC role, as defined by MSHDA's annual General Guidelines for Emergency Solutions Grants, attached to this policy manual.

## GOVERNING STYLE and CODE OF CONDUCT

Policy 02  
Approved

and

Amended:

08/09/2012

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1. The Board sees itself as the servant-leader to the group of homeless persons that it morally, if not legally, represents. It further recognizes itself as a distinct link in the chain of command to those it represents and considers itself as the representative of the Homeless Coalition of Greater Battle Creek & Calhoun County (Coalition). It exists to exercise that authority and properly empower others within limits, as it bears the ultimate accountability for the performance expectations it delegates to others.
  2. The Board uses the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values. The Board makes authoritative decisions directed toward management and toward itself, its individual members, and committees only as a total group. That is, the Board's authority is a group authority rather than a summation of individual authorities.
  3. The Board continually interprets the purpose and mission of the Homeless Coalition of Greater Battle Creek & Calhoun County, creating policy statements that describe the achievement that constitutes Coalition success. These statements identify the long-term impacts outside the Coalition, not on the administrative or programmatic means of attaining those effects.
  4. Members of the Board must avoid conflict of interest with respect to their fiduciary responsibility. There will be no self-dealing or business by a member with the Coalition. Board members will not use their Board position to obtain employment in the Coalition for themselves, family members, or close associates.
    - a. When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, or involves employment for a close associate, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
    - b. Should a Board member apply for employment, he or she must first resign from the board.
  5. Board members may not attempt to exercise individual authority over the Coalition. Members' interaction with the executive or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
  6. Members will respect the confidentiality appropriate to issues of a sensitive nature.
  7. Members will be properly prepared for Board deliberation.

## THE ROLE OF COMMITTEES AND WORKGROUPS

Policy 03

Approved and Amended: 4/21/17

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**Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to others who have delegated responsibilities.**

Accordingly:

1. Board committees are to help the board do its job, not to help or advise staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees *will normally* not have direct dealings with current staff operations.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to others.
3. The Board may create Ad Hoc committees.
4. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members.
5. It will be clear that Committees have no authority to apply for grants without the expressed permission of the Board, and must submit requests to the Treasurer for all expenditures.

For all expenditures over \$250 the requirement is 2 signatures; one of which is that of the Treasurer of the HSB or a representative for the Treasurer as follows:

- a. If the Treasurer is not available to sign as a second signatory then the Chair of HSB may sign
  - b. If the Chair of the HSB is not available to sign as a second signatory then the Chair of HC may sign.
6. Committees authorized or commissioned by the board will have their role specifically clarified to identify the intended results/products of their work, and the scope of authority by which they may operate.
  7. The HSB authorizes the following committees and work groups, or until replaced:

### **A. The Executive Committee**

The Executive Committee, as constituted in the bylaws, of the HSB is authorized to meet between meetings to prepare the board for final submissions and to occasionally act on their behalf, within limits. Actions by the Executive Committee are ratified and confirmed by the HSB. Members of the Executive Committee may be the HSB Officers or others if officer positions do not formally exist.

### **B. The Providers Council**

Members of the Council are funded and non-funded programs that agree to serve individuals and households that need crisis response, support, and transition to self-sufficiency. The system focuses on continuous quality improvement and care coordination. Providers organize their leadership and staff into workgroups when appropriate.

#### 1) IST/CQI Workgroup

The purpose of the IST/CQI Workgroup is to recommend to the Providers Council:

- solutions to community housing gaps and needs, based on Ends
- opportunities for interagency coordination of resources and planning
- prevention planning initiatives

The members represent agency case management leadership and staff.

The Workgroup reviews data-driven reports on funded and non-funded programs of the CoC, identifying opportunities for improvement in processes, planning, and collaborative approaches to service provision. The Workgroup may enlist the input and commentary from members of the CoC, and occasionally create project work groups to inform their work and recommendations.

2) Data Quality Workgroup

The purpose of the Data Quality Workgroup is to:

- assure high data quality input the HMIS by Participating Organizations
- identify data-driven issues arising from reports required by the Board and funding entities
- recommend capacity changes and resources to the Board for improved data collection and quality
- focus on outcomes-based measures and comparisons for meaningful review
  - The members represent staff assigned as Agency Administrators

3) Homeless Health Fair/Community Projects Committee

The purpose of the Homeless Health Fair/Community Projects Committee is to:

- Identify, plan, and facilitate meaningful special events that include the annual Homeless Health Fair
- Utilize CoC membership resources in all events
- Carefully promote all events to assure that the community becomes knowledgeable of the need, effort, and collaborative approach used by the CoC
- Receive prior authorization from the Board for new events or when an scheduled event requires a significant change in date or content
- Secure funding to support the event from an increasingly larger number of organizations
- Collect basic demographic information and homeless survey details whenever possible

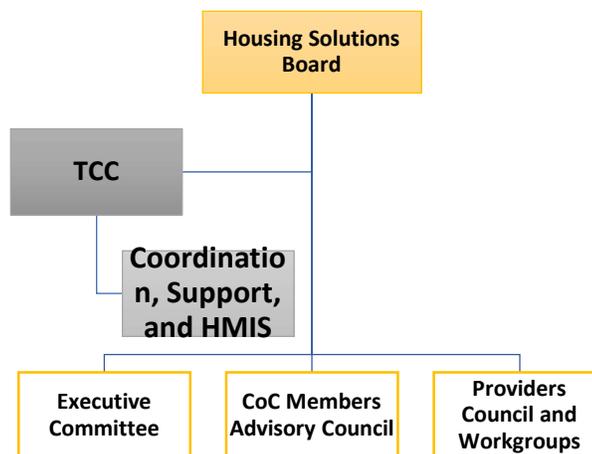
4) Board Recruitment Committee

**C. CoC Members Advisory Council**

Member organizations provide representation at meetings to learn of CoC initiatives. As a Members Advisory Council, stakeholders provide input to the annual HSB planning cycle and projects. The Council meets five times during the year.

8. The HSB sets the annual calendar of meetings as a guide for Committees and Workgroups to ensure that the results of the work of the HSB and CoC are complete and responsive to HUD and MSHDA timelines, planning requirements, reporting periods, and overall CoC accountability.

**CoC Governance and Structure**



## ROLE OF THE CHAIRPERSON OF THE BOARD

Policy 04

Approved: 4/21/17

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The Chairperson of the Board, as a specially empowered member of the board, assures the integrity of the board's process.

Accordingly:

1. The assigned result of the Chairperson's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Coalition.
  - A. Meeting discussion content will be on those issues that, according to Board policy, clearly belong to the board to decide or to monitor.
  - B. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
  - C. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chairperson consists in making decisions that fall within topics covered by Board policies, with the exception of (a) employment or termination of the Homeless Coalition Coordinator and (b) where the board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
  - A. The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - B. The Chairperson may represent the Board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - C. The Chairperson may delegate this authority, but remains accountable for its use.

