

City of Detroit – WMCAA CAM Application Submission

DETROIT COC CAM RFQ APPLICATION CHECK LIST

Instructions: This page is to assist the applicant in providing a complete application.

Application	
<input type="checkbox"/>	Part I: Application Coversheet
<input type="checkbox"/>	Part II: Organization Profile (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	Part III A: CAM Lead Agency Questions
<input type="checkbox"/>	Part III B: CAM Access Call Center Questions
<input type="checkbox"/>	Part III C: CAM Access In Person Questions
<input type="checkbox"/>	Part III D: CAM Back Office Questions
<input type="checkbox"/>	Part IV: CAM Implementation Workplan
<input type="checkbox"/>	Part V: Budget (Submit as Excel format)
<input type="checkbox"/>	Part VI: Signature Page / Certification by CEO or other authorized representative
Attachments – City of Detroit	
<input type="checkbox"/>	1A. 501(c)3 documentation or charter detailing unit of government (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	2A. Documentation of current SAM.gov registration (Applicant and any Implementing Partners)
<input type="checkbox"/>	3A. Most recently completed financial audit, A-133 (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	4A. Match Documentation
<input type="checkbox"/>	5A. Board of Directors roster or equivalent (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	6A. Documentation of participation of a person with lived experience of homelessness on either board of directors or equivalent decision-making body for Applicant and Implementing Partners
<input type="checkbox"/>	7A-1 and 7A-2. Sample data report (see question #8 in Part II Organization Profile)

Attachments – WMCAA	
<input type="checkbox"/>	1B. 501(c)3 documentation or charter detailing unit of government (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	2B. Documentation of current SAM.gov registration (Applicant and any Implementing Partners)
<input type="checkbox"/>	3B. Most recently completed financial audit, A-133 (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	4B. Match Documentation – N/A (see CoD attachment 4A)
<input type="checkbox"/>	5B. Board of Directors roster or equivalent (Applicant <i>and</i> any Implementing Partners)
<input type="checkbox"/>	6B. Documentation of participation of a person with lived experience of homelessness on either board of directors or equivalent decision-making body for Applicant and Implementing Partners
<input type="checkbox"/>	7B-1 and 7B-2. Sample data report (see question #8 in Part II Organization Profile)

Appendix	
<input type="checkbox"/>	A Billing Process Flowchart
<input type="checkbox"/>	B SOP 2022-106-1
<input type="checkbox"/>	C Conflict of Interest_CoD
<input type="checkbox"/>	D Data Privacy Protection Policies
<input type="checkbox"/>	E Training Course Offerings
<input type="checkbox"/>	F Subrecipient Determination and Agreement
<input type="checkbox"/>	G HS Monitoring Policy
<input type="checkbox"/>	H HS Policies & Procedures
<input type="checkbox"/>	I CAM Access Graphic
<input type="checkbox"/>	J AP Staff Schedule
<input type="checkbox"/>	K CAM Staffing Chart

DETROIT COC CAM RFQ
PART I. APPLICANT COVER SHEET

Applicant Organization Name	City of Detroit
Address	2 Woodward Ave, Detroit MI 48226
Website URL	City of Detroit, Housing & Revitalization Dept
Application Contact Name	Terra Linzner
Application Contact Email/Phone	Linzner@detroitmi.gov
CEO/ED Name	Julie Schneider, Director, HRD
CEO/ED Contact Email/Phone	schneiderju@detroitmi.gov
Implementing Partners (if applicable)	
1 Organization Name	Wayne Metropolitan Community Action Agency
1 Contact Name and Email	Louis D. Piszker, CEO lpiszker@waynemetro.org
2 Organization Name	
2 Contact Name and Email	
3 Organization Name	
3 Contact Name and Email	

APPLICANT TYPE: *Check One.*

All Services Application **Select Services Only Application**

ALL SERVICES APPLICANT OPTION: *Check One.*

<input checked="" type="checkbox"/>	All In No substitutions of any of the four CAM services proposed
<input type="checkbox"/>	Substitutions Allowed Check which service(s) may be substituted <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D

SELECTED SERVICES PROPOSED: *All Services - check all four, Select Services Only – check any combination (up to 3).*

<input checked="" type="checkbox"/>	A. CAM Lead Agency	Total Amount Requested: \$238,712.06
<input checked="" type="checkbox"/>	B. CAM Access Call Center	Total Amount Requested: \$569,990.64
<input checked="" type="checkbox"/>	C. CAM Access In Person	Total Amount Requested: \$1,426,275.36
<input checked="" type="checkbox"/>	D. CAM Back Office	Total Amount Requested: \$484,662.94

DETROIT COC CAM RFQ
PART II. ORGANIZATION PROFILE - CoD

Instructions: Complete a separate form PART II for Applicant Organization and each Subrecipient Organization.

Applicant Organization Name	City of Detroit, Housing & Revitalization Dept
Implementing Partners (If Applicable)	
Subrecipient 1 Organization Name	Wayne Metro Community Action Agency
Subrecipient 2 Organization Name	
Subrecipient 3 Organization Name	
Organization Type	<input type="checkbox"/> Non-Profit <input type="checkbox"/> PHA <input checked="" type="checkbox"/> Unit of Government
Unique Entity Identifier Number (SAM.gov)	GS94M2VMNMJ3
Employer/Taxpayer Identification Number	38-6004606

For narrative responses, please provide detailed, yet succinct, responses.

Organizational Questions

Up to 5 points per question. Total 25 points.

1. **(Threshold question, not scored) Does your agency have experience entering data and/or running reports from Detroit’s HMIS system? Or, if the organization is a designated victim services provider, are they participating in a verified HMIS-equivalent database? (This information will be verified by the Detroit CoC HMIS Administrator.)**

YES NO (If no, your agency is not eligible to apply)

2. **Has the organization ever received a federal grant, either directly from a federal agency or through a State/local agency?** YES NO

2a. If YES, please provide the federal agency grant, year, and amount of funds received in the last five years (2018 to present). Add additional lines to the table if necessary.

Table 1: HRD Federal Grants

Federal Agency	Grant / Program Name	Years/Grant Term	Amount
HUD	ESG	FY2018	\$2,816,974.00
HUD	CDBG	FY2018	\$34,379,413.00
HUD	HOME	FY2018	\$7,243,157.00
HUD	HOPWA Formula	FY2018	\$2,723,332.00
HUD	ESG	FY2019	\$2,917,168.00
HUD	CDBG	FY2019	\$34,516,333.00
HUD	HOME	FY2019	\$6,737,568.00
HUD	HOPWA Formula	FY2019	\$2,825,867.00
HUD	ESG	FY2020	\$3,032,870.00
HUD	ESG-CV1	FY2020	\$10,458,172.00
HUD	ESG-CV2	FY2020	\$9,124,129.00

HUD	CDBG	FY2020	\$35,285,455.00
HUD	CDBG-CV 1	FY2020	\$20,758,619.00
HUD	CDBG-CV 2	FY2020	\$4,132,269.00
HUD	HOME	FY2020	\$7,269,293.00
HUD	HOPWA Formula	FY2020	\$2,903,135.00
HUD	HOPWA CV	FY2020	\$422,489.00
HUD	ESG	FY2021	\$3,009,437.00
HUD	CDBG	FY2021	\$35,529,517.00
HUD	HOME-ARP	FY2021	\$26,583,684.00
HUD	HOME	FY2021	\$7,334,820.00
HUD	HOPWA Formula	FY2021	\$3,053,453.00
Dept. of Treasury	ARPA (Prevention and Diversion)	2022-2025	\$2,307,999
HUD	ESG	FY2022	\$2,986,626.00
HUD	CDBG	FY2022	\$34,525,687.00
Dept. of Interior	Ossian Sweet House FY 2017	FY2018	\$500,000.00
HUD	LEAD FY 2018	FY2019	\$4,100,000.00
HUD	LEAD FY 2019	FY2019	\$9,700,000.00
HUD	Choice Neighborhood FY 2020	FY2021	\$30,000,000.00
HUD	Healthy Homes Production Grant FY 2021	FY2022	\$2,000,000.00
HUD	LEAD FY 2022	FY2022	\$5,650,000.00
HUD	HOME	FY2022	\$7,489,290.00
HUD	HOPWA Formula	FY2022	\$3,239,696.00
HUD	Choice Neighborhood - Supplemental FY 2022	FY2023	\$5,000,000.00

3. Describe your organization’s experience in effectively utilizing federal funds and performing the activities proposed in the CAM application.

Describe how your organization has successfully utilized federal funds in other projects. Provide examples that illustrate experience such as:

- (a) **working with CAM and addressing housing and supportive service needs;**
- (b) **ramping up complex projects, including ability to hire and train staff quickly**
- (c) **financial system that tracks resources to ensure that spending is on track, not over under budget**
- (d) **track and report data**

Experience with federal funds - The City of Detroit’s (CoD) Housing and Revitalization Department (HRD) has been the recipient of all HUD funds through CoD since its inception and is well-poised to manage the CAM grant. The mission and sole purpose of the Housing and Revitalization Department (HRD) is to finance, underwrite, and administer housing and community investments that enhance the quality of life for the citizens of Detroit. HRD has been an excellent steward of these funds. HRD has met CDBG expenditure requirements for the past 7 years and ESG expenditure deadlines in recent years.

Through HRD and the City’s partners, the City of Detroit is committed to ensuring that every Detroiter has access to safe, decent, and affordable housing. HRD directs the strategy, deployment, and management of the City’s housing policy and U.S. Department of Housing and Urban Development (HUD) entitlement funding.

HRD makes strategic investments in the City's existing housing stock and new development to ensure long-term population and physical growth of Detroit. HRD works toward the following goals:

1. Increase multifamily housing production (new and rehabilitated housing).
2. Transform neighborhood commercial districts with mixed-use housing.
3. Preserve both expiring affordable housing and historic housing resources.
4. Invest in public facilities and infrastructure (including open space, green infrastructure, and streetscapes) that support neighborhood development.
5. Retain current Detroiters and attract new residents, including immigrant communities.
6. Invest in the service providers and housing designed to end homelessness.
7. Partner with the independent Detroit Housing Commission on multifamily housing development, preservation, and rental assistance.

Performing activities proposed in the CAM application- HRD is the direct ESG recipient and as such is responsible for allocating that funding to nonprofit partners to provide services for those experiencing homelessness. HRD matches the ESG allocation through Community Development Block Grant (CDBG) public services funding, infusing the community with approximately \$5M annually. This funding is used to serve households at risk or experiencing homelessness through emergency shelter, street outreach, rapid rehousing, and prevention services. The Housing and Revitalization Department works across several divisions, one of which is HRD's Homelessness Solutions Division (HS) which would oversee the CAM contract, if awarded. This Division's primary function includes receiving, allocating and monitoring the performance and spending of all subrecipients associated with homelessness services and activities funded through the City of Detroit. It is well-versed in regulations and program standards, experienced and flexible enough to quickly and effectively implement the CAM operation.

(a) Working with CAM- HRD's Homelessness Solutions Division (HS) has worked and collaborated with CAM since its inception. HRD committed funding when CAM was developed and has continued to do so every year that funding has been requested through the City's Emergency Solutions Grant (ESG) allocation. Where funding is provided, HRD staff, titled Program Analysts, oversee the subrecipient contract, which includes programmatic and financial oversight and technical assistance wherever needed.

As one of the primary funders of shelters in Detroit, HRD works closely with the front door of the system to help CAM problem solve, support diversion efforts, and serve as a liaison between shelters, CAM, and residents. Further, as a funder of both RRH and Prevention providers, HRD works closely with CAM to coordinate referrals, program ramp-downs, HCV and EHV policies, and system training efforts. The HS Division also acts as an intermediate between City of Detroit Departments, including the Office of the Mayor and the Detroit Police Department, and the homelessness system. Constantly informing policy, practice and City-wide programming efforts, the HS Division is leaned upon by the Administration to filter and distill process improvements, constituent complaints and administrative directives so that the CAM and the connected shelter system functions according to the needs of its stakeholders.

(b) Ramping up complex projects- HRD is well-versed in operating with quickness and agility to hire large numbers of staff in short periods of time. Due to strong relationships with City of Detroit Human Resources (HR), Office of Contracts and Procurement (OCP), and Information and Technology (IT) Departments, HRD has most recently been shown to be capable of large-scale program implementation through its new Detroit Housing Services Division (DHS). DHS is a \$20M ARPA initiative comprised of 65 staff members. Bolstered by a complete, internally manufactured case management system, a fleet of outreach vehicles, outreach supplies and cell phones and computers for all staff members, DHS plans to provide direct supportive services and rehouse 2000 families by December of 2024. This effort was stood up within four months, from receipt of funding to framework, and from training to implementation. The DHS Division is situated under the same HRD leadership as the HS Division, and will utilize the exact set of relationships, Lean Six Sigma process building and attention to exemplary service delivery that has grown the DHS Division quickly and efficiently.

Additionally, during the earliest days of the pandemic and throughout, HRD worked closely with the Detroit Health Department (DHD) to stand up an isolation shelter immediately after the first COVID-19 case was confirmed in the city. This included finding a building, hiring staff (across 2 departments - HRD and DHD), training, and many other complexities of ramping up a new program within a very narrow emergency implementation window. HRD collaboratively wrote policies and procedures and created an entire series of new forms and data collection tools, even as unique incidents occurred and unanticipated events unfolded. HRD developed a finely honed "Staff Onboarding" program that ensured new employees were up to speed quickly on documentation requirements, data collection, infection prevention, staff roles and responsibilities, and created an ongoing data dashboard that informed the city at-large of the efficacy and outputs of the entire operation. The department, with its strong relationships, was resourceful and nimble, changing processes as the Centers for Disease Control changed its recommendations. It was a serious undertaking that required significant hours and collaboration but was successful because HRD leaned upon experienced leadership, leveraged existing relationships, resources, and recruited and onboarded experienced staff. The same methodology will be used to ramp up CAM in the three months prior to SWCS ending their contract.

(c) Financial system- HRD has extensive tracking processes to ensure that spending is on track and not under budget. In addition to utilizing Smartsheet and DocuSign for tracking payments, the City has departments whose sole role is to ensure adequate tracking and spending of finances. Please refer to **Appendix A** for a flow chart of the payment process that would be utilized with Wayne Metro Community Action Agency (WMCAA) as well as internal HRD staff. This financial system is integral to adhering to 2 CFR 200, putting in place proper checks and balances required for HUD funding. This has been key in meeting HUD expenditure deadlines such as CDBG timeliness and ESG deadlines. HRD has partnered with WMCAA as both a subrecipient and a fiduciary for more than 5 years, with multiple contracts totaling over \$35M in city-sourced funds. As such they already dedicated internal capacity to quickly and adequately process City-related draws and to respond with flexibility to other fiduciary requests.

(d) Track and report data- HRD vigorously and consistently tracks and reports data. CDBG funding is required by HUD to enter accomplishment data into IDIS. HRD gathers this data directly from subrecipients (subs). HRD recently moved from collecting this information in excel docs to a streamlined process of completing a Smartsheet form where the data is automatically ported over to an aggregated Smartsheet. Each month this data is reviewed by the assigned HRD program manager and once complete and correct, is sent to the City's Office of Grants and Development, who enters it into IDIS.

HRD also tracks and reports data through HMIS. HRD uses HMIS data for a variety of different reporting requirements. This data is collected via departmental subrecipients with HRD serving as oversight to ensure compliance. HUD requires that the City of Detroit submit an annual CAPER; therefore, HRD works closely with HAND and subrecipients to ensure that the data is accurate, complete, and uploaded in a timely manner. ESG-CV requires quarterly CAPER reporting, which is done in the same manner but on a more frequent basis. In addition, COD collects quarterly Performance Benchmark data which subrecipients provide by running HMIS reports. This data is utilized to communicate achievement with measures that are set utilizing prior year CoC performance. The COD is in the process of developing a shared platform in which HAND and COD staff will be able to review progress and systematically share data with the CoC's Performance and Evaluation Committee.

Finally, HRD's HS team is also responsible for the oversight of Prevention data collected about individuals being served with APRA funding. This data is collected by the department's subrecipient and sent to HRD staff on a monthly basis through both Salesforce and HMIS. Capturing data in Salesforce allows the program to report on required ARPA data points that are not routinely captured in HMIS, such as education level. Data will also be made available by the Division on a public facing dashboard to allow for transparency on the usage of ARPA funding, as well as the performance of funded organizations.

4. Describe your organization's financial management structure.

Include how your organization has a functioning accounting system that is operated in accordance with generally accepted accounting principles or has designated a fiscal agent that will maintain a functioning accounting system for your organization in accordance with generally accepted accounting principles. If your project application

includes a subrecipient(s), specifically address your plan for fiscal controls and accounting procedures to assure proper dispersal of and accounting for federal funds in accordance with the requirements of 2 CFR part 200. Include how finance staff work with program staff to ensure appropriate use of resources.

The City of Detroit's overall financial management structure utilizes four departments reporting through the Office of the Chief Financial Officer. Each department has specialized duties to process payment requests from subrecipients and other vendors and contractors, as well as to verify compliance with federal requirements. Financial Services works in tandem with the Office of Development and Grants and Grants Accounting to ensure that HRD as a department follows generally accepted accounting principles (GAAP) through detailed policies and procedures that are reviewed annually by the department's auditing firm. This auditing firm also keeps HRD abreast of new or impending changes to accounting standards that apply to HRD as a federal grantee. HRD routinely trains all staff members involved with federal awards on the regulations in 2 CFR part 200 so that they can understand and apply them. The HRD application does include a subrecipient, who will be responsible for managing the call center and a portion of the transportation provision functions of this operation. The billing associated with these responsibilities will follow existing financial processes that align with those of current subrecipients.

This process is as follows: Subrecipient sends payment request, signed by authorized representative, with required supporting documentation, to HSbilling@detroitmi.gov by the 15th of each month. Upon receipt, invoice documentation is uploaded to the relevant HRD program Smartsheet by Homelessness Solutions Leadership to track documents and process milestones. Upon receipt of invoice, HRD Program Manager reviews the packet to confirm that the costs submitted are both eligible and allowable in accordance with the scope of work and budget approved in the subrecipient agreement as well as the appropriate federal regulations. Once reviewed, the packet goes into the DocuSign workflow where it is reviewed by the HS Director, then it moves on to the Office of the Department of Financial Services (ODFS), where the invoice number and amount are recorded, ODFS also confirms funding in the City's financial system, noting that the fund, IDIS number, Cost Center, Invoice Number, etc. are all correct. From there, the packet moves on to the Office of Development and Grants (ODG), where it is reviewed for grant and auditing compliance. ODG also verifies the IDIS number and the funding availability of that activity. Once all items are approved by ODG, the packet moves on to the Office of Grants Accounting (OGA) where a voucher is created in IDIS. This voucher remains open in IDIS until the payment to the subrecipient is made. As the voucher is created, ODG alerts the HRD staff to send an Authorization to the subrecipient for uploading into the Supplier Portal (Oracle). Once the Authorization is in Oracle, Accounts Payable does a final check and routes that invoice for payment. This typically occurs within 30 days, assuming all documentation is present and acceptable. Please see **Appendix B - SOP 2022-106** for further details on this process. The City of Detroit also has experience with drawing funds via eLOCCS and will be easily able to adjust our process to account for this change.

Finally, HRD's overall financial management process is overseen by its' Chief Operating Officer, Valeria Miller, who has 20+ years of HUD-specific financial oversight experience. Her leadership over the Administration and Finance division of HRD is invaluable as she leads regular financial oversight meetings to ensure timely and adequate spending of all federal funds. The department hosts regular timeliness meetings in with the Department Director regularly participates in. In addition, HRD has regular monthly meetings with HUD allowing for open and consistent communication with the federal entity.

5. Are there any unresolved HUD monitoring or OIG audit findings for any HUD grants (including ESG) under your organization? YES NO

Instructions:

Yes, your organization has unresolved HUD Monitoring or OIG Audit findings

No, there are no unresolved HUD Monitoring or OIG Audit findings. The HUD monitoring or OIG audit findings are not limited to just CoC Program funds, but to any funds that are in use from other HUD programs, (e.g., HOPWA, ESG).

5a. Describe the unresolved monitoring or audit findings. If “Yes” was selected for question 5, provide a detailed explanation as to why the monitoring or audit finding(s) remain unresolved and the steps that have or will be taken towards resolution (e.g., responded to the HUD letter, but no final determination received).

In 2021 HUD monitored HRD’s ESG, CDBG, and HOPWA programs. HRD sent all supporting documentation to resolve the findings; the last correspondence was sent to HUD in December 2022. HRD is awaiting HUD's response to resolve 8 outstanding findings. HRD is confident that once HUD reviews the supporting documentation, these findings will be resolved.

6. Based on the CAM service(s) your agency is applying for, please identify potential areas of conflict of interest you may experience if your agency is selected. Describe what steps your agency will take to manage those conflicts of interest. In your response, please include a specific example of how your agency currently manages and monitors conflicts of interest.

At this time, HRD has not identified any potential conflicts of interest. The City of Detroit does have a Conflict-of-Interest Policy and Procedures – **Appendix C** - in order to adequately identify and escalate potential conflicts for resolution. The Board of Ethics is an independent Charter-created entity established by the 1997 City Charter. The Board is charged with the responsibility for implementing and administering the Ordinance, which includes receiving a complaint alleging violations of the Ordinance and issuing Advisory Opinions.

The Board of Ethics' role is to investigate and resolve complaints regarding alleged violations of the Ethics Ordinance by public servants and to issue advisory opinions regarding the meaning and application of provisions of the Charter, City Ordinances, other laws, or regulations establishing standards of conduct for public servants.

Advisory opinions are rendered upon written request by a public servant. Advisory opinions are published by the Board annually in a report to the Mayor and City Council. The Board is charged with monitoring and recommending improvements in the disclosure requirements and the standards of conduct under the Ethics Ordinance in order "to promote an ethical environment within City government, and to ensure the ethical behavior of public servants." The purpose of the Ethics Ordinance is to promote public confidence in public servants and to preserve the integrity of city government. The Ethics Ordinance is intended to establish clear standards of conduct for all public servants, and clear disclosure requirements for all public servants, contractors, and vendors of the City of Detroit.

The Detroit Board of Ethics is an independent body established by the 1997 Detroit City Charter. The Board is a seven-member body composed of residents. The Mayor appoints three members; City Council appoints three members. The Mayor and City Council work together to make one joint appointment.

The City of Detroit Board of Ethics has jurisdiction over the following public servants as defined in the City of Detroit Ethics Ordinance: Public servant means the Mayor, members of City Council, City Clerk, appointive officers, any member of a board, commission or other voting body established by either branch of City government or the 2012 Charter and any appointee, any employee or any individual who provides services to the City within or outside of its offices or facilities pursuant to a personal services contract. In addition, the Board has limited authority to review the conduct of contractors, vendor and lobbyists.

The Board of Ethics’ role is to investigate and resolve complaints regarding alleged violations of the Ethics Ordinance by public servants, and to issue advisory opinions regarding the meaning and application of provisions of the Charter, City Ordinances, other laws, or regulations establishing standards of conduct for public servants. The Board also provides ethics training to public servant and issues an annual report to City leadership.

The disclosure requirements and standards of conduct apply to public servants including the Mayor, City Council Members, the City Clerk, elected members of the Board of Police Commissioners, appointive officers, appointees, employees, and contractors as defined in this Code. The purpose of applying and enforcing these requirements and

standards is to ensure that governmental decisions are made in the public's best interest by prohibiting public servants from participating in matters that affect their personal or financial interests.

Furthermore, a review of the best practices of the federal, state and municipal governments reveal that most jurisdictions have enacted codes governing the standards of conduct for elected and appointed public officials as well as employees. The integrity of City government and public trust and confidence in elective officers and employees require that public servants be independent, impartial and responsible to the People; that government decisions and policy be made within the proper channels of the governmental system; and that public servants be prohibited from participating in matters that affect their personal or financial interests.

The purpose of this article is to establish guidelines for ethical standards of conduct for all City government officials and employees by defining those acts or actions that are incompatible with the best interests of the City and by mandating disclosure by public servants of private financial or other interests in matters affecting the City.

Although the article addresses the subject matters set forth in the Charter, it cannot by its terms and provisions specifically address every conceivable circumstance, situation or question that may raise an ethical consideration in the course of City government. Of course, every situation or issue arising under the article must be evaluated based on its individual merits.

However, the article is intended to declare integrity in governmental decision making, operations and processes as a fundamental value and policy of City government to which all public servants in City government should strive to adhere at all times.

Data and Technology Questions

Up to 5 points per question. Total 35 points.

Data Structure and Experience

7. Describe your agency's experience with HMIS. In your response, please describe:

- **Years of experience**
- **Experience with using HMIS for reporting and analysis (not just data entry)**
- **Types of projects your agency has entered data on in HMIS**

The City of Detroit has used HMIS for data collection, reporting, and analysis since 2018 (5 years). This includes:

- **Accomplishment Reports:** The HRD team conducts data analysis monthly to monitor performance of subrecipients. This data is used as a means to identify and improve program performance, to interpret trends, and to guide funding recommendations. Accomplishment data is also utilized to monitor subrecipient progress towards goals identified in their contracts.
- **ESG-CV CAPER:** The HRD team utilizes HMIS data to demonstrate the benefits and impact of Coronavirus funds. This data demonstrates how the Detroit CoC responded to Coronavirus.
- **Street Outreach Data Entry:** The Detroit Health Department, funded by HRD, developed a Code Blue outreach program targeting households in unsafe abandoned homes. This team moved over to HRD in 2022 and has continued to enter direct client level data for the households they serve.
- **Emergency Shelter Data Entry:** In mid-2023 HRD will begin entering client level data into HMIS for a subset of households placed into hotels through our Housing Services division. These staff facilitate placement, case management, data element entry of individuals sheltered by the City of Detroit through hotel/motel direct services initiatives.

Annual ESG CAPERs are a HUD requirement and as such, HRD has worked with both the subrecipients and HAND to collect HMIS data for submission in SAGE. The data is analyzed to ensure alignment with goals outlined in HUD's Consolidated Plan that focuses on performance measures and meeting benchmark goals. In addition, HRD implemented performance-based contracts in 2019 for the first time ever. These benchmarks were developed based on HMIS data

reports run by HRD staff. Each year since, HRD has developed similar benchmarks by running and analyzing HMIS APR and CAPER reports.

HRD currently employs 4 staff who have previously worked for CAM in senior and data management levels and plans to leverage their experience with Coordinated Entry within the functions of HMIS. In total, HRD has 13 staff with HMIS experience ranging from 3-10 years with CAM, Shelter, Street Outreach, and RRH provider operations: Homelessness Solutions employs 6 of these staff members, while the newest Housing Services division recruited and hired an additional 7 staff with HMIS experience. Both Divisions are under the same leadership at HRD, and so plan to blend and braid efforts in order to fully leverage this extensive experience in the onboarding and training of an expanded and revamped CAM team.

8. Describe your agency's experience with any other client-level data collection and reporting tool. In your response, please describe:

- **The reporting software and data analysis tool(s) used**
- **Years of experience with these tool(s)**
- **Types of projects this tool is used to collect and report data on**
 - **Include as an attachment a sample report from this tool and include with that report a summary description of what the data in the report is communicating and how that data could be used. Any client-identifying information in the report must be redacted.**

HRD leadership and HS oversight itself has multiple years direct services development and implementation experience. Throughout new program implementation, data points within emerging projects have in all cases been established and then represented through data reports and dashboards that are carefully constructed to show the granular-level outputs and outcomes of all direct services functions. This work has principally been accomplished in Smartsheet, Salesforce, and Tableau. Projects built by HRD leadership and HS oversight using these tools, specifically Smartsheet, to develop, frame and lead are:

- Detroit ID Program - City-wide ID distribution program.
 - 2017-2020
- ESG Street Outreach Program - Door to door outreach to occupied, uninhabitable Detroit Land Bank-owned homes. HMIS data entry included.
 - 2018-Present
- Equitable Land Development (ELD) Pipeline - Door to door outreach to occupied homes and structures within developer or City-owned building portfolios.
 - 2018-Present
- City of Detroit Quarantine and Isolation (Q&I) Sites - Sites established across the City during the peak of the COVID pandemic to serve not only as quarantine sites, but as employment, housing and medical access points. Also used as a crucial PPE receipt and distribution center. Over 300,000 PPE accoutrement gathered from the State, tracked, and distributed. HMIS data entry included.
 - 2020-2022
- COVID-19 Emergency Shelter Medical Outreach - Procurement of nursing staff to provide and track regular COVID symptom checks in emergency shelters across the city. Escalated symptomatic cases to the established Q&I site. Developed relationships to provide the first saliva tests distributed to the city of Detroit, within emergency shelters. Further developed relationships to provide vaccinations to even more thoroughly protect vulnerable individuals experiencing homelessness.
 - 2020-2022
- The Community Health Corps (CHC) - Wraparound human services program to address the household needs of residents impacted by COVID-19. Over 55 staff members recruited and onboarded, with all operations represented with data dashboards.
 - 2021-Present
- Detroit Housing Services (DHS) - Housing relocation office comprised of five connected programs to address the relocation needs of residents displaced by eviction, fires, delinquent landlords, EBLL in children under 6, and in

Detroit Land Bank-occupied homes. Over 65 staff members recruited and onboarded, along with the standing up of an integrated, City-wide housing hotline. 6

- 2022-Present

All programs above provide or provided direct client level services which are tracked through data collection mechanisms projected to Smartsheet reporting dashboards. Please refer to **Attachment 7A-1** for a sample Salesforce dashboard.

City-wide CERA and ERAP funding and outcomes data was also collected and displayed by current HRD staff members. As a large-scale, emergency project, data visualization was an important component of reporting impact and identifying bottlenecks. Tableau in this case was the predominant data visualization tool. Please refer to **Attachment 7A-2** for a sample report.

The HS team will utilize a similar but customized direct service build-out and data reporting process with the tools developed through these projects as a baseline, and will couple them with new project-related metrics alongside HMIS data. HRD plans to leverage their experience with Coordinated Entry within the functions of HMIS to provide the framework for this project.

The City of Detroit's Lean Team works alongside subject matter experts to streamline processes and operates where needed to frame new iterations. It is expected that HRD will leverage the City's Lean Team to build out and evaluate CAM related workflows to ensure effectiveness and efficiency.

Data Quality and Monitoring

9. Describe your agency's plan for monitoring ongoing project performance and data quality. In your response, please detail:

- **Timeliness (i.e., how long it takes your agency to enter the data once it is received from the client?)**
- **Data reconciliation (i.e., ensuring data alignment with multiple databases)**
- **Data completeness and integrity (i.e., minimizing missing data and data errors)**

Timeliness- Coordinated Entry data is used to inform and structure services for the whole CoC. Because of this, HRD proposes funding specific Coordinated Entry staff members to manage and ensure that data entry is completed in real-time (same-day entry), while the client needs assessment is being performed. To ensure timeliness of all data entry, there will be internal performance metrics attached to this particular activity, measuring the degree to which the assessment and intake information in HMIS is captured and completed before engaging another resident. The proposed budget also includes technical assistance to ensure that the emergency shelters within the network are able to consistently and accurately report crucial data that informs the shelter routing process. This begins with each shelter identifying its' own reporting process, time frame, and responsible parties. HRD will document and establish that process as the baseline reporting standard against which compliance is compared. Technical assistance will be provided by HRD if these individual standards drop below acceptable consistency. This process addresses an ongoing gap that has led to inefficiencies in previous iterations of this service.

Data Reconciliation- The City of Detroit will employ a staff member - the Data & Systems Coordinator - who will be solely responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and reports in both HMIS and Salesforce for completeness, accuracy, and compliance with the data quality expectations above, and others. This role will require close collaboration with the subrecipient, Wayne Metro Community Action Agency (WMCAA), whose team will be collecting initial household data through an integration with Salesforce (see "Call Center" Section for further details). The two Site Coordinators will also ensure that data aligns across agencies and platforms – these staff will be responsible for ensuring Access staff are entering data in real time as well as reviewing completeness and accuracy of both Salesforce and HMIS data.

Back Office Staff will also play a critical role in monitoring alignment of data across both platforms. The Referral Coordinator proposed in this budget will mark referrals for households in both Salesforce and HMIS. After each referral, the Referral Coordinator will run the report in both systems to ensure accuracy, and crosscheck to the Prioritization List.

The other back-office staff will have similar workflows to ensure system alignment – see “Back Office” Section for further details.

Data Completeness & Integrity- The City of Detroit operates in the frame of continuous learning. Because of this, leadership will prioritize training and development opportunities specific to data entry and data completeness for all staff. Further, CoD will work closely with HAND and SWCS during the ramp-up period to ensure all staff are trained on both HMIS and Salesforce based on their prior knowledge level of both systems. As a tertiary level of base performance tracking, Smartsheet will be used to track individual staff member’s level of completeness or errors where they exist over time in the form of weekly, bi-weekly and monthly performance evaluations. These metrics will be used to frame and perform training and retraining opportunities for staff members in order to ensure that the CAM operates with optimum efficiency on a granular level. These regular performance evaluations will be stored in individual digital folders, and will enable the project to pinpoint data completeness and integrity bottlenecks at staff-level. Additionally, the City of Detroit will employ a Data & Systems Coordinator, who will be responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and the reports for completeness, accuracy, and compliance with data quality expectations. During the transition and implementation phase, reports will be generated daily and reviewed with management. HS will also meet with WMCAA each morning to review call center data and address any bottlenecks.

10. What would be your plan for monitoring and capturing Coordinated Entry data that is maintained outside of HMIS, such as prioritization lists, navigation scheduling, and By-Name-Lists? Your response should be tailored to the specific CAM service(s) you are applying for.

HRD would like to keep workflows consistent with current CAM operations as long as it aligns with our service model. This includes utilizing Salesforce extensively, including for:

1. Initial intake information collected via the call center, which will be transferred from call center software into Salesforce for use by Access Point staff.
 - a. See the following “Call Center” section by WMCAA for more information on how WMCAA will use integration between their current call center platform - 8x8 - and Salesforce to share Call Center data with APs in real time.
2. Management of By-Name and Prioritization lists
3. Scheduling navigation and to communicate with Community Home Supports (CAM Implementing partner)

Monitoring data will be the responsibility of the data entry staff along with the Data & Systems Coordinator. Data review will occur daily to ensure completeness and accuracy, and will be reviewed with relevant staff on a regularly and consistently, to occur more frequently on an as-needed basis contingent upon data quality. HS will also meet with WMCAA each morning to review call center data and address any bottlenecks.

11. What is your current plan for staff allocation as it relates to HMIS data entry? Please indicate your agency’s plan to uphold the coordinated entry data requirements.

The HRD plan includes 21 staff with direct HMIS data entry responsibilities. **Table 2** (below) outlines the planned staff and their roles and responsibilities as it pertains to HMIS data entry.

Table 2: HRD Staff Allocations

Staff Role	Number of Staff	Data Entry Roles and Responsibilities
Intake Staff (Assessors)	14.5	<ul style="list-style-type: none"> • Creation of client profiles (if applicable) or accurately locating existing client profiles • Completion of ROI • Completion of program entry- HUD, Basic, or VA (dependent upon engagement)

		<ul style="list-style-type: none"> For all HUD program entries: completion of all UDEs and sub-assessments (YHDP, coordinate entry event, and coordinated entry assessment) Completion of appropriate prioritization assessment tool (family, single, youth) Referral to emergency shelter
By Name List Coordinator	1	<ul style="list-style-type: none"> Completion of VBNSL sub-assessment Enter referrals to SSVF provider or HUD-VASH
Subsidy Coordinator	1	<ul style="list-style-type: none"> Completion of Housing Voucher Information sub-assessment
Data & System Coordinator	1	<ul style="list-style-type: none"> Review HMIS reports for data quality and completeness Attend all HMIS related meetings and report information back to staff
Referral Coordinator	1	<ul style="list-style-type: none"> Enter referrals to TH, RRH, and PSH providers Utilize HMIS reports to track and monitor referral outcomes to conduct case conferencing
Site Coordinators	2	<ul style="list-style-type: none"> Supervise Intake Staff, including ensuring the completion of accurate HMIS data entry As needed, complete all roles and responsibilities listed under Intake Staff

All staff entering data in HMIS will complete the appropriate trainings to obtain their HMIS license and the required annual trainings to maintain their license. Data management staff will be supervised by the System Operations Supervisor who will ensure their staff are meeting the HMIS and Salesforce data standards, to be substantiated with internal data and performance tracking and dashboards. The Referral Coordinator and By-Name-List Coordinator will also be responsible for entering in coordinated entry HMIS data.

All staff entering data in HMIS will adhere to the regulations outlined in HUD’s HMIS Data Standards Manual and provided by HAND. As data entry requirements evolve, staff will complete any required trainings on new data standards. The Data & System Coordinator will monitor data quality and completeness and ensure those with a HMIS license are up to date on their trainings.

Coordinators will be fully versed on all coordinated entry data requirements, coordinating with the City’s Lean Team to modify and update where needed before distributing associated Standard Operating Procedures (SOPs) to all staff members.

It is important to note that HRD’s proposed budget includes generous match funds sourced by the Department, in order to appropriately expand CAM operations to include a comprehensive HMIS data entry team. Please refer to Part V to view details related to the overall budget expansion, line items and funding sources.

Data Security and Privacy

12. Describe technical safeguards your agency uses to protect client PPI (Personal Protected Information) including, but not limited to, in HMIS. Please include in your description:

- **Data storage**
- **Privacy protocols**
- **Staff training related to privacy**
- **Agency policy and procedures that support data privacy and technical services**
- **Steps that are taken in the event of a data breach (i.e., client-level data comprised)**

Data Storage

The City of Detroit Information Technology (IT) Department requires that all data and information stored electronically in computerized form be backed up on a routine basis to ensure its safety in the event of a severe hardware interruption, software interruption, virus attack, or other disaster. Likewise, all operating software and application software necessary to access, recreate, or generate the data and information should also be backed up. The frequency of backup will depend on the significance of the data and information and its frequency of change. The most current copy of backup media should be stored off-site at a City of Detroit authorized location. Emphasis that independent expenditures are necessary to keep a reliable, up to date and secure backup system. Additionally, the City of Detroit Information Technology (IT) Department adheres to the following Data Storage Principles:

- All City of Detroit data and information has to exist in at least two physical locations
- Risk assessments of applications address availability of backup media the event of system or component failure.
- Information Technology Services establishes and maintains a schedule of backup activities for each mainframe and server based on the availability classification of the data and information stored on the computer to a minimum requirement of daily backup.
- Information Technology Services ensures the integrity of Backup Media
- Information Technology Services is responsible for restoring lost or damaged data.
- Assets Owners with specific backup requirements provide written instructions to the Information Technology Services detailing those requirements with the associated retention requirements for the backup media. \
- Backup of software or information stored on a laptop computer or smart phone is the responsibility of the individual assigned the computer. Information Technology Services identifies a suitable peripheral producing removable media as the backup device.
- For centralized backup technology in use, the audit log it produces is backed up separately from the backup of data.
- Retention requirements (archiving) must be addressed independent of backup requirements.
- Defines protection requirements for backup media and storage of backup data and media.

Storing copies of data and information either on-line or off-line is the standard best practice to guard against loss of the data. This standard addresses the protection requirements for media containing backup copies of data and information. A backup copy is any replication of the data and information that has no other purpose than to provide a restoration capability should the original operational version of the data be damaged or lost. All City of Detroit data and information shall exist in at least two physical locations, either at physically separated mirrored sites or a main location and an off-site storage location.

The City of Detroit maintains the following Privacy protocols:

The City of Detroit Data Security and Privacy safeguards align with best practice in data protection, compliance and cyber resilience standards to insure (data) confidentiality, integrity and availability. The NIST and ISO frameworks are applied specific to Data storage:

- DS&A will encrypt, remove or mask any data that contains PII at the moment it is extracted from the data source. From the moment the data is encrypted it will remain encrypted both at rest and in transit. Any data that contains PII will be stored on premises behind a firewall requiring multi-factor authentication (MFA) for access, in a PostgreSQL database in dedicated database schemas. Role-based, least privilege access policy will be applied to insure only authorized personnel are granted permission to read, write or execute only the files or resources necessary to do their jobs.

The City of Detroit performs periodic review of the existing policies listed below to align with the changes or enhancements set forth by the aforementioned NIST, ISO and other industry best practice recommendations:

- City of Detroit Awareness
- City of Detroit Data Deletion Policy
- City of Detroit Data Security Policy

- City of Detroit Email Policy
- City of Detroit Ethics Policy
- City of Detroit Identity Management Policy
- City of Detroit Internal Privacy Policy
- City of Detroit Internet Policy
- City of Detroit Malware Policy
- City of Detroit Mobile Device Policy
- City of Detroit Physical Security Policy
- City of Detroit Social Media Policy
- City of Detroit Workstation Usage Policy

Data Breach

In the event the City of Detroit experiences a data breach, all residents whose personal information was compromised must be notified. Permitted methods include written notice, telephonic notice (but not recorded messages), and electronic notice. A substitute notice is permitted when notification costs would exceed \$250,000 or more than 500,000 residents need to be notified. Methods can include email, conspicuous posting on a website, or notification of major statewide media that includes a telephone number or website address for more information or assistance. If more than 1,000 residents were affected, the business must also notify nationwide consumer reporting agencies (e.g., TransUnion, Equifax).

Security breach notifications sent to Michigan residents must be written in a clear and conspicuous manner and include the following:

- A description of the security breach in general terms
- The type of personal information involved
- Any steps the business has taken to protect data from further security breaches
- A telephone number that residents can call for additional information or assistance
- A reminder to stay vigilant for instances of fraud or identity theft

Please see **Attachment D** for all Data Privacy Protection Policies.

Technology

13. Describe what technology equipment (i.e., laptops, mobile phones, hotspots, printers, etc.) you anticipate needing to purchase to equip the staff who will be hired to carry out the CAM service(s) being applied for. The budget submitted with this application should reflect any technology equipment that will need to be purchased, either with CoC funds or other funds the applicant is leveraging. If you anticipate not needing to purchase additional equipment, please state that.

All CAM staff will need the proper technology equipment to conduct work- laptops, mobile phones, and hotspots. Printers and scanners are included in the rent for the in-person access points. Each in-person access point and the mobile unit will utilize either a tablet or signature pad for residents to sign release of information and other required documents. Software licenses that are standard for City staff are budgeted for, such as DocuSign, Smartsheet, and Adobe Pro. Please refer to the Budget for detailed information regarding the number of staff and funding sources for these equipment and software needs.

Training Requirements

Up to 5 points per question. Total 35 points

14. Referencing the required training given in the RFQ, describe your plan and the timeline for ensuring all CAM Lead or Implementing Partner staff at your agency receive the expected training as they are hired and on-boarded. The response given here should align with what is given in Part IV: CAM Implementation Workplan.

The Coordinated Entry Manager will be responsible for overseeing, coordinating, and tracking all training requirements for CAM staff. This staff member’s responsibilities will include:

- Coordinating the scheduling of all required trainings (see below table)
- Collaboration with other system partners to schedule additional training related to homeless response, including HCV trainings, SOGIE, etc. (see below table)
- Working closely with immediate supervisor(s) to track all trainings attended by staff to ensure compliance

Table 3: Trainings Overview

Training Course Offering	Department	Additional Description
Initial Onboarding Trainings Trainings specific to CAM processes & procedures to occur within the initial ~3 week onboarding period and annually		
Understanding the homelessness response system: <ul style="list-style-type: none"> • Detroit CoC • Coordinated Entry 	Internal	Leveraging experience of CoD staff with CAM experience & in collaboration w/ CoC
Training staff on internal processes and procedures, particularly in those areas of work requiring coordination and communication with partners outside the agency <ul style="list-style-type: none"> • Ex: HCVs 101 	Internal	Leveraging experience of CoD staff with CAM experience & in collaboration w/ CoC
Salesforce Trainings	Internal	Developed in collaboration with CoC
HMIS trainings to be developed with HMIS Lead agency	Internal	Developed in collaboration with HMIS Lead Agency
Client confidentiality and privacy standards	CITI Program (online)	Health Insurance Portability and Accountability Act (HIPAA) Training
Information Privacy Security (IPS) training	Detroit Health Department	At hire and annually after through CITI
Ethics Training	Board of Ethics Office	At hire and annually
Manager Training	Internal	At hire and annually
Additional Trainings Trainings to occur within the first 6 months for all staff, and on an ongoing (annual) basis		
Trauma Informed Care	Detroit Health Department: Behavioral Health	Naloxone Administration Question, Persuade, Refer (QPR) suicide prevention certification

		Trauma Sensitive Language Motivational Interviewing
Conflict resolution and de-escalation	Office of Talent Development and Performance Management	Lunch and Learn Series – Conflict Management in the Workplace Supervisor Training Program - Module 6 - Conflict Management (4hrs./ .4cr.)
Serving people fleeing domestic violence	Detroit Health Department: Behavioral Health	Intimate Partner Violence (creating an exit plan) Combating Adverse Childhood Experiences (ACEs)
Fair Housing & Equal Access Requirements	MSHDA	Fair Housing Rights for Rental Homeseekers
Serving people of diverse SOGIE (Sexual Orientation, Gender Expression, and Identity)	Office of Talent Development and Performance Management	(On Demand) - Managing a Diverse Team (1.20hr)
Cultural competency / cultural humility	Office of Talent Development and Performance Management	(On Demand) Communicating Across Cultures (32m)
Self-Care for Staff, including (but not limited to) how to prevent compassion fatigue and burn-out	Detroit Health Department: Behavioral Health	Coping With Sadness & Unsafe Thoughts Leading During a Pandemic Grief & Coping Skills for Frontline Professionals
Problem Solving	Office of Talent Development and Performance Management	(On Demand) Customer Service: Problem Solving and Troubleshooting (32m)
Motivational Interviewing	Office of Talent Development and Performance Management	(On Demand) Professional Development: Interview Skills (6.5 hrs)
Diversity training, including (but not limited to) implicit bias training	Office of Talent Development and Performance Management	Managing a Diverse Team (1.20hr)
Serving special populations <ul style="list-style-type: none"> • Youth • Veterans 	Internal	Leveraging experience of CoD staff with CAM experience & in collaboration w/ CoC

15. Please describe any additional training (in addition to the required trainings listed in the RFQ) your agency will provide to your staff.

The Human Resources (HR) Department connects Detroiters to a variety of jobs, training programs and opportunities that are available throughout the city. The Human Resources (HR) Department ensures that the 9,000 employees and

job applicants of the City of Detroit are treated fairly on the basis of race, religion, color, age, gender, national origin, disability or other criteria prohibited by City, State or Federal Law.

Additionally, the City of Detroit HR department has a dedicated division to the Learning and Development for all staff. The Office of Talent Development & Performance is housed within the City of Detroit's Human Resources Department. The City of Detroit Office of Talent Development and Performance Management's goals are:

1. *To equip employees with the tools and resources to improve service delivery resulting in an improvement in the quality of life for city residents; and*
2. *Provide learning and development experiences resulting in an inspired, engaged and educated workforce.*

Under the leadership of Dr. Iris Ware, Detroit's Chief Learning Officer, the Office of Talent Development & Performance offers more than 300 leadership and professional development trainings (Live and On Demand) for all City employees. For a full catalog of course offerings, please see **Appendix E**.

16. Describe how training materials will be provided to staff who are unable to attend a scheduled training and will need to access the materials after the training occurs.

All identified CoC and CAM training will be required for all staff and will be managed by the staff member's immediate supervisor. In the event a staff member is unable to attend a training, the direct supervisor will ensure an alternative plan is in place to meet the requirement. It is expected that the majority of training will be conducted virtually and will be recorded. The recording and shared content (e.g. ppt slides, handouts, etc.) from sessions will be captured and archived for ongoing use and reference. This material will be available for staff who were unable to attend initial training sessions. The direct supervisor will be responsible for flexing work schedules as needed to ensure everyone has enough time for training.

17. Describe how your agency will provide on-going and annual training requirements for CAM Lead/Implementing Partner staff.

The City of Detroit will ensure there is designated time on a regular basis to focus on professional development opportunities for staff. CAM leadership will use this time for staff to participate in required and supplemental training. CAM leadership will manage a training plan and calendar to ensure that all core and supplemental training are completed on an annual basis. The immediate supervisor will work closely with the staff member to ensure all training requirements are met. It is expected that the vast majority of trainings will be on-demand and virtual, allowing supervisors to flex staff time while also keeping services available to residents. Any training conducted by HRD will also be recorded for future reference. Please refer to questions 14 and 15 above for anticipated trainings.

18. Describe how your agency will provide on-going staff development and support, over and above that which is described above, so that staff feel supported, encouraged, and empowered in their work.

HRD will mirror what is currently working well for our virtual team. Each staff person will have regular supervision from their direct supervisor as well as regular team meetings. Teams will be divided by workflows, with each team maintaining daily check-ins and metrics monitoring to identify process improvement opportunities, implement updated procedures, and to provide overall support and positive feedback. HRD has found that in a semi or complete virtual environment regular meetings along with immediate access through phone calls, texts, and chat functions helps staff feel engaged and connected. Supervision also includes closely monitoring staff workload, burnout, and general feelings about their role to support the staff with any challenges they are facing. Wage parity is also important, as are clear promotional opportunities tied to exemplary performance. Supervisors help break down barriers for their direct reports and if they are not able to, ask for assistance from their supervisor. The HS Director has weekly check-ins with both the HRD Associate Director and the HRD Director where successes, support opportunities and concerns are elevated on behalf of the Division.

Outside of the HS team, HRD as a department has annual all staff meetings where new staff and program successes are highlighted, as well as an Employee Engagement committee which is tasked with planning staff team building opportunities and events, such as department-wide bowling outings. These types of events are critical for rapport building and helping to connect staff members with their peers.

19. Describe how staff will be supervised and supported to incorporate the knowledge and skills they gain through training in their day-to-day practice. In your response, identify how you will determine if the training staff receive is having an impact on their work.

During regular supervision, staff are assigned specific tasks with due dates. At the next supervision, those tasks are reviewed to determine if they successfully completed all assignments. In between, managers and coordinators facilitate completion with assistance, support and guidance. If staff are not able to complete a task, the supervisor discusses the reasoning, if there is additional assistance or training needed, and may develop a new goal based on that conversation. Tasks are not assigned unless the staff person has been trained on the activity. As such, success or failure will also help the supervisor determine if they are successfully retaining the training materials or if additional help is needed. Part of supervision will also include a review of the staff person's data. For instance, if there is a common HMIS error, then that will trigger the supervisor that additional training and/or coaching is needed. Metrics tracking via data dashboards will then be crucial tools used by supervisors to identify the impact or change in work processes and habits, and to frame conversations and retraining opportunities on a regular basis.

20. Describe how you will receive feedback from users of the Coordinated Entry system to determine the effectiveness of staff training and to determine what additional training may be needed.

The City of Detroit values the experiences of residents and those who use our homelessness system. With this, HRD will offer survey options to evaluate client satisfaction and experiences. The survey will be offered in paper form at the multiple access points and will also be available as an online version that can be accessed by using the CAM's unique QR code.

In addition to surveys, CoD hopes to collaborate with HAND and the Detroit Advisors Committee (DAC) to continue the focus groups started in 2023 as part of the CAM Transition process. These groups would primarily be facilitated in emergency shelters and drop-in centers and could be continued on a biannual basis as funding allows. HRD welcomes the opportunity to pair with HAND and DAC to continue collecting this valuable feedback.

On a monthly basis, the Access Operations Supervisor, will compile the survey results and group the results into appropriate buckets. On a quarterly basis, the results will be presented to HRD leadership for discussion about improvements and overall changes to processes that could resolve resident complaints and concerns. Internal operational changes will be implemented directly by CAM management. Changes that have larger system impact would be brought to the CAM Governance Committee for further discussion, review, and approval.

Looking at the collective system and the need for best practices integration into every type of services, including Coordinated Entry, HRD recently contracted with Barbara Poppe and Associates (BPA) to develop a clear and unified message and plan for how Detroit is working to end homelessness, with a leading focus on equity and justice. BPA will have PWLEH at the decision-making table throughout the entire plan development and will include multiple feedback sessions from PWLEH regarding all different homeless programming, including Coordinated Entry. Finally, this proposal took into account feedback from prior PWLEH focus groups in the development and design of HRD's model.

Demonstrating Commitment to Detroit CoC Vision and Values

Up to 5 points per question. Total 50 points

Detroit CoC Vision

21. Referencing the Detroit CoC’s vision as given in this RFQ document, please describe how your agency will incorporate an adherence to this vision in the implementation of the CAM service(s) you are applying for?

HRD fully supports the CoC’s Vision and has Values and Priorities that mirror these. In recent years HRD has included these to ensure that not only our internal work but the work of our subrecipients align with the following values and priorities:

- **Housing First:** Housing is the solution to ending homelessness. All persons should have access to housing regardless of race, age, gender, sexual identity, sexual orientation, mental health, ability status, substance use, or any other factor that people may use to discriminate. All persons have the right to safe, affordable, and sustainable housing. Organizations must have a strong commitment to operating programs that follow the Housing First model and operate without barriers to program entry. Individuals are not denied assistance due to their health, substance use, criminal background, income, or participation in supportive services. The goal of permanent housing is prioritized in all services offered.
- **Centering Lived Experience:** Persons with lived experience of homelessness (PWLEH) must lead and guide the work to end homelessness. PWLEH can provide expert guidance on what works best in our community and have consistently led the movement to end homelessness. Agencies provide PWLEH with meaningful opportunities to shape program and service delivery, such as employment at all levels, including management and front-line staff, incorporating client feedback, and participating in advisory groups.
- **Flexibility and Continuous Improvement:** The homelessness response system is ever-changing. As such, agencies must be able to adapt to new best practices, policies, and goal. Organizations must have the ability to adapt to these changes by providing training to program staff and adjusting program services. Due to the evolving nature of providing homeless services, providers must be able to quickly problem solve to meet the needs of those they serve. They must be accountable to the clients served by having a transparent grievance process where issues can be solved in a timely matter.
- **Data Driven:** Organizations utilize transparent and open decision-making that is rooted in data. Data is disaggregated by race, whenever possible, to ensure equitable outcomes. Agencies work to improve program/project internal capacity to collect and enter quality data in a timely matter and use that data to improve services.
- **Enhance System Quality and Capacity:** The City of Detroit is dedicated to growing the network of agencies that are providing quality homeless services and receiving Homelessness Solutions funding to increase the overall capacity of the system. Organizations that receive funding must be committed to using allocated funding to provide quality programming to those experiencing homelessness. Programs are expected to follow their approved budget and fully expend their awarded funding.
- **Diversity, Equity, and Inclusion (DEI):** DEI must be inherent to all aspects of the homelessness response system. Organizations must be committed to cultivating a culture of dignity and respect for all those experiencing homelessness regardless of race, ethnicity, gender identity or expression, sexual orientation, age, veteran status, national origin, disability, household composition, housing status and/or belief system. Leadership and board membership are comprised of individuals that reflect the backgrounds of the community served in funded programs.

If awarded, HRD will have the unique opportunity to live out these values in our own client-level work. As such, these actions corresponding to these and the CoC mission will be incorporated into job descriptions and training. In addition, the setup of the proposed CAM system is based on the feedback of PWLEH- creating both in person access points with weekend hours, phone line, transportation assistance, and mobile assessors for households that walk into shelter after regular business hours.

Detroit CoC Values

Value: Homelessness should be rare, brief and non-recurring.

22. Describe how your agency’s leadership and staff will embrace and embody this value in its implementation of

CAM services.

HRD is in agreement that homelessness should be rare, brief, and non-recurring. This can best be seen in the funding and support of existing HRD programs, and in the multifaceted model of services proposed in this application. First, to ensure that homelessness is rare, the implementation plan re-established in-person Access Points (AP) in order to increase the frequency, thoroughness and consistency of diversion efforts. Diversion-specific staff will be at each of the AP sites. This will prevent households from entering into the homelessness system unless they truly have nowhere else to go, ensuring that shelter is a last resort. HRD further supports this work by providing in the implementation plan flexible funding in the form of food and gas cards, to be distributed to the household supporting the diversion effort. Additional assistance with first month's rent and security deposit is also built into this implementation plan.

To ensure that homelessness is as brief as possible, HRD plans to create a Mobile Assessor (MA) unit that will visit emergency shelter sites after AP sites close with the primary purpose of assessing during-and-after-hours shelter walk-ins. This MA unit is in part made possible by a funding expansion using match dollars sourced by the Department to implement and expand this much-needed service. The MA unit addresses a longstanding complaint that individuals who are sent by shelters to overflow are never truly assessed or entered into HMIS appropriately, if at all. Without assessments, residents are reporting long, uncomfortable wait times, and very little assistance being connected to housing opportunities. HRD anticipates that MA units will drastically decrease the likelihood that someone is sitting in an overflow shelter bed without being connected to CAM and eventually to housing resources.

To ensure that homelessness is non-recurring, CAM services will focus on connection to permanent housing resources. The proposed data management staff will be responsible for quick and efficient referral notifications sent to providers with vacancies. The proposed data management staff is comprised of individuals with very specific, separate focus areas that culminate to maintain a clean and consistent reporting strategy within the CAM implementation and management operation. Management of By-Name-Lists, HCV waitlists, and other databases are key to ensuring adequate outflow of the homelessness system and will be established as staff deliverables. Additionally, CAM staff's attendance at CoC workgroups and committees also assists with outflow to permanent housing resources, as HRD will discuss bottlenecks with providers and brainstorm solutions with them. It is also an important way to hold all parts of the system accountable.

Value: Flexibility to respond to emerging ideas and challenges or try new and innovative ideas and projects.

23. Provide an example describing when your agency had to demonstrate flexibility and embrace a change process. In your response, describe how your agency identified that a change was needed, how the change was managed, how other stakeholders were included in the change process, and what lessons were learned. This change may have been related to homelessness programming administered by your agency or another type of programming.

A great example of flexibility was the development and implementation of HRD's Rapid Rehousing HCV-focused program. HRD identified the problem after obtaining data from MSHDA and discovered extremely low HCV lease-up rates. The department recognized that there was significant room for improvement in the utilization of HCV vouchers and collaborated with the ESG Workgroup to develop a new RRH program type targeting sheltered households pulled for an HCV. The ESG working group- comprised of system partners- CAM, HAND, HRD, service providers, and HUD/Local Technical Assistance staff- assisted HRD in developing this program. The group learned quickly that input from service providers who had direct experience leasing up households with HCVs was critical - frontline staff had a level of understanding of the complexities of the HCV lease-up process that heavily informed the development of the program's budget, staffing ratios, and services.

Once the design was complete, HRD quickly secured funding, issued a competitive NOFA, and awarded a service provider - Community and Home Supports (CHS) - the award. From there, HRD worked closely with CHS to develop the scope of services and pivoted plans throughout the start of the contract based on ongoing data collection of household outcomes. This included budgeting shifts like adding additional case managers to support the increase in HCV pulls in early 2023, and adding additional furniture support based on the requests of RRH providers. This program only began

operating in the winter of 2022. However, as of 3/27/23, the program has served 73 households and moved 27 into housing with a voucher.

Value: Racial equity as demonstrated through equitable outcomes.

24. Describe your agency's commitment to racial equity and/or equity amongst other marginalized groups. In your response, describe what type of agency statements, policies/procedures, or training requirements are used to support and communicate your agency's commitment to equity. Describe what training will be required for staff regarding diversity, equity, inclusion, and belonging.

The Housing and Revitalization Department (HRD) is committed to the racial equity and economic inclusion amongst marginalized groups within the City of Detroit. As a part of the City of Detroit's long-standing strategic racial equity commitment, the City has a department dedicated to addressing the needs amongst the marginalized. The Civil Rights, Inclusion & Opportunity department (CRIO), formerly known as the City's Human Rights department, serves as the city's civil rights agency, including investigating complaints of discrimination.

In partnership with the Human Resources Department, CRIO issued a directive to all city departments stating that as an employer, the City would take all steps needed to create and maintain opportunities, diversity, inclusion and equity in the workplace, for the benefit of its employees and the general public.

In addition to CRIO's city-wide equity directive, in 2020, Mayor Mike Duggan launched the Detroit Equity Council where he appointed the Civil Rights, Inclusion and Opportunity Director as its Chair and an additional nine department leaders as members of the council. This council was given the mission of eliminating barriers to equity in eight key areas of city government – human resources, procurement, land and development, entrepreneurship, housing, jobs, climate and criminal justice.

In addition to adhering to the equity principles of Detroit's Equity Council, HRD has its own Equity Committee that meets on a biweekly basis to discuss the department's own equity initiatives. The HR director, which the proposed CAM operation would also be overseen by, facilitates these meetings with HRD leadership and senior leadership staff.

Required Training

All department leaders and employees are required to complete annual trainings in unconscious bias, Americans with Disabilities Act (ADA), effective communication, inclusive conversations and diversity, inclusion and belonging. All CAM staff will be trained on several DEI topics such as Sexual Orientation, Gender Expression, and Identity, Diversity training including implicit bias, how to serve special populations such as youth, veterans, and survivors of domestic violence, fair housing, and cultural competency/humility.

In addition to the implementation of Detroit's Equity Council, in 2021, CRIO launched the CRIO Ambassador Program where a champion within each department works with the Office of Disability Affairs to resolve employee and resident accessibility concerns and to advance the Office of Disability Affairs strategic plan. Please refer to HRD's training plan outlined in Question 14 for more detailed information.

25. Describe how your agency works to ensure that staff reflect the population that is served by your homelessness and housing programs. In your response, provide aggregated demographic data on the racial make-up of that staff working at your agency, including a breakout of the racial make-up of the agency leadership and front-line staff as compared to the demographics of the population served by your agency.

In terms of recruitment, the City of Detroit has an Ambassador Program with the Devine-Nine (Fraternities and Sororities) organizations. The City also has relationships with Historically Black Colleges and University organizations on a national as well as local level. Finally, HR uses minority organizations such as Black MBA, Minority Association of Engineers, Minority Association of Accountants. All of these have been effective in recruiting professional minorities such as people of color.

Regarding the homelessness system, according to the 2021 Annual State of Homelessness Report issued by HAND, 84% of people experiencing homelessness identified as Black/African American, 14% White, and 4% as other. As HRD funds programs that could potentially touch everyone in the homelessness system, these statistics are appropriate to compare to our internal staff's demographics.

The City's HR department maintains an HRD employee dashboard that details demographics, among other data points on all active employees. As of March 31, 2023, HRD has 217 employees, 53% of which are Detroit residents. For demographics broken out by the HRD as whole, supervisory and frontline staff, please refer to **Table 4** below. The "Other Races" category is comprised of either multiple races, American Indian or Asian. Leadership staff was defined as anyone who is in a supervisory role.

Table 4: HRD Staff Racial Demographics

	Black/African American	White	Other Races	Not Specified
HRD	60%	26%	14%	11%
HRD Supervisor Staff	49%	34%	14%	15%
HRD Frontline Staff	57%	17%	11%	15%

Value: Transparent, Data-Driven Decision Making

26. Describe what data elements will be regularly analyzed to evaluate the CAM operations. In your response, describe how the data will be analyzed, the frequency of the analysis, and how the analysis will be used to identify needed areas of change in the Coordinated Entry system. Also indicate how potential system inequities will be identified through this analysis.

HRD plans to analyze the same data, at the same rate, as SWCS CAM currently analyzes, in addition to other metrics made available by the unique nature of the call center as a holistic housing services hotline. Daily and weekly data will be reported to program dashboards in order to pinpoint systems needs and adjust or retrain accordingly. Analysis will occur along specific parameters including, but not limited to:

WMCAA Call Center

Frequency: Daily, Weekly, Monthly

How used to identify areas of change: Staffing levels, special hours, retraining opportunities, call center advertisement targeting, and adjusted call trees will be informed by this group of data

Data Elements:

- Volume of calls
 - # of calls that result in referral to AP site
 - # of calls that begin with an Emergency Shelter need, but result in a referral to other, more appropriate housing programs
 - # of calls from DPD to Outreach
 - Volume of calls by time and day
- Displacement background
 - Displacement cause
 - Displacement date
- Quality of calls
 - Wait time
 - Call length
 - Caller experience
 - Call abandonment rate
- Direct Services
 - # of households assisted with transportation assistance

- # households diverted with light-touch assessment
- Call Center Staff Metrics
 - Caller satisfaction
 - Call audits (knowledge, system, cadence, flow)
 - Individual call volume
 - Individual call length

Access Points (AP) and Mobile Assessors

Frequency: Weekly, Daily, Monthly

How used to identify areas of change: Staffing levels, hours, on-site resources, and process streamlining will be informed by this groups of data

Data Elements:

- Total engagements by AP/shelter
 - # Intakes
 - # Residents served
 - # Diversions with and without financial assistance
 - # Shelter referrals
 - Broken down by household type and Age (youth/non-youth)
 - # Overflow referrals
 - Broken down by household type and Age (youth/non-youth)
- Engagement Volume and Quality
 - AP # served
 - Wait times for each in-person location
 - Engagement volume by time and day
- Direct Services
 - # requiring transportation to and from shelters
 - # diversion assistance provided

Back Office (Data Management)

Frequency: Weekly, Daily, Monthly

How used to identify areas of change: Timeliness of referrals, accuracy of data, by-name list upkeep, timeliness of communication to providers and stakeholders

Data Elements:

- VI and Full SPDAT scores broken into acuity groups
- Total referrals, broken down by
 - Prevention
 - TH
 - TH-RRH
 - RRH
 - PSH
 - Population Specific programs (i.e., DV, Veteran, Youth)
- HCV and EHV data, including
 - Total households added to waiting lists
 - Total pulls
 - Other data provided by MSHDA
 - Moving Up
- By-Name-List Management

One way system inequities will be identified is through analyzing data. For instance, once pattern CAM discovered was a high variation in VI-SPDAT scores when shelters were responsible for conducting the assessment directly. CAM discovered that the same household could receive a drastically different score by simply having a different shelter conduct the same assessment. While this issue was ultimately resolved by having CAM staff conduct the majority of VI-SPDATS, it is a good example on how CAM can use data to identify inequities. As the Back Office Lead, HRD will be able

to look at data from all providers to identify gaps and as the funder of shelter, can implement and enforce policy changes to address those. All suggested policy changes, whether at CAM, shelter, outreach, etc. would first be discussed and reviewed by the appropriate CoC committees/workgroups.