## VISION STATEMENT and ENDS

Policy 05

Approved: November 10, 2011

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**The purpose of the Ten Year Planning Board (Housing Solutions Board) is to assure that:**

**People who experience homelessness or are at imminent risk of homelessness will have access to community and system resources to resolve their immediate housing crisis, and transition from homelessness to stability.**

### I. ACCESS

People who are at imminent risk of homelessness are linked to community resources

- A. Imminently homeless men, women, youth and families will:
  - 1. Have access to community resources and services as needed to maintain and stabilize housing
  - 2. Not enter the emergency shelter system
    - a. An exception will be made in cases pertaining to intimate partner violence due to the unique safety and security concerns for victims

### II. CRISIS RESPONSE

People who experience homelessness receive assistance to address their immediate housing crisis.

- A. Homeless men, women, youth, and their households will:
  - 1. Have access to resources to address their immediate housing need
  - 2. Be discharged to stable housing regardless of time
  - 3. Have a length of stay in shelter less than 31 days
  - 4. Not re-enter the emergency shelter system
    - a. An exception will be made in cases pertaining to intimate partner violence due to the unique safety and security concerns for victims
  - 5. Show improvement in self-sufficiency
- B. Homeless men, women and their households will:
  - 1. Have cash and/or non-cash income upon exit
  - 2. Be employed upon exit from shelter (may not apply to youth)

### III. TRANSITION

**People who experience homelessness transition from crisis to stability**

- A. Homeless men, women and families will:
  - 1. Have access to community and system resources and services to move to and stabilize housing
  - 2. Have their basic needs met in a non-congregate environment (individual, single room or shared unit)
  - 3. Not re-enter emergency shelter
  - 4. Be discharged to stable housing
  - 5. Show improvement in self-sufficiency
  - 6. Have cash and/or non-cash income upon exit
  - 7. Be employed upon exit
- B. Homeless men, women and families who transition into Permanent Supportive Housing:
  - 1. Remain in housing for more than 7 months
  - 2. Increase the length of time between entry and exit

### IV. ADVOCACY

**Resources and public policy support solutions to end homelessness.**

- A. Our community will provide:
  - 1. Adequate funding raised/leveraged to support needs
  - 2. A public policy supportive of solutions to ending homelessness
  - 3. A general public educated and supportive of solutions to ending homelessness

## BOARD MEMBER RECRUITMENT

Policy 06

Approved: 5/12/2010

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The board periodically recruits and appoints citizens to fill board positions according to the term, or remainder of a term, currently vacant. Its intent is to assure that the board and potential new members experience an open and informative process. The process is intended to provide the board sufficient information and access to the candidate in order for it to select individuals most capable of contributing to the board's role.

The process is also intends to provide candidates sufficient information and understanding of the board's governance style, the responsibilities of board membership, and general information on the organization and the healthcare industry.

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### Recruitment Procedures

1. An information and recruitment packet is to be given potential candidates. This packet will include background information on the organization, the board's meeting schedule, and a brief overview of the board's governing style.
2. Interested persons will submit a resume to the Recruitment Committee indicating their background and interests in serving on the board.
3. The Recruitment Committee will meet with individuals selected as potential board candidates to clarify information, learn about the interests of the individual, answer questions and further clarify the role of a board member.
4. Persons selected to be candidates by the Recruitment Committee will be provided with a board packet prior to attending a monthly board meeting in order to become acquainted with the role, activities, decisions, and governing style of the board during its deliberations. An opportunity to speak with the board will be made available during this visit. Any board member may direct questions to candidate.
5. The Board will appoint candidates who are recommended by the Recruitment Committee to serve terms of board membership. All candidates will be informed of the board's decision by the Board Chairperson.
6. The candidate will be informed by the Board Chairperson of the board's decision and will be given information regarding orientation of their role, responsibilities, and a schedule of further orientation.

## NONDISCRIMINATION

Policy 07

Approved: General 9/8 /2017; HUD's Final Rule 12/15/2017; Complaint Procedure 6/5/2018

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To establish uniform guidelines in order to promote the work of the Housing Solutions Board and all participants in the Calhoun County Continuum of Care that is free of discrimination and harassment, and to affirm the commitment to equal opportunity and affirmative action.

Applicability: This policy applies to all Housing Solutions Board members, community partners that comprise of the Calhoun County/Greater Battle Creek Homeless Coalition and the Calhoun County Continuum of Care.

The complaint process is intended to be easily accessible, transparent, open, supportive and fair.

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### **Nondiscrimination:**

All participating projects in the Calhoun County/Greater Battle Creek CoC (514) comply with applicable civil rights and fair housing laws and requirements. All recipients and sub-recipients of CoC Program and ESG Program-funded projects are required to comply with the nondiscrimination and equal opportunity provisions of Federal Civil Rights laws, including:

- Fair Housing Acts
- Section 504 of the Rehabilitation Act
- Title VI of the Civil Rights Act
- Title II of the Americans with Disabilities Act
- Title III of the Americans with Disabilities Act

### **And HUD's Final Rule:**

Equal Access to HUD programs Regardless of Sexual Orientation or Gender Identity which will ensure all rental housing and homeownership programs in Calhoun County will remain open to all eligible persons regardless of sexual orientation, gender identity, or marital status.

These laws and CoC Policy prohibits housing discrimination based on race, color, religion, sex, national origin, familial status, and disability and includes sexual orientation, gender identity, or other protected classes. No individual, program participant or employee who raises a concern or files a non-discrimination complaint will be retaliated against.

The coordinated entry process is used universally in our community to all those eligible. Using the VI-SPDAT assessment, organizations are able to uniformly prioritize participants on the wait list, make referrals for housing and/or supportive services, and ensure that needs are met regardless of race, color, national origin, religion, gender identity, actual or perceived sexual orientation, age, familial/marital status, handicap, or those who are least likely to apply in the absence of special outreach. Persons with Limited English Proficiency (LEP) are offered translators through community partnerships.

### **Complaint Procedure:**

All participating projects are required to inform participants of the Nondiscrimination Policy and their ability to file a nondiscrimination complaint. An explanation of the policy will be given to each participant at in-take along with a copy of the policy. Participants will sign an acknowledgement form that will be added to their file.