27. If data analysis demonstrates a need for change in Coordinated Entry system processes or policies, describe how your agency will pursue making those changes in a way that is transparent, in partnership with Implementing Partners, CAM Governance and CoC Board, and aligns with input provided by stakeholders (i.e., persons with lived experience, homeless service providers, etc.).

If data analysis demonstrates a need for change in CE processes or policies, COD will build upon the practices set forth by the SWS CAM team, including involving implementing partners, CAM Governance, COC Board and community stakeholders in decisions. The CAM Governance Committee will be a key entity for decision making, as it is the entity responsible for providing direct oversight to the CAM and is responsible for bringing policy level recommendations to the CoC Board. Since the CAM Governance committee's membership is composed of multiple key stakeholders and partners, its input for changes and resolutions is crucial. COD will also involve other CoC committees and workgroups (as appropriate) for input on recommendations for CE system processes or policies. This will likely include provider workgroups and Advisors group.

Policies and procedures will be reviewed annually for consistency with practice, changes in state or federal guidance or regulations, and ensure that outcomes are being achieved. Changes to policies and procedures, when needed, will be made with participation and input from all stakeholders and made in alignment with what the data is demonstrating.

Value: Collaboration and a cross-systems approach.

28. Describe how your agency will intentionally center the voices of those who are currently or have recently experienced homelessness in your agency's on-going planning, implementation and evaluation of the Coordinated Entry system?

Both reactive and proactive measures will be extremely important to center these voices. Reactively, feedback such as grievances will be collected in real time, to be addressed immediately, namely mistreatment from particular staff, unprofessionalism or an otherwise poor client experience with the system. Proactively and on a monthly basis, the Access Operations Supervisor will compile survey results from users of the CAM system and group the results into categories within immediacy and feedback type. On a regular basis determined by volume, the results will be presented to HRD leadership for discussion about improvements and overall changes to processes that would resolve resident complaints and concerns. Any internal operational changes will be implemented directly by CAM management. Additional focus groups may also be needed to gather a larger sample of resident feedback prior to any significant systematic changes occurring. Changes that have larger system impact would be brought to the CAM Governance Committee for further discussion, review, and approval. Individuals with lived experience will form the crux of this iterate assessment and implementation process.

29. Describe the steps your agency will take to build and sustain relationships with other CAM implementing partners and other homeless service providers in Detroit and the metro Detroit region.

HRD has relationships with 20+ homeless service providers both within the City of Detroit and in the metro-Detroit region as a funder, partner, coordinator and advocate with HUD, the State of Michigan and other impactful partners for local systems improvement and partner expansion. HRD will continue to build these relationships through its current roles in facilitating provider workgroups for emergency shelter, street outreach, rapid rehousing, and prevention as well as multiple CoC Committees- Supportive Housing (formerly LIHTC), Grievances, and Values and Funding. Outside of the groups HRD staff facilitates, HRD participates in other CoC committees and workgroups- Performance and Evaluation, Chronic, CAM Governance (now CAM Transition), Veterans Leadership and the PSH workgroup. The CAM operation would allow HRD to build upon these relationships in exciting new ways as the project plan works to lend support to these providers in order to avoid overcrowding, reroute residents to resources other than shelter, and provide ways for residents to quickly and efficiently be exited to permanent housing.

30. Describe how your agency will engage with law enforcement and hospitals with the goal of reducing the number of people exited from those institutions who are discharged into homelessness?

HRD as a City Department is uniquely situated within an Administration led by Mayor Mike Duggan, a former hospital executive with strong local ties, and adjacent to the Detroit Police Department (DPD) and the Detroit Health Department (DHD) within City governance. This positioning allows HRD to directly confront and problem solve around the procedural and process bottlenecks between law enforcement, the health system, and homelessness in a way that other local partners are not able to consistently achieve. HRD currently facilitates bi-weekly calls with DPD to ensure that process improvements between DPD and Homelessness are addressed. Adding CAM operations to this agenda is a natural addition to this conversation. Because of this partnership, HRD has planned a separate project to expand street outreach capacity in a way that will allow DPD to call a team of homelessness subject matter experts 24/7 for direct intervention, assistance and transportation of individuals experiencing homelessness, mental health crises or with physical health needs. This is intended to allow DPD to focus solely on issues requiring punitive measures, while leaning upon HRD and its partners to address issues of place, poverty, and health. HRD intends to use this newest project to not only connect DPD with expanded outreach, but to connect the hospital system with this resource, also providing health partner retraining in order to reduce the rate of discharge into homelessness. HRD intends to bring the CoC into this engagement with law enforcement and hospital systems. As this is a CoC wide issue, it will need a comprehensive and united response- something HRD is eager to partner with the CoC and HAND on. If needed, HRD is willing to create a dedicated staff position to address these issues as a primary focus.

In terms of justice-system coordination, the HS Director attends quarterly Wayne County Jail Mental Health Initiative Committee meetings with the sole purpose of providing coordination between the jail and homelessness system. HRD plans to further strengthen existing relationships and increase its level of involvement so that the CAM process is especially sensitive to the needs of justice-involved individuals.

DETROIT COC CAM RFQ
PART II. ORGANIZATION PROFILE - WMCAA

Instructions: Complete a separate form PART II for Applicant Organization and each Subrecipient Organization.

Applicant Organization Name	Wayne Metropolitan Community Action Agency (WMCAA)
Implementing Partners (If Applicable)	
Subrecipient 1 Organization Name	N/A
Subrecipient 2 Organization Name	
Subrecipient 3 Organization Name	
Organization Type	<input checked="" type="checkbox"/> Non-Profit <input type="checkbox"/> PHA <input type="checkbox"/> Unit of Government
Unique Entity Identifier Number (SAM.gov)	LJSGHKVJLBU4
Employer/Taxpayer Identification Number	38-1976979

For narrative responses, please provide detailed, yet succinct, responses.

Organizational Questions

Up to 5 points per question. Total 25 points.

- (Threshold question, not scored) Does your agency have experience entering data and/or running reports from Detroit’s HMIS system? Or, if the organization is a designated victim services provider, are they participating in a verified HMIS-equivalent database? (This information will be verified by the Detroit CoC HMIS Administrator.)**
 YES NO (If no, your agency is not eligible to apply)
- Has the organization ever received a federal grant, either directly from a federal agency or through a State/local agency?** YES NO

2a. If YES, please provide the federal agency grant, year, and amount of funds received in the last five years (2018 to present). Add additional lines to the table if necessary.

Table 5 below outlines HUD and other federal awards made to Wayne Metropolitan Community Action Agency (WMCAA) for housing and homelessness services over the past five years. The Schedule of Expenditures of Federal Awards is attached as part of the agency audit in Attachment 3, and includes information related to federal awards.

Table 5: WMCAA Federal Awards

Federal Agency	State/Local Agency (if applicable)	Grant / Program Name	Years/Grant Term	Amount Most Recent FY
HUD	MSHDA	Emergency Solutions (ESG/ESG CARES)	2018 - present	\$2.4 million
HUD	City of Detroit	Emergency Solutions	2018-present	\$380,812
HUD	Wayne County	Emergency Solutions	2018-present	\$1 million
HUD	HAND	Emergency Solutions	2019-present	\$298,430

HUD	Michigan State Housing Development Authority (MSHDA)	Housing Counseling	2018-present	\$88,515
HUD	HUD	Out-Wayne CoC	2018-present	\$3.9 million
HUD	Detroit Wayne Integrated Health Network	Shelter Plus Care	2019-present	\$300,711
HUD	City of Detroit	Community Development Block Grant (CDBG)	2019-present	\$667,661
HUD	Wayne County	CDBG	2019-present	\$2 million
HUD	City of Canton	CDBG	2018-present	\$70,822
HUD	HUD	Healthy Home Demonstration	2021-present	\$52,853
HUD	MSHDA, City of Plymouth, City of Westland	Family Self-Sufficiency	2018-present	\$290,463
US Dept Homeland Security	United Way for Southeastern Michigan	Emergency Food and Shelter Grant	2018-2021	\$15,073
US Dept of Health & Human Services	Michigan Dept Health & Human Services	Projects for Assistance in Transition from Homelessness	2019-present	\$150,697
US Dept of Treasury	MSHDA	COVID Emergency Rental Assistance (CERA)	March 2021 - March 2023	\$85.6 million
US Dept of Treasury	HAND	CERA	March 2021 - March 2023	\$123 million
US Dept of Treasury	City of Detroit	Emergency Rental Assistance (ERAP)	2021-2022	\$18.6 million
US Dept of Treasury	Wayne County	ERAP	2021-2022	\$4 million
US Dept of Veterans Affairs	US Dept of Veterans Affairs	Support Services for Veterans Families	2018-present	\$807,705

3. Describe your organization’s experience in effectively utilizing federal funds and performing the activities proposed in the CAM application.

Wayne Metropolitan Community Action Agency (WMCAA) has over 50 years of experience effectively utilizing federal funds and over 20 years experience performing person-centered Coordinated Entry (CE) activities in the CAM application. WMCAA is a nonprofit organization with the mission to empower people to be strong, healthy and thriving. The agency achieves its mission through a range of support services for people living in Wayne County and through its dedicated, client-centered staff. Importantly, and solidifying the scope of this partnership, WMCAA operates the Out-Wayne CAM and is the Out-Wayne CoC.

Effective use of federal funds includes an established accounting and grant management process as well as experienced program staff. Staff are experienced at preserving data quality, tracking system performance measures, and ensuring compliance. As examples of our effective management, WMCAA was honored in 2022 as Crain’s Best Managed Nonprofit and earned the 2022 Platinum GuideStar rating for transparency and impact. WMCAA has also been elected consecutively since 2018 by the Out-Wayne County (OW) Continuum of Care (CoC) Board of Directors to serve as the MI-502 CoC Lead Agency, CoC Collaborative Applicant and Coordinated Entry (CE) / Homeless Management Information System (HMIS) Lead. WMCAA successfully manages six subrecipient agencies, which includes 23 projects comprising 900 Permanent Housing (PH) units, 160 Emergency Shelter (ES) beds. WMCAA also manages \$8 million in U.S. Department of Housing and Urban Development (HUD) CoC funding, which is a \$2.7 million or 65 percent increase in the last 3 years. The OW CoC spans across more than 40 municipalities in Wayne County (excluding Detroit, Highland Park and Hamtramck) and annually

serves over 500 households, or 1,000 individuals. The continued support by numerous partner agencies to lead the OW CoC demonstrates our effective use of federal funds.

WMCAA operates the OW CoC, or MI-502 CE system, using a person-centered, hybrid (in-person, virtual, and phone) “No Wrong Door” approach to accessing the local homeless response system. WMCAA continuously engages with OW CoC members and participants to identify ways to improve transportation options, decrease wait times, strengthen onboarding and ongoing trauma-informed person-centered training, expand operation hours and create in-person access sites that are safe, comfortable and welcoming. WMCAA is highly accomplished in promoting best practices, such as: operating as the ESG-HARA for the OW CoC; providing prevention, diversion, and access to mainstream resources; managing multiple BNLs based on population type; prioritizing vacancies in CoC PSH, RRH, SH and TH projects; safeguarding Violence Against Women Act protections for those fleeing or attempting to flee Domestic Violence (DV); closely partnering with the Veterans Affairs (VA), Support Services for Families of Veterans (SSVF), and McKinney Vento Homeless Youth service providers as well as PHAs on HCV, FSS, and FYI processes; leading ongoing system wide OW CoC training; and overseeing the successful operation of all OW CoC access points, which includes a CE phone line, community partner referral form, walk-ins, and street outreach via Projects for Assistance in Transition from Homelessness. OW CoC CE staff assesses each individual household to determine the most appropriate services in accordance to need (assessing acuity by chronicity, category of homelessness, if fleeing or attempting to flee a DV situation, VI or SPADT, population type, LOT, and income). A streamlined CE assessment, prioritization, and referral process ensures that limited resources are used to serve those with the highest vulnerabilities with the aim of creating a homeless response system where homelessness is rare, brief and one-time. WMCAA appreciates the opportunity to partner with the City of Detroit, HAND and the Detroit CoC. The City of Detroit and WMCAA are excited about the potential to begin a person-centered, collaborative effort to end homelessness in Wayne County and across CoCs.

- **Working with CAM and addressing housing and supportive service needs**

- WMCAA staff assist over 75,000 Detroit, Highland Park and Hamtramck residents each year through its income support services, such as utility and property tax assistance. The agency works with the CAM to connect residents at risk of or experiencing homelessness to CAM so they can receive services in their area
- WMCAA Connect Call Center received over 72,000 referrals from the CAM for homelessness prevention assistance in 2021. Wayne Metro served over 38,000 households with CERA homeless prevention programming that otherwise would have accessed services through CAM. WMCAA receives about 100 direct CAM referrals for rehousing assistance each year because it has currently or previously administered HUD and Emergency Shelter Grant (ESG), and American Rescue Plan Act (ARPA) funded housing programs, including Rapid ReHousing (RRH), prevention, Permanent Supportive Housing (PSH), which serve Detroit residents.
- Due to WMCAA’s role in both Detroit housing programs and the OW CoC, the agency operates outreach, prevention, RRH, and PSH programs to address housing needs of all Wayne County residents
- WMCAA also collaborates closely with the CAM and coordinating body, HAND, as the lead agency for Out-Wayne CoC Coordinated Entry, coordinating and organizing efforts to end homelessness in out-county WMCAA has been in contact with HAND about potentially developing a policy to facilitate the transfer of program participants between the Out-Wayne County CoC and the Detroit CoC. Additionally, WMCAA is looking to connect with HAND and the CAM to lead the State of Michigan in developing a shared, equitable assessment tool to replace the VI-SPDAT. These points of coordination are vital as we find that many program participants, especially those who are chronically homeless, often migrate between the two homeless response systems.
- WMCAA Director of Housing and Homeless Services, Michael Centi, is an elected Detroit CoC Board member so the agency remains apprised of all Detroit CoC and CAM activities

- **Ramping up complex projects, including ability to hire and train staff quickly**

The COVID Emergency Rental Assistance (CERA) project in 2020, which was part of the pandemic response, required the agency to ramp up a new \$222 million project. CERA required rapid hiring, system set-up, and training. For staffing ramp up, within the first month of the program, WMCAA onboarded 76 staff to carry out the project and administrative operations. Staffing needs increased, and the agency onboarded 193 staff either

as new hires or by cross training existing staff. The agency's Data Team also worked alongside program staff to create an online application while MSHDA was finalizing their application portal. This allowed Wayne Metro and partner agencies to quickly serve the large volume of households in need of rental assistance. In addition, our Connect Center Team, or Call Center, offered navigation appointments to tenants and landlords who needed assistance applying as well as continued to provide this support once MSHDA launched its online application portal. For training ramp up, WMCAA established a train-the-trainer model. MSHDA provided an initial training for the portal used to process applications. Certain staff were designated as training leads to provide new hire training for those processing applications. The Connect Center also created a training for navigation appointments. These series of trainings were provided to new hires in the Connect Center as well as to staff members cross-trained in other departments in order to meet the demand for assistance in applying for the program. WMCAA is experienced in quickly staffing, setting up systems, and training staff to carry out complex projects.

- **Financial system that tracks resources to ensure that spending is on track, not over under budget**

As the OW CoC Lead Agency, WMCAA monitors all CoC funded projects in SAGE to ensure draw-down spending is on track and not over or under budget. WMCAA uses SAGE Intacct accounting system, which meets generally accepted accountability standards. Ongoing CoC monitoring processes are reported to the CoC Rating and Ranking Committee to help inform annual CoC NOFO funding decisions. The OW CoC plans to propose updates to Policies and Procedures that will incorporate Performance Improvement Plans as well as CoC Technical Assistance to offer more focused support and guidance to lower scoring CoC projects. Improved CoC monitoring will allow for greater accountability, further promote best practices, and more accurately measure CoC project outcomes to better inform the CoC Rating and Ranking Committee Priority Listing. WMCAA has program specific budgeting tools, and budget trackers that are monitored on a regular basis by program staff & reconciled monthly by the accounting team.

Monthly Grants & Contracts meetings with WMCAA accounting, grants management and program staff ensure accounting and program staff are maintaining grant spending & compliance. This format will be utilized to ensure grants funds for CAM operations are being spent down. Wayne Metro will also have quarterly monitoring meetings with lead agency.

- **Track and report data**

WMCAA has over five years of comprehensive HUD CoC Lead Agency experience, successfully tracking and reporting local and federal housing and homeless service outcomes in Wayne County. This includes conducting and collecting Point In Time / HIC data, APRs, SPMs, LSAs, and the management of the MI-502 HMIS database (Well Sky), HDX, SAGE, and e-snaps. WMCAA has over 20 years experience using HMIS for tracking homeless and housing services client data, which enables staff to track client's journey from initial engagement to program enrollment to referrals and program exit. Data is tracked and analyzed at least annually for performance analysis and improvement projects. The OW CoC has continued to expand community data tracking and reporting efforts by publishing the Eviction Diversion Program (EDP) Impact Report, providing quarterly and annual CE Reports, developing the first CoC Gaps Analysis, building out "real-time" OW CoC data dashboards, and seeking to increase the number of dedicated CoC Quality, Performance, Assessment and Compliance (QPAC) staff. WMCAA also has an agency-wide database called Gateway, which allows for the tracking of the client journey across all agency programs and eases the document burden on clients by collecting documents one time.

4. Describe your organization's financial management structure.

Include how your organization has a functioning accounting system that is operated in accordance with generally accepted accounting principles or has designated a fiscal agent that will maintain a functioning accounting system for your organization in accordance with generally accepted accounting principles. If your project application includes a subrecipient(s), specifically address your plan for fiscal controls and accounting procedures to assure proper dispersal of and accounting for federal funds in accordance with the requirements of 2 CFR part 200. Include how finance staff

work with program staff to ensure appropriate use of resources.

WMCAA has a robust financial management structure and accounting system that is operated in accordance with generally accepted accounting principles. WMCAA will not have a subrecipient so a plan for fiscal controls and accounting procedures for this is not included. Finance staff and program staff follow a detailed process to ensure appropriate use of resources, called Results Oriented Management and Accountability cycle. The agency has not had significant audit findings as evidence of its strong fiscal staff, processes, and systems.

WMCAA has 50 years' experience applying generally accepted accounting principles for programs funded by the Federal, State, and Wayne County governments. The agency has qualified, experienced staff to ensure compliance and follow written policies and procedures for ensuring strong fiscal controls. A formal finance operations and procedures manual is maintained, reviewed, and updated every three years by the Finance Committee of the Board of Directors. Separation of duties is maintained to prevent misuse of funds and ensure fiscal accountability through a series of daily checks and balances. The Accounting System utilized is SAGE Intacct, which meets generally accepted accounting principles. SAGE allows Wayne Metro to track, manage and report on funds from multiple funding sources with multiple budgeting periods utilizing modules for general ledger, accounts payable, accounts receivable, bank reconciliation, budgeting and data import/export. Sage Intacct allows for tracking both grant funds and match by budget line item, while accurately documenting the expenditure of grant funds in real-time. Additional features of the accounting system include cross year reporting and strong support for tracking restricted funds.

WMCAA's Chief Executive Officer, Louis D. Piszker, has led the agency for over 20 years, and he is a Certified Public Accountant (CPA). The agency has a Grants Management Department and an Accounting Department, overseen by the Chief Financial Officer (CFO), William Lane. He is supported by 1) Director of Accounting, Tom Sperti, 2) Director of Audits, Katie Cronk, and 3) Director of Grants Management, Karen MacDonald, to provide daily fiscal, compliance and performance monitoring to ensure full contract compliance with grant agreements.

WMCAA finance and program staff follow a process using accounting and HMIS systems to ensure appropriate use of resources. The agency cycles through a Results Oriented Management and Accountability process to ensure results and appropriate use of resources, which includes: Planning, Implementation, Results Achievement, Evaluation, and Assessment. The Accounting Team ensures that all costs and expenditures are properly documented, reported, and applied to qualifying activities only. A Grant Accountant leads a Grants & Contract Meeting each month with program and financial staff to carry out the cycle. The monthly meetings are attended by the CFO or a financial team Director to ensure compliance is a priority between financial and program staff. WMCAA has the people, processes and systems in place to ensure strong financial management.

5. Are there any unresolved HUD monitoring or OIG audit findings for any HUD grants (including ESG) under your organization? YES NO

Instructions:

Yes, your organization has unresolved HUD Monitoring or OIG Audit findings

No, there are no unresolved HUD Monitoring or OIG Audit findings. The HUD monitoring or OIG audit findings are not limited to just CoC Program funds, but to any funds that are in use from other HUD programs, (e.g., HOPWA, ESG).

5a. Describe the unresolved monitoring or audit findings. If "Yes" was selected for question 5. provide a detailed explanation as to why the monitoring or audit finding(s) remain unresolved and the steps that have or will be taken towards resolution (e.g., responded to the HUD letter, but no final determination received).

Not applicable. No unresolved findings.

6. Based on the CAM service(s) your agency is applying for, please identify potential areas of conflict of interest you may experience if your agency is selected. Describe what steps your agency will take to manage those conflicts of

interest. In your response, please include a specific example of how your agency currently manages and monitors conflicts of interest.

Wayne Metro has not identified any specific potential conflicts of interest. However, Wayne Metro has all staff and Board members read and sign a Conflict of Interest Policy. WMCAA follows steps outlined in its Conflict of Interest Policy. For example, Board members are required to list roles held in other organizations and businesses and this information is reviewed by WMCAA counsel. Our agency continues to monitor potential conflicts of interest for screening for this at hire and ensuring annual review of the employee handbook that outlines the conflict of interest policy.

WMCAA has continued to demonstrate a strong capability to adapt and maintain an ever-present commitment to empower people and our community to be healthy and thriving. It is a great privilege to be elected and serve consecutively for the last 5 years as the MI-502 CoC Lead Agency. However, as the elected OW CoC / HMIS Lead Agency and recipient of nine MI-502 CoC funded projects (SH, PSH, RRH, SSO, DV, DV-TH) it is essential that WMCAA is clear about our conflict of interest within the Continuum of Care. To manage and monitor conflicts of interest, WMCAA partners with third-party OW CoC consultants (Red Maple Resources) to perform CE, HMIS, and CoC system evaluations, guide CoC NOFO Rating and Ranking / Priority Listing processes, and lead the reformation of OW CoC Policies and Procedures (driven by persons with lived experience of homelessness). Due to the high demands and constrained capacity of homeless and housing service agencies in Out-Wayne County plus the sweeping impacts of COVID-19, there are a very small number of providers with the experience, ability or willingness to operate as the OW CoC / HMIS Lead Agency and uphold HUD Housing First best practices.

Data and Technology Questions

Up to 5 points per question. Total 35 points.

Data Structure and Experience

7. Describe your agency's experience with HMIS. In your response, please describe:

- **Years of experience**
- **Experience with using HMIS for reporting and analysis (not just data entry)**
- **Types of projects your agency has entered data on in HMIS**

WMCAA has over 20 years of OW CoC HMIS experience in successfully collecting clean, complete, calculable, credible, chosen and comprehensive data. This includes conducting, reporting, and analyzing PIT / HIC data, APRs, SPMs, LSAs, and preserving the overall data quality of CoC PSH, RRH, TH, and SSO projects in the MI-502 Well-Sky HMIS database. In the most recent OW CoC SPM report, 529 households, or 1,065 individuals, were served in HMIS from October 2021 to September 2022 (0 percent returned to homelessness after exiting to permanent destinations, 73 percent excited to permanent housing destinations, and on average households spent 315 days experiencing homelessness).

WMCAA has worked on HMIS data projects since October 2021 with the Michigan Coalition Against Homelessness (MCAH) and the State of Michigan on the Michigan Campaign to End Homelessness (MTECH). This collaborative effort of leading advocacy and contributing HUD CoC HMIS data shaped the 2021 Annual Report on Ending Homelessness in Michigan and 2023-2025 State Action Plan. WMCAA has a year of experience engaging with Community Solutions on the Built for Zero Initiative, improving local OW CoC HMIS BNL processes / case conferencing, and striving towards an equitable future where homelessness is rare and brief (to achieve and sustain functional zero). Since March 2022, WMCAA has led engagement on behalf of MI-502 with C4 Innovations on their federal and state wide CoC Equity Results Team (CERT). The OW CoC participates in C4 CERT system mapping office hours and bi-weekly working sessions to develop the MI-502 Equitable Results Framework, using HMIS data and a targeted universalism approach, to better understand root causes of inequity and design action steps guided by conditions of wellbeing within each program population (specifically those experiencing the greatest burdens or inequities in the homeless response system). Using HMIS data, WMCAA published our community's first OW CoC Gaps Analysis, provides quarterly and annual CE Reports to MI-502, and leads the development of the first comprehensive OW CoC Strategic Plan to End Homelessness (centering racial equity, persons with lived experience of homelessness, transparency, shared community accountability across systems of care, and access to safe, quality and affirming housing rooted in dignity).

In addition to housing services, over 300 direct service staff use HMIS for referrals to and from non-HUD programs along with all HMIS modules (Call Point, Client Point, Skan Point, Activity Point and Shelter Point). WMCAA Data Team remains up-to-date on all aspects of HMIS, including the reporting tools through Business Objects. HMIS is an integral part of agency data management and analysis. Our agency has entered HMIS data for multiple project types including, CE-SSO, street outreach, shelter, RRH, and PSH programs.

8. Describe your agency’s experience with any other client-level data collection and reporting tool. In your response, please describe:

- **The reporting software and data analysis tool(s) used**
- **Years of experience with these tool(s)**
- **Types of projects this tool is used to collect and report data on. Include as an attachment a sample report from this tool, and include with that report a summary description of what the data in the report is communicating and how that data could be used. Any client-identifying information in the report must be redacted.**

WMCAA has over 15 years of experience using a variety of data analysis tools, including Power BI, to effectively communicate outcomes of housing programs like CSBG, ESG, CDBG, HOME-ARP, CV, and PHA Voucher projects. WMCAA has experience with other client-level data collection and reporting tools due to different funder requirements. Below is a list of different client-level data tools, years of experience, and project type:

- Mitel Call Center
 - 6 years
 - Call Center, Analytics
- 8x8 Contact Center
 - 2 years
 - Call Center, CRM, Analytics
- Caspio - “Wayne Metro Gateway”
 - 2 years
 - Client portal, intake, called Wayne Metro Gateway
- HMIS
 - 20 years
 - Intake, assessment, case management, reporting
- FACSPRO
 - Intake, reporting

WMCAA has used 8X8 since 2021 to help provide homeless prevention, diversion, access to mainstream resources, schedule housing navigation consultations, organize emergency shelter and street outreach referral tracking / placement (ESG-CV, ESG, privately funded local partners, PATH), and coordinate internal WMCAA and OW CoC logistics. In 2020, WMCAA used Caspio to build, operate and maintain an internal Universal Application, WM Gateway, to further streamline over 4 departments and 70 service programs, allowing for greater accessibility, data tracking, and improved referral processes for those seeking assistance. As the OW CoC Lead Agency, WMCAA has over 5 years of experience designing and administering OW CoC Consumer Satisfaction Survey Tools (for CoC PSH, RHH, TH, SH, DV, DV-TH, and SSO projects), published the OW CoC EDP Preliminary Impact Report in 2021, and conducted Environmental Reviews for all OW CoC funded projects in 2020.

Data Quality and Monitoring

9. Describe your agency’s plan for monitoring ongoing project performance and data quality. In your response, please detail:

- **Timeliness (i.e., how long it takes your agency to enter the data once it is received from the client?)**
- **Data reconciliation (i.e., ensuring data alignment with multiple databases)**
- **Data completeness and integrity (i.e., minimizing missing data and data errors)**

The plan for ongoing project performance and data quality includes activities to ensure timely data entry, data reconciliation to other databases, and data completeness and integrity.

- Timely data entry: staff enter data in real time during CE contact & will be reviewing the completeness and accuracy of information entered in live time
- Data reconciliation: Data Team reviews data entry reports monthly to ensure accurate data transfers have occurred between agencies
- Data completeness and integrity: Data Team reviews data entry reports monthly to correct data errors found

The Data Team currently carries out these functions for its current diverse data collection and reporting tools.

Within the Out-Wayne CoC coordinated entry system, WMCAA has staff who participate in the Built for Zero (BFZ) initiative with Community Solutions. In addition to working to reach functional zero in homelessness for veterans and those who are chronically homeless, these staff use data to develop a true by-names-list that adequately reflects all of the persons experiencing homelessness in our service area. Additionally, data is used to track the ever-changing size, configuration, and fluctuation within our homeless population. This work is helping WMCAA to accurately measure inflow and outflow and develop strategies to reduce inflow of homeless individuals and expedite outflow into a safe, positive and permanent exit destination. CE and Data staff also use data to evaluate how people experiencing homelessness interact with programs and services within the CoC. We envision utilizing a similar framework in monitoring CAM call center operations. Staff experienced in working with this project can be assigned to help monitor similar work and trends in the Detroit CoC.

10. What would be your plan for monitoring and capturing Coordinated Entry data that is maintained outside of HMIS, such as prioritization lists, navigation scheduling, and By-Name-Lists? Your response should be tailored to the specific CAM service(s) you are applying for.

The plan for monitoring and capturing CAM cell center data that is maintained outside of HMIS is utilizing our call center 8x8 software. This application will have assessments built in to help document households calling into the phone line. WMCAA has a Data Team & It team who have data analysis and database design experience using 8x8. This information will be transferred to Salesforce. If further data assessment is needed, Wayne Metro can also utilize CASPIO, which is the application used to build Wayne Metro's Universal Application. The Data Team currently develops and maintains the system for other WMCAA programs, most notably, the CERA homelessness prevention program that required rapid start-up and agile system planning.

11. What is your current plan for staff allocation as it relates to HMIS data entry? Please indicate your agency's plan to uphold the coordinated entry data requirements.

While WMCAA will not be responsible for HMIS data entry and data quality requirements, staff understand the importance of data entry that AP staff will be completing. WMCAA commits to creating a real time data integration between 8x8 and Salesforce to ensure no delay in households being served at In-Person access sites.

Data Security and Privacy

12. Describe technical safeguards your agency uses to protect client PPI (Personal Protected Information) including, but not limited to, in HMIS. Please include in your description:

- Data storage
- Privacy protocols
- Staff training related to privacy
- Agency policy and procedures that support data privacy and technical services
- Steps that are taken in the event of a data breach (i.e., client-level data comprised)

WMCAA has technical safeguards to protect PPI in various systems including HMIS, 8x8, and Salesforce that include data storage, staff training and policy and procedures, plus steps in case of a data breach.

- Data protection measures include the use of passwords, encrypted software, and controlled access to client data.
- All staff are trained on and held accountable to strict client confidentiality standards and storage requirements as defined by HUD and Wayne Metro guidelines. All equipment used for tax preparation and e-filing is password protected, and all laptops are locked when not in use.
- If there is a data breach, the WMCAA Data Team and Information Technology (IT) Team follow the steps outlined in the ROI including notifying affected or potentially affected individuals and describing the personal level data that may be compromised.

Technology

13. Describe what technology equipment (i.e., laptops, mobile phones, hotspots, printers, etc.) you anticipate needing to purchase to equip the staff who will be hired to carry out the CAM service(s) being applied for. The budget submitted with this application should reflect any technology equipment that will need to be purchased, either with CoC funds or other funds the applicant is leveraging. If you anticipate not needing to purchase additional equipment, please state that.

The following technology will be purchased to carry out the CAM services; each item notes source of funding:

- 5 laptops paid by CoC SSO funds
- 5 headsets paid by CoC SSO funds
- 5 call center software licenses paid by CoC SSO funds

Training Requirements:

Up to 5 points per question. Total 35 points

14. Referencing the required training given in the RFQ, describe your plan and the timeline for ensuring all CAM Lead or Implementing Partner staff at your agency receive the expected training as they are hired and on-boarded. The response given here should align with what is given in Part IV: CAM Implementation Workplan.

Wayne Metro anticipates onboarding any new hires in August 2022. New hires will receive Wayne Metro staff orientation and required programmatic training. We anticipate onboarding and providing staff training in August 2022. Staff receive training on the follow topics through various in-person and virtual options:

- Wayne Metro Programmatic Overview
- Call Center Software (8x8, CASPIO)
- Trauma Informed Care
- Homeless Service Population-Specific
- De-escalation and Communication Skills
- Data Entry for 8x8, HMIS, Salesforce
- Homeless Service & CAM specific Coordinated Entry Process

15. Please describe any additional training (in addition to the required trainings listed in the RFQ) your agency will provide to your staff.

WMCAA will provide the below trainings at minimum in addition to the required ones in the RFQ:

- CPR/First Aid
- 8x8 Contact Center Training
- WMCAA Universal Application navigation training that is tied to the Wayne Metro Gateway system in CASPIO
- SER application navigation training
- Customer Service training

16. Describe how training materials will be provided to staff who are unable to attend a scheduled training and will need to access the materials after the training occurs.

Staff who are unable to attend training will be required to attend a make-up training, whether as a group or with their supervisor individually. WMCAA teams house training materials in shared folders for all appropriate staff to access. Internal training is tracked to ensure staff maintain compliance with required HMIS, 8x8, and other system and program requirements.

17. Describe how your agency will provide on-going and annual training requirements for CAM Lead/Implementing Partner staff.

WMCAA is responsible for administering CoC training sessions in Out-Wayne and will provide the same trainings for Detroit. Wayne Metro will follow all Detroit CoC guidelines of required trainings to ensure the CAM Lead/Implementing Partner staff are trained annually. All staff are required to attend trainings annually. Training topics include, but are not limited to: motivational interviewing, trauma-informed care, crisis intervention, harm reduction and de-escalation. Trainings are held in-person and virtually. There are also self-paced and recorded trainings made available to staff. To ensure that trainings accommodate multiple learning styles, WMCAA also provides electronic and paper workflows to staff so they can take notes that help them to better understand the information shared. Some staff are also afforded the opportunity to attend supplemental webinars, workshops and conferences to glean best practices and other pertinent information relevant to the homeless program and service delivery. Leadership within the Supportive Housing and Homeless Services department at WMCAA develop an annual training curriculum and monitor staff completion of those trainings.

18. Describe how your agency will provide on-going staff development and support, over and above that which is described above, so that staff feel supported, encouraged, and empowered in their work.

Wayne Metro constantly surveys the needs of staff and community to ensure all staff are equipped with training needed to serve the community. Staff receive a wide array of training based on need and staff member choice. Wayne Metro has a Learning Management System that provides access to a number of trainings through multiple resources to help ensure staff feel equipped to serve and feel supported, encouraged and empowered to do their work. Examples of additional training include leadership, project management, cross-cultural communications, among other topics. In addition, WMCAA has a tuition reimbursement and student loan repayment assistance programs as employee benefits to encourage professional development. Internal and external trainings are available to employees so they feel supported, encouraged, and empowered in their work.

19. Describe how staff will be supervised and supported to incorporate the knowledge and skills they gain through training in their day-to-day practice. In your response, identify how you will determine if the training staff receive is having an impact on their work.

Wayne Metro strives to maintain a balanced management structure in order to support staff. No more than ten frontline staff report to one Manager with assistance of one Coordinator assigned to the team. In the Call Center environment, Coordinators often provide one-on-one coaching to staff. They are able to listen in on phone calls and provide immediate feedback regarding customer service. In addition, group training occurs when new programs are implemented and/or system updates occur. Manager staff are responsible for training & coaching as well, but are the manager for the team that oversees daily operations such staffing the call line, responding to escalated calls, and attending to agency management needs. Training is evaluated in multiple ways: ongoing knowledge checks, follow up surveys specific to training provided, and monitoring staff performance on a monthly basis to ensure they are following process items as outlined in training. Staff monitoring is most heavily utilized to track training needs as managers can provide additional training needs tailored to staff.

20. Describe how you will receive feedback from users of the Coordinated Entry system to determine the effectiveness of staff training and to determine what additional training may be needed.

Feedback from CE system customers and partner agencies is essential to an effective CAM. WMCAA already offers Call Center satisfaction surveys to each caller. The Call Center offers a post call survey for every caller that asks 4 questions

- **Customer Satisfaction:** How satisfied are you with the overall experience of our service? 0 being very dissatisfied and 9 being extremely satisfied
- **Agent Performance:** How do you rate the service quality of the agent who served you on the call? 0 being very dissatisfied and 9 being extremely satisfied
- **Net Promoter Score:** Would you recommend our service to your family or friends? 1 for Yes 2 for No
- **Returning Customer:** Was this your first interaction with Wayne Metro? 1 for Yes 2 for No

WMCAA managers review at minimum 3 recorded calls from the prior month with each staff member on a monthly basis to ensure quality of service.

WMCAA managers also utilize the 8x8 Contact Center Quality Management and Speech Analytics to track Average Emotional Overall Scores and evaluate calls. The Evaluation tool is customizable and also comes preset with Customer Service Standard Practice Evaluations, shown below in **Figure 1**.

Figure 1: 8x8 Phone System Customer Service Evaluation

1.1. Followed the opening greeting and used the company name correctly?

1.2. On a scale of 0 to 10, did the volume, tone, and pace of greeting reflected willingness and desire to help the caller?

1.3. Provided an affirmation statement to make the caller feel they will be properly assisted?

2. IDENTIFICATION

2.1. Identified and verified the caller's account and phone number using proper procedures?

2.2. Asked probing questions and drilled down to determine the issue, request, location, severity, and all other relevant details?

3. DOCUMENTATION

3.1. The correct record or records were created as a result of the call?

3.2. The interaction was documented correctly and with the proper level of detail?

3.3. Proper grammar was used and documentation was not misspelled?

4. CUSTOMER SERVICE

4.1. On a scale from 0 to 10, did the agent completely address the caller's needs?

4.1. On a scale from 0 to 10, did the agent completely address the caller's needs?

4.2. Expressed care and concern for the caller's requests?

4.3. On a scale from 0 to 10, did the agent work efficiently and with a sense of urgency throughout the interaction?

4.4. Demonstrated a polite and professional approach?

5. COMMUNICATION SKILLS

5.1. Spoke clearly at an appropriate pace, volume, and tone?

5.2. Tried to avoid using distractor words ("ums", "ahs", "like", etc.)?

5.3. Used good grammar and vocabulary appropriate to the audience (no slang, jargon, etc)?

5.4. Practiced proper hold procedures?

5.5. Practiced proper transfer procedures?

5.6. On a scale on 0 to 10, did the agent practice effective listening?

6. CLOSING

6.1. Confirmed all questions and needs of the caller have been addressed?

6.2. Thanked the caller and branded the interaction using the company name?

WMCAA will also work with the City of Detroit, the Detroit CoC membership, and HAND to coordinate other opportunities for feedback, such as listening sessions or surveys. The Detroit CoC values will serve as guideposts for service aspects that need to be improved.

Demonstrating Commitment to Detroit CoC Vision and Values

Up to 5 points per question. Total 50 points

Detroit CoC Vision

21. Referencing the Detroit CoC's vision as given in this RFQ document, please describe how your agency will incorporate an adherence to this vision in the implementation of the CAM service(s) you are applying for?

WMCAA will incorporate an adherence to the Detroit CoC vision through its active participation in the Detroit CoC and its OW CoC lead role. WMCAA's Director of Housing and Homeless Services, Michael Centi, as an elected Detroit CoC Board member, has the confidence and trust of CoC peers in upholding this vision. Similarly, the Detroit CoC vision mirrors the OW CoC vision and activities that are embedded in the WMCAA management and program services. Through the staff leadership in the OW CoC, WMCAA is accountable each day for adhering to this vision. An example of how WMCAA adheres to the vision is provided after each vision principle:

- *The system is led by people who have experienced homelessness and who reflect the community:* The agency has demonstrated a commitment to centering the voices of persons with lived experience through its pilot program funded through CSBG-D Innovation grant that allowed the CoC to regularly engage and compensate 15 persons with lived

experience in homelessness (PLEH) in system level work. A WMCAA Board member certifies as having experienced homelessness as shown in **Attachment 6B**.

- *Members of the community experience homelessness rarely, and when they do, it's for a short time and only once:* WMCAA prioritizes prevention of homelessness as shown by its efforts to administer the CERA program to prevent homelessness during the pandemic.
- *Homelessness and housing priorities are intentionally aligned for housing security:* In the most recent OW CoC SPM report, 529 households, or 1,065 individuals, were served in HMIS from October 2021 to September 2022 (0 percent returned to homelessness after exiting to permanent destinations, 73 percent exited to permanent housing destinations, and on average households spent 315 days experiencing homelessness)
- *Housing and services are rooted in dignity:* WMCAA follows a Housing First approach that uses trauma-informed care practices to treat all participants with respect and dignity.

Value: Homelessness should be rare, brief and non-recurring.

22. Describe how your agency's leadership and staff will embrace and embody this value in its implementation of CAM services.

Agency leadership and staff are committed to ensuring homelessness is rare, brief and non-recurring through its demonstrated work leading the Out-Wayne CoC, its participation in the Built for Zero initiative, and its lead role developing the Out-Wayne CoC's Strategic Plan for Ending Homelessness. This value is essential in leading the CAM CE as it serves as a measure of program quality. Wayne Metro's robust experience in managing multiple homeless programs can be paired with new involvement for staff in Detroit CoC workgroups, trainings, and processes to ensure staff are embracing this value.

Value: Flexibility to respond to emerging ideas and challenges or try new and innovative ideas and projects.

23. Provide an example describing when your agency had to demonstrate flexibility and embrace a change process. In your response, describe how your agency identified that a change was needed, how the change was managed, how other stakeholders were included in the change process, and what lessons were learned. This change may have been related to homelessness programming administered by your agency or another type of programming.

CoC People with Lived Experiences- Stakeholders identified that we did not have enough representation from people with lived experience of homelessness (PLEH) in the development, implementation, and evaluation of CoC programs, services, policies, and procedures. Consequently, we thought through ways to engage PLEH in a meaningful, authentic way to ensure that CoC processes were informed by persons who were beneficiaries of CoC programs and services. From April 2022 through March 2023, the Out-Wayne CoC engaged 31 persons with lived experience who participated in the CoC in the following ways:

- Attended 16 Engagement Sessions
- Consensus approval of two new CoC policies
- Nominated more than four persons with lived experience for CoC leadership roles
- four persons with lived experience assisted with the 2023 Annual Point-In-Time Count!

Through this process, we learned that we cannot be prescriptive in our program and service offerings. The best place to gather information on what is needed to end and prevent homelessness is to destigmatize what it means to experience homelessness and elevate the voices of people with lived experience.

Built for Zero- The Out-Wayne County CoC is part of the Built for Zero initiative with Community Solutions. This initiative is geared towards ensuring that the CoC has an accurate picture of all people experiencing homelessness in our service area. Moreover, this initiative works to reduce homelessness to functional zero in a way that centers equity and emphasizes the importance of using quality data entry in real-time to guide coordinated entry processes. This change ensures that there is equal access to the homeless response system no matter how a person identifies. Furthermore, it ensures that real-time, person-specific data is used to prioritize resources, test changes to the system, and evaluate the efficiency, effectiveness, and equity of programs and services.

CE Restructure- The need for supportive housing and homeless services greatly exceeds resources allocated to address the need. We noticed that many clients fall through the cracks while waiting to be referred to a housing intervention. As a result, we instituted coordinated entry housing navigation to give clients a single point of contact during their wait. These staff assist clients in becoming document ready, connecting them to mainstream resources, applying for HCV or other low-income housing options, and providing them with eligible supportive services. This process was instituted based on feedback from CoC stakeholders during Planning & Program Development Committee meetings and general membership meetings as a way to uplift a trauma-informed and person-centered approach. As a result, we are able to offer diversion and connect clients to other housing interventions before they get pulled for a CoC or ESG funded program, providing a reduction in length of time homeless and a better client experience overall.

Strategic Plan- The CoC has convened a diverse design group of multiple stakeholders to develop a comprehensive three-year strategic plan for the system. This group is assisting the system in determining CoC priorities, engaging the community, and identifying the specific needs of the homeless population within our service area.

Value: Racial equity as demonstrated through equitable outcomes.

24. Describe your agency's commitment to racial equity and/or equity amongst other marginalized groups. In your response, describe what type of agency statements, policies/procedures, or training requirements are used to support and communicate your agency's commitment to equity. Describe what training will be required for staff regarding diversity, equity, inclusion, and belonging.

WMCAA is committed to racial equity and equity amongst other marginalized groups. The agency has a Diversity, Equity, and Inclusion Philosophy that guides WMCAA plus the OW CoC has a DEI Committee that oversees its efforts.

The agency has a Diversity, Equity, and Inclusion (DEI) Manager who leads a DEI Committee which meets to review and improve internal and external processes as it relates to ensuring services reach all racial and ethnic groups or other marginalized groups and equitable access to services. Agency leadership alongside the Committee have a DEI Philosophy that guides agency practices. Trainings required to support racial equity and equity amongst other marginalized groups:

- Trauma Informed Care
- Harm reduction
- De-escalation
- Customer Service
- Cultural Humility/Competency
- Motivational Interviewing

The OW CoC DEI Committee developed a CoC-wide fair housing and anti-discrimination policy. This policy was formed using feedback from persons with lived experience and a diverse group of stakeholders. WMCAA uses its committees to hold the agency and CoC accountable to its philosophy and policy.

25. Describe how your agency works to ensure that staff reflect the population that is served by your homelessness and housing programs. In your response, provide aggregated demographic data on the racial make-up of that staff working at your agency, including a breakout of the racial make-up of the agency leadership and front-line staff as compared to the demographics of the population served by your agency.

Wayne Metro strives to reflect and equitably serve people earning low incomes and sub-populations that are served by our homelessness and housing programs. The agency does this by reviewing services and processes through the lens of its participants, collecting and incorporating client input, and ensuring leadership represents populations served. Our leadership and staff recognize that institutional, systemic, and structural barriers perpetuate inequality. Wayne Metro is aware that racial inequity limits access to economic opportunities. We seek to design and deliver strategies that bridge and build economic mobility, and mitigate structural bias.

Programs at Wayne Metro have assessed their services and processes using the lens of their participants. As a result, programs have adjusted offerings and processes. For example, Wayne Metro's early childhood education program changed meal offerings and how it communicates with families depending on the demographics of its participants at a site.

Households with limited incomes and resources are the audience that we assess and evaluate closely to ensure we reach sub-populations that are often overlooked, such as children and youth, households experiencing homelessness, individuals who do not know English well, and individuals that are just over income limits set by many government-funded programs. Wayne Metro completes a Community Needs Assessment every three years to fully define the audience for our services. Then each year, agency leadership develops a Program Plan outlining how we will reach all different types of people who may be struggling to meet their basic needs and increase their wealth in terms of dollars, education, and systems change. Each quarter, we review the agency's Program Plan to measure how well we are meeting the needs of our audience. In addition, Wayne Metro has a client feedback loop to listen to and respond to the people we seek to help. Wayne Metro utilizes all the data collected and analyzed about different demographic groups to help measure progress.

WMCAA monitors that its leadership reflects the diversity of Detroit with particular emphasis on amplifying the voice of those it seeks to serve, people who our systems have left out based on race, ethnicity, gender, age, ability and income. The 21 member Board that governs Wayne Metro embodies diversity, equality and collaboration because it is composed equally of representatives from the public, private, and consumer community sectors working to achieve the agency's mission. We have seven members from city and county governments and seven representatives from the business community. The consumer sector of the tripartite Board is composed of locally nominated and elected individuals representing six geographic areas in Wayne County, two from the City of Detroit, plus our families in our early childhood education program. These seven members from the distinct regions participate and represent six Regional Advisory Councils and the Head Start Parent Policy Council. Several identify as having experienced homelessness. These Board members bring the knowledge and understanding of actions we as an agency and individuals can do to change the conditions and causes of poverty. **Table 6** below has demographic data for agency leadership, staff, and participants in 2022. WMCAA demographics align with the race/ethnicity of Detroit, Highland Park and Hamtramck residents in poverty, of which over a third of this population is African American (American Community Survey 2022).

Table 6: WMCAA Demographic Information for Leadership, Staff, and Participants

Race/Ethnicity	Board of Directors	WMCAA Executive Team	Frontline staff	Participants*
Total Number	21	7	643	75,000
African American/Black	59%	29%	55%	79%
American Indian/ Alaska Native	0	0	less than 1%	less than 1%
Arab American	0	29%	not tracked	not tracked
Asian American	0	13%	3%	5%
Hispanic/ Latino	0	0	5%	less than 1%
White	41%	29%	34%	10%
Two or More Race/Ethnicity	0	0	3%	5%

*Data source: estimated unduplicated count of participants receiving service from WMCAA in FY2022

Value: Transparent, Data-Driven Decision Making

26. Describe what data elements will be regularly analyzed to evaluate the CAM operations. In your response, describe how the data will be analyzed, the frequency of the analysis, and how the analysis will be used to identify

needed areas of change in the Coordinated Entry system. Also indicate how potential system inequities will be identified through this analysis.

Coordinated Entry data will be reviewed at least monthly and will include: assessment, diversion, referrals, current living situation, date of engagements, and demographics. These data elements will allow us to understand how the system is performing and the needs of HHs accessing the CAM. Collecting demographic information will allow us to also perform system level racial equity analysis to identify and address any system disparities, such as differences in rates of referrals for different populations, length of time in coordinated entry, etc.

To identify needed areas of change, we will utilize data from call records to indicate the types of services clients are contacting CAM for. Ongoing monitoring of the call volume, wait times, peak times of use, and number of return callers are all metrics that can be analyzed to make adjustments to the call center access point and Coordinated Entry as a whole to ensure we are providing a robust service delivery system.

27. If data analysis demonstrates a need for change in Coordinated Entry system processes or policies, describe how your agency will pursue making those changes in a way that is transparent, in partnership with Implementing Partners, CAM Governance and CoC Board, and aligns with input provided by stakeholders (i.e., persons with lived experience, homeless service providers, etc.).

Results from routine or ad hoc data analysis would always be shared and made publicly available, and any findings that need to be addressed would be raised through the proper channels, such as CoC committees or general membership meetings, allowing for discussion around strategies and plans for improvement. Wayne Metro will be sharing and discussing data with HRD as CAM Lead on a daily basis. Based on data analysis, adjustments to processes and policies may be completed in order to best serve the residents utilizing CAM. Longer period aggregate data will be shared with HRD staff. This data and process flows will also be discussed in various CoC committees, workgroups, and general membership meetings. In addition, WMCAA will have a staff person attend CAM Governance to review and explain all call center data reports.

Value: Collaboration and a cross-systems approach.

28. Describe how your agency will intentionally center the voices of those who are currently or have recently experienced homelessness in your agency's on-going planning, implementation and evaluation of the Coordinated Entry system?

The agency has demonstrated a commitment to centering the voices of persons with lived experience through its pilot program funded through CSBG-D Innovation grant that allowed the CoC to regularly engage and compensate 15 persons with lived experience in homelessness (PLEH) in system level work. PLEH attended and contributed to CoC meetings, committees and workgroups, currently sits on the Strategic Planning Steering Committee, assisted with the PIT count, and helped shape policies and procedures. The grant ends at the end of March 2023, but the CoC is committed to using Planning grant dollars to retain five PLEH participants as ongoing consultants to the CoC. Moving forward, PLEH consultants will be involved in future planning surrounding the coordinated entry process. We envision this work to include review and feedback of the CAM call center. This includes evaluating equity within access to the call center, developing more comprehensive and equitable assessments related to phone trees, and providing feedback from the consumer perspective of utilizing the call center access option.

29. Describe the steps your agency will take to build and sustain relationships with other CAM implementing partners and other homeless service providers in Detroit and the metro Detroit region.

WMCAA will build and sustain relationships with other CAM implementing partners through informal and formal communications as well as by providing reliable, person-centered services. WMCAA has experience building relationships as part of both the Detroit and OW CoCs. We understand that communication needs to be intentional and backed-up by reliable actions.

WMCAA has over four years of experience serving as an active member of the Detroit HAND MI-501 CoC, building and sustaining strong relationships with other CAM implementing partners / homeless service providers in the metro Detroit region. WMCAA serves on the Detroit CoC Board of Directors, participating in General Membership, HMIS, BNL and CAM related case conferencing, working closely with PSH, RRH, TH, ES, SO and homeless prevention agencies including Cass Community Social Services, Coalition on Temporary Shelter, Detroit Rescue Mission Ministries, Salvation Army, Love Outreach, St. John's Community Center, Detroit Health Housing Initiative, Michigan Veterans Foundation, Alternatives for Girls, Covenant House, YWCA, Methodist Children's Home Society, Neighborhood Legal Services, Community & Home Supports, Neighborhood Services Organization, Southwest Counseling Solutions, Central City Integrated Health, Ruth Ellis Center, Development Centers, Mariners Inn, Travelers Aid and Matrix Human Services.

As the CoC Lead Agency for MI-502, WMCAA has over five years of experience successful coordination with CE providers in the more than 40 municipalities surrounding Detroit, Hamtramck and Highland Park, to reduce overall homeless numbers by over 18 percent in the last three years (2012 PIT = 450, 2020 PIT = 260, PIT 2022 = 188 ; $188/260 = 28$ percent + or minus 10 percent). Thanks to WMCAA partners, Wayne County Neighborhood Legal Services, Samaritas, First Step, Detroit Wayne Integrated Health Networks, Community Housing Network and many more, our community has been able to center HUD Housing First best practices, organizing events like Project Connect in November 2022, twenty community organizations helped engage more than 50 HH experiencing homelessness or at risk of homelessness, by strengthening connections to housing, supportive services, healthcare, family and children supports, older adult resources, employment, workforce development, education, legal services, and more), the ongoing Personal Care Bag Project (delivering over 225 drawstring backpacks containing hygiene kits, survival items, water and snacks to individuals and families experiencing homelessness and housing insecurity since January 2023), and at the statewide level advocating with MCAH to increase access to housing, reduce barriers and ensure racial equity across all of Wayne County.

WMCAA understands the importance of communication with both participants and partners when executing a complex project like the CAM. WMCAA has experienced leaders as well as dedicated front line Call Center staff to ensure relationships flourish.

30. Describe how your agency will engage with law enforcement and hospitals with the goal of reducing the number of people exited from those institutions who are discharged into homelessness?

As the MI-502 CoC Lead Agency, WMCAA has over five years of experience working with the justice system, law enforcement, hospitals, and healthcare spanning across over 40 separate communities in Wayne County. Since October 2022, the OW CoC has reached out directly to all of the elected city and township officials, police / fire departments and other local leadership to inform them of the resources provided by the MI-502 homeless response system. Through this continued outreach effort the OW CoC held discussions with the City of Trenton and Gibraltar Police Chiefs about the criminalization of homelessness, as well as engaged the City of Wayne and Belleville police departments to invite them to participate or apply for leadership roles within the Continuum of Care. WMCAA partners with Lakeshore Legal Aid and Wayne County Neighborhood Legal Services to provide CoC specific training and links to legal resources for those experiencing homelessness or housing insecurity. The OW CoC actively works with local hospitals (such as Henry Ford in Wyandotte and Beaumont / Corewell Health in Dearborn), healthcare and domestic violence providers (VAMC, ACCESS, PATH, DWIHN, First Step, Lincoln Behavioral Services and more) to advocate for the need to expand and build connections to low-barrier respite / care facilities for medically underserved and vulnerable populations within our geography. The MI-502 CoC is continuing to gather research and working to partner with Avalon Housing in Ann Arbor to learn / incorporate best practices when it comes to education and strengthening collaboration across systems of care to prevent households from being discharged into homelessness.

DETROIT COC CAM RFQ
PART III A - CAM LEAD AGENCY

Instructions: Complete the appropriate PART III form for each CAM service for which the agency is applying.

Applicant Organization Name	City of Detroit, Housing and Revitalization Department
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For narrative responses, please provide detailed, yet succinct, responses.

CAM Management, Performance, and Communications

Points: Up to 5 points each. Total 65 points.

CAM Financial Management

- 1. Describe your agency’s experience managing subrecipients. Include in your response details on the number of subrecipients your agency has managed over the past 5 years, and the amount and source(s) of funding that have been sub-granted over the past 5 years.**

The City of Detroit’s Housing and Revitalization Department (HRD) oversees a large number of subrecipient contracts, managing \$60+ million of federal funds. HRD is divided into multiple divisions; the Homelessness Solutions division will be overseeing the CAM contract, if awarded. Homelessness Solutions manages subrecipient contracts, please refer to the chart below for detailed information regarding the number of contracts, sources, and amounts. Noteworthy is the fact that these subrecipients often represent multiple program types. Therefore, the 24 subrecipients that received ESG/CDBG funds for 2023, for example, actually represent 32 different program or activity types and a total of 56 awards that have to be managed individually. HRD has extensive experience selecting subrecipients through a NOFA process as well as managing those contracts in accordance with HUD ESG and CDBG regulations.

Grant / Program Name	Years/Grant Term	Amount	Number of Subrecipients
ARPA	2022-2025	\$2.7M	2
ESG/CDBG	2023	\$5.5M	24
ESG/CDBG	2022	\$5.5M	36
ESG/CDBG/ESG-CV/CDBG-CV	2021	\$29M	39
ESG/CDBG	2020	\$5.3M	27
ESG/CDBG	2019	\$5M	23

- 2. Describe how your agency will contract and monitor subrecipient compliance with federal regulations, CAM policies and procedures, and financial management policies.**

HRD will contract and monitor subrecipients in accordance with our internal policies to ensure compliance with all the required regulations and policies and procedures. Subrecipient contracting follows HRD’s SOP- Subrecipient Determination and Agreement Implementation for HUD-Funded Programs which can be found in **Appendix F**. Per this policy:

This Policy and Procedure identifies what constitutes a Subrecipient, and what actions the City Departments- HRD, ODG and OCP - must take when the City elects to use a Subrecipient in lieu of a Contractor. It also outlines the regulatory requirements from 2 CFR 200 and HUD that impact this decision. With a subrecipient agreement the City becomes a “pass-through” entity and designates an eligible organization as a subrecipient. The subrecipient must accept the applicable grant administration and regulatory recordkeeping responsibilities of the Uniform Administrative Requirements (2 CFR 200) on behalf of the City. These requirements will be communicated to any potential subrecipients

prior to selection and implementation of the agreement, during the subrecipient determination process and reiterated in the language and review of the subrecipient agreement itself. HRD shall be responsible for coordinating and providing technical assistance as needed for all subrecipients. For detailed contracting procedures, please refer to the entire policy.

Monitoring adheres to the HRD Policy which can be found in **Appendix G**. This also includes adherences to the Homelessness Solutions Policies & Procedures Manual which can be found in **Appendix H**. CAM Policies and Procedures will be incorporated into the overall monitoring policy to ensure adequate compliance. Per the monitoring policy: *The Housing & Revitalization Department (HRD) is the City of Detroit department responsible for ensuring compliance with all regulatory and statutory requirements relative to ESG and CDBG Homeless Public Service funding. Therefore, it is incumbent upon the HRD staff to ensure Emergency Solutions Grant funds or those specifically delineated as match are spent on time and in compliance with all regulatory, statutory, and mandates outlined in the subrecipient agreements. Housing and Revitalization staff also ensure adherence to written standards and City of Detroit Policies and Procedures.*

Financial monitoring occurs both at HRD and with the Office of the Chief Financial Office (OCFO) Controller division. However, for the purposes of delineation between the two activities, HRD's financial monitoring will be referred to as "oversight" while the OCFO's review will be referred to as "monitoring". HRD's financial oversight is focused on ensuring subrecipients are spending their funding in accordance with their contract's scope and budget as well as oversight of reimbursement packets. Each subrecipient is assigned a program manager who manages the contract. This staff person is responsible for processing reimbursement packets, reviewing expenses to confirm that they are allowable and eligible. In addition, program managers track the timeliness of payment packets and monitors spend rates. Per the contract, subrecipients must submit a requisition for reimbursement consistent with and pursuant to all requirements set forth in their contract. Once approved, the reimbursement packet moves through the rest of the City payment process.

Programmatic monitoring is an essential part of ensuring the effectiveness of programs funded to meet the basic needs of those at risk of or experiencing homelessness and ensuring the policies and procedures outlined by the City of Detroit are being adhered to. HRD developed the policy and procedures to ensure that subrecipient monitoring is an effective ongoing process. The risk assessment tool is a comprehensive tool that reviews the past programmatic and financial performance of subrecipients...To ensure compliance, all subrecipients will receive annual risk assessments prior to any program expenditure. In addition, programs scoring for "high" risk will have annual programmatic site monitoring. Those who receive "medium" will receive, at minimum, quarterly desk audits and a bi "low" score will, at minimum, receive a bi-annual site visit. The City of Detroit may elect, at any time, to complete chart reviews to assess the quality of services offered to program participants or address regulatory concerns. The City of Detroit will issue a formal finding letter within 60 days following any desk or site monitoring. Any areas of concern will require a corrective action plan from the subrecipient. Failure to submit an acceptable plan of correction within the timeline outlined in the finding letter can result in additional action ranging from placing a hold on reimbursement requests to reallocation of funds awarded to the organization. These decisions will be made in concert with the Office of the Controller's monitoring staff and will be based on the seriousness of the original findings and the responsiveness of the subrecipient.

Financial Compliance is governed by a number of internal controls. Please see SOP 2022-106 in **Appendix B** for further detail on this process. Per this policy:

The City of Detroit has a robust financial management structure that utilizes four different departments with segregated duties, to process payment requests from subrecipients and other vendors and contractors. We ensure that we are following generally accepted accounting principles (GAAP) through detailed policies and procedures that are reviewed annually by our auditing firm. Our auditing firm also keeps us abreast of new or impending changes to accounting standards that apply to us as a federal grantee. We routinely train all staff members involved with federal awards on the regulations in 2 CFR part 200 so that they can understand and apply them.

- 3. Describe how your agency will ensure subrecipients receive timely and full reimbursements following their submission of complete and accurate reimbursement requests. Detail the documentation, timeline and method in which subrecipients are reimbursed (example: ACH transfer, paper check mailed, paper check picked up, etc.).**

As our application does include a subrecipient, our financial processes will be identical to those related to our other subrecipients. This process is as follows: Subrecipient sends payment request, signed by authorized representative, with required supporting documentation, to HSbilling@detroitmi.gov by the 15th of each month. Upon receipt, invoice documentation is uploaded to the relevant HRD program Smartsheet by Homelessness Solutions Leadership to track documents and process milestones. Upon receipt of invoice, HRD Program Manager reviews the packet to confirm that the costs submitted are both eligible and allowable in accordance with the scope of work and budget approved in the subrecipient agreement as well as the appropriate federal regulations. Once reviewed, the packet goes into the DocuSign workflow where it is reviewed by the HS Director, then it moves on to the Office of the Department of Financial Services (ODFS), where the invoice number and amount are recorded, ODFS also confirms funding in the City's financial system, noting that the fund, IDIS number, Cost Center, Invoice Number, etc. are all correct. From there, the packet moves on to the Office of Development and Grants (ODG), where it is reviewed for grant and auditing compliance. ODG also verifies the IDIS number and the funding availability of that activity. Once all items are approved by ODG, the packet moves on to the Office of Grants Accounting (OGA) where a voucher is created in IDIS. This voucher remains open in IDIS until the payment to the subrecipient is made. As the voucher is created, ODG alerts the HRD staff to send an Authorization to the subrecipient for uploading into the Supplier Portal (Oracle). Once the Authorization is in Oracle, Accounts Payable does a final check and routes that invoice for electronic payment. This typically occurs within 30 days, assuming all documentation is present and acceptable.

4. Describe how the agency will collaborate with CoC Leadership in developing new funding opportunities to support CAM services.

The recently redesigned Values and Funding Priorities Committee (VFP) - which CoD co-staffs with HAND - will provide a centralized space within the CoC to strategize around both using existing CAM funding resources and identify funding gaps and potential resources to meet the needs of the coordinated entry system. It is expected that these recommendations and suggestions would be shared with the CAM Governance Committee and vice versa. It is critical to include CAM Governance in this space to ensure providers can identify barriers due to lack of funding and how to address them. In addition, CAM Governance is where resident satisfaction surveys will be reported out on a quarterly basis so it is imperative that any funding recommendations also address gaps identified by users of the CAM system.

The HAND Executive Director and HRD Department Director have a direct line of communication, to discuss, plan and implement where possible funding expansions and coordinated opportunities to support not only CAM services, but the operations of CoC members. The HRD Department Director supports additional efforts wherever needed to further supplement CAM and in general homelessness operations and programs. Where needed, HRD leadership will enlist the support of the City's grant experience and capacity.

The City of Detroit has an Office of Development and Grants Management (ODG) a division of the Office of the Chief Financial Officer. The Development team is embedded in the Mayor's Office Department and is dedicated to sourcing new funding opportunities. Additionally, the Office has in-house grant writers who assist with sourcing, writing, proposal submission, and facilitates fundraising and fund development for projects prioritized by City departments and their key partners.

CAM Performance

5. Describe how the agency will monitor CAM data collection, quality and timeliness in both HMIS and Salesforce.

Coordinated Entry data is used to inform and structure services for the whole CoC. Because of this, Coordinated Entry staff will enter data in real-time (same-day entry), while assessing the clients' needs. To ensure timeliness of all data entry, there will be an expectation for all assessments and intake information in HMIS to be captured and completed before engaging another resident.

The City of Detroit will employ a staff member - the Data & Systems Coordinator - who will be solely responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and the reports for

completeness, accuracy, and compliance with data quality expectations. In addition, the two Site Coordinators will be responsible for ensuring Access staff are entering data in real time as well as review completeness/accuracy of both Salesforce and HMIS data.

The City of Detroit operates in the frame of continuous learning. Because of this, leadership will prioritize training and development opportunities specific to data entry and data completeness for all staff. Further, CoD will work closely with HAND during the ramp-up period to ensure all staff are trained on both HMIS and Salesforce based on their prior knowledge level of both systems. Additionally, the City of Detroit will employ a Data & Systems Coordinator, who will be solely responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and the reports for completeness, accuracy, and compliance with data quality expectations.

6. Describe how your agency will effectively fulfill the reporting requirements to HUD, CAM Partners, and the CoC. This should include tools, dashboards, quarterly reporting schedules, etc.

HRD is very familiar with reporting requirements due to its ESG and CDBG funding, and later, CV and DR awards. The Department will continue its robust processes to ensure that all reporting requirements are met. As the proposed CAM model will have a data compliance arm, the Data Systems Coordinator will be responsible for specific data oversight. This includes but is not limited to, reviewing Salesforce and HMIS data entry, running regular and relevant data reports, and compiling quarterly reports for the community. The Coordinated Entry Manager will be responsible for overseeing WMCAA Salesforce data.