Persons who believe they've been a victim of housing discrimination, may contact the:

- **Fair Housing Center of Southwest Michigan Center (FHCSWM)**  
405 West Michigan Avenue, Kalamazoo, M 49007, Toll free (866) 637-0733  
The Center also provides fair housing training; email [info@fhcswm.org](mailto:info@fhcswm.org) for more information.
- **Legal Services of South Central Michigan**  
123 W. Territorial Road Battle Creek, MI 49015

Office Phone (Receptionist): (269) 965-3951

Direct Dial Number: 269-224-5045

- **HUD.GOV**  
[https://www.hud.gov/program\\_offices/fair\\_housing\\_equal\\_opp](https://www.hud.gov/program_offices/fair_housing_equal_opp)

If an individual believes that they have been excluded from participation in, denied the benefits of, or subjected to discrimination on the basis of race, color, national origin including individuals with limited English proficiency (LEP), sex, religion, age, and disability, the individual may file a program discrimination complaint by contacting:

- **Calhoun County Office of Prosecuting Attorney**, Civil Rights Complaint Coordinator (CRCC)  
161 E Michigan Ave, Battle Creek, MI 49014, phone 269-969-6980

All participating projects are required to have Fair Housing notifications available, accessible, and viewable by participants. Additionally, the HARA personnel have been trained to assist participants with how to file a complaint to the Fair Housing office for a discriminatory act.

## DISCHARGE PLANNING

Policy 08  
Approved:

8/14/2018

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### **DISCHARGE PLANNING**

The Calhoun County Continuum of Care (CoC) will develop protocols to ensure that persons being discharged from publicly-funded institutions or systems of care are not discharged immediately into homelessness. To the maximum extent practicable, the CoC will coordinate with and/or assist in the development of local discharge planning policies that ensure persons are not routinely discharged into homelessness. The assessment/discharge planning process will identify and coordinate the individualized supports and services needed to live successfully in the community for any Calhoun County citizen with a disability, condition, or problem related to life transition.

### **GUIDING PRINCIPLE**

The lives of homeless people change; therefore homeless people will have different support needs at different times in their lives and mechanisms need to be in place to provide for on-going planning.

### **MAINSTREAM SERVICES**

Calhoun County Continuum of Care aims to maximize homeless people's access to mainstream benefits and services and enhance service delivery and benefit access by homeless individuals and families in order to financially stabilize homeless individuals and families. Mainstream services programs (such as Medicaid, TANF, and General Assistance) must be maximized to emphasize stable housing and support needed services.

### **MCKINNEY-VENTO**

Calhoun County Continuum of Care aims to ensure children and youth experiencing homelessness in Calhoun County maintain stable educational access, and can stay in their school of origin, school of residence, or enroll in any public school that students living in the same attendance area are eligible to attend, according to their best interest per the McKinney Vento Homeless Education Assistance Improvements Acts of 2001.

### **ACTION REQUIRED**

Identify all agencies that may discharge people into homelessness, review policies at agencies, develop an MOU with agencies that requests for them to refer those who may be discharged into homelessness to the Housing Assessment Resource Agency, Summit Pointe Housing. Educate agencies on the county Coordinated Entry System policies and procedures. Completion of the actions will be by August 2020 and monthly progress reports are required at the Housing Solutions Board.

## PRIORITIZATION FOR PERMANENT SUPPORTIVE HOUSING

Policy 09

Approved: 8/28/2018

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- I. With the adoption of this policy, the MI-514 Battle Creek/Calhoun County Continuum of Care (CoC) seeks to increase the number of permanent supportive housing (PSH) beds available for chronically homeless persons and to achieve three goals summarized in Notice CPD-14-012 regarding the federal Department of Housing and Urban Development (HUD) program funded permanent supportive housing (PSH) beds, including:
  - A. Establish an order of priority for PSH beds that are dedicated and prioritized for the chronically homeless (CH) in order to ensure that those persons with the most severe service needs are given first priority.
  - B. Inform the selection process for assistance and placement in PSH beds, including upon turn-over, that are not dedicated or prioritized for the chronically homeless (CH) in order to prioritize persons who do not yet meet the definition of chronic homelessness but are most at risk of becoming chronically homeless.
  - C. Provide uniform recordkeeping requirements for all recipients of CoC program-funded PSH for documenting chronically homeless status of program participants (when required) and to provide guidance on recommended documentation standards.
  
- II. PSH beds shall be filled, *to the maximum extent possible*, based on Housing First principals and the guidance provided by the Department of Housing and Urban Development (HUD) notice listed below and cross referenced in 24 CFR (Code of Federal Regulations) Parts 578 and 43 U.S.C. 11381, et seq.
  - A. Agency Reference: Notice CPD-14-012, Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status.
  - B. CoC agencies with PSH funded beds are responsible for compliance with this policy and the guidance provided in Notice CPD-14-012. A copy of the full notice can be found on the HUD Exchange web-site; the address is as follows: <https://www.hudexchange.info/resources/documents/Notice-CPD-14-012-Prioritizing-Persons-Experiences-Chronic-Homelessness-in-PSH-and-Recordkeeping-Requirements.pdf>
  
- III. Selecting chronically homeless households to fill CoC Program-funded PSH beds.
  - A. For the definition for chronically homeless, see Section I.D. of the Notice and Attachment 1 to this Policy.
  - B. For PSH beds that are dedicated and prioritized to serve the chronically homeless, the following Order of Priority should be utilized:
    1. Chronically Homeless Individuals and Families with the longest history of homelessness and with the most severe service needs.
    2. Chronically Homeless Individuals and Families with the longest history of homelessness.
    3. Chronically Homeless Individuals and Families with the most severe service needs.
    4. All other chronically homeless individuals and families.
    5. For details see Section III. A. of the Notice.
  - C. For placement in PSH beds (including upon bed turn-over) that are not dedicated or prioritized for the chronically homeless, the following Order of Priority should be utilized:
    1. Homeless Individuals and Families with a disability with the most severe service needs.
    2. Homeless Individuals and Families with a disability with a long period of continuous or episodic homelessness.
    3. Homeless Individuals and Families with disability coming from places not meant for human habitation, safe havens, or emergency shelters.
    4. Homeless Individuals and Families with a disability coming from transitional housing.

5. Agencies should strive to help the chronically homeless address program requirement barriers that might otherwise exclude them from qualifying for CoC housing. For details, see Section III. B. of the Notice.
- IV. Recordkeeping Requirements. HUD requires CoCs to maintain evidence of implementing these priorities. Details for the following categories can be found in Section V of the notice.
    - A. CoC Records
    - B. Recordkeeping Requirement
    - C. Recordkeeping Recommendations for CoCs that have adopted the order of priority in this notice.
  - V. Agency Requirements. Each agency that is funded by the CoC must be able to provide evidence that they are following the Policy for Prioritizing PSH beds. Agencies must:
    - A. Document that this CoC's policy has incorporated into the Recipient's intake procedures AND that the Recipient is following them in their practice.
    - B. Prioritization is based on the score generated by the Coordinated Assessment Tool utilized by the CoC including all versions of the Service Prioritization Decision Assistance Tool or as it is commonly referred to, the SPDAT.

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### **Definitions**

*Housing First:* A model of housing assistance that prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions for entry (such as sobriety or a minimum income threshold). HUD encourages all recipients of CoC program-funded PSH to follow a Housing First approach to the maximum extent practicable.