It is expected that both HRD and WMCAA will run more vigorous reports than the current SWCS CAM program, due to the increased scope, staffing model and number of staff associated with the project. Importantly, twenty-two (22) individuals will be available to answer CAM calls during business hours at the City-funded WMCAA call center, routing to the appropriate Access Point or housing resource at the conclusion of the call. Performance and outcomes data collected by WMCAA at the call center level through its 8x8 platform, call monitoring and call quality assurance will be reviewed by the City daily to ensure that the established processes function as designed. This will result in data and resident-informed changes occurring on a regular and predictable basis. All relevant parties (HRD, WMCAA, HAND and CoC) will be involved in the data quality, data review and frequency cadence. HRD is open to increasing and adjusting based on the feedback of these stakeholders. This review does not include any by-name-list and referral activities as this data is reviewed every day by dedicated staff. Internally, data management staff will create work-flow dependent data monitoring cadences as part of their job responsibilities. HRD's CAM operation will include dashboards that display the internal processes and outputs that system stakeholders deem important and relevant. These qualitative and quantitative data points will be shared through data reports and tables to regular convenings of the stakeholder group, in order to ensure that all parties are operationally aware of the functions of the CAM system and can participate in the project modifications that these reporting requirements outline.

7. Describe the steps that your agency will take to identify if a subrecipient is underperforming either financially or programmatically. What steps will you take to develop and implement improvement strategies and measure, document and report performance.

HRD currently requires quarterly reports from all subrecipients. Additionally, the Department will be providing, at minimum and or as-needed, quarterly technical assistance that will include accomplishment data, HMIS and Salesforce review, payment processing, and training. This is something that HRD currently undertakes with ESG subrecipients and will continue with WMCAA. Should HRD encounter bottlenecks, the Department will provide more frequent Technical Assistance such as monthly or bi-weekly support, either virtual or in-person. If this does not produce the desired response, the City will move on to a Performance Improvement Plan. A Performance Improvement Plan failure will result in a contract violation, the consequence of which is holding payment pending the required improvements. If a contract violation is not corrected, this could then lead to a breach of contract and a potential termination of contract for cause or performance. These are steps that will be thoroughly discussed with all stakeholders before implementation, should they be needed, in order to mitigate impact on service delivery.

- 8. If it is identified that a CAM subrecipient is no longer able to effectively carry out services, describe the steps your agency will take to identify a replacement sub-recipient to carry on the work. In your response, indicate how the CoC board and CoC membership body would be involved in the process of identifying a replacement sub-recipient.**

If WMCAA as the proposed subrecipient is no longer able to carry out the services, HRD would work with HAND and the CAM Governance Committee to draft a NOFA to replace the entity. CoC members would be invited to participate on the review committee. This process would follow HRD's Subrecipient Determination and Agreement of Implementation Policy and Procedure, which can be found in **Appendix F**. HRD has experience with this type of community process. In 2022 HRD collaborated with the CoC to both develop and select a consultant for the Strategic Planning Contract, awarded to Barbara Poppe and Associates. While this contract required City Council approval, the entire process relied heavily on CoC participation and buy-in. It is expected that HRD will follow the same process if a new subrecipient is needed.

CAM Communication and Coordination

- 9. Describe how your agency will manage effective coordination and collaboration of services among all CAM Partner Agencies and subrecipients? This should also include how you will monitor the effectiveness and efficiency of CAM Policies and Procedures and the method to propose, evaluate and recommend changes to the CoC.**

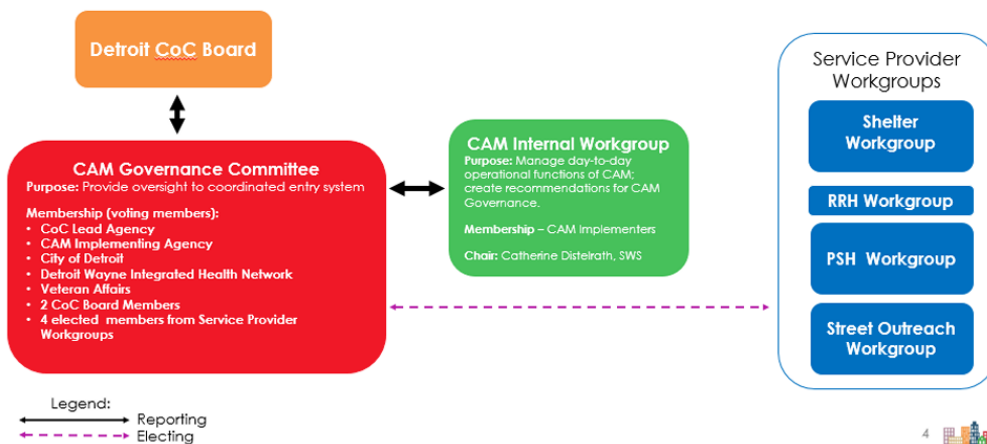
Communication amongst the various partner agencies and subrecipients will occur in a variety of ways. Informally, emails, team chats, and phone calls will help address immediate concerns- which is to be expected in the first 6 months of the program as staff are trained and/or adjust to their new work environment. At the start of the contract, HRD and WMCAA will meet every day to check in on the workflow, volume, and anything else that needs to be addressed. This daily communication will be essential to address immediate concerns and troubleshoot. From there, adjust the cadence to twice a week, then once a week, to biweekly and finally monthly, when and where appropriate. Any change in meeting frequency will be agreed upon by both entities. An important deliverable from these early meetings will be agreed-upon standard operating procedures (SOPs) which will be relied upon to gauge adherence, train staff and hold all stakeholders accountable to common standards.

HRD has had working relationships with both CHS (CAM Partner) and WMCAA (proposed subrecipient) for a number of years and is very familiar with the staff at these organizations. The Department also has longstanding working relationships with the proposed CAM Access point providers- Cass Community Social Services, Inc., Operation Get Down, and NOAH. These relationships will be the foundation for this new CAM program and will render communication seamless, using existing, well-practiced methods. Expectations for all partners will be formalized in a MOU to ensure everyone is clear about roles and responsibilities. In addition, subrecipients will be required to adhere to their contract, as well as any iterative, process-centric changes needed to ensure exemplary service delivery.

In response to monitoring the effectiveness and efficiency of the CAM Processes and Procedures, HRD will follow a similar methodology that is used for its existing ESG programs. Subrecipients will receive, at minimum, quarterly technical assistance, but which will be much more frequent at the implementation of the CAM program. HRD plans to implement the existing process for updating the CAM P&P. HRD will develop its own CAM Internal Workgroup whose purpose is to manage the day-to-day operational functions of CAM and create recommendations for CAM Governance. The membership will include all CAM implementing partners and be chaired by the Coordinated Entry Services Supervisor.

Please see **Figure 2** below (pulled from the CAM Policies & Procedures Manual) for how this workgroup will interact with the larger CoC. The CAM Policies and Procedures Manual will be reviewed and revised at least annually by the CoC Board or its designated entity.

Figure 2: CAM Governance Collaboration Overview



10. Describe how your agency will gather feedback from service providers and users of the homeless service system on their experience with CAM? How will this feedback be used to improve the CAM?

Both reactive and proactive measures will be extremely important to center these voices. Reactively, feedback such as grievances will be collected in real time, to be addressed immediately, namely mistreatment from particular staff, unprofessionalism or an otherwise poor client experience with the system. Proactively and on a monthly basis, the Access Operations Supervisor will compile survey results from users of the CAM system and group the results into categories within immediacy and feedback type. On a regular basis determined by volume, the results will be presented to HRD leadership for discussion about improvements and overall changes to processes that would resolve resident complaints and concerns. Any internal operational changes will be implemented directly by CAM management. Additional focus groups may also be needed to gather a larger sample of resident feedback prior to any significant systematic changes occurring. Changes that have larger system impact would be brought to the CAM Governance Committee for further discussion, review, and approval. Individuals with lived experience will form the crux of this iterate assessment and implementation process.

11. Describe the agency’s methods and strategies to support CAM communication for different stakeholder groups including: client/users of CAM services, CAM Partners, CoC members, committees and leadership, and the general public? Include current experience with tools and platforms used to communicating with outside partners and providers.

The City of Detroit has a number of different communication platforms that will be leveraged for this contract. If awarded, HRD will create a separate webpage dedicated to the CAM operation. The website will detail the annual and quarterly reports along with policies and procedures, but will also serve to provide more granular updates to the community pertaining to CAM utilization, quality and outcomes. New iterations, special hours and other resource links will also be included. HRD will work with the current provider, SWCS, so that anyone visiting camdetroit.org will be directed to visit the new website. HRD will also create a quarterly newsletter for stakeholders, services providers, and users of the system within the first year of operations. HRD currently attends and is a voting member of the CoC General Membership. Once awarded, HRD staff will request to be added as a standing agenda item as a way to keep homeless service providers and mainstream service providers informed of current CAM activities.

For the general public, including users of CAM, the above website and social media will be the primary modes of communication. On Facebook alone, HRD has 2.6k followers and the City of Detroit has 64k followers and 53.1k followers on Instagram. The City of Detroit has a Media Relations office with full time dedicated staff. HRD’s relationship with news outlets is also another way information can be disseminated to the general public. HRD as a department will utilize its communications manager, along with the amplified voice of the Mayor's Office media team to widely publicize the expanded capacity, additional ways to access assistance, direct service expansion and the increased HRD presence

within the City's emergency shelters made possible through this grant opportunity and the additional HRD-sourced funds coupled with it in order to drastically improve service delivery. Users and potential users will receive consistent messaging about the Housing Services call center, of which CAM is a major component, and the walk-in Access Points. This one-stop shop approach will draw in and engage many residents to access a system which previously may have been unknown or inaccessible.

To facilitate the public relations apparatus, HRD's Communication Director, Dan Austin, has spent nearly two decades in media and media relations in Detroit. HRD as a department averages at least bi-weekly (and typically, weekly) public announcements and press conferences about new projects, collaborations, and policy measures that are being facilitated by the department. As a result, Dan's ties with these outlets are consistent and strong. Previously, he served as a senior account executive at Van Dyke Horn Public Relations and as Detroit Mayor Mike Duggan's deputy communications director following a 12-year career in journalism.

12. Describe the agency's strategies for communicating and leading CAM governance?

Similar to the communication and facilitation methods that are used for the other workgroups and CoC Committees, there will be 1-2 HRD staff tasked with facilitating CAM Governance. These staff will develop the agenda and take minutes at the meetings, which will then be sent out to the rest of the committee members for review and acceptance. Agenda items will be determined by these same staff, with opportunity and encouragement from the other members, system stakeholders, and CoC lead entities to ensure that all necessary topics are discussed in this space.

13. Describe the agency's vision for leading in the CoC effort to develop a new CAM assessment tool.

HRD's vision for a new CAM assessment tool is to develop the tool alongside the CoC Lead Agency, facilitating the appropriate conversations with all of the key stakeholders, including PWLEH, in deciding what tool makes the most sense for the Detroit CoC. As changing assessment tools has significant implications for both roles, this work is to be done as a joint venture with HAND as they are both the CoC Lead and HMIS Lead. ; awarded, HRD will look to collaborate with staff from the Michigan Coalition to End Domestic and Sexual Violence (MCEDSV) who expressed both the interest and willingness to start the research on this work and would provide the needed capacity to move this work forward. HRD staff will participate actively as lead where needed in this tool development process, and also in any statewide work to represent the needs of Detroit.

CAM Knowledge Transfer and Staffing:

Points: Up to 10 points each. Total 30 points

14. Describe specifically how your organization will ensure the transfer of institutional CAM knowledge to the provision of Lead Agency services. Address the plan to research, engage current staff, interview, and integrate existing CAM resources – including current CAM personnel, technology, workflows, and procedures.

In order to ensure a smooth transition of the CAM contract, it is HRD's intention to source and transfer as much institutional knowledge as possible. In terms of current staff engagement, immediately after a favorable award announcement, HRD will request all relevant operational standards and information from SWCS, through data transfers and regular meetings to understand and build upon previously used rationale, data tracking, reporting, and implementation guidelines. As CAM Policies and Procedures are adopted by the CoC Board, it is HRD's intention to first transfer the P&P to HRD with the required updates and then work on process changes as needed and appropriate. HRD will develop workflows and procedures related to internalizing and standing up a new capacity in the department, while developing a baseline for City of Detroit and WMCAA combined processes.

Recruiting and hiring staff with the requisite skill set needed to fill these roles will be planned with intentionality. This will be accomplished through conversations with the City's HR Department, so that project-related position postings will reflect a very, relevant specific scope of experience. As such, it is expected that CAM staff will stand out among applicants due to their current roles and responsibilities and therefore receive an invitation to interview. City HR

processes do forbid pre-selecting candidates for any role. HRD intends to source candidates intentionally, and to follow internal directives to hire only the most qualified candidates with the highest levels of relevant experience.

HRD co-applicant, WMCAA, currently uses a call center platform called 8x8 to operationalize a City-funded holistic housing services call center. HRD will leverage this existing call center platform to add the CAM line to its network of connected services and programs. Residents will access a variety of services when they call the CAM line, and some will even be redirected to other resources which could alleviate or eliminated the need for emergency shelter. WMCAA will continue to use the 8x8 system to capture general data on households which can be used to appropriate route that individual to helpful services. It has agreed to build an instance of 8x8 which will communicate with the CAM's Salesforce instance, to ensure data transfer between Call Center Staff and AP staff in real-time should emergency shelter be needed. The 8x8 workflow will mirror the required elements of Salesforce. As data collected in 8x8 will be transferred automatically to Salesforce, in-person AP staff will be able to view and build on the data profiles created on the call center level.

15. Describe your plan and timeline for offering and conducting interviews for existing CAM staff. Detail the timeline, human resource activities, and how you will onboard those individuals as new employees to your agency, while simultaneously allowing those staff to continue to carry out CAM operations to ensure continuity of CAM services.

Immediately after the award, HRD staff will begin the process of obtaining City Council approval, which is needed to accept the HUD CoC contract. After Council approves, HRD will work with the Budget Department to make the required City Budget amendment, which is needed to begin hiring staff. Simultaneously, the HS Director will begin coordinating with Human Resources to develop and issue all job postings associated with this work. In order for HR to post for the position/positions, our internal HRD team will need to submit a requisition through NEOGOV and the Office of Chief Financial Officer (OCFO). It is expected that posting and interviews will occur during July to allow for late August training and to ensure a September 1, 2023 start date.

There are two main onboarding activities. The first is as a general City of Detroit employee. This onboarding is a 2.5 hour on-demand virtual training that all employees are required to attend. It goes over benefits, employee standards, and other important information all employees need to be successful. As this session is offered on-demand, staff can be staggered to ensure that CAM will remain operational.

The second is a specific HRD onboarding which helps employees understand how HRD interacts with all of City Departments. HRD has an onboarding template that will be modified for this specific program. The department also has an established document with information and resources for a number of City departments that includes information about their department and the function/role. This document also has links to videos and PowerPoints, contact information identifying a person to follow-up with to schedule a one on one with, and staffing org charts. Staff's time will again be staggered to ensure they have adequate time to review this information and meet with their supervisor/peers to ask questions and check for understanding. All staff entering HMIS data will complete the required HAND training using the same process outlined above. HRD will leverage existing staff to assist with this onboarding, as HRD has done when other programs come online. The admin staff for this grant will be paired with another Program Analyst so that they can shadow an experienced team member while learning their job responsibilities. HRD has onboarded multiple staff within the past 2 years due to the COVID funding and has established tools to ensure a smooth learning process.

While the City of Detroit's labor rules forbid departments from pre-selecting candidates for employment, the Department will indicate prior experience preferences relevant to the scope of the new operation. Those CAM staff who apply, and whose resumes reflect the requisite preferred experience detailed in the position description, will therefore exist as preferred candidates. Contingent upon interview performance and scoring, eligible candidates are added to a candidate pool, to be utilized by the hiring manager. Where current CAM staff members are selected for employment,

the City will work with SWCS to ensure that current CAM operations continue by allowing for start dates as close to September 1, 2023 as possible and/or support existing SWCS CAM staff while in their new role at HRD.

16. Describe how your agency will cover any start-up staffing costs that may be incurred prior to the start of any grants that will eventually be transferred to your agency. These may be costs incurred prior to September 1, 2023 or January 1, 2024.

HRD will use recently acquired City of Detroit general funds to fill the gap period prior to the federal contracts starting. \$900,000 will be available as soon as July 1, 2023. A ramp-up plan will be developed in coordination with the CAM Governance Committee, HAND, and CoC Board (as appropriate).

DETROIT COC CAM RFQ
PART III B - CAM ACCESS CALL CENTER

Instructions: Complete the appropriate PART III form for each CAM services for which the agency is applying.

Applicant Organization Name	City of Detroit Housing and Revitalization Department
If ALL SERVICES Applicant, is a Subrecipient providing this CAM service?	
<input checked="" type="checkbox"/> YES Provide Name Below <input type="checkbox"/> NO Applicant Organization is Providing Service	
Subrecipient 1 Organization Name	Wayne Metro Community Action Agency (WMCAA)

For narrative responses, please provide detailed, yet succinct, responses.

CAM and Resources Knowledge:

Points: Up to 5 points each. Total 40 points.

1. Describe your organization’s experience with current CAM processes.

Wayne Metropolitan Community Action Agency (WMCAA) has over 20 years experience in CAM processes. WMCAA understands both management and participant- level processes to ensure efficient functioning of the CAM.

WMCAA is a housing provider of Detroit Permanent Supportive (PSH) and Rapid ReHousing (RRH) Programs as an active member of the Detroit CoC. Our staff carry out CAM referral, reporting, and coordination processes, among others. As explained before, WMCAA coordinated closely with the Detroit CAM as part of the CERA rental assistance program administered by WMCAA that received 72,000 referral calls. In addition, a WMCAA director sits on the Detroit CoC Board so is involved in decision-making related to CAM processes.

WMCAA will also leverage its experience administering the Out-Wayne (OW) County Continuum of Care (CoC), Call Center and Coordinated Entry (CE). As the lead OW CoC agency, WMCAA works with over 20 service providers to coordinate homeless services in 40 communities. WMCAA is the lead implementer for CE within the CoC. We operate a robust CE system to ensure households can access services in multiple ways - via phone, web chat, walk-in access points, street outreach services, and community partner referrals. Based on our work in Wayne County as the Out-Wayne lead, we already have staff trained on operating a CE system and utilizing various screening tools such as VI-SPDAT, HMIS Assessments, and diversion conversations.

2. Describe your organization’s knowledge, skills and abilities with Salesforce or a comparable platform.

WMCAA has a skilled Data Team and experienced Call Center management team with the knowledge, skills and abilities for utilizing a Salesforce comparable platform, called Wayne Metro Gateway. This platform is the current client intake system using the CASPIO application. Clients can apply for programs online through the front-facing Gateway application, and WMCAA staff in turn process applications, communicate with clients, and house data on the internal-facing Gateway platform. The WMCAA Call Center is developing a robust CRM and intake tool within the Gateway/Caspio Platform to house all call center client data across all programs to create a more universal and holistic client experience for Wayne County residents. Our agency utilizes 8X8 to operate the current Call Center, CRM, and reporting tool for the call center. HMIS ClientPoint is currently used by the Out Wayne Coordinated Entry Team for all CE related calls. Prior to 2021, the entire call center utilized HMIS CallPoint system as its primary CRM and referral tool.

The Data Team and Call Center are led respectively by Nadeem Siddiqi and Tori Davis, both of whom proved their knowledge, skills and abilities during the Covid Emergency Rental Assistance (CERA) program that received thousands of calls per day. Mr. Siddiqi has a PhD in Finance, a Masters in Science in Statistics, and expertise in applying data analytics to increase efficiency. He oversaw the development of Wayne Metro Gateway for the CERA program. Ms. Davis, who led the Call Center throughout CERA, has a team of managers that assist her with ensuring the over 100 Call Center staff deliver high-quality, person-centered services. Both leaders are very hands-on with using systems to maximize efficiency and service quality. Wayne Metro'd data team will monitor the transfer of data. Troubleshooting will occur during buildout of data transfer process and testing prior to opening CAM call center operations. Ongoing monitoring and trouble shooting will occur to ensure the platform & transfer of data is stable and efficient.

3. Describe your organization's strategy for administering Diversion resources coordinating with the Call Center and emergency shelters.

WMCAA's four main strategies for administering Diversion resources involve coordination, technology, screening for multiple services, and in-person connections when possible. WMCAA Call Center will coordinate with the City of Detroit staff and funding, local emergency shelters as well as other service providers. WMCAA leaders and staff will continue to work collaboratively as part of the CoC Board and with Detroit CoC service providers. For example, staff have improved coordination by participating in many committees and case conferences and trainings. Second, the WMCAA Call Center currently utilizes technology of a phone tree that directs callers to specific services. This allows clients to be routed to the main resource they are seeking. Third, WMCAA trains staff to ask questions to screen for all possible resources available to the household. This screening supports Diversion by assessing for multiple services, not just homeless services. WMCAA has several income support services for Detroit, Highland Park, and Hamtramck residents that include utility and water assistance, free tax preparation, and child or youth care. Lastly, we anticipate call center volume to be high and know that Diversion is more successful in person. Staff will be able to connect callers to other resources that Wayne Metro can identify throughout the triage process, and also refer eligible households to In Person access points for further Diversion efforts and shelter. WMCAA will leverage its experience with the OW CoC Diversion. WMCAA staff have participated in OW CoC Diversion training. WMCAA has applied Diversion with PATH practices, CE, and CoC Case Conferencing, however in-depth diversion will occur at in-person access points.

4. Describe your organization's experience with the Detroit emergency shelters system, warming centers, and shelter intake protocols.

WMCAA has served Detroiters who contact the Out-Wayne CoC seeking shelter. Our current protocols are to screen the household for any related services we offer. If the household is in need of shelter and there is an opening in Out-Wayne County, we have matched them to that service. Households who are not able to be matched to services are routed to CAM for screening within the Detroit CoC. Wayne Metro staff are already familiar with the shelter grievance process as we have been provided training around the Detroit CoC system policies.

Our strategy moving forward would be utilizing the phone line as an easy, accessible way for people to reach CAM. Call Center staff will be knowledgeable about the shelter system in Detroit, but households will be sent from Call Center to In Person access point for further shelter needs. The Call Center staff will be able to provide transportation to identified access points to ensure households are able to access services. Wayne Metro provides in person services and would ensure any walkins to the agency are provided the same screening and resources that a caller would receive. Staff on site would do basic screening at the office, then navigate them to an in person access point. This process is already in place for other programming at the agency. We utilize navigation appointments to assist households with our Universal Application, which ensures that households are connected to all programs available to them and not only the service they may have been originally seeking.

5. Describe your organization's experience with Detroit street outreach services and describe your strategies for coordinating access for unsheltered households.

WMCAA is experienced with both OW and Detroit street outreach and maximizing street outreach via the Call Center. WMCAA currently has two grants that support street outreach services in Out-Wayne. Staff are engaged in daily face-to-face outreach with clients and are connected to other area outreach providers. Staff are able to connect to Detroit street outreach service providers and also participate in outreach focused CoC workgroups. Staff who work within our Detroit CoC funded programs regularly connect with street outreach providers to support housing navigation and move in efforts for RRH and PSH households.

There is the potential capability to refer to on-call outreach teams via the call center. This would include a prompt, similar to what is in the current CAM system, to direct transfer emergency service providers to the outreach team on call. An after-hours phone tree can be created to maintain this established connection.

6. Describe your organizations' knowledge with youth services and the Youth Homelessness Demonstration Program (YHDP) and describe your strategies for coordinating access for youth households.

As YHDP projects in Detroit have been thoughtfully selected and are beginning implementation, it highlights the need and desire for continued collaboration amongst community partners in related and relevant service areas to ensure approaches to adequate housing for a young person also include supporting other specific and unique needs in that young person's life including mental health. YHDP work also provided the opportunity and required collaboration to ensure access, equity, representation, and safety were lifted as vital standards in building out projects, entry points, and programmatic processes.

WMCAA aligns with the above framework for ensuring youth and young people have access to services, housing, supports, and safety to meet each individual's needs across the entire county. In recent years the CoC has expanded organizational relationships and community engagement to purposefully align with current youth programming in the county and engage in discussions around what else is needed. Utilizing the Youth Advisory Board to inform service delivery will be a key component of operating the CAM. At the Call Center we would utilize an option in the phone tree to specifically screen for youth under 24 years of age.

7. Describe your organization's knowledge with veteran services, Grant Per Diem (GPD), Supportive Services for Veteran Families (SSVF), Veterans Affairs Supportive Housing (VASH) resources and describe your strategies for coordinating access for veteran households.

WMCAA has experience serving veterans as a special population. The agency has been a Support Services for Veterans Families (SSVF) and Veterans Affairs Supporting Housing (VASH) grantee since 2013. We monitor two subgrantee agencies as part of these awards. WMCAA also participates in biweekly case conferences with Veteran Affairs Detroit. During these case conferences, we work with other service providers to strategize solutions to end veteran homelessness by clarifying needs, identifying goals, and adjusting service plans. Rapid rehousing and homelessness prevention referrals are made and assigned to three agencies on a rotating basis: Disability Network, Southwest Counseling Solutions and WMCAA. Referrals come through CE access points throughout Out-Wayne County, including direct referrals from VA Detroit and Safe Step.

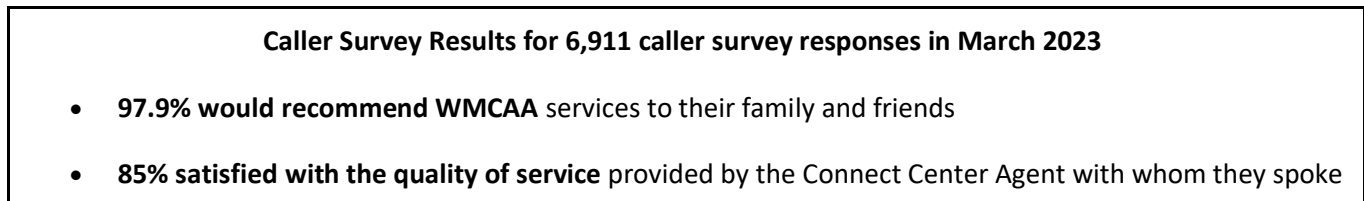
As part of operating CAM, Veterans would be included in the call center phone tree as a special population. Veterans will be routed to a specific location for services. Currently, they have their own specific phone number which gives them options to access shelter or in-person services after the phone screening.

8. Describe how you will use data and reporting tools to manage access, communicate with CAM partners and monitor performance and outcomes and detail inflows into the homeless response system.

Data and reporting tools are key to managing access, communicating with CAM partners, and monitoring performance and program outcomes. WMCAA has detailed Call Center work flows to efficiently produce data and reports as well as act on the analysis to ensure person-centered, responsive customer experiences. The 8x8 call center platform is capable of interfacing with Salesforce. Given that the Call Center and in person access points will be coordinating household

services, we will have data entered and transferred in live time. In addition to transferring client data, the 8x8 system allows for many monitoring tools, such as the reports shown in **Attachments 7B-1 and 7B-2**. Staff and supervisors are able to see dashboards that account for the number of calls flowing into a specific call center, hold time length, and available staff to take calls. This allows for real time monitoring to ensure there are enough staff answering the phone line and that callers receive efficient customer service. In addition to call time monitoring, caller satisfaction is measured after each call. **Figure 3** below shows high caller satisfaction even though most callers are calling in crisis.

Figure 3: High Caller Satisfaction with WMCAA Call Center



CAM Call Center Access Service Delivery Model:

Points: Up to 20 points each. Total 100 points

- 9. Describe the overall service model plan to provide Access Call Center services. This should detail the staffing model (remote or central office), scheduling, staffing and management structure, hours of operation, partnerships, technology and equipment, etc.**

Please refer to **Appendix I** throughout this section for a visual representation of how residents will access CAM Services.

As a part of its \$203 million dollar investment in affordable housing, the City of Detroit has funded a one-stop shop for housing related needs, deemed the Housing Resource Hotline. This hotline, set to launch in the summer of 2023, will provide access to a variety of housing stability related services, from eviction prevention, home repair, employment, utility assistance and personalized prevention case management services, all through one phone number. A crucial part of this holistic strategy is to integrate the emergency shelter assessment point, the CAM, into this call center operation as a featured resource. For residents to be able to not only be routed to emergency shelter but at times eliminate the shelter need by alleviating the issue that could have led to an emergency stay, is a powerful vision that is wholly supported by the Administration.

Because this sizable operation is set to offer city-wide relief for a large scope of need, the CAM will benefit by integrating within the existing 18-member service model and funding a small staff expansion (4 operators and 1 manager), while the City mandates cross-training of all hotline operators. This way, all of the combined 22 operators will receive CAM calls as they are received, assess needs and route when needed to an Access Point. Even more, this staffing model will expand as future resource integrations lead to additional staff, who will also be cross-trained to receive CAM calls.

WMCAA as a call center partner is employs a dynamic, multi-modal service model. The model uses a “No Wrong Door Approach” so a person wanting assistance will be connected with CAM CE with as little inconvenience and time as possible. WMCAA expert management, person-centered front line staff, plus smart technology will power the Call Center service model.

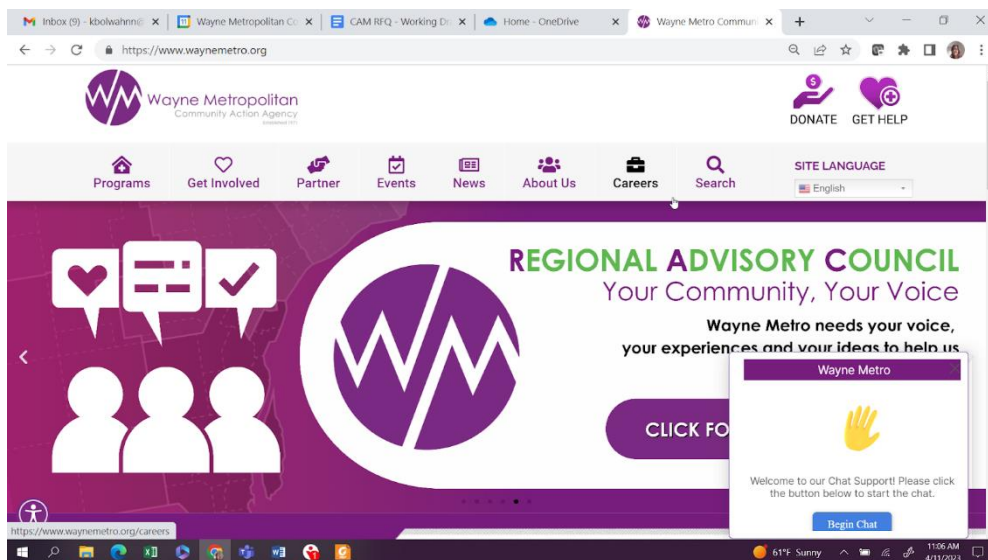
The staffing plan is able to be flexible to meet client needs, and lessen wait times, due the large Call Center capacity already operating by WMCAA. The Housing Resource Hotline’s CAM integration facilitated via phone and web chat by hybrid work staff. Per data shared by the Detroit HAND CoC, the CAM can receive anywhere up to 74,000 calls and up to 2,000 site visits annually. This translates to a call volume up to 203 calls per day or 26 calls per hour (in an 8 hour day), and up to 6 unique site visits per day. Ideally, staffing models should allow up to an hour working with participants, however, given the separation of the diversion function to the Access Points, projected call durations are significantly less,

the anticipated hotline capacity is 196,000 calls per year, with CAM-specific calls fitting very seamlessly within this volume. Again, Wayne Metro will leverage the existing 18 staff from the Housing Resource Hotline project (under the same senior leadership umbrella as this proposed CAM project), to answer CAM calls, which would allow a minimum 22 call center staff to answer phones and web chats during operation hours. The staffing plan is outlined in **Figure 4** below.

Figure 4: CAM Access Call Center Staffing Summary

<p><u>Total Staffing:</u> 22 Call Center staff (4 CAM-funded FTE, 1 CAM-funded Manager FTE, and leverage 18 In-Kind HRD funded staff through cross training)</p> <p><u>Management Structure:</u> 1 Manager per 1 Coordinator and 9 staff; 1 Director</p> <p><u>Work Schedule:</u> 3 days in Detroit, Highland Park or Hamtramck office, 2 days remote</p> <p><u>Hours of Operation/Scheduling:</u> Monday-Friday 8a-6pm; Saturday 9a-noon</p> <p><u>Technology:</u> 8x8, Wayne Metro Gateway on CASPIO application, HMIS, Salesforce</p> <p><u>Staff Equipment:</u> laptop, monitor, headset</p>
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Call center staff will have a dedicated phone line as well as receive calls or web chats directed from the WMCAA main Connect Call Center phone line and agency web site at waynemetrol.org. The rectangle-shaped chat prompt on the web site is shown in the bottom right of the screen shot with its waving hand. The web chat has an audible and visual prompt asking web page visitors to chat questions. The web chat is answered in real time by Call Center staff during business hours. A chat bot also responds to inquiries when the Call Center is closed for the evening, Sundays, or holidays. Messaging pertaining to this project’s walk-in strategy and Access Points will be widely broadcast as well.