*Chronically Homeless:* the definition of "chronically homeless", as stated in Definition of Chronically Homeless final rule is:

- (a) A "homeless individual with a disability," as defined in section 401 (9) of the McKinney-Vent Homeless Assistance Act (42 U.S.C. 11360(9)), who:
  - i. Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
  - ii. Has been homeless and living as described in paragraph (a)(i) continuously for at least 12 months or on at least four separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in paragraph (a)(i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12-month total, as long as the individuals was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering an institutional care facility;
- (b) An individual who has been rising in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (a) of this definition, before entering the facility;
- (c) A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (a) or (b) of this definition (as described in Section I.D.2.(a) of this Notice), including a family whose composition has fluctuated while the head of household has been homeless.

*Severity of Service Needs:* this Notice refers to persons who have been identified as having the most severe service needs.

- (a) For the purpose of this Notice, this means an individual for whom at least once of the following is true:
  - i. History of high utilization of crisis services, which include but are not limited to, emergency rooms, jails, and psychiatric facilities; and/or

- ii. Significant health or behavioral health challenges, substance use disorders, or functional impairments which require a significant level of support in order to maintain permanent housing.
- iii. For youth and victims of domestic violence, high risk of continued trauma or high risk of harm or exposure to very dangerous living situations.
- iv. When applicable CoCs and recipients of CoC program-funded PSH may use an alternate criteria used by Medicaid departments to identify high-need, high cost beneficiaries.

Severe service needs as defined in paragraphs i.-iv. Above should be identified and verified through data-driven methods such as an administrative data match or through the use of a standardized assessment tool and process and should be documented in a program participant's case file. The determination must not be based on a specific diagnosis or disability type, but only on the severity of needs of the individual. The determination cannot be made based on any factors that would result in a violation of any nondiscrimination and equal opportunity requirements, see 24 C.F.R § 5.105(a).

## FUNDING POLICY and PROCEDURES

Policy 10

Approved: 5/23/2019

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The Calhoun County Continuum of Care (CoC) will provide a comprehensive structure that ensures a fair, open, and impartial application, review, rating and funding selection process for federal McKinney Vento homeless assistance programs. This policy applies to all agencies that apply for or are selected to receive CoC funding for either or both of the annual funding rounds, including the; 1.) CoC Program Competition funding, or 2.) Emergency Solutions Grant (ESG) in Calhoun County. See Appendix A for a Summary of the CoC funding Project Selection Process.

### **I. Abbreviations, Acronyms, Definitions**

This policy includes the following abbreviations, acronyms and definitions:

GRANTOR	Agency administering funding; HUD, MSHDA or City
HEARTH ACT	Homeless Emergency Assistance and Rapid Transition to Housing Act
HMIS	Homeless Management Information System; agency and client data
HUD	United States Department of Housing and Urban Development
HSB	CoC Governing body/Board; Housing Solutions Board
LAF	Local Application Form for the CoC Program Competition and ESG; for new projects
LOI	Letter of Intent for the CoC Program Competition and ESG; for renewal projects
MSHDA	Michigan State Housing Development Authority
NOFA	Notice of Funding Availability
PROGRAM	The various and/or aggregate types of activities eligible for funding
PROJECT	For the CoC Program Competition, HUD refers to each agencies individually funded, specifically titled, programs as a "project"

### **II. Eligible Applicants**

All agencies serving or intending to serve Calhoun County residents experiencing homelessness or those at risk of becoming homeless, **and are eligible according to the HUD Notice of Funding Availability (NOFA) and the Grantor's defined rules**, are encouraged to apply for funding. In order for an agency to be selected for funding, they must be able to illustrate that they:

- A. Have demonstrated capacity for sound financial, program and project management; and
- B. Have or will execute data sharing agreements and participate in the HMIS; and are
- C. In compliance with all federal, state and local programs for which they receive funding.

### **III. CoC Priorities**

Priorities for funding are, but not limited to, the following:

- A. Agencies that have adopted the Coordinated Entry policies for Calhoun County
- B. Proposals that demonstrate alignment with Homeless Prevention and Rapid Re-Housing strategies, the Housing First Model, Prioritization of Permanent Housing Beds for the Chronically Homeless, Fair Housing and other CoC Policies;
- C. Agencies with demonstrated success at meeting system performance measures; and
- D. Other priorities of the Grantor

### **IV. Source of Funding**

- A. All CoC programs are funded by the McKinney-Vento Homeless Assistance Act of 1987 and administered by HUD; some ESG funds are passed through to the Michigan State Housing Development Authority (MSHDA). McKinney-Vento programs provide outreach, shelter,

transitional housing, supportive services, rent subsidies, and permanent housing for people experiencing homelessness and/or at risk of homelessness.

- B. Additionally, in 2009, Congress passed the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act to consolidate HUD homelessness programs (Supportive Housing Program, Shelter Plus Care, and Moderate Rehabilitation/Single Room Occupancy). The Hearth Act amended and reauthorized the McKinney-Vento Homelessness Assistance Act, and is intended to further assist people in regaining stable, permanent housing and supports a coordinated intake process, effective data collection, performance measurement and program evaluation systems.
- C. The dollar amount of available funding for the CoC Program Competition is competitive and determined by HUD. The dollar amount of available funding for the Emergency Solutions Grants program is determined by formula to each jurisdiction. The CoC is funded by MSHDA and HUD, respectively, into the single application process described herein.
- D. CoC Program Competition Projects with poor performance, projects not serving the intended population or projects with significant, unresolved findings may be subject to involuntary *re-allocation*. Such re-allocated funds are pooled for re-allocation to New Projects. Applicants may appeal the decision to reallocate funds in accordance with the CoC Grievance Procedure (XVII).
- E. CoC Program Competition Bonus Projects; funds generally equaling a certain percentage of the Annual Renewal Demand (ARD) amount may be used to apply for eligible bonus projects if allowed and as described in the relevant HUD NOFA.
- F. Funding is subject to federal appropriations, state and local allocations and terms of the relevant MSHDA or HUD NOFA; *funding is not guaranteed by the CoC, HUD or MSHDA until the grant agreements are executed by both parties.*

#### **V. Eligible Uses of Funding**

CoC and/or ESG funding is available for projects that provide:

- A. Homeless outreach, assessment, and prevention;
- B. Emergency shelter (ES);
- C. Transitional housing (TH);
- D. Permanent housing with supportive services (PSH);
- E. Permanent Housing-Rapid-Rehousing (PH-RR)
- F. Permanent housing only (PH); and
- G. Planning, HMIS, and Grant Administration.