The call center’s expansive reach will be able to provide the “No Wrong Door” model. WMCAA also has several in-person locations in Detroit, Highland Park, and Hamtramck that will accommodate people seeking assistance in-person. Later in 2023, WMCAA is also opening a ground floor Welcome Center at its central Detroit location in New Center at the corner of Woodward Avenue and West Grand Boulevard. These in-person locations will help fortify a dynamic in-person CAM strategy.

Customer service and trauma-informed-care are central to the call center strategy, so the WMCAA model ensures these qualities. The feedback from focus groups collected by HAND highlighted the importance of short wait times and easy to navigate call trees. WMCAA uses its Call Center technology to monitor call waits and has flexible, cross trained staff to assist on the CAM line if needed to reduce waits. Likewise, the Call Center management is experienced with a high volume of daily calls, setting up understandable call trees, and allocating Call Center staff. All Call Center staff are trained in trauma

and informed care, among other methods to assure callers feel like their unique situation is being heard and addressed. WMCAA's Call Center measures caller satisfaction after each call, as highlighted in the prior question above.

10. Describe how the Access Call Center services will be integrated and coordinated with Access In-person services and other call center and help line partners (e.g., 211, Domestic Violence hotline, etc.). This should detail communication, shared data, referrals, appointments, etc.

The CAM Access Call Center will be integrated and coordinated with the project's Access Point strategy, providing transportation assistance where needed, once an assessment has triggered a referral. For example, CAM specific services, metrics and outcomes will be a regular part of the Detroit CoC meeting agendas, especially during start up to communicate changes and hear feedback. Likewise, WMCAA already coordinates closely with these service providers to serve existing callers to the WMCAA Connect Call Center and the OW CE. These informal lines of communication strengthened during the ramp-up of CERA and other Covid emergency assistance efforts.

When callers reach out to the call center number, there is an initial triage to determine how that call should be routed. For callers who are not in immediate need of shelter, the initial triage will direct them to other housing interventions, as is the purpose of the overall hotline. 211 is already a partner within this network of referrals, as are Detroit at Work, Legal Services hotlines and HRD's Housing Services Office. Future partnerships with DWIHN and a build-out of crucial domestic violence resources, in addition to HRD's existing funding relationships with the YWCA and other relevant partners, will be integrated. During the call, the resident will indicate their primary need through an on-call menu. Call Center staff will assess for root needs, and then triage all calls to the appropriate resource via an on-screen menu, leading to shelter and other homeless services-relevant questions. Through API's built by the WMCAA team, callers, along with their relevant data, will then be routed to an in-person Access Point for a complete coordinated entry intake and assessment. This data will be shared in real time through the Salesforce system. Referrals and appointments will be made through staff at the City of Detroit's in-person access points. Connected partners will be responsible for closing the referral loop by reporting appointment outcomes to HRD on a regular basis, no less frequent than monthly.

11. Describe how Access Call Center agents will be supported with ongoing training, trauma-informed phone skills, safety screening, knowledge of community resources, call monitoring, call escalation and other continuous improvement strategies.

Access Call Center agents, like the team member shown at right, will be supported through both customer service and HUD-mandated training. Training topics include, but are not limited to: cultural humility, safety planning, trauma-informed phone skills, harm reduction, SOGIE, safety screening, community resources, and HMIS privacy training. Employees will also be able to leverage the 211 database to connect callers to other community resources as well as Wayne Metro's overall Connect Center which connects callers to over 75 programs and services. Management conducts monthly check-ins with agents to review call and chat quality. These check-ins are designed to identify areas of opportunity as well as highlight best practices. Management is also able to monitor calls and chats in real time, and all calls and chats are recorded and archived for at least 90 days. In the event that a call needs to be escalated to a supervisor, there are two coordinators and two managers who are always available to navigate those calls and concerns. For continuous improvement, management holds monthly team meetings to review improvement strategies and share updates and best practices. Management staff also have small group check-ins daily with call center agents.



12. Describe how the agency will make a decision on call center technology and assure it meets specifications to be integrated into Salesforce, provide call data reporting and allow for quality assurance.

WMCAA tested its call center technology over the past several years of its implementation and especially during the CERA ramp-up. 8x8 and the Wayne Metro Gateway on Caspio both support Salesforce integration as a robust call data reporting and quality assurance system. 8x8 offers multiple viewpoints of data through 3 core reporting applications, Analytics for Contact Center, which is a reporting platform for the contact center that includes reports, dashboards, wallboards, and widgets, Customer Experience and Post-Call Survey Analytics, which is a reporting platform for measuring real-time customer journeys for voice, IVR, and post-call survey analytics, and Quality Management and Speech Analytics, which is a reporting platform used to discover, analyze, review, and monitor interactions. Caspio also offers robust customer detail reporting which allows for demographic reporting.

The integration between 8x8 call center system and Salesforce can happen in real time. This is critical to efficient operations between call center and in-person access points. Wayne Metro will have a Salesforce license to ensure adequate data transfer of caller information so as not to delay service quality for households also in need of in-person services. Our team will work to build out a 8x8 to Salesforce workflow to capture all household information to ensure service delivery and accurate reporting requirements.

13. How will the Access Call Center be accessible to, and accommodate the needs of, persons who may be Deaf or hard of hearing and those for whom English is not their primary language?

The CAM Access Call Center will be accessible to and accommodate the needs of persons who may be Deaf or hard of hearing and for those who English might not be their primary language to either 1) in-person access points where translation can be provided by staff or contractors, 2) electing to use an interpreter to speak on their behalf, or 3) using the web chat feature. WMCAA has call agents who fluently speak Arabic, Spanish and French. The phone Decision tree is translated into English, Spanish, Bengali and Arabic. The chat function is located on the waynometro.org website. WMCAA also has a translation service called AMN Healthcare with 200+ languages. WMCAA staff are trained on how to access and offer these services in a timely manner to accommodate communication needs.

CAM Knowledge Transfer and Staffing:

Points: Up to 10 points each. Total 30 points

14. Describe specifically how your organization will ensure the transfer of institutional CAM knowledge to the provision of Access services. Address the plan to research, engage current staff, interview, and integrate existing CAM resources – including current CAM personnel, technology, workflows, and procedures.

Wayne Metro has a history of coordinating with the Detroit CoC. One staff member serves on the Detroit CoC Board of Directors, which allows us to remain abreast of funding opportunities, informed about grant requirements, and be involved in the planning of homeless services in Detroit. Wayne Metro has eight staff currently working within our Detroit HUD PSH grant, and we were recently awarded a PSH Expansion starting October 1, 2023. These staff are in coordination with current CAM processes to accept housing program referrals. We have potential for continued cross training and integration with CAM and housing programs to ensure adequate staff to quickly respond to CAM CE customers.

The COVID Emergency Rental Assistance (CERA) program also provided opportunities to coordinate with and support CAM activities. Wayne Metro has a proven capacity to operate eviction prevention in the Detroit CoC and have demonstrated successful program implementation. Our team received over 42,000 rental assistance applications over the two-year duration of the program. Over 21,000 evictions were averted due to WMCAA staff processing these applications and coordinating with Detroit partners like HAND, United Community Housing Coalition, Lakeshore Legal Aid, the City of Detroit, and the 36th District Court. Staff at the Connect Center also took 500,000 housing related calls over the last two years. These staff were able to screen Detroit households for services, assist with applying for services, and coordinate with CAM to serve literally homeless households.

15. Describe your plan and timeline for offering and conducting interviews for existing CAM staff. Detail the timeline, human resource activities, and how you will onboard those individuals as new employees to your agency, while

simultaneously allowing those staff to continue to carry out CAM operations to ensure continuity of CAM services.

Wayne Metro will be able to leverage current staffing to support CAM operations. For positions in need of new hires, we are committed to working closely with HAND, SWS, and the City of Detroit to maintain continuity of CAM staff when possible. Wayne Metro reviews previous performance and experience in hiring practices. As an example, a previous CAM employee was recently hired into our Call Center to support other housing related programming. Once interviews for current SWS employees have taken place, with cooperation and support from current CAM we will coordinate exits and timing intentionally and alongside the current CAM provider order to avoid and minimize service interruptions.

The onboarding for new staff will include Wayne Metro new hire orientation & in-depth program specific training. Wayne Metro new hire orientation is a half day onboarding that consists of agency overview, benefits review, and standard operating policies within the organization. New hires also learn about agency structure, meet their managers in person, are oriented to the office site, and complete technology set up. We anticipate working closely with HAND and City of Detroit to ensure all staff complete CAM related training in addition to agency specific training. In order to ensure a smooth transition of services, we would want to ensure any staff hired with institutional knowledge of CAM are utilized during the training process.

16. Describe how your agency will cover any start-up staffing costs that may be incurred prior to the start of any grants that will eventually be transferred to your agency. These may be costs incurred prior to September 1, 2023, or January 1, 2024.

Wayne Metro is able to leverage funding from other sources for any start-up staffing costs that may be incurred prior to September 1st. We have Call Center staff that are able to be cross trained to support start up and ongoing operation needs for CAM services.

DETROIT COC CAM RFQ
PART III C - CAM ACCESS IN-PERSON

Instructions: Complete the appropriate PART III form for each CAM service for which the agency is applying.

Applicant Organization Name	City of Detroit, Housing and Revitalization Department
If ALL SERVICES Applicant, is a Subrecipient providing this CAM service?	
<input type="checkbox"/> YES Provide Name Below <input checked="" type="checkbox"/> NO Applicant Organization is Providing Service	
Subrecipient 1 Organization Name	N/A

For narrative responses, please provide detailed, yet succinct, responses.

CAM and Resources Knowledge:

Points: Up to 5 points each. Total 40 points.

1. Describe your organization’s experience with current CAM processes.

The CAM provides a systems-level response to homelessness by creating a streamlined process for people to access emergency shelter and housing resources, and a process for prioritizing people for housing resources based on their level of vulnerability. HRD is committed to this model and has worked and collaborated with CAM since its inception. HRD committed funding when CAM was developed and has continued to do so every year that funding has been requested through the City’s Emergency Solutions Grant (ESG) allocation. When funding was provided, HRD staff oversaw the subrecipient contract, which included both programmatic and financial oversight. CAM plays a key role in emergency shelter referrals, therefore HRD works closely with the front door of the system to help CAM problem solve, support diversion efforts, and serve as a liaison between shelters, CAM, and residents. Further, as a funder of both RRH and Prevention providers, HRD works closely with CAM to coordinate referrals, program ramp-downs, HCV and EHV policies, and system training efforts. For instance, HRD initiated and developed the HCV Policies and Procedures in partnership with CAM. HRD lead efforts to increase lease up times by educating and encouraging providers on how to assist residents in utilizing their HCVs. This was done in conjunction with CAM as they serve as the HARA and therefore have direct communication with the housing agents and MSHDA. HRD has also been active anytime there were CAM Policy and Procedure updates such as changed in prioritization. As a major funder in the homelessness system, HRD has and will continue to be actively engaged in coordinated entry.

In addition to the close collaboration the HRD team has with CAM operations, the HRD team employes 4 former CAM staff members. These staff members oversaw CAM operations, referrals to housing providers, integration of the VA into coordinated entry, and the chronic and Veteran by name list processes. The HRD employees have a combined 9 years of experience with historic and current CAM processes. Outside of direct experience with CAM processes, HRD sits on the CAM Governance Committee and participated in several CAM transition sub-committees.

2. Describe your organization’s knowledge, skills and abilities with Salesforce or a comparable platform.

HRD leadership and HS oversight itself represents over 6 years of ground-up program and division funding, development and implementation experience. Throughout new program implementation, data points within emerging projects have in all cases been established and then represented through data reports and dashboards that are carefully constructed to show the granular-level outputs and outcomes of all direct services functions. This work has principally been

accomplished in Smartsheet, Salesforce, and Tableau. Projects built by HRD leadership and HS oversight using these tools to develop, frame and lead are:

- Detroit ID Program - City-wide ID distribution program.
- ESG Street Outreach Program - Door to door outreach to occupied, uninhabitable Detroit Land Bank-owned homes. HMIS data entry included.
- Equitable Land Development (ELD) Pipeline - Door to door outreach to occupied homes and structures within developer or City-owned building portfolios.
- City of Detroit Quarantine and Isolation (Q&I) Sites - Sites established across the City during the peak of the COVID pandemic to serve not only as quarantine sites, but as employment, housing and medical access points. Also used as a crucial PPE receipt and distribution center. Over 300,000 PPE accoutrement gathered from the State, tracked, and distributed. HMIS data entry included.
- COVID-19 Emergency Shelter Medical Outreach - Procurement of nursing staff to provide and track regular COVID symptom checks in emergency shelters across the city. Escalated symptomatic cases to the established Q&I site. Developed relationships to provide the first saliva tests distributed to the city of Detroit, within emergency shelters. Further developed relationships to provide vaccinations to even more thoroughly protect vulnerable individuals experiencing homelessness.
- The Community Health Corps (CHC) - Wraparound human services program to address the household needs of residents impacted by COVID-19. Over 55 staff members recruited and onboarded, with all operations represented with data dashboards.
- Detroit Housing Services (DHS) - Housing relocation office comprised of five connected programs to address the relocation needs of residents displaced by eviction, fires, delinquent landlords, EBLI in children under 6, and in Detroit Land Bank-occupied homes. Over 65 staff members recruited and onboarded, along with the standing up of an integrated, City-wide housing hotline.

Detroit Housing Services provides direct client level services which are tracked through data collection mechanisms projected to reporting dashboards through the use of Smartsheet. Please refer to **Attachment 7A** for a sample report.

The Homelessness Solutions team will utilize a similar but customized direct service build-out and data reporting process with the existing tools developed through these projects and will couple them with new project-related metrics alongside HMIS data. HRD plans to leverage their experience with Coordinated Entry within the functions of HMIS to provide the framework for this project.

The City of Detroit's Lean Team works alongside subject matter experts to streamline processes and operates where needed to frame new iterations. It is expected that HRD will leverage the City's Lean Team to build out and evaluate CAM related workflows to ensure effectiveness and efficiency.

3. Describe your organization's strategy for administering Diversion resources coordinating with the Call Center and emergency shelters.

Please refer to **Appendix I** throughout this section for a visual representation of how residents will access CAM Services.

Entering an emergency shelter can be a traumatic experience for residents, especially for families with children. As the new lead agency, HRD will be committed to preventing residents from entering emergency shelters whenever possible. To that end, all households seeking to access emergency shelter in Detroit's CoC should first engage in a diversion intervention. This will also be implemented at the call center level where residents who access CE via phone will undergo an initial diversion assessment. If the initial diversion is unsuccessful, the resident is then referred to an in-person access point (AP).

Once a resident has presented to an in-person AP (with or without a referral from the call center), CAM staff will administer a more in-depth diversion assessment, in an attempt to locate an alternative safe housing solution. Each AP will have dedicated Diversion staff funded through the ARPA Diversion contract. If the resident is unable to be diverted,

the CAM staff will then facilitate a referral to shelter services. Staff use the existing CAM Diversion workflow based on OrgCode Diversion Interview Guide and motivational interviewing to identify diversion opportunities with residents.

WMCAA will act as the fiduciary for this contract, allowing us the ability to quickly and flexibly provide financial assistance to households at the time of need. If a household is eligible for diversion assistance, AP management will coordinate with WMCAA to facilitate the purchase of diversion activities, including food cards, rideshare service, gas cards, Greyhound tickets, first month rent/security deposits, etc. These costs will be reimbursed through WMCAA's contract.

HRD sees value in ensuring that all emergency service providers, including shelter and outreach providers are using diversion techniques as well. If awarded and after successfully ramping up CAM operations, HRD will be invested in providing training on diversion techniques to the appropriate shelter staff as well as planning for how providers can administer this intervention within their intake process. This will be an additional value to the system since CE staff has a limited amount of time to be able to engage residents.

4. Describe your organization's experience with the Detroit emergency shelters system, warming center, and shelter intake protocols.

HRD is one of the primary funders of emergency shelters within Detroit, currently funding 15 shelters and 3 warming centers. As such, HRD sets standards, intake protocols, monitor agencies accordingly and keep close relationships with shelter providers. Detailed information on shelter requirements, expectations, and intake protocols are outlined in the HS Policies & Procedures Manual in **Appendix H**. HRD facilitates the CoC's Emergency Shelter Workgroup where funded providers are encouraged to attend to discuss challenges, system updates, and requirements. In addition to relationships with funded agencies, HRD has working relationships with the other non-funded shelter providers to support the emergency shelter needs of the Detroit community. These relationships were primarily developed at the onset of the pandemic as HRD staff educated staff on proper quarantine and isolation protocols. HRD worked closely with non-funded shelters in its role coordinating the COVID-19 Isolation Shelter for any positive residents. Finally, HRD meets with all 15 funded shelters on a quarterly basis, at minimum, to provide technical support, ensure proper standards and procedures are followed, and offer resources.

5. Describe your organization's experience with Detroit Street outreach services and describe your strategies for coordinating access for unsheltered households.

HRD has extensive experience in monitoring outreach and navigation services through sub-recipients' contracts. Currently, HRD funds five outreach teams providing basic needs and navigation services to those staying unsheltered. All residents encountered by street outreach are offered the same standardized process as residents who access the CAM.

HRD works closely with CAM by coordinating outreach services for unsheltered households. If a caller reaches out to CAM and reports to being staying unsheltered, CAM staff alerts HRD by completing an online Outreach Request. The HRD staff then assigns the outreach request to an outreach provider for follow-up. This process has allowed for stronger collaboration among partners and better accountability to the people HRD serves. Also, HRD recently worked with CAM to create a special call line prompt for law enforcement that when pressed, directly connects the Detroit Police Department with an outreach team. This was done to better assist police when they encounter someone experiencing homelessness. If awarded, HRD will work with WMCAA to establish a similar protocol.

Through our monthly Outreach Workgroup meetings, HRD facilitates case-consults to strategize and coordinate services for residents staying unsheltered. As of recently, HRD has modified our approach to providing unsheltered services in the City of Detroit by pairing each Outreach team with a specific district within Detroit's city limits. The goal of this collaboration is for our street outreach teams to develop relationships with the District Managers as well as community groups, businesses, and local nonprofits in their paired districts, ultimately ensuring that all Detroiters have access to housing services and resources.

If awarded, our goal of ensuring all residents have access to housing services and resources will continue, by looking at opportunities to improve and enhance these same strategies as the new Lead agency. With COD as the lead agency, the Referral Coordinator will work closely as a liaison for all Outreach and navigation providers, ensuring the coordination of all coordinated entry related navigation activities. In addition, the COD will be releasing a NOFA that includes funding for 24-hour outreach services that will help support coordination efforts for those unsheltered.

6. Describe your organizations' knowledge with youth services and the Youth Homelessness Demonstration Program (YHDP) and describe your strategies for coordinating access for youth households.

HRD is a funder of multiple youth programs, including shelter and rapid rehousing services. With the responsibility of funding programs that serve this special population, HRD has become very familiar with youth specific federal regulations and best practices for service models. HRD staff have participated in the collaborative workgroups for YHDP development and implementation up until experiencing staff turnover. As of January 2023, the HRD team has reengaged with the YHDP workgroups to ensure that the HRD is partnering and contributing to youth initiatives within the CoC. In addition, the COD employs a previous CAM staff that was instrumental in planning for Coordinated Entry YHDP components. HRD plans to leverage their experience within the scope of Youth specific-Coordinated Entry services. Most recently, HRD has worked in partnership with the current CAM team, CHS, and HAND to refine navigation workflows for youth staying unsheltered.

The current Lead Agency for CAM has invested a great deal of work to establish youth specific processes for access, assessment, prioritization and referrals. HRD intends on leveraging the work done by the current agency to adequately support the youth in our system. HRD is committed to ensuring youth needs are being addressed and honoring the goals established by our community around youth services and the responsibility of the Coordinated Entry system. Specifically, HRD is committed to collaborating with Community and Home Supports (CHS), the new provider for all CE YHDP services.

HRD will work with CHRD to ensure there are multiple options for youth to access the CE system and linkages are strategically coordinated. In addition, CAM staff who are charged with serving residents will participate in trainings designed to support youth centered approaches and will follow positive youth development principles when working with youth.

If awarded, HRD has identified multiple options for youth to connect to in-person services and plans to coordinate these efforts with CHS. Youth households can present to any CAM Access Point for assistance; however, the Cass Community Social Services Access Point will be specifically dedicated to serving youth populations. In addition, HRD will offer a Mobile Assessor team that will be available in evening hours at local Detroit shelters to provide access services, to better meet youth where they are.

In addition, HRD will be working to strengthen partnerships with Runaway and Homeless Youth (RHY) outreach providers to better collaborate and build additional youth service capacity for the system and to ensure all residents in need are linked to the services. HRD will work closely with the YHDP navigators at CHS and with other City funded Outreach teams to ensure access for shelter services are available, should the resident be interested.

7. Describe your organization's knowledge with veteran services, Grant Per Diem (GPD), Supportive Services for Veteran Families (SSVF), Veterans Affairs Supportive Housing (VASH) resources and describe your strategies for coordinating access for veteran households.

CoD works closely with the Veteran Affairs (VA) office to ensure the alignment of resources for Veterans. Two HRD employees participate in the Veteran Leadership Committee, with one employee responsible for taking meeting minutes.

Because of budget constraints, and to ensure that sufficient services are provided to the general population, of which veterans can utilize, HRD will work closely with the VA in the coming months to advocate for funding to support VA

coordinated entry positions. This will include one staff person at the VA Medical Center to provide CAM services to Veterans experiencing homelessness and a dedicated staff person to manage the Veteran's By-Name-List. HRD also has an extremely strong relationship with Rocket Community Fund and can leverage that relationship to advocate for VA specific funding. It is important to note that when the VA specific assess points came online, it was funded outside of the HUD CoC-SSO CE grant. Given the budgetary deficit for CAM as a whole and that it is limited to only serving one specific population group, HRD did not budget a veteran's only assessor. Until outside funding for this position can be secured, HRD will ensure that staff at the AP sites are trained on the appropriate workflow when a veteran seeks out services.

Veterans who are experiencing homelessness will be able to access services at one of the in-person access points; Operation Get Down (single adults), NOAH Project (single adults), and Cass Community Social Services (single females, youth, and families). In addition to the three in-person access points, HRD staff will offer mobile intake services. The mobile services will be designed to provide veterans with additional intake options for access and assessment; this will mirror the in-person access point services. Services will be offered to all household types at the various shelters across the CoC.

Intake services for veterans will remain consistent with the current intake process; in which Veterans' status will be confirmed in the VA Homeless SQUARES system to determine eligibility for VA services. Veterans will then undergo a diversion assessment in an attempt to locate an alternative safe housing solution and if needed, the veteran will be provided a VI-SPDAT assessment to determine level of vulnerability and housing needs. Veterans who are referred to shelter will first be offered Veteran specific shelter services, if available. At the point of shelter referral, the By Name List Coordinator will complete a referral to the VA for additional assessment and services and the Veteran will be added to the By-Name-List for coordination of housing services. All access staff will participate in internal workflow and external partner trainings for veteran specific services.

8. Describe how you will use data and reporting tools to manage access, communicate with CAM partners and monitor performance and outcomes and detail inflows into the homeless response system.

The data collected at access will be reviewed internally on a frequent basis to help inform and recommend possible changes and improvements to services and operations within CAM. This information will be reviewed first daily and eventually weekly. Internal CAM leadership meetings will include agenda items for data review to understand the following: current state of services, needs for scheduling amongst the multiple service sites, the need to tailor trainings to ensure equity of services for specific populations, identification of workflow and process breakdowns that need to be addressed, and development of new trends within the homelessness system.

The HRD team will use HMIS and Salesforce to build-out customized reports and dashboards (if not already built out) to generate regular and easily accessible AP data and outcomes.

Data elements to be generated in the reports that will be evaluated on a regular basis will be reviewed in total numbers and by breakdowns of household types (e.g., DV, veterans, youth, single males, etc.) and demographic information. Data elements will include but aren't limited to the following:

- Number of engagements
- Number of engagements w/referral from call-center
- Number of engagements w/out referral from call-center
- Number of intakes
- Number of intakes that resulted in diversion
- Number of diversion intakes w/financial assistance
- Number of diversion intakes w/out financial assistance
- Number of shelter referrals
- Number of overflow referrals
- Wait-times at Access Points
- Length of time for engagements

Access data reports, other agency and system-level CAM-related outputs and outcomes, and observed service needs and gaps, will be communicated to the CAM Governance Committee, the CoC Board, CoC service providers, and community stakeholders. Frequency of communications will be on a consistent basis in the form of published CAM related reporting (quarterly and annual), committee and workgroup meetings (time frames are dependent on meeting cadence), and other requests for reports and presentations (as needed) to help the CoC plan its assistance and identify needed resources.

CAM In-Person Access Service Delivery Model:

Points: Up to 20 points each. Total 100 points

9. Describe the overall service model plan to provide Access In-Person services. This should detail the staffing model, location(s), scheduling, management structure, hours of operation, partnerships, technology and equipment, etc. This should include in-person access services for Veterans.

The evaluations and feedback of the current CAM system has identified the need for additional resources to support the front end (Access) of the system. With this, HRD will enhance access to CE services by providing 1) timely access to the services and 2) providing the linkage to the right service needs. To do this, HRD is proposing to adjust the access model by uniquely integrating in-person with call center services, increasing the number of access staff, reinstating in-person services, extending hours of operations, and establishing and cultivating new and seasoned system partnerships.

Overview - In-person services will be available at three access points locations. Residents who first call the CAM-integrated Housing Hotline will answer a set of questions to filter out those who need housing service but not emergency shelter. As CAM will be integrated into a the larger WMCAA call center, there will be a variety of resources, such as HRD's new Housing Servies program, that households can easily be connected to. This will allow households to reach the programs. If a household cannot be diverted to another program and needs emergency shelter, they will be directed to the nearest access point based on their household type and veteran status and their data will be entered into Salesforce.

The access points are located at partner agencies- 2 emergency shelters and 1 day center. To note, a referral from the call center is not a requirement for services at the in-person AP. Once a resident has presented to an in-person AP (with or without a referral from the call center), HRD will administer a more robust diversion assessment to help locate an alternative safe housing solution whenever possible. Across all access points and populations, diversion will be the first intervention explored. If the resident is unable to be diverted, HRD staff will then facilitate a referral to shelter services based on available beds. In order to streamline the referral process, available bed data from shelters will be collected on a regular and consistent basis. The HRD staff member will complete all data entry components in HMIS and Salesforce in real-time. HRD staff will confirm the bed or beds with the emergency shelter, facilitate transportation if needed and as funding allows.

Staffing Model - HRD will employ fourteen and a half (14.5) intake specialists who will be responsible for completing all intake activities for residents (diversion, VI-SPDAT, referral to shelter, and all CE data entry in HMIS and Salesforce). In addition, two Site Coordinators will be responsible for the supervision of the intake specialists and their activities. An Access Operations Supervisor will be responsible for overseeing the work and supervision of the Site Coordinators and all access operations. The Access Operations Supervisor will report to the Coordinated Entry Manager.

Locations - COD will partner with local homeless service providers to host access points. In-person services will be provided seven days per week, across three locations: Operation Get Down (OGD), Cass Community Social Services, and NOAH Project. Each selected access point location will serve specific populations to ensure comfortability of households and a tailored approach to services. If a consumer presents at an Access Point that is not specifically designated for their household type (i.e., a family presents at the single adult access point), every attempt will be made first to assess the household at that Access Point. If the consumer cannot be assessed at that Access Point, the household will be directed and when possible, transported to the appropriate Access Point for their household type. Diversion will be the

attempted in all cases as a primary objective. OGD and NOAH's access point will be designed to serve all single adults including veterans, Cass will focus on serving youth, single females, and families.

In addition to the three in-person access points at the mentioned locations, HS staff will offer a Mobile Assessor team. This team will visit emergency shelters during the evening hours to meet with any household that did not receive a referral from an AP site. The mobile services will be designed to provide residents with additional intake options for access and to ensure assessment and data entry for every household in shelter. These services will mirror the in-person access point services and will include diversion as a first resource. These services will be offered to all household types at the various shelters across the CoC, regardless if the City funds that shelter.

Scheduling & Hours of Operation – CE services will be available Monday-Friday, from 9:30am-10pm, and Saturdays and Sundays, 12pm-5pm; hours vary across the different Access Point locations. Staffing will be scheduled across the multiple in-person access points and mobile services and will be dictated by volume of each site and walk-in frequency across the system. The Mobile Assessor team will be scheduled Sunday-Thursday, 5pm-10pm. Scheduling will be adjusted based on tracking of volume throughout the start of the contract. All staff will be cross-trained on operating functions of each site to ensure appropriate coverage and consistent support for in-person services.

Specific staffing scheduling details for access points can be found in **Appendix J**.

Management structure - The Coordinated Entry Manager will be responsible for overseeing all elements of the CAM operations and staffing. They will be responsible for supporting all functions of the CAM with expertise and leadership. The Access Operations Supervisor will report to the Coordinated Entry Manager and will be responsible for overseeing all access operations. The (two) Site Coordinators, will work under the leadership of the Access Operations Supervisor and will co-lead the management of the Assessors (Intake staff) and daily functions of the Access Point operations. Administrative support for staff will be provided by the other divisions of the City of Detroit, (e.g. human resources, information and technology, etc.). Please refer to **Appendix K** for the CAM Organizational Chart.

Partnerships - Partnerships are essential to the functions of the homelessness system. With this understanding, the HRD team will use the City's Detroit Employment Solutions Corporation and specifically Detroit at Work oversight capacity to link residents to employment and training resources, and ties with DPSCD to continue efforts related to McKinney Vento supports. HRD will work with these partners to reestablish referral processes that occur at the in-person Access Point(s) to connect residents to services. HRD is also committed to cultivating and growing existing partnerships with the health system and DPD as both currently refer residents to the homeless system by way of CAM, or physically transporting residents to emergency shelter. In addition, HRD has partnered with the Mayor's Office to build on the assessor's role to not only provide assessment for emergency shelter but also to behavioral health services. 5 FTE of Assessors will also assist households with substance abuse need access Detroit Wayne Intergrated Health Network (DWIHN) services. These staff will work in every access point including the Mobile Assessor Team. If someone is willing to get services for their substance use disorder, the assessors will help them make the connection to DWIHN and if needed, provide transportation to in-patient services. These services are completely voluntary and based on resident choice.

Technology & equipment - Staff will use a combination of laptops and hotspots for intakes and data collection, as well as tablets or signatures pads to complete documents and collect signatures. This will allow for efficiency in the process by ensuring real-time data entry and easy-to-use electronic document signing options, moving towards all documents being managed electronically.

Veterans - Veterans who are experiencing homelessness will be able to access services at one of the in-person access points: Operation Get Down (single adults), NOAH Project (single adults), and Cass Community Social Services (single females, youth, and families). In addition to the three in-person access points, HRD staff will offer mobile intake services, visiting residents where they are in order to assess for diversion and shelter. The mobile services will be designed to provide veterans with additional intake options for access and assessment; this will mirror the in-person access point services. Services will be offered to all household types at the various shelters across the CoC.

Because of budget constraints, and to ensure that sufficient services are provided to the general population, HRD plans to work closely with the VA in the coming months to advocate for funding to support VA coordinated entry positions. This will include one staff person at the VA Medical Center to provide CAM services to Veterans experiencing homelessness.

Overall: It is important to note that HRD's proposed budget includes match funds sourced by the Department to implement and staff community Access Points, where diversion will occur in a comfortable and consistent setting. Access Points will be connected to the call center, so that individuals who call the hotline and are deemed in need of shelter services are routed to and received by Access Point staff. Instant data transfers will ensure that their profiles will be accessible by Access Point staff. These Access Points, conveniently located in shelters, make it that much easier for residents to obtain a bed on-site if available or locally if needed, and, importantly, direct Diversion resources where appropriate. Situating this diversion process in a face-to-face setting has been stated by experienced homelessness staff to result in more impactful interactions, and more frequent Diversion success. This project plan, with its' in-kind funding, allows this important community resource to reemerge after a hiatus, serving those who may not have access to a phone, or who need a more personal assessment. Refer to Part V to view details related to the overall budget expansion, line items and funding sources.

10. Describe how the Access In-Person services will be integrated and coordinated with the Access Call Center services. This should detail communication, shared data, referrals, appointments, etc. If the agency is not proposing both in-person and call center access points OR if the agency is only selected to provide In-Person services, describe how you will approach service coordination and collaboration with the Access Call Center.

Understanding the current challenges and benefits of CAM Access, HRD looked at the integration of the call center and in-person access point as an opportunity to build off strengths and address challenges. Within this proposal, there are two ways to access Coordinated Entry (CE) services (*via phone and in-person*), with the goal of both options providing 1) timely access to the services and 2) providing the linkage to the right service need.

1. Access Call Center services: WMCAA will solely staff and operate the CAM Call Center.

Referencing CAM's 2021 annual report, CAM staff completed 22,151 total engagements but only 8,069 of those engagements resulted in an intake for homelessness services. This left 14,082 engagements that were not linked to the homelessness system.

To address this, residents who access CE via the call center will undergo a triage assessment, used to determine what services would be most appropriate to address the residents' housing crisis. In the proposed model, the triage assessment will determine the need for all residents calling-in and will direct them appropriately. Based on the completion of the triage assessment, if it is determined that a resident needs immediate shelter services with nowhere safe to stay (need shelter tonight), they will then be referred to an in-person Access point (based on household type). HRD built in transportation services to address the concerns from the community. If transportation is needed, WMCAA will facilitate transportation through the use of a ride share service.

In the event it is determined other services will better assist the resident with addressing their housing crisis, a referral or resources will be provided. All client level and disposition information and data will be entered in WMCAA's Eight-by-Eight data management system that will be automatically ported into the CoC's Salesforce system when that resource is shelter.

For those residents being directed to an in-person Access Point, a referral will be generated in Salesforce by the call center staff. This information will be automatically received by the in-person AP staff and will be used as an official communication that the household will be presenting for services, along with ETA.

2. Access In-Person services: HRD will solely staff and operate the in-person Access Points.

Once a resident has presented to an in-person AP (with or without a referral from the call center), HRD staff will administer a diversion assessment to locate an alternative safe housing solution. Across all AP sites and populations, diversion will be the first intervention explored. If the resident is unable to be diverted, HRD will complete the VI-SPDAT assessment and facilitate a referral for shelter services. The HRD staff member will complete all data entry components in HMIS and Salesforce in real-time. HRD will confirm and facilitate transportation if needed. Translation services will be provided for residents whose first language is not English.

11. Describe how transportation assistance will be provided to people at the In-Person Access sites to assist them in getting to or from the access site.

When asked to discuss challenges with in-person access sites, 69% of residents agreed that lack of transportation to and from access points was a challenge. To ensure that access points remain accessible to all residents, the CAM proposal offers two options for transportation and has designated \$99,488 for this assistance. Transportation assistance will include using Lyft concierge services and bus tickets for public transportation services.

HRD anticipates prioritizing Lyft concierge services for large families and persons with mobility issues to access the in-person Access Points and will adjust this prioritization based on community feedback. Bus tickets will be available at all in-person access points for transportation assistance to shelters. All transportation needs will be confirmed for every household by Coordinated Entry staff at the conclusion of the engagements.

Recognizing that the Lyft concierge resource will not be available to all residents seeking CAM services, in deciding initial CAM Access Points, HRD chose locations that are:

1. **Distributed geographically across Detroit**, to limit the distance traveled for residents and are places where individuals experiencing homelessness frequently visit or are aware of:
 1. OGD - East Detroit
 2. CASS - Central Detroit
 3. NOAH Project - Downtown Detroit
2. **Accessible via public transport (Q line, buses)**
 1. OGD - 11, 67, 562, 563
 2. CASS - 18, 42
 3. NOAH - Qline, 4, 461, 462

12. Describe how you will ensure the Access In-Person sites operate in a manner that is trauma-informed, allow the clients to feel safe, and are tailored to the needs of the household type served at that site (e.g., families with children, adults).

HRD will take an integrated approach to trauma-informed care in both our organizational structure and client engagement strategies.

A successful trauma-informed care approach begins with organizational buy-in, achieved through creating and communicating clear goals and processes throughout leadership, frontline staff, and partner agencies. HRD will intentionally seek to hire staff with an appreciation of trauma-informed practices and will conduct routine training for staff on an ongoing basis to reinforce and further educate on those practices. By integrating knowledge about trauma into policies, procedures, and practices, HRD will work to prevent secondary traumatic stress in its service delivery.

HRD leadership will work in conjunction with Coordinated entry staff to create a welcoming social-emotional environment by building a client relationship with clear boundaries, open communication, and respect for cultural perceptions of trauma, safety, and privacy. HRD will strive for staff to empower residents to make informed choices about the services they are eligible for and to create clear expectations about what housing entails, who will provide services, and how care will be provided. This forthright style of engagement mitigates re-traumatization that can occur

when resident expectations exceed the capacity of the system or are simply not understood by providers. This approach will be paired with a consistent effort to develop housing strategies that ensure residents' physical and emotional safety.

In addition to our approach of offering trauma informed care, HRD has identified population specific access points to ensure residents' comfortability and safety aren't compromised while accessing services.

- OGD - single adults
- CASS - families, youth, and single females
- NOAH- single adults

Youth and single women will have the option of visiting any AP based on comfortability. CoD will collaborate with CHS to ensure access services are coordinated for youth.

13. Describe how the In-Person Access sites will allow for access for persons with mobility challenges, persons for whom English is not their primary language, and persons who may be deaf or hard of hearing.

HRD understands the importance of ensuring that coordinated entry services are accessible for all people and has identified a plan to accommodate households with any level of accessibility needs.

All Access Points have been evaluated to understand how they can assist households with mobility challenges. Both NOAH Project and Cass are accessible, including ramps and elevators. While OGD is not labeled as an accessible facility, CoD has discussed several ways to efficiently support households in accessing services at this facility. This includes: an accessible entrance, a designated space on the main floor for households to meet with staff, and accessible restrooms.

Households who are non-English speakers will receive assistance with interpretation and translation services at the in-person Access Point by leveraging the City's CRIO department. There will be two options for households to receive this assistance:

Phone: For households to get access to interpretation services at the access point(s), HRD staff will connect with a live interpreter over the phone. Households will have access to over 300 languages and the line is open 24 hours, 7 days a week.

Request Form: Detroit residents and city employees can request Language service and interpretation services for on-site interpreter, help filling out a document, help contacting another department, document translation, or other translations needs. For this assistance, the request should be made at least seven days in advance.

Additionally, HRD will utilize the services of an internal department, the Office of Disability Affairs that oversees American Sign Language interpretation services. The City of Detroit offers American Sign Language services for its services, meetings, and programs. ASL interpreters are arranged in advance and are available to interpret for clients in-person or remotely.

All signage at the Access Points will be translated into Spanish, Arabic, and Bengali. HRD anticipates that initial conversations with households via the call center will further support our ability to ensure Access Points have adequate services in place. For example, if a household report needing translation services in their initial conversation via the phone line, call center staff will communicate this information in the referral sent to Access Point staff to ensure that translation services can be coordinated.

CAM Knowledge Transfer and Staffing:

Points: Up to 10 points each. Total 30 points

14. Describe specifically how your organization will ensure the transfer of institutional CAM knowledge to the provision of Access services. Address the plan to research, engage current staff, interview, and integrate existing CAM resources – including current CAM personnel, technology, workflows, and procedures.

In order to ensure a smooth transition of the CAM contract, it is HRD's intention to source and transfer as much institutional knowledge as possible. In terms of current staff engagement, immediately after a favorable award announcement, HRD will request all relevant operational standards and information from SWCS, through data transfers and regular meetings to understand and build upon previously used rationale, data tracking, reporting, and implementation guidelines. As CAM Policies and Procedures are adopted by the CoC Board, it is HRD's intention to first transfer the P&P to HRD with the required updates and then work on process changes as needed and appropriate. HRD will develop workflows and procedures related to internalizing and standing up a new capacity in the department, while developing a baseline for City of Detroit and WMCAA combined processes.

Recruiting and hiring staff with the requisite skill set needed to fill these roles will be planned with intentionality. This will be accomplished through conversations with the City's HR Department, so that project-related position postings will reflect a very, relevant specific scope of experience. As such, it is expected that CAM staff will stand out among applicants due to their current roles and responsibilities and therefore receive an invitation to interview. City HR processes do forbid pre-selecting candidates for any role. HRD intends to source candidates intentionally, and to follow internal directives to hire only the most qualified candidates with the highest levels of relevant experience.

HRD co-applicant, WMCAA, currently uses a call center platform called 8x8 to operationalize a City-funded holistic housing services call center. HRD will leverage this existing call center platform to add the CAM line to its network of connected services and programs. Residents will access a variety of services when they call the CAM line, and some will even be redirected to other resources which could alleviate or eliminated the need for emergency shelter. WMCAA will continue to use the 8x8 system to capture general data on households which can be used to appropriate route that individual to helpful services. It has agreed to build an instance of 8x8 which will communicate with the CAM's Salesforce instance, to ensure data transfer between Call Center Staff and AP staff in real-time should emergency shelter be needed. The 8x8 workflow will mirror the required elements of Salesforce. As data collected in 8x8 will be transferred automatically to Salesforce, in-person AP staff will be able to view and build on the data profiles created on the call center level.

15. Describe your plan and timeline for offering and conducting interviews for existing CAM staff. Detail the timeline, human resource activities, and how you will onboard those individuals as new employees to your agency, while simultaneously allowing those staff to continue to carry out CAM operations to ensure continuity of CAM services.

Immediately after the award, HRD staff will begin the process of obtaining City Council approval, which is needed to accept the HUD CoC contract. After Council approves, HRD will work with the Budget Department to make the required City Budget amendment, which is needed to begin hiring staff. Simultaneously, the HS Director will begin coordinating with Human Resources to develop and issue all job postings associated with this work. In order for HR to post for the position/positions, our internal HRD team will need to submit a requisition through NEOGOV and the Office of Chief Financial Officer (OCFO). It is expected that posting and interviews will occur during July to allow for late August training and to ensure a September 1, 2023 start date.

There are two main onboarding activities. The first is as a general City of Detroit employee. This onboarding is a 2.5 hour on-demand virtual training that all employees are required to attend. It goes over benefits, employee standards, and other important information all employees need to be successful. As this session is offered on-demand, staff can be staggered to ensure that CAM will remain operational.

The second is a specific HRD onboarding which helps employees understand how HRD interacts with all of City Departments. HRD has an onboarding template that will be modified for this specific program. The department also has an established document with information and resources for a number of City departments that includes information

about their department and the function/role. This document also has links to videos and PowerPoints, contact information identifying a person to follow-up with to schedule a one on one with, and staffing org charts. Staff's time will again be staggered to ensure they have adequate time to review this information and meet with their supervisor/peers to ask questions and check for understanding. All staff entering HMIS data will complete the required HAND training using the same process outlined above. HRD will leverage existing staff to assist with this onboarding, as HRD has done when other programs come online. The admin staff for this grant will be paired with another Program Analyst so that they can shadow an experienced team member while learning their job responsibilities. HRD has on-boarded multiple staff within the past 2 years due to the COVID funding and has established tools to ensure a smooth learning process.

While the City of Detroit's labor rules forbid departments from pre-selecting candidates for employment, the Department will indicate prior experience preferences relevant to the scope of the new operation. Those CAM staff who apply, and whose resumes reflect the requisite preferred experience detailed in the position description, will therefore exist as preferred candidates. Contingent upon interview performance and scoring, eligible candidates are added to a candidate pool, to be utilized by the hiring manager. Where current CAM staff members are selected for employment, the City will work with SWCS to ensure that current CAM operations continue by allowing for start dates as close to September 1, 2023 as possible and/or support existing SWCS CAM staff while in their new role at HRD.

16. Describe how your agency will cover any start-up staffing costs that may be incurred prior to the start of any grants that will eventually be transferred to your agency. These may be costs incurred prior to September 1, 2023 or January 1, 2024.

HRD will use City of Detroit general funds to fill the gap period prior to the federal contracts starting. The \$900,000 will be available as soon as July 1, 2023. A ramp-up plan will be developed in coordination with the CAM Governance Committee, HAND, and CoC Board (as appropriate).

DETROIT COC CAM RFQ
PART III D - CAM BACK OFFICE

Instructions: Complete the appropriate PART III form for each CAM services for which the agency is applying.

Applicant Organization Name	City of Detroit, Housing and Revitalization Dept
Is a Subrecipient providing this CAM service?	
<input type="checkbox"/> YES Provide Name Below <input checked="" type="checkbox"/> NO Applicant Organization is Providing Service	
Subrecipient 1 Organization Name	N/A

For narrative responses, please provide detailed, yet succinct, responses.

CAM Knowledge:

Points: Up to 5 points each. Total 15 points.

1. Describe your organization’s experience with current CAM processes.

The CAM provides a systems-level response to homelessness by creating a streamlined process for people to access emergency shelter and housing resources, and a process for prioritizing people for housing resources based on their level of vulnerability. HRD is committed to this model and has worked and collaborated with CAM since its inception. HRD committed funding when CAM was developed and has continued to do so every year that funding has been requested through the City’s Emergency Solutions Grant (ESG) allocation. When funding was provided, HRD staff oversaw the subrecipient contract, which included both programmatic and financial oversight. CAM plays a key role in emergency shelter referrals, therefore HRD works closely with the front door of the system to help CAM problem solve, support diversion efforts, and serve as a liaison between shelters, CAM, and residents. Further, as a funder of both RRH and Prevention providers, HRD works closely with CAM to coordinate referrals, program ramp-downs, HCV and EHV policies, and system training efforts. For instance, HRD initiated and developed the HCV Policies and Procedures in partnership with CAM. HRD led efforts to increase lease up times by educating and encouraging providers on how to assist residents in utilizing their HCVs. This was done in conjunction with CAM which serves as the HARA and therefore has direct communication with the housing agents and MSHDA. HRD has also been active anytime there were CAM Policy and Procedure updates such as changed in prioritization. As a major funder in the homelessness system, HRD has and will continue to be actively engaged in coordinated entry.

In addition to the close collaboration the HRD team has with CAM operations, the HS team employs 4 former CAM staff members. These staff members oversaw CAM operations, referrals to housing providers, integration of the VA into coordinated entry, and the chronic and Veteran by name list processes. These employees have a combined 9 years of experience with historic and current CAM processes. Outside of direct experience with CAM processes, HRD sits on the CAM Governance Committee and participated in several CAM transition sub-committees.

2. Describe your organization’s knowledge, skills and abilities with Salesforce or a comparable platform.

HRD leadership and HS oversight itself represents over 6 years of ground-up program and division funding, development and implementation experience. Throughout new program implementation, data points within emerging projects have in all cases been established and then represented through data reports and dashboards that are carefully constructed to show the granular-level outputs and outcomes of all direct services functions. This work has principally been accomplished in Smartsheet, Salesforce, and Tableau. Projects built by HRD leadership and HS oversight using these tools to develop, frame and lead are:

- Detroit ID Program - City-wide ID distribution program.
- ESG Street Outreach Program - Door to door outreach to occupied, uninhabitable Detroit Land Bank-owned

homes. HMIS data entry included.

- Equitable Land Development (ELD) Pipeline - Door to door outreach to occupied homes and structures within developer or City-owned building portfolios.
- City of Detroit Quarantine and Isolation (Q&I) Sites - Sites established across the City during the peak of the COVID pandemic to serve not only as quarantine sites, but as employment, housing and medical access points. Also used as a crucial PPE receipt and distribution center. Over 300,000 PPE accoutrement gathered from the State, tracked, and distributed. HMIS data entry included.
- COVID-19 Emergency Shelter Medical Outreach - Procurement of nursing staff to provide and track regular COVID symptom checks in emergency shelters across the city. Escalated symptomatic cases to the established Q&I site. Developed relationships to provide the first saliva tests distributed to the city of Detroit, within emergency shelters. Further developed relationships to provide vaccinations to even more thoroughly protect vulnerable individuals experiencing homelessness.
- The Community Health Corps (CHC) - Wraparound human services program to address the household needs of residents impacted by COVID-19. Over 55 staff members recruited and onboarded, with all operations represented with data dashboards.
- Detroit Housing Services (DHS) - Housing relocation office comprised of five connected programs to address the relocation needs of residents displaced by eviction, fires, delinquent landlords, EBLI in children under 6, and in Detroit Land Bank-occupied homes. Over 65 staff members recruited and onboarded, along with the standing up of an integrated, City-wide housing hotline.

Detroit Housing Services provides direct client level services which are tracked through data collection mechanisms projected to reporting dashboards through the use of Smartsheet. Please refer to **Attachment 7A** for a sample report.

The Homelessness Solutions team will utilize a similar but customized direct service build-out and data reporting process with the existing tools developed through these projects and will couple them with new project-related metrics alongside HMIS data. HRD plans to leverage their experience with Coordinated Entry within the functions of HMIS to provide the framework for this project.

The City of Detroit's Lean Team works alongside subject matter experts to streamline processes and operates where needed to frame new iterations. It is expected that HRD will leverage the City's Lean Team to build out and evaluate CAM related workflows to ensure effectiveness and efficiency.

3. Describe your organization's knowledge of CAM assessment and navigation processes and prioritization policies, CoC housing programs and eligibility criteria for those programs.

As a funder, HRD has extensive knowledge of the eligibility criteria for homeless programs in the CoC. This includes understanding HUD's definition of homelessness under 24 CFR 576.3. Staff perform file audits on all HRD funded programs, including ensuring program participants have the required documentation for program eligibility. HRD works closely with CAM to coordinate referrals, program ramp-downs, HCV and EHV policies, and system training efforts. HRD staff participate in workgroups and committees across the CoC - including the CoC Board, Executive Committee, Grievance Committee, CAM Governance, program level workgroups - and are actively involved in conversations and policy changes around assessment processes (example - conversations to replace the VI SPDAT), navigation processes (example - close coordination with providers and navigation teams during shelter ramp-downs), and discussion of potential shifts in prioritization process (example - transition to acuity groups model). The HRD team has extensive knowledge of navigation processes and the impact on shelter residents and voucher lease-ups.

CAM Back Office Service Delivery:

Points: Up to 20 points each. Total 140 points.

4. Describe your organization's strategy to effectively manage the chronic homelessness by name list. Address data quality, accuracy, timeliness and reporting. Also describe the strategy to utilize the by name list information to

facilitate case consults, coordinate with providers on clients, and to inform system decisions on the effort to end chronic homelessness.

CoD will employ a By-Name List Coordinator (BNLC) to manage both the Veteran by-name list (see Q#6 below) and the Chronic by-name list (BNL). The BNLC will continue the current responsibilities under SWCS, which include membership on the Chronic Leadership Team in addition to management of the CBNL, and will play a crucial role in ensuring that all Chronic households are appropriately served through the Coordinated Entry System.

The BNLC will track Chronic households' homeless statuses, navigation statuses, HCV statuses, program referrals, and housing statuses. The Chronic BNL will be populated in HMIS and managed in the Salesforce data system. Updates will occur at least weekly and on an ongoing basis, as partners provide updates. The BNL will include list status information to codify households as active, inactive, and pending to track and determine potential service needs. As the BNLC finds missing or inconsistent information in HMIS, they will notify providers (and CC HAND) to address data quality and accuracy of client records. Outreach Workgroup sessions will continue to dedicate time to conduct case consults on clients that are active on the CBNL. The BNLC will use the information from these sessions to update records and ensure that all potential clients are linked to navigation services.

The BNLC will prepare, and present data based on the above tracking to the Chronic Leadership team on an ongoing basis. Additional communications and reports on Chronic BNL information will be communicated to the CAM Governance Committee, the CoC Board, CoC service providers, and community stakeholders as needed. Frequency of communications will be provided on a consistent basis in the form of published CAM related reporting (quarterly and annual) and committee and workgroup meetings (time frames are dependent on meeting cadence). CAM staff - including the BNLC - will also attend other important systems level workgroups and meetings related to chronic work, including PSH Consult and PSH Workgroup.

CoD will employ a staff member - the Data & Systems Coordinator - who will be responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and the reports for completeness, accuracy, and compliance with data quality expectations. The Data & Systems Coordinator will work closely with the BNLC to ensure shared mechanisms are in place to address data quality needs. The two will establish a meeting cadence to ensure timeliness of data, sufficient action plan of data reconciliation, and ensuring data completeness and integrity.

5. Describe your organization's strategy to effectively manage the youth homelessness by name list. Address data quality, accuracy, timeliness and reporting. Also describe the strategy to utilize the by name list information to facilitate case consults, coordinate with providers on clients, and to inform system decisions on the effort to end youth homelessness and support the Youth Homelessness Demonstration Program (YHDP).

Per correspondence from HAND on 4/11, YHDP activities will be transferred to CHS and youth homelessness by-name list management will not be a responsibility of CoD under this contract. CoD will ensure that data is entered accurately and timely when youth access the homeless system and support CHS in their management of the Youth BNL as needed.

6. Describe your organization's strategy to effectively manage the veteran homelessness by name list. Address data quality, accuracy, timeliness and reporting. Also describe the strategy to utilize the by name list information to facilitate case consults, coordinate with providers on clients, and to inform system decisions on the effort to end veteran homelessness.

HRD will employ a Veteran By-Name List Coordinator (BNLC) to manage the Veteran by-name list (BNL) as well as the Chronic BNL. The BNLC will continue their current responsibilities, which include membership on the Veteran Leadership Committee, the Veteran Improvement Team, co-leading the By-Name List Case Conferencing Group, and will play a crucial role in ensuring that all Veterans are appropriately served through the Coordinated Entry System. Once Veteran specific funding is secured, an additional FTE will be hired to solely manage the Veteran By-Name List.

The Veteran BNLC will track Veteran homeless statuses, eligibility statuses, navigation statuses, HCV statuses, program referrals, and housing statuses. Per the CAM Policies & Procedures, the Veteran BNL must be updated at least bi-weekly; whenever possible, the Veteran BNLC will update on an ongoing basis, as information is received from providers. The BNL will include both a list of active Veterans - those working toward housing - as well as an Inactive list - those without contact, or who have been permanently housed. The BNLC will closely monitor both lists to ensure that Inactive households can be moved back to the active list as needed. As the Veteran finds missing or inconsistent information in HMIS, they will notify providers (and CC the VA), in an attempt to address data quality and accuracy of client records.

The Veteran BNL Coordinator will continue its current role in facilitating the By-Name List Case Conferencing group. This role is critical to ensuring Veterans are appropriately served through Coordinated Entry and to monitoring their progress toward housing. The BNL Coordinator will pull names for case conferencing and share at least 48 hours before the group meets. The BNLC will use the information from these sessions to update records to track the veteran's progress towards housing success, including information on the current homelessness status of Veterans, the housing preferences and placement barriers, and any challenges in connecting Veterans to critical services.

The VBNL will be primarily managed in HMIS; all client data and reporting will be generated from HMIS. Salesforce will work as a supplemental system, primarily used to track client dispositions at access and to alert the BNLC of referral needs to Veteran Affairs (VA) for additional assessment. The BNLC will work closely with the VA Coordinated Entry staff member to ensure that all active veterans are linked to housing services, based on their veteran eligibility status. All housing referrals for veteran specific services will be facilitated by the BNLC and communicated via referral in HMIS and email to housing providers.

The BNLC will collaborate closely with the new Veteran data lead and the VA CE lead to coordinate around CE activities for Veterans experiencing homelessness. Regular monitoring and presenting of Veteran Data will inform systems decisions impacting access and housing opportunities for Veterans experiencing homelessness.

The BNLC will prepare and present data - based on the above tracking - to both the Veteran Improvement Team and the Veteran Leadership Committee. Veteran specific reporting will also include the tracking of benchmarks for the Veteran's Built for Zero report. Additional communications and reports on Veteran BNL information will be communicated to the CAM Governance Committee, the CoC Board, CoC service providers, and community stakeholders as needed. Frequency of communications will be provided on a consistent basis in the form of published CAM related reporting (quarterly and annual) and committee and workgroup meetings (time frames are dependent on meeting cadence).

HRD will employ a staff member - the Data & Systems Coordinator - who will be solely responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and the reports for completeness, accuracy, and compliance with data quality expectations. The Data & Systems Coordinator will work closely with the BNLC to ensure shared mechanisms are in place to address data quality needs. The two will establish a meeting cadence to ensure timeliness of data, sufficient action plan of data reconciliation, and ensuring data completeness and integrity.

7. Describe your organization's strategy to effectively manage the MSHDA Housing Choice Voucher (HCV) Homeless Preference Waitlist, Emergency Housing Vouchers (EHV) and Moving Up Vouchers.

HRD will build off the relationships and processes already put in place by the current lead agency and HAND to manage housing vouchers. HRD will employ a Subsidy Coordinator whose role will consist of HCV, EHV, & Moving Up waitlist application management. The Subsidy Coordinator will be a liaison for MSHDA housing agents and partners within the CoC, to ensure strong collaboration and communication for management of all subsidy applications.

The Subsidy Coordinator will ensure all pre-applications and recertifications are audited and entered in the MSHDA HCV Applicant portal within 5 business days of the homeless verification date, mirroring what is currently happening at SWCS. The Subsidy Coordinator will also play a critical role in coordinating with Navigation teams, TH, and RRH providers to obtain complete and accurate applications for all eligible households.

Once complete applications have been entered and accepted in the MSHDA HCV Applicant portal, the Subsidy Coordinator will update HMIS with HCV recertification dates and confirmation numbers. This information will be critical, as this is how client's HCV information is communicated to partner agencies. For internal use, Navigation records within the Salesforce system will be updated by the Subsidy Coordinator with all current/relevant HCV status updates.

Recordkeeping for applications and verification of homelessness documents will be an essential responsibility in this role. The Subsidy Coordinator will be responsible for completing monthly audits with MSHDA to ensure compliance with the management of the HCV Homeless Preference waitlist. To ensure effective management of the waitlists, HRD will follow the policies outlined in the HCV Homeless Preference Policy and Procedures.

The Subsidy Coordinator will combine basic household information with HMIS numbers and active programs and share widely with the CoC for recertifications and pulls. For recertifications, monthly communications will be sent to providers as a reminder to ensure clients maintain their status on the waitlist. For HCV pulls, notification will be sent within 48 hours of a pull occurring. Aligning with current CAM timelines will ensure CoC partners have timely information on household HCV pulls and can begin working with households immediately to begin the lease-up process.

Coordination with the MSHDA Housing agents and CHS to track the status of the clients' progress within the HCV process (after being pulled) will be a critical component to management. This information will be tracked in Salesforce and will be shared with providers to assist as they are working to support clients. The Subsidy Coordinator will continue to participate in the Moving Up meetings, facilitated by HAND. In this space, the Housing Specialist will work with HAND and the providers to identify clients eligible for application to the Moving Up Program.

8. Describe how your organization will use data and reporting tools to manage the prioritization, match and referral processes, and communicate with CAM partners.

HRD will employ a Referral Coordinator to manage prioritization lists and housing referrals. The Referral Coordinator plays a crucial role in both data management and collaboration with CoC partners to ensure households are prioritized and referred to the next available resource.

The Referral Coordinator will use a combination of HMIS and Salesforce reports to manage prioritization and referral processes. Some of the relevant reporting tools include:

- **Prioritization Lists, by Acuity Group (Salesforce):** Salesforce will continue to be used to manage all information on prioritization.
- **Unexited Report (HMIS):** The Referral Coordinator will use HMIS to verify homeless statuses of all households on the Prioritization List. This report can be filtered to ensure households up for referral have an open entry in shelter. The Referral Coordinator will check for a VOH uploaded to the household's profile for any unsheltered households.
- **Referral Reports (Salesforce & HMIS):** The Referral Coordinator will mark referrals for households in BOTH Salesforce and HMIS. This ensures that both CAM staff - including CAM partners - and CoC partners have access to referral information. After each referral, the Referral Coordinator will run the report in both systems to ensure accuracy, and crosscheck to the Prioritization List. The Referral Reports will also be used to facilitate PSH Consults - the Referral Coordinator will run the Referral Report before each Consult, distribute widely to the Consult Group, and facilitate the meeting to collect relevant updates on households.

9. Describe how your organization will track referrals and monitor inflows, outflows, and housing successes from the CAM system and report this information to the CAM Lead Agency.

Housing referrals will be completed and monitored by the Referral Coordinator. The Referral Coordinator will mark referrals for households in BOTH Salesforce and HMIS. This ensures that both CAM staff - including CAM partners - and CoC partners have access to referral information. After each referral, the Referral Coordinator will run the report in BOTH systems to ensure accuracy, and crosscheck to the Prioritization List. This data can be further broken down to include "housing successes" including referrals accepted vs canceled or declined, as well as program entries and housing

move-in dates. This information will – as needed – be reported to HAND and CoD staff and presented at program-specific workgroups. The CAM Quarterly and Annual Reporting will aggregate this data to report trends in housing referrals by program and household types and be presented to the CoC board on a regular basis.

10. Describe your organization’s strategy to provide effective oversight of all CAM data including data clean -up and reconciliation activities in order to ensure accurate coordinated entry data in *both* the HMIS and Salesforce.

HRD will employ a staff member - the Data & Systems Coordinator - who will be solely responsible for ensuring data quality and alignment. This staff member will be responsible for monitoring data and reports in both HMIS and Salesforce for completeness, accuracy, and compliance with data quality expectations. In addition, the two Site Coordinators will be responsible for ensuring Access staff are entering data in real time as well as review completeness/accuracy of both Salesforce and HMIS data.

The City of Detroit operates in the frame of continuous learning. Recognizing that CAM has extensive data expectations, leadership will prioritize training and development opportunities specific to data entry and data completeness for all staff. Further, HRD will work closely with HAND during the ramp-up period to ensure all staff are trained on both HMIS and Salesforce based on their prior knowledge level of both systems. These trainings will be completed in the first 3 weeks of onboarding, as well as on an ongoing basis (exact timeframes to be determined in collaboration with the CoC and HAND).

CAM Knowledge Transfer and Staffing:

Points: Up to 10 points each. Total 30 points

11. Describe specifically how your organization will ensure the transfer of institutional CAM knowledge to the provision of Back Office services. Address the plan to research, engage current staff, interview, and integrate existing CAM resources – including current CAM personnel, technology, workflows, and procedures.

In order to ensure a smooth transition of the CAM contract, it is HRD’s intention to source and transfer as much institutional knowledge as possible. In terms of current staff engagement, immediately after a favorable award announcement, HRD will request all relevant operational standards and information from SWCS, through data transfers and regular meetings to understand and build upon previously used rationale, data tracking, reporting, and implementation guidelines. As CAM Policies and Procedures are adopted by the CoC Board, it is HRD’s intention to first transfer the P&P to HRD with the required updates and then work on process changes as needed and appropriate. HRD will develop workflows and procedures related to internalizing and standing up a new capacity in the department, while developing a baseline for CoD and WMCAA combined processes.

Recruiting and hiring staff with the requisite skill set needed to fill these roles will be planned with intentionality. This will be accomplished through conversations with the City’s HR Department, so that project-related position postings will reflect a specific scope of experience. As such, it is expected that CAM staff will stand out among applicants due to their current roles and responsibilities and therefore receive an invitation to interview. City HR processes do forbid pre-selecting candidates for any role. HRD intends to source candidates intentionally, and to follow internal directives to hire only the most qualified candidates with the highest levels of relevant experience.

HRD co-applicant, WMCAA, currently uses a call center platform called 8x8 to operationalize a City-funded holistic housing services call center. HRD will leverage this existing call center platform to add the CAM line to its network of connected services and programs. Residents will access a variety of services when they call the CAM line, and some will even be redirected to other resources which could alleviate or eliminated the need for emergency shelter. WMCAA will continue to use the 8x8 system to capture general data on households which can be used to appropriate route that individual to helpful services. WMCAA has agreed to build an instance of 8x8 which will communicate with the CAM’s Salesforce instance, to ensure data transfer between Call Center Staff and AP staff in real-time should emergency shelter be needed. The 8x8 workflow will mirror the required elements of Salesforce. As data collected in 8x8 will be transferred

automatically to Salesforce, in-person AP staff will be able to view and build on the data profiles created on the call center level.

12. Describe your plan and timeline for offering and conducting interviews for existing CAM staff. Detail the timeline, human resource activities, and how you will onboard those individuals as new employees to your agency, while simultaneously allowing those staff to continue to carry out CAM operations to ensure continuity of CAM services.

Immediately after the award, HRD staff will begin the process of obtaining City Council approval, which is needed to accept the HUD CoC contract. After Council approves, HRD will work with the Budget Department to make the required City Budget amendment, which is needed to begin hiring staff. Simultaneously, the HS Director will begin coordinating with Human Resources to develop and issue all job postings associated with this work. In order for HR to post for the position/positions, our internal HRD team will need to submit a requisition through NEOGOV and the Office of Chief Financial Officer (OCFO). It is expected that posting and interviews will occur during July to allow for late August training and to ensure a September 1, 2023 start date.

There are two main onboarding activities. The first is as a general City of Detroit employee. This onboarding is a 2.5 hour on-demand virtual training that all employees are required to attend. It goes over benefits, employee standards, and other important information all employees need to be successful. As this session is offered on-demand, staff can be staggered to ensure that CAM will remain operational during the onboarding period.

The second is a specific HRD onboarding which helps employees understand how HRD interacts with all of City Departments. HRD has an onboarding template that will be modified for this specific program. The department also has an established document with information and resources for a number of City departments that includes information about their department and the function/role. This document also has links to videos and PowerPoints, contact information identifying a person to follow-up with to schedule a one on one with, and staffing org charts. Staff's time will again be staggered to ensure they have adequate time to review this information and meet with their supervisor/peers to ask questions and check for understanding. All staff entering HMIS data will complete the required HAND training using the same process outlined above. HRD will leverage existing staff to assist with this onboarding, as HRD has done when other programs come online. The admin staff for this grant will be paired with another Program Analyst so that they can shadow an experienced team member while learning their job responsibilities. HRD has onboarded multiple staff within the past 2 years due to the increased COVID funding and has established tools to ensure a smooth learning process.

While the City of Detroit's labor rules forbid departments from pre-selecting candidates for employment, the Department will indicate prior experience preferences relevant to the scope of the new operation. Those CAM staff who apply, and whose resumes reflect the requisite preferred experience detailed in the position description, will therefore exist as preferred candidates. Contingent upon interview performance and scoring, eligible candidates are added to a candidate pool, to be utilized by the hiring manager. Where current CAM staff members are selected for employment, the City will work with SWCS to ensure that current CAM operations continue by allowing for start dates as close to September 1, 2023 as possible and/or support existing SWCS CAM staff while in their new role at HRD.