#### **VI. Ineligible Uses of Funding**

Funds cannot be allocated to any organization that:

- A. Does not comply with the nondiscrimination provisions of local, State and Federal civil rights laws (see CoC Fair Housing Policy); or
- B. Requires participation in religious activities as a condition for receiving services; or
- C. Does not comply with the Equal Access to Housing in HUD Programs – Regardless of Sexual Orientation or Gender Identity Final Rule (2012 Equal Access Rule).

#### **VII. CoC Collaborative Applicant**

Summit Pointe employs the CoC Director and serves as Calhoun County’s Lead Agency and Collaborative Applicant (CA).

- A. The Collaborative Applicant is the entity that submits a joint application on behalf of *all* project applicants for funding in Calhoun County for two grant rounds annually, including the 1.) HUD CoC Program Competition and 2.) MSHDA Emergency Solutions Grant (ESG).
- B. The CoC Program Competition consists of a three part, online application: the CoC Program Application, which describes the CoC’s efforts to address area homelessness; Project Applications

detail individually titled projects seeking funding; and the Project Listing which ranks the project applications for the HUD Program Competition, and illustrates the local CoC priorities.

- C. The ESG funding round requires online Project Applications submitted by the applicant agencies and the grant fiduciary, and an EXHIBIT 1 document that is completed by the CA/CoC Director for submission and delivery to MSHDA.

**VIII. Housing Solutions Board (HSB)**

The Housing Solutions Board serves as the governing body of the CoC and approves all grant allocations at their regularly scheduled monthly meetings, or by email if the grant timeline required by the Grantor necessitates such an action. During the grant competition, each HSB member must verify no direct relationship with an applicant organization nor a personal or vested interest in the award of a grant. Individuals having an affiliation with any organization applying for funding under this competition may not serve as a voting member of the HSB during the grant competition.

The HSB meets monthly or as needed to respond to regulatory guidance, grant round requirements and deadlines. The HSB is responsible for reviewing and prioritizing funding amounts based on the submitted CoC and ESG Local Application Form (LAF) or Letter of Intent (LOI) and review of agency system performance measures.

**IX. Reallocation**

At the time of each annual funding competition, HUD and MSHDA may allow for the reallocating and repurposing of CoC funds. In the event that the HSB recommends reducing or eliminating funding for one or more of the renewal projects or one or more of the renewal projects chooses not to apply for funding, the CoC would prioritize reallocated funding to eligible activities. There is no guarantee that any reallocated funds will be available; if available, the CoC will issue a Request for Proposals (RFP) before including additional new project(s) in the CoC Program Competition or ESG round.

**X. The Local Application Form (LAF) and Letter of Intent (LOI)**

***The LAF for new projects or LOI for renewal projects is the agency, project specific, application form that must be submitted to the CoC in order for any agency or project to be recommended for any funding allocation.*** The CoC Director develops the LAF and LOI format in response to the NOFA and local priorities. The LAF and LOI contains information deemed important by the funding source and the local CoC for determining eligibility and for monitoring performance. The format of the LAF and LOI will include questions and data that can be used in the final application required by the Grantor. Agencies must submit an LAF and/or LOI for each project seeking funding. Note: LAF's and LOI's will NOT be accepted if submitted past the deadline identified in the grant application timeline.

**XI. LAF/LOI and System Performance Measures.**

HUD developed system-level performance measures to help communities gauge their progress in preventing and ending homelessness. In addition to the LAF and/or LOI scores, agency, project and HMIS data related to these performance measures are considered by the HSB when recommending and approving funding including;

- A. Length of time persons remain homeless;
- B. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness;
- C. Number of homeless persons;
- D. Jobs and income growth for homeless persons in CoC Program-funded projects;
- E. Number of persons who become homeless for the first time;
- F. Successful housing placement.

## **XII. Agency Application Process**

- A. After HUD or MSHDA publishes the NOFA, the CoC Director will:
  - i. Inform the community and all known local organizations providing services to people experiencing homelessness or at risk of becoming homeless, about the availability of funds using public announcements at monthly Homeless Coalition meetings, list serves, social media, web site or other means at its disposal, and
  - ii. Direct interested applicants to relevant guidelines and regulations and other materials necessary for grant application or the implementation of the program.
  - iii. Create all LAF's/LOI's, materials and timelines for submittal and review of grant applications that require HSB approval by the grantor, which may include;
    - a. *Eligibility for Funding*
    - b. *Responsibilities of Grantees*
    - c. *Funding Parameters*
    - d. *Core Strategies*
    - e. *System Performance Measures*
    - f. *Scoring Criteria and Matrix*
- B. The LAF and/or LOI, with any required attachments, must be completed for projects applying for renewal, new and bonus projects according to the HUD Notice of Funding Availability (NOFA); and the Emergency Solutions Grant according to MSHDA's NOFA, and the CoC's established process and timeline.
- C. Applications are submitted in an electronic format to the CoC Director; only agencies submitting a LAF and/or LOI, with any required attachments, on or before the time and due date listed on the grant round timeline will be considered for funding.

## **XIII. HUD Program Competition Project Review and Ranking**

HUD requires Collaborative Applicants to rank all projects in two tiers. Tier 1 is defined by HUD in the NOFA as a percent of the CoC's Annual Renewal Demand (ARD) approved by HUD on the final HUD-approved Grant Inventory Worksheet (GIW). Tier 1 projects are generally protected from HUD funding cuts. Tier 2 is the difference between Tier 1 and the CoC's ARD plus any amount reallocated and/or available for the permanent housing bonus as described in the HUD NOFA. Tier 2 projects may compete nationally for funding. The HSB may also consider community needs when ranking and tiering all project types and make exceptions to this policy.

- A. The general approach to rating and ranking will be to organize projects into five categories, in consideration of the priority order established by HUD:
  - i. Renewal PH for Chronic; Renewal PH
  - ii. Renewal RRH;
  - iii. Renewal HMIS (Tier I placement)
  - iv. Renewal transitional housing; and
  - v. New PH and/or RRH
- B. Within each category, projects will be scored using scoring guidance specific to that project type and placed in their ranked order, by score, with renewal PH in the first category, RRH renewals in the second, renewal HMIS in the third (Tier 1), renewal transitional housing in the fourth and new PH and/or RRH in the fifth category.
- C. Renewal projects are scored and ranked according to the Project Scoring Criteria.
- D. New projects will be scored based on the Project Scoring Criteria and ranked after renewal projects. The Calhoun County CoC will invite submissions for new and renewal projects and will conduct a review and ranking following the established procedures.

## **XIV. Recommendation Process**

- A. All LAF's and/or LOI's and any additional certifications or attachments received by the timeline/grant deadline are:
  - i. Reviewed for content and completeness by the CoC Director.
- B. The CoC Director then prepares a summary spreadsheet that details;
  - i. The program/project type and clients served;
  - ii. Amount of funding requested by each applicant;
  - iii. Current status of grant fund expenditures;
  - iv. Success in meeting systems performance measurements;
  - v. HMIS Data, Annual Progress Reports (APR) and
  - vi. Other information requested in the NOFA or the LAF and/or LOI.
- C. LAF's and LOI's received by the funding deadline are distributed to the HSB for review along with the prepared LAF/LOI summary spreadsheet.
  - i. Should the HSB need more information from applicants following their review of the LAF's/LOI's or the summary spreadsheet in order to make a recommendation.
    - a. Requests will be made via email for more project information, or
    - b. A meeting may be scheduled to discuss the agency LAF and/or LOI.
- D. The HSB will meet and discuss the summary, and prioritize funding to determine the numeric rank.
  - i. An email vote for final approval may be conducted unless an additional HSB meeting is scheduled.
- E. The HSB approved funding and rankings are included in the CoC and ESG applications that are submitted to HUD and MSHDA, respectively.

**XV. Deadlines**

All internal deadlines are considered final. These deadlines will be included in the timeline set forth at the beginning of the funding round. Examples of internal deadlines may include:

- A. Notice of funding round sent out by the CoC Director to interested parties;
- B. Agency submission of Local Application Form to CoC Director;
- C. HSB meeting to review, rank and recommend project funding;
- D. Submission of final applications to state and federal agencies.

**XVI. Grantor Timeline Changes**

When timeline changes are made by the Grantor, the local timeline will adjust accordingly. Upon a federal or state timeline alteration, the CoC Director will email an adjusted timeline to all agencies that have submitted a Local Application Form (LAF) and Letter of Intent (LOI). If the change is made prior to the deadline for LAF and/or LOI submission, the adjusted timeline will be sent to the HSB members.

**XVII. Grievance Procedure**

If an agency disagrees with the recommendation made by the HSB, they may submit a written complaint to the CoC Director.

**XVIII. Email Lists**

Since the Notice of Funding Availability and LAF/LOI requests are disseminated via email, it is the policy of the HSB that the CoC Director will maintain a list of member agencies to which to send the notices of funding availability. Should an agency wish to have additional contacts (non Committee members or Grantees) added to the mailing list, they must submit the contact information to the CoC Director in writing or via email.

**XIX. HMIS**

Agencies receiving CoC funding are required to participate in the Homeless Management Information System (HMIS) and are governed by the Joint Governance Charter, HMIS Policies, Procedures, data sharing

and privacy agreements. They must follow the HUD HMIS Data Standards, enter and report all Universal Data Elements and any other Data Elements designated by the Data Team (CoC Committee) or those required by the Grantor. It is acknowledged that agencies serving special populations (such as domestic violence survivors and youth) may not be able to provide the same level of detail in reporting.

**XX. Agency Grant Research/Technical Assistance**

All agencies applying for funding are required to review the appropriate NOFA(s), review the appropriate final applications, attend training sessions (when applicable), and conduct the needed independent research so that their agency has the ability to apply for and carry out funding without undue burden to the CoC Director or the HSB.

HUD and MSHDA provide technical assistance at the time of the release of their respective NOFA through a Help Desk and resource material/trainings. Applicants are expected to access these resources to the greatest extent possible in completing the Local Application Form.

**XXI. Monitoring**

All agencies receiving CoC funds must participate in grant monitoring required by HUD and MSHDA. Agencies are required to submit an annual progress (APR) report to the CoC Director no later than 90 days following the end of the CoC Competition program year. Grantees may provide additional narrative description to address any variances that may occur. In the case of MSHDA Emergency Solutions Grant (ESG), the CoC Director and the Housing Assessment and Resource Agency (HARA) provides grant monitoring as fiduciary/fiscal agent for the CoC.

**XII. Miscellaneous**

Letters of Support. If local organizations would like a letter of support for projects that are not required to be approved by the HSB; they may request in writing to the CoC Director. Projects must be consistent with the Guiding Principles in order to be considered. The CoC Director has the authority to write Letters of Support on behalf of the HSB but may opt to bring potential requests for letters of support to the HSB for further discussion.

**XIII. Revisions to this policy**

This policy is reviewed and updated annually, as needed/necessary. Revisions to this policy can be submitted to the CoC Director for review by any member of the community. A recommendation regarding the change will be submitted to the HSB for a vote.

## LOCAL HOMELESS COALITION FUNDING POLICY and PROCEDURES

Policy 11

Proposed: 11/15/2019

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The Calhoun County Continuum of Care (CoC) maintains a small, discretionary fund with Encourage BC! at the Battle Creek Community Foundation (BCCF) to support various small-scale projects by the Calhoun County Homeless Coalition (HC). This fund is known as the “Greater Battle Creek and Calhoun County Homeless Coalition Community Project Fund.”

### **I. Eligible Applicants**

- A. Any established work group or task force commissioned by the HC may make an expenditure request.

### **II. CoC Priorities**

- A. Critical Needs or Emergency funds
  - i. Emergency supplies and materials, supporting unsheltered populations or subpopulations
  - ii. Supplies and materials to support identified community critical needs, primarily supporting unsheltered populations or subpopulations
- B. Non-emergency, Grant-supported funds
  - i. Supplies and materials that are funded by local grants and private donations to support community programs or workgroup activities, by established HC work groups
  - ii. Supplies and materials that are funded by local grants and private donations to support special CoC and HC events

### **III. Request of Funds and Timeline**

- A. Critical Needs or Emergency funds
  - i. For critical needs, applicant must make their expenditure request in writing to the Director of the CoC no later than the 2<sup>nd</sup> Wednesday of any month for consideration at the subsequent HSB board meeting on the 3<sup>rd</sup> Friday of the same month.
  - ii. Applicant must include a description of the need, a description of supplies and/or materials to be purchased, the total amount of funds being requested, and the timeline for expenditure.
  - iii. Emergency requests may be made through the Director of the CoC if an emergency need arises between board meetings.
- B. Non-emergency Grant-supported funds
  - i. For non-emergency requests, grant funding for the project or expenditure must be secured in advance BEFORE any expenditure request may be made.
  - ii. For non-emergency requests, applicant must make their expenditure request in writing to the Director of the CoC, outlining the grant funding source received, the grant balance going into this request, a description of the purchase requested, and a timeline for expenditure.

### **IV. Approval of Funds**

- A. Critical Needs or Emergency funds
  - i. Expenditure requests will be shared with the HSB for their vote and approval at the next board meeting after a request is made.
  - ii. Approval is measured by a simple majority of HSB board members.
  - iii. In the event of an emergency request, the HSB may need to participate via email or text, with the vote carried out electronically and documented on the next board meeting’s minutes.
  - iv. Expenditure requests must be approved by the HSB PRIOR to any expenditures being made.
- B. Non-emergency, Grant-supported funds
  - i. Projects are executed within existing workgroups of the HC, with a summary of the intended project provided in advance to the Director of the CoC before any grant funding is pursued.