13. Describe how your agency will cover any start-up staffing costs that may be incurred prior to the start of any grants that will eventually be transferred to your agency. These may be costs incurred prior to September 1, 2023 or January 1, 2024.

HRD will use City of Detroit general funds to fill the gap period prior to the federal contracts starting. The \$900,000 will be available as soon as July 1, 2023. A ramp-up plan will be developed in coordination with the CAM Governance Committee, HAND, and CoC Board (as appropriate).

DETROIT COC CAM RFQ

PART IV: CAM IMPLEMENTATION WORK PLAN

Instructions: Complete a separate Implementation Work Plan for each individual CAM service being provided.

Applicant Organization Name	City of Detroit, Housing and Revitalization Department
CAM Services Included in Work Plan	<input checked="" type="checkbox"/> A <input checked="" type="checkbox"/> B <input checked="" type="checkbox"/> C <input checked="" type="checkbox"/> D
Implementing Partner (If Applicable)	
Subrecipient 1 Organization Name	Wayne Metro Community Action Agency
Subrecipient 2 Organization Name	N/A
Subrecipient 3 Organization Name	N/A

IMPLEMENTATION WORK PLAN

10 points each Onboarding, Transition, Operations, Evaluating Operations. Total 40 points.

It is critical that the transition is well planned, avoids and limits service disruptions, and considers the multitude of impacts and contingencies. To be considered qualified to provide CAM services, it is important to demonstrate the strategic planning, project management and implementation schedule envisioned by the applicant. Below is a template to be completed and included in the proposal. The template provides the applicant the opportunity to layout benchmarks, activities, deliverables and projections that will occur in the implementation of CAM services. Applicant agencies should note that final implementation workplans will be developed in partnership and collaboration with all entities selected through this RFQ process, and in partnership with the current CAM Lead Agency (Southwest Counseling Solutions), current Implementing Partner (CHS), and technical assistance providers.

1. Be very succinct in listing activities for each category and work stage.
2. *Examples* of activities are provided in *italics* and should be deleted from your actual submission.
3. Applicants applying to provide All-Services or multiple services should **submit a separate work plan for each component application.**

Lead Agency Workplan – City of Detroit

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
FINANCE (Includes contracts, funders, grant applications, fundraising, fiscal capacity, A133 planning, etc.)	<ul style="list-style-type: none"> - Council accepts HUD CoC funding - Amend City budget to include HUD CoC funding source - Work with HAND to determine how the City would be a subrecipient for MSHDA ESG; develop contracts/MOUs as required - Prepare and present WMCAA subrecipient contract to Council for approval 	<ul style="list-style-type: none"> - Finalize and execute reimbursement structure for HAND contracts (MSHDA ESG) -Onboard admin staff to review and process WMCAA payments - Provide training to WMCAA staff, as needed, for reimbursement process - Enter into contract/agreemen 	<ul style="list-style-type: none"> - Monitor WMCAA spend -Hold first quarterly TA session with WMCAA which includes reviewing reimbursements - Monitor VA funding 	<ul style="list-style-type: none"> - Evaluate In Person Access points services and costs -Continue quarterly TA sessions with WMCAA -Monitor spend and adjust accordingly to ensure spend down and continuation of services - Conduct annual monitoring of WMCAA -Meet with Access In Person locations on a quarterly basis to evaluate costs and services offered in contract

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
	- Secure funding from the VA/Community Solutions for VA specific CAM activities	t with VA funding source		- Monitor VA funding, submit annual report as required
DATA & TECHNOLOGY (Includes Salesforce, Vonage/Call Center technology, contracts, equipment, HMIS, technology training, etc.)	- Request/order equipment supplies, use laptop loaners as needed -Work with DoIT to establish data security protocols for AP staff -Work w/ SWCS to keep CAM line open -WMCAA forward CAM number to 866 # - Finalize phone tree w/ WMCAA - Law review and accept Salesforce Contract	-Purchase Salesforce & HMIS licenses (will occur earlier if funding allows) - Review WMCAA phone tree, make adjustments as needed -Monitor # and LOT of calls, adjust as needed -Review Salesforce data for	- Review WMCAA phone tree, make adjustments as needed -Monitor # and LOT of calls, adjust as needed -Review Salesforce data for completeness/ accuracy w/ 8x8 transfer	-Monitor # and LOT of calls, adjust as needed -Review Salesforce data for completeness/ accuracy w/ 8x8 transfer - Update software/licenses/hardware as needed
CAM STAFFING / PERSONNEL (Includes current CAM staff opportunities, hiring, HR, management, internal organizational planning, etc.)	- Create requisitions for all position - Create job classification docs -Coordinate w/ HR on job posting locations - Develop work schedule - Interview staff	- Job offers extended and accepted - Complete onboarding of all staff -Establish supervision schedule	-Monitor staff performance, conduct weekly check-ins/supervisions	-Complete probational evaluations at 6 months -Complete staff annual evaluation
FACILITIES / EQUIPMENT (Includes office space, leasing, co-location planning, equipment acquisition, vendors, contracts, insurance, etc.)	-Issue RFQ for IT equipment and software purchases - DoIT (City's IT dept.) visit AP sites to ensure adequate internet capacities -Secure car lease for 9/1 execution - Develop process for fuel/maintenance requests	-Purchase all IT equipment/software -Secure laptop loaners, as needed -Issue equipment to staff -Establish hybrid office space -Purchase office supplies	- Switch loaners out for purchased laptops - Troubleshoot IT problems/needs	-Monitor ongoing staff technology needs -Evaluate flow at AP sites, as well as any ongoing equipment or facilities needs
CAM PARTNER COORDINATION (May include other CAM service providers, CAM Lead, Implementing Partners, 2-1-1, VA, Youth, VSP/DV, etc.)	- Coordination meeting with SWCS, CHS and HAND -Attend CoC committees, general membership, and other groups - Reach out to hospitals/law enforcement	- Continue coordination meetings, attending CoC meetings, law enforcement, hospitals system - Establish workflows with shelter providers for bed vacancies,	- Established staff at CoC committees/workgroups/Co C Board/ General membership	- Continued attendance at CoC meetings -Continued coordination with nonprofits, law enforcement, hospital systems

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
	- Connect with DWIHN for SUD service coordination	after hour admissions, and onsite CAM staff		
CAM TRAINING (May include training, materials, schedules, shadowing current CAM, updated transferred CAM training materials etc.)	-Initiate CAM employee training handbook -Finalize staff training plan and calendar -Shadow current CAM staff for all Back-office roles and responsibilities -Complete CAM Training Overview -Work with current CAM to port over current Access workflows and protocols; make modifications and streamline as needed to finalize for system shift -Initiate Access Point operations policies and procedures manual	-Staff onboardings begin – trainings specific to HUD regulations, CAM processes & procedures	-Finalize CAM employee training handbook -Staff trainings continue during the first 6m of operations -Evaluate staff training plan for needed updates	-Staff trainings continue an annual basis and as needed -Evaluate staff training plan for needed updates - New staff onboarding and training as needed
CAM COMMUNICATIONS (May include PLEH feedback, marketing materials, website, or other communication tools for partners, clients, and public)	-Work with CAM Transition team to corroborate on messaging for transition, begin marketing new process for accessing system; via flyers, website, social media—in conjunction with CoD’s media division -Draft press release info with Media Division -Work with WMCAA on website updates, have draft ready for publication -Draft changes to SWCS website -HAND website changes -Outline HRD CAM website content -Attend CoC Board, General membership,	-Issue press release -Publish HRD website; partner website updated -Email blast to stakeholders when changes are live - Continue communication with partners listed in onboarding section -Launch new CAM website; provide link on www.camdetroit.org to send traffic to new site	-Update website(s) as if there are changes/ feedback from community -Monitor WMCAA call line chat function for use/length of time - Continue communication with partners listed in onboarding section	-Update website(s) as if there are changes/ feedback from community -Draft and issue CAM newsletter -Draft and issue quarterly and annual reports -Partner with SWCS for 2023 annual report - Continue communication with partners listed in onboarding section

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
	other committees/workgroups to announce change and answer questions/concerns -Communicate to law enforcement/hospitals			
CoC GOVERNANCE & COMMITTEES (May include CoC participation, scheduling, reporting and communication, etc.)	-Attend Board, General Membership, and other CoC committee and workgroup meetings to train on new provider and process -Meet with CAM Governance to present ramp-up workplan and identify key measurements for CAM operational activities	-Assign CAM staff to CoC Committees -Continue to meet with CAM Governance to report out on ramp-up statuses	-Meet with CAM Governance to develop and implement committee’s workplan	-Meet with CAM Governance to continue efforts on committee’s workplan -Review operational data with CAM Governance committee for feedback on recommendations for improvements or changes -Attend CoC committee and workgroup meetings to present on CAM’s operational data and survey groups for feedback on current operations - Work with CoC leadership to evaluate options for assessment and prioritization changes -Make updates to CAM policies and procedures manual, based off updates occurred in transition
OTHER (May include unique planning considerations of the agency, its funders, etc.)				

Call Center Workplan – WMCAA

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
FINANCE (Includes contracts, funders, grant applications, fundraising, fiscal capacity, A133 planning, etc.)	<ul style="list-style-type: none"> - Work with City of Detroit to outline subgrantee requirements -Create reconciliation process for fiduciary responsibilities 	<ul style="list-style-type: none"> -Submit on-time reports, etc. as specified -Billing submissions by 15th of each month -Monitoring spending to ensure grant is being spent appropriately -Submit monthly billings 	<ul style="list-style-type: none"> -Submit on-time reports, etc. as specified -Adjustment financial processes as needed -First quarterly check in meeting with City of Detroit -Monitor call center hold times & transfers to evaluate cost impact of 866 line to budget -Submit monthly billings 	<ul style="list-style-type: none"> -Work with City of Detroit to evaluate subgrantee requirements, processes -Submit monthly billings
DATA & TECHNOLOGY (Includes Salesforce, Vonage/Call Center technology, contracts, equipment, HMIS, technology training, etc.)	<ul style="list-style-type: none"> -Planning & build out with City of Detroit and HAND to integrate 8x8 and Salesforce -Creation of CAM specific phone tree items 	<ul style="list-style-type: none"> -Testing of 8x8 and Salesforce integration -Testing of phone tree options -Purchasing 8x8 licenses for new hire items 	<ul style="list-style-type: none"> -Daily monitoring of call center wait times, call, services provided, etc 	<ul style="list-style-type: none"> -Quarterly review of wait times, call volume, services provided, etc. -Quarterly review of customer satisfaction surveys
CAM STAFFING / PERSONNEL (Includes current CAM staff opportunities, hiring, HR, management, internal organizational planning, etc.)	<ul style="list-style-type: none"> -Hiring for any open Call Center staff need to hire -Identifying any additional internal staff support needed for CAM call center 	<ul style="list-style-type: none"> -New hire orientation for vacant positions -Monitoring staffing levels for start up 	<ul style="list-style-type: none"> -Daily adjustment as needed of staffing level based on wait time -Annual reviews for existing and new hire staff 	<ul style="list-style-type: none"> -Evaluate staffing model to ensure high quality customer service -Monitoring staffing structure to ensure aligns with call volume
FACILITIES / EQUIPMENT (Includes office space, leasing, co-location planning, equipment acquisition, vendors, contracts, insurance, etc.)	<ul style="list-style-type: none"> -Submit purchase orders for call center staff equipment needs (i.e. laptops, headsets, monitors, etc). 	<ul style="list-style-type: none"> -Arrange for equipment pick up & set up (to be coordinated with new hire orientation) 	<ul style="list-style-type: none"> -Weekly equipment check in with IT team; adjustments to software or equipment as needed 	<ul style="list-style-type: none"> -Ongoing equipment check in with IT team; adjustments to software or equipment as needed
CAM PARTNER COORDINATION (May include other CAM service providers, CAM Lead, Implementing Partners, 2-1-1, VA, Youth, VSP/DV, etc.)	<ul style="list-style-type: none"> -Planning for referral / resources for callers to 866 # 	<ul style="list-style-type: none"> -Routine participation and coordination in any created partner workgroups 	<ul style="list-style-type: none"> -Evaluate call types to determine if additional resources and/or community partner connection is needed 	<ul style="list-style-type: none"> -Evaluate call types to determine if additional resources and/or community partner connection is needed

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
CAM TRAINING (May include training, materials, schedules, shadowing current CAM, updated transferred CAM training materials etc.)	-Connect with current CAM staff to develop training materials	-Implement training plan for Access Call Center staff and cross-trained staff -Required trainings such as trauma informed care, customer service, and programmatic training completed	-Ensure all staff continue to be compliant with Call Center training plan -Routine monitoring; evaluate effectiveness and training needs monthly	-Routine monitoring; evaluate effectiveness and training needs monthly
CAM COMMUNICATIONS (May include PLEH feedback, marketing materials, website, or other communication tools for partners, clients, and public)	-Work with CAM lead on creating a communication plan & marketing materials needed	-Ensure agency websites reflect CAM transition information -Update Call Center operations & hours on websites -Update WM internal program guide for all staff -Include information in Wayne Metro eBlast	-Update agency website to reflect permanent CAM information -Include CAM information in Way Metro eBlasts -Provide CAM information at community events and WM locations	-Include CAM information in Way Metro eBlasts -Provide CAM information at community events and WM location
COG GOVERNANCE & COMMITTEES (May include CoC participation, scheduling, reporting and communication, etc.)	-Identify one staff person to attend CAM Governance and CAM Internal Partner committees -- -Participation in other identified CoC roles as needed	-Participation in CAM Governance Committee -Participation in other identified CoC roles as needed	-Participation in CAM Governance Committee -Participation in other identified CoC roles as needed	-Participation in CAM Governance Committee -Participation in other identified CoC roles as needed
OTHER (May include unique planning considerations of the agency, its funders, etc.)		-Daily morning meetings between WM and City of Detroit to ensure launch of call center is running smoothly		

Access Point Workplan – CoD

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
FINANCE (Includes contracts, funders, grant applications, fundraising, fiscal capacity, A133 planning, etc.)	<ul style="list-style-type: none"> -Finalize in-person AP site budgets (OGD, CCSS, NOAH) - Prepare and present Access In person sites (OGD, CCSS, NOAH) subrecipient contracts and/or amendments to Council for approval 	<ul style="list-style-type: none"> - Obtain executed contracts with Access Points 	<ul style="list-style-type: none"> - Ensure compliance with contracts -Hold first quarterly TA session with AP organizations which includes reviewing reimbursements 	<ul style="list-style-type: none"> - Evaluate In Person Access points services and costs -Meet with Access In- Person location hosts on a quarterly basis to evaluate costs and services offered in contract
DATA & TECHNOLOGY (Includes Salesforce, Vonage/Call Center technology, contracts, equipment, HMIS, technology training, etc.)	<ul style="list-style-type: none"> -Conduct initial planning meetings for Salesforce with current CAM, HAND, and CHS to develop workplan for training and onboarding HRD staff on Salesforce and HMIS -Develop Salesforce workflows and policies and procedures with HAND, CHS and current CAM - Request/order equipment supplies, use laptop loaners as needed -Work with DoIT to establish data security protocols for AP staff -Participate in Monthly CE HMIS meetings to train on CE HMIS workflows -DoIT completes sites visit to confirm IT capacity and needs 	<ul style="list-style-type: none"> -Obtain/Purchase licensing and conduct staff focus trainings for Salesforce usage -Obtain/Purchase HMIS licensing -Build out workflows in Salesforce to account for Access processes -Build out custom reports in Salesforce and HMIS for appropriate reporting -DoIT completes sites visit to confirm IT capacity and needs 	<ul style="list-style-type: none"> -Participate in Monthly CE HMIS meetings to discuss and refine CE HMIS workflows w/partners -Begin daily/weekly data pulls and review sessions -Build in internal auditing measuring for Access data 	<ul style="list-style-type: none"> -Participate in Monthly CE HMIS meetings to discuss and refine CE HMIS workflows w/partners - Work with HAND for evaluation of Salesforce and HMIS workflows and outcomes -Work with HAND to evaluate need for other data systems for reporting (e.g. Tableau)
CAM STAFFING / PERSONNEL (Includes current CAM staff opportunities, hiring, HR, management, internal organizational planning, etc.)	<ul style="list-style-type: none"> - Create requisitions for all position - Create job classification docs -Coordinate w/ HR on job posting locations - Develop work schedule - Interview staff 	<ul style="list-style-type: none"> - Job offers extended and accepted - Complete onboarding of all staff -Establish supervision schedule 	<ul style="list-style-type: none"> -Monitor staff performance, conduct weekly check-ins/supervisions 	<ul style="list-style-type: none"> -Complete probational evaluations at 6 months -Complete staff annual evaluation
FACILITIES / EQUIPMENT (Includes office space, leasing, co-location planning, equipment acquisition, vendors, contracts, insurance, etc.)	<ul style="list-style-type: none"> -Issue RFQ for IT equipment and software purchases - DoIT (City's IT dept.) visit AP sites to ensure adequate internet capacities -Secure car lease for 9/1 execution - Develop process for fuel/maintenance requests 	<ul style="list-style-type: none"> -Finalize physical set-ups of office space at AP sites -Establish hybrid office space for managers -Purchase office supplies 	<ul style="list-style-type: none"> -Monitor and evaluate Access point sites for site specific needs and adjust if needed -Meet w/AP site hosts to check-in on site operations 	<ul style="list-style-type: none"> -Monitor ongoing staff technology needs -Evaluate flow at AP sites, as well as any ongoing equipment or facilities needs

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
CAM PARTNER COORDINATION (May include other CAM service providers, CAM Lead, Implementing Partners, 2-1-1, VA, Youth, VSP/DV, etc.)	<ul style="list-style-type: none"> -Conduct initial meetings with current CAM and CAM partners to develop workplans to successfully transition partnership from previous CAM lead to new: VA, CHS (Navigation & YHDP), Detroit at Work, Wayne RESA, McKinney Vento liaisons, etc. -Work with VA to request authorization for administrative approval for VA SQUARES system -Participate in current CAM workgroup sessions - Reach out to hospitals/law enforcement 	<ul style="list-style-type: none"> -Subsequent meetings with cross system partners to solidify referral processes; Detroit at Work, Wayne RESA, McKinney Vento liaisons -Ongoing participation in current CAM Internal workgroup sessions to plan for system shift —transitioning to co-facilitating space -Initiate conversations with RHY Outreach providers to discuss additional collaboration for access opportunities 	<ul style="list-style-type: none"> -Co-facilitate Internal Workgroup sessions with CHS -meet w/VA CE lead for regular check-ins to discuss workplan 	<ul style="list-style-type: none"> -Initiate planning for Diversion training for emergency services -co-facilitate Internal Workgroup sessions with CHS -meet w/VA CE lead for regular check-ins to discuss workplan
CAM TRAINING (May include training, materials, schedules, shadowing current CAM, updated transferred CAM training materials etc.)	<ul style="list-style-type: none"> -Initiate CAM employee training handbook -Finalize staff training plan and calendar -Shadow current CAM staff for all Back-office roles and responsibilities -Complete CAM Training Overview -Work with current CAM to port over current Access workflows and protocols; make modifications and streamline as needed to finalize for system shift -Initiate Access Point operations policies and procedures manual -Specific DWIHN training for the 5FTEs responsible for connection to substance use disorder treatment 	<ul style="list-style-type: none"> -Staff onboardings begin – trainings specific to CAM processes & procedures 	<ul style="list-style-type: none"> -Finalize CAM employee training handbook -Staff trainings continue during the first 6m of operations -evaluate staff training plan for needed updates 	<ul style="list-style-type: none"> -Staff trainings continue an annual basis and as needed -Evaluate staff training plan for needed updates - New staff onboarding and training as needed
CAM COMMUNICATIONS (May include PLEH feedback, marketing materials, website, or other communication tools for partners, clients, and public)	<ul style="list-style-type: none"> -Work with CAM Transition team to corroborate on messaging for transition, begin marketing new process for accessing system; via flyers, website, social media—in conjunction with CoD’s media division - Host provider and community stakeholder sessions to train on new provider and process 	<ul style="list-style-type: none"> -Continue marketing: new provider and new process for accessing system -launch new CAM website; provide link on www.camdetroit.org to send traffic to new site 	<ul style="list-style-type: none"> -Launch CAM client survey for feedback on services -Continue marketing: new provider and new process for accessing system 	<ul style="list-style-type: none"> -Work with HAND to hold PWLEH listening sessions for CAM operations feedback -make updates to website based -Update website(s) as if

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
	-Create CAM client survey for client feedback on services			there are changes/ feedback from community -Draft and issue CAM newsletter -Draft and issue quarterly and annual reports -Partner with SWCS for 2023 annual report
COC GOVERNANCE & COMMITTEES (May include CoC participation, scheduling, reporting and communication, etc.)	-Attend Board, General Membership, and other CoC committee and workgroup meetings to train on new provider and process -Meet with CAM Governance to present ramp-up workplan and identify key measurements for CAM operational activities	-Assign CAM staff to CoC Committees -Continue to meet with CAM Governance to report out on ramp-up statuses	-Meet with CAM Governance to develop and implement committee’s workplan	-Meet with CAM Governance to continue efforts on committee’s workplan -Review operational data with CAM Governance committee for feedback on recommendations for improvements or changes -Attend CoC committee and workgroup meetings to present on CAM’s operational data and survey groups for feedback on current operations - Work with CoC leadership to evaluate options for assessment and prioritization changes -Make updates to CAM policies and procedures manual, based off updates occurred in transition
OTHER				

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
(May include unique planning considerations of the agency, its funders, etc.)				

Back Office Workplan – CoD

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
FINANCE (Includes contracts, funders, grant applications, fundraising, fiscal capacity, A133 planning, etc.)	- Secure funding from the VA/Community Solutions for VA specific CAM activities	- Enter into contract/agreement with VA funding source	- Monitor VA funding	- Monitor VA funding, submit annual report as required
DATA & TECHNOLOGY (Includes Salesforce, Vonage/Call Center technology, contracts, equipment, HMIS, technology training, etc.)	-Request authorization for usage of Applicant portal from MSHDA -Conduct initial planning meetings for Salesforce with current CAM, HAND, and CHS to develop workplan for training and onboarding HRD staff -Substantiate Salesforce workflows and policies and procedures with HAND and current CAM - Request/order equipment supplies, use laptop loaners as needed -Participate in Monthly CE HMIS meetings to train on CE HMIS workflows - IT requests same as outlined in CAM Lead	-Obtain/Purchase licensing and conduct staff focus trainings for Salesforce usage -Obtain/Purchase HMIS licensing -Build out workflows in Salesforce to account for Back office processes -Build out custom reports in Salesforce and HMIS for appropriate reporting -Participate in Monthly CE HMIS meetings to discuss and refine CE HMIS workflows w/partners	-Participate in Monthly CE HMIS meetings to discuss and refine CE HMIS workflows w/partners -Begin daily/weekly data pulls and review sessions -Build in internal auditing measuring for Backoffice data	-Participate in Monthly CE HMIS meetings to discuss and refine CE HMIS workflows w/partners -Work with HAND to evaluate need for other data systems for reporting (e.g. Tableau)
CAM STAFFING / PERSONNEL (Includes current CAM staff opportunities, hiring, HR, management, internal organizational planning, etc.)	- Create requisitions for all position - Create job classification docs -Coordinate w/ HR on job posting locations - Develop work schedule - Interview staff	- Job offers extended and accepted - Complete onboarding of all staff -Establish supervision schedule	-Monitor staff performance, conduct weekly check-ins/supervisions	-Complete probational evaluations at 6 months -Complete staff annual evaluation

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
FACILITIES / EQUIPMENT (Includes office space, leasing, co-location planning, equipment acquisition, vendors, contracts, insurance, etc.)	-Issue RFQ for IT equipment and software purchases	-Purchase all IT equipment/software -Secure laptop loaners, as needed -Issue equipment to staff -Establish hybrid office space -Purchase office supplies	- Switch loaners out for purchased laptops - Troubleshoot IT problems/needs	-Monitor ongoing staff technology needs -Evaluate remote work/plans, as well as any ongoing equipment or facilities needs
CAM PARTNER COORDINATION (May include other CAM service providers, CAM Lead, Implementing Partners, 2-1-1, VA, Youth, VSP/DV, etc.)	-Conduct initial meetings with current CAM and CAM partners to develop workplans to successfully transition partnership from previous CAM lead to new: VA, CHS (Navigation & YHDP), Detroit at Work, Wayne RESA, Mckinney Vento liaisons, etc. -Work with VA to request authorization for administrative approval for VA SQUARES system -Participate in current CAM workgroup sessions	-Subsequent meetings with Implementing partners and partner service providers to finalize transition of work; VA & CHS -Ongoing participation in current CAM Internal workgroup sessions to plan for system shift — transitioning to co-facilitating space	-Co-facilitate Internal Workgroup sessions with CHS -Meet w/VA CE lead for regular check-ins to discuss workplan	-Co-facilitate Internal Workgroup sessions with CHS -Meet w/VA CE lead for regular check-ins to discuss workplan
CAM TRAINING (May include training, materials, schedules, shadowing current CAM, updated transferred CAM training materials etc.)	-Initiate CAM employee training handbook -Finalize staff training plan and calendar -Complete CAM Training Overview -Shadow current CAM staff for all Back-office roles and responsibilities -Work with current CAM to port over current Back-office workflows and protocols for BNLC, Subsidy Coordinator, Data Specialists, and Referral Coordinator positions; make modifications and streamline as needed to finalize workflows for system shift -Initiate operations policies and procedures manual for back-office staff	-Staff onboardings begin - Trainings specific to CAM processes & procedures -Initiate conversations with RHY Outreach providers to discuss additional collaboration for access opportunities	-Finalize CAM employee training handbook -Staff trainings continue during the first 6m of operations -evaluate staff training plan for needed updates	-Staff trainings continue an annual basis and as needed -Evaluate staff training plan for needed updates

	ONBOARDING (Selection notification through August 15, 2023)	TRANSITION (August 16 – September 30, 2023)	STABILIZING OPERATIONS (October 1 – December 31)	EVALUATING OPERATIONS (2024)
CAM COMMUNICATIONS (May include PLEH feedback, marketing materials, website, or other communication tools for partners, clients, and public)	-Work with CAM Transition team to corroborate on messaging for transition, begin marketing new process for accessing system; via flyers, website, social media—in conjunction with CoD’s media division - Host provider and community stakeholder sessions to educate on new provider and process -Create CAM client survey for client feedback on services	-Continue marketing: new provider and new process for accessing system -launch new CAM website; provide link on www.camdetroit.org to send traffic to new site	-Launch CAM client survey for feedback on services -Continue marketing: new provider and new process for accessing system	-Work with HAND to hold PWLEH listening sessions for CAM operations feedback -Update website(s) as if there are changes/ feedback from community -Draft and issue CAM newsletter -Draft and issue quarterly and annual reports -Partner with SWCS for 2023 annual report
COG GOVERNANCE & COMMITTEES (May include CoC participation, scheduling, reporting and communication, etc.)	-Attend Board, General Membership, and other CoC committee and workgroup meetings to train on new provider and process -Meet with CAM Governance to present ramp-up workplan and identify key measurements for CAM operational activities	-Assign CAM staff to CoC Committees -Continue to meet with CAM Governance to report out on ramp-up statuses	-Meet with CAM Governance to develop and implement committee’s workplan	-Meet with CAM Governance to continue efforts on committee’s workplan -Review operational data with CAM Governance committee for feedback on recommendations for improvements or changes -Attend CoC committee and workgroup meetings to present on CAM’s operational data and survey groups for feedback on current operations - Work with CoC leadership to evaluate options for assessment and prioritization changes -Make updates to CAM policies and procedures manual, based off updates occurred in transition
OTHER (May include unique planning considerations of the agency, its funders, etc.)				

DETROIT COC CAM RFQ
PART V. BUDGET SPREADSHEET

See Box Folder for Budget in Excel Format

The budget spreadsheet to be submitted with this application is found on HAND's website here:

<https://www.handetroit.org/cam-transition>

The budget spreadsheet should be completed and submitted with the application in excel format.

DETROIT COC CAM RFQ

PART VI. SIGNATURE PAGE

Instructions: Complete a separate form PART VI for Applicant Organization and each Implementing Partner

Applicant Organization Name	City of Detroit Housing and Revitalization Department
Implementing Partner (If Applicable)	
Subrecipient 1 Organization Name	Wayne Metro Communication Action Agency

My signature below affirms the following:

The undersigned applicant Agency hereby certifies that:

The information contained in the application and all attachments is true to the best of my knowledge. Applicant understands that the proposed work will be financed in whole or in part with Federal Funds and, therefore, all applicable Federal Statutes, Rulings and Regulations will apply to such work.

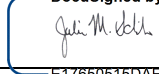
If awarded funds, the Agency certifies that: It will comply with Federal, State, Local regulations, and HAND and CoC policies and procedures as applicable to the source of funds awarded. Including but not limited to:

- **24 CFR 578: Housing and Urban Development, Continuum of Care Program**
- **2 CFR 200: Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards**
- **Continuum of Care (CoC) Program interim rule**
- **Public Law 90-284**
- **Fair Housing Act (42 USC 3601-20)**
- **Code of Conduct (2 CFR Part 200)**
- **U.S Code Section 1352, Title 31**
- **Equal Access to Housing (HUD-2015-0104)**
- **Environmental Review**
- **Violence Against Women Act (HUD-2012)**

The Agency further certifies that:

1. My agency affirms and uploads the Detroit CoC's vision, as given in the RFQ, and will implement the CAM Service(s) my agency is selected for in a manner that aligns with and furthers this vision.
2. If selected, my agency will comply with the expectations and requirements in the RFQ as relate to the portion of CAM services my agency is funded for.
3. If at any time my agency decides to relinquish the role(s) it is selected to fulfill in Detroit's Coordinated Entry system, my agency will provide the CoC at least 18 months' notice prior to the relinquishment of these role(s). The timeframe required for notice of relinquishment of any CAM roles may be negotiated in the final MOU.
4. Agency understands that HAND, Federal, State, or other entity shall have access to all program and financial records related to the program for monitoring or audit purposes.

5. There will be sufficient funds, including federal, local, and other sources of funds, to operate the program as proposed.
6. There will be sufficient staff capacity to effectively administer the program.
7. Agency will retain records relating to the use of funds for a period not less than six years after the termination of the agreement.
8. Agency will provide timely performance reports as required for reporting to HUD, the CoC Board, and/or the community.
9. If funded, agency agrees to develop a ramp-up implementation timeline with other newly identified CAM partner agencies, the current CAM Lead Agency (Southwest Counseling Solutions), current CAM Implementing Partner (CHS), HAND, and technical assistance providers.
10. If selected for funding, agency understand the budget submitted with the application will be subject to negotiations and/or modifications.
11. Agency commits to participating in system-wide continuous quality improvement activities both independently and as recommended by the community.
12. The agency will comply with all data entry and data monitoring requirements as established by HUD and the HMIS Lead Agency, including compliance with data requirements for the Homeless Management Information System (HMIS) and Salesforce.
13. If selected to provide call-center and/or in-person access services my agency will receive ARPA Diversion funding from the City of Detroit and will be required to report to the City on a monthly basis the following demographic information on the people served in the program: unique client ID, address, age, gender, race, ethnicity, disability status, sexual orientation, income, and education level.
14. A Memorandum of Understanding (MOU) will be developed and executed between the CAM Lead Agency and Implementing Partner(s) and the Detroit CoC Board which will further outline roles and responsibilities.
15. Agency will comply with the requirements to offer all CAM staff interviews for the same/comparable positions as outlined on page 25 of the RFQ
16. Agency will comply with all federal, state, and local regulations regarding accountability and transparency.
17. Data submitted with this project application (including, but not necessarily limited data in the APR, Sage, in HMIS, or within the application itself) is complete, accurate, and correct. It is understood that, should this application be eligible for an appeal, no appeal may be made based on having initially submitted incomplete, incorrect, or inaccurate data.
18. My agency will adhere to the current Coordinated Entry [policies and procedures](#).
19. If selected for funding, the agency will adhere to a Housing First and low barrier model of service.
20. Agency understands that, direct recipients of Continuum of Care funding are required to pay an assessment fee to HAND in the amount of 0.75% of the grant amount.

Signed:  Date: 4/14/2023
DocuSigned by:
E17850515DAF4C9...
(Executive Director or authorized representative)
Julie Schneider Date: 4/14/2023
Name Printed: _____ Date: _____

DETROIT COC CAM RFQ
PART VI. SIGNATURE PAGE

Instructions: Complete a separate form PART VI for Applicant Organization and each Implementing Partner

Applicant Organization Name	City of Detroit
Implementing Partner (If Applicable)	Wayne Metro CHA
Subrecipient 1 Organization Name	Wayne Metro CHA
Subrecipient 2 Organization Name	
Subrecipient 3 Organization Name	

My signature below affirms the following:

The undersigned applicant Agency hereby certifies that:

The information contained in the application and all attachments is true to the best of my knowledge. Applicant understands that the proposed work will be financed in whole or in part with Federal Funds and, therefore, all applicable Federal Statutes, Rulings and Regulations will apply