- ii. Pursuit of grant funding is the responsibility of the workgroup. A copy of the completed grant will be forwarded to the Director of the CoC. A second copy of the grant will be kept in the workgroup files.
- iii. Expenditure requests must be made in accordance with the grant restrictions. Details will be included on the expenditure request form.

**V. Submittal for Payment**

- A. Once the expenditure request has been approved by the HSB (critical or emergency) or the workgroup (non-emergency), then the applicant may pursue spending in accordance with the approved purpose.
- B. The applicant may request a check by submitting a detailed invoice or receipt to the Director of the CoC, who will submit a BCCF Expenditure Request Form, with the required signatures, to BCCF.

**VI. Authorization for Payment**

- A. Authorized signers on the BCCF Expenditure Request Form include: the Chair of the HSB, the Treasurer of the HSB, and the Secretary of the HSB (who is also the Director of the CoC).
  - i. One signature is required for expenditures up to \$250.
  - ii. Two signatures are required for expenditures over \$250.
  - iii. In the event that an authorized signer is requesting the check, then the request must include another authorized signer, regardless of amount.
- B. Checks are processed on the 15<sup>th</sup> and the 30<sup>th</sup> of the month by BCCF.

**VII. Reporting**

- A. The applicant shall send a monthly progress update and a final summary statement via email to the Director of the CoC on the status of the approved spend.
- B. For grants, the applicant or workgroup representative shall send reports to the grantor in accordance with the grant agreement. A second copy of the grant report(s) will be sent to the Director of the CoC. A third copy of the grant report(s) will be maintained with the workgroup files.

**Collaborative Applicant – General HUD CoC Project Selection Process:**

The following is an overview of the grant selection process for the HUD Program Competition, subject to the annual Notice of Funding Opportunity (NOFA) Request and the LOCAL APPLICATION FORM (LAF) and/or Letter of Intent (LOI) process including:

- Prior to HUD CoC Program NOFA and MSHDA NOFA - CoC established procedures for HUD CoC Program Renewal/Reallocation/Bonus funding
- Distribute CoC priorities set by the CoC to the community
- CA prepares application material including scoring criteria/guidance, ranking, and the LAFs/LOIs for CoC Program Competition and Emergency Solutions Grant including Renewal, Reallocation and Bonus projects)
- CA issues approved LAF/LOI for HUD CoC Program funded projects
- Set and distribute HUD Program Competition calendar with deadlines
- Publically Announce/Post/Distribute the HUD CoC Program Competition funding announcement
- Publically Announce/Post/Distribute announce the calendar with deadlines
- Require receipt of LAF/LOI by a date in calendar, include proposed services and target population(s).
- Require project applicant agencies to prepare separate LAFs/LOIs for each proposed project.
- CA hosts information session/call with those who submitted LAF/LOI.
- CA prepares application material pertaining to Rating, Ranking, and Renewal/Reallocation Bonus project based on the annual HUD NOFA guidelines.
- Host info call and/or meeting to debrief those agencies who were selected from the LAF/LOI process about the Rating, Ranking and Renewal/Reallocation/Bonus. Share agency name, proposed services, and target population with all who submitted LAFs/LOIs.
- Require agencies to submit applications via email based on the announced calendar of deadlines.
- Funding recommendations are made by the HSB
- Host info call and/or meeting to debrief those agencies who were selected from the LAF/LOI process about the Rating, Ranking and Renewal/Reallocation/Bonus. Share agency name, proposed services, and target population with all who submitted LAFs/LOIs. Require agencies to submit applications via email and in e-snaps based on the announced competition calendar/deadlines.

**COMMUNITY HOUSING SOLUTIONS BOARD  
BYLAWS**

**ARTICLE I – NAME, PURPOSE**

**Section 1: Name**

The name of the organizations shall be the COMMUNITY HOUSING SOLUTIONS BOARD. Hereafter referred to as the Housing Solutions Board.

**Section 2: Purpose**

The Housing Solutions Board is organized exclusively to make collaborative decisions that will move Calhoun County toward ending homelessness by (following best practice models in) assisting individuals and families move into stable, functional, quality housing in our county and living financially stable lives.

**ARTICLE II - MEMBERSHIP**

Membership of the Housing Solutions Board shall consist only of the members of the Board of Directors.

**ARTICLE III – MEETING**

**Section 1: Meeting.**

The date of the regular meetings shall be set by the Board of Directors who shall also set the time and place.

**Section 2: Special Meetings.**

Special meetings may be called by the Chair.

**Section 3: Notice.**

Notice of each meeting shall be given to each voting member, by mail or electronic mail not less than seven days before the meeting.

**ARTICLE IV – BOARD OF DIRECTORS**

**Section 1: Board Role, Size, Compensation.**

The Board is responsible for overall policy and direction of the Community Board and delegates responsibility for day-to-day operations to the Executive Director and committees. The Board shall have up to 15 and not fewer than 8 members.

Three positions on the Board of Directors will be filled by the CEO or COO of both the local Public Housing Commission, the local community mental health lead agency and the Community Collaborative Director.

At least 3 Board members will be members of the Calhoun County Homeless Coalition who meet the following criteria:

- CEO or COO or equivalent position of their organization, and
- Actively involved in the Homeless Coalition.

Up to 9 members will be representative of Calhoun County and include community leaders and individuals experiencing homelessness or previously experiencing homelessness.

**Section 2: Meetings.**

The Board shall meet at least quarterly.

**Section 3: Board Elections.**

The officers of the Community Board shall be elected at least annually. Officers will be elected by a majority vote of the current board members.

**Section 4: Terms.**

All Board members shall serve 3 year terms, but are eligible for re-election. Terms for the initial Board members shall be staggered with no more than 1/3 of the Board members having terms expiring in any given year.

**Section 5: Quorum.**

A quorum must be attended by at least 51 percent of the Board members before business can be transacted or motions made or passed.

**Section 6: Notice.**

An official Board meeting requires that each Board members have written notice or electronic notice one week in advance.

**Section 7: Voting.**

A majority of those present shall be required to pass a motion. The Chair may also call for a vote by electronic mails. Any voting done by electronic voting shall be printed and retained with the minutes from the meeting.

**Section 8: Officers and Duties**

There shall be four officers of the Board consisting of a Chair, Vice-Chair, Secretary and Treasurer. Their duties are as follows:

The Chair shall convene regularly scheduled Board meetings, shall preside or arrange for other members of the executive committee to preside at each meeting in the following order: Vice-Chair, Secretary and Treasurer.

The Vice-Chair will chair committees on special subjects as designated by the board.

The Secretary in conjunction with the Executive Director shall be responsible for keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of the minutes and the agenda to each Board member, and assuring that corporate records are maintained.

The Treasurer shall make a report at each Board meeting. The Treasurer shall chair the finance committee, assist the Executive Director in the preparation of the budget, help develop fundraising plans, and ensure that financial information is made available to Board members.

**Section 9: Vacancies.**

When a vacancy on the Board exists, the Nominating Committee shall meet and make recommendations to the full Board for consideration. These nominations shall be sent out to Board members with the regular Board meeting announcement, to be voted upon at the next Board meeting. These vacancies will be filled only to the end of the particular Board member's term.

**Section 10: Resignation.**

Termination and Absences Resignation from the Board must be in writing and received by the Secretary. Board members shall not miss more than 25 percent of Board meetings in a 12 month period. If a Board member misses more than 25 percent of the meetings, the Chair may call for a vote to dismiss the Board member. A Board member may be removed for other reasons by a three-fourths vote of the remaining directors.

**Section 11: Special Meetings.**

Special meetings of the Board shall be called upon the request of the Chair or one-third of the Board.

**ARTICLE V – COMMITTEES**

**Section 1:** The Board Chair may create committees as needed, such as fundraising, housing, etc. The Board Chair appoints all committee chairs.

**Section 2:** The four officers serve as the members of the Executive Committee. The Executive Committee does not have the authority of the Board of Directors in the intervals between meetings of the Board of Directors, except those approved by a two-thirds vote of the Board of Directors.

**Section 3: Finance Committee**

The Treasurer is the chair of the Finance Committee, which includes a representative of the Community Board's fiduciary, a financial representative from the Homeless Coalition, and two other members, one of which may be a member of the

financial community in Calhoun County. The Finance Committee is responsible for developing and reviewing fiscal procedures, a fundraising plan, and the annual budget with staff and other Board members. The Board must approve the budget, and all expenditures must be with the budget. Any major change in the budget must be approved by the Board. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the Board showing income, expenditures and pending income.

#### **ARTICLE VI – AMENDMENTS**

**Section 1:** These Bylaws may be amended when necessary by a two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the Secretary to be sent out with regular Board announcements.

These Bylaws were approved at a meeting of the Board of Directors of the Community Housing Solutions Board on August 16, 2019.

## MSHDA Roles for CoC, Grant Fiduciary, HARA, and Sub-Grantees

Effective October 1, 2012

### VI. Defining Roles:

As in previous ESG NOFA's, the CoC Body recommended to MSHDA, via completion of the Exhibit 1 - CoC Update, the agencies that will receive funding. The CoC recommended Grant Fiduciary will be awarded the CoC's entire allocation of funds and will be the only agency billing MSHDA for reimbursement.

#### Continuum of Care (CoC) Body: The CoC will:

- Regarding the HARA - Agencies currently designated as the HARA for the 2011-2012 ESG Program will continue their role as the HARA for the 2012-2013 ESG Program, unless there is documented evidence of poor performance or extenuating circumstances. Local communities that decide to designate a new HARA for 2012-2013 ESG must obtain approval from MSHDA prior to the submission of the 2012-2013 ESG application. This policy supports capacity building within system change, and fosters community partners to have a vested interest in the success of their designated HARA.
- Develop a CoC culture that teaches and makes decisions based upon outcomes;
- Strategize with CoC members to re-align program dollars to end homelessness.
- Require ESG grantees to embrace strength-based case management (see Definitions);
- Identify an agency to function as Fiduciary for these funds.
- Work with service agencies and supportive housing developers to assist with the development of a Memorandum of Understanding (MOU) to provide case management services to supportive housing units as they are made available in the community.
- Select two designees from each CoC Body (identified in Exhibit 1) to serve as a rep of the CoC on the statewide regional council and require them to provide updates to the CoC meetings.

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- Develop program performance measures supported by HMIS data that identify successful outcomes for clients.
- Evaluate the quality of services/housing delivery and provide oversight of the sub-grantees based upon documented outcomes;
- Assure that services provided by the Fiduciary, HARA, and Sub-grantees are meeting the needs of the local community and that critical issues are addressed;
- Provide MSHDA with annual Point in Time (PIT) Chart;
- Provide meeting minutes and e-mail minutes, notices, and agendas to your MSHDA Homeless Assistant Specialist.

#### Grant Fiduciary: The Grant Fiduciary will be responsible for:

- Execution of grant documents for the community's allocation, including:
  - Memorandum of Understanding (MOU) with the CoC Body and with all Key Partners,
  - Sign contract and applicable documents required by MSHDA;
  - Initiate and execute sub-grants as needed.
- Assuring use of funds in accordance with the grant agreement, communicate knowledge of fraudulent activities to MSHDA and the CoC Body;
- HALO billing;
- Advise the CoC of agencies not using dollars in a timely manner to avoid loss of funds to the community/recapture by MSHDA;
- Based upon documented outcomes and in partnership with the CoC, evaluate the quality of services and provide oversight of the sub-grantees;
- Collect and submit quarterly Progress Reports that address specific performance outcomes supported by HMIS data (Domestic Violence Agencies use alternative system). The signed original progress report is to be submitted to MSHDA with a copy to the CoC.
- Review annually 10 percent of all tenant files, as well as the financial records of sub-grantees, and provide a copy of your findings report to your MSHDA Homeless Assistance Specialist;
- Maintain financial and client level records to support billings. The information must be retained for four years.

#### Housing Assessment and Resource Agency will be responsible for:

- Administer all financial assistance dollars for prevention and rehousing;
- Practicing shelter diversion;
- Embracing rapid re-housing;
- Employing staff to function as a Housing Resource Specialist (see Definitions);
- Practicing strength-based case management (see Definitions);
- Working with the CoC Body to ensure quality service delivery;
- Entering client information on HMIS;
- Routinely review and correct HMIS data quality issues and monitor outcome performance;
- Providing services and/or make referrals to other service agencies as needed;
- Submitting quarterly Progress Reports that address specific performance outcomes supported by HMIS data to the Grant Fiduciary as outlined in their contract.

#### Sub-grantees will be responsible for:

- Work with the HARA and CoC to re-align program dollars, where possible, to fill gaps to end homelessness;
- Embrace strength-based case management (see Definition);
- Providing allowable services as defined within this NOFA and as specified in their contract with the Grant Fiduciary;
- Entering client information on HMIS (Domestic Violence Agencies use alternative system);
- Routinely review and correct HMIS data quality issues and monitor outcome performance;
- Maintain financial and client level records to support billings. Retain records for four years;
- Request payment and provide necessary supportive documentation to the grant fiduciary;
- Submission of quarterly Progress Reports that address specific performance outcomes supported by HMIS data to the Grant Fiduciary as outlined in the grant contract;
- Ensure compliance with grant terms and provide the grant fiduciary and MSHDA access to financial and programmatic records.

MSHDA reserves the right to alter any/all recommendations based on issues of prior applicant performance, applicant capacity, eligibility of project activities, and consistency with the criteria and standards discussed in this NOFA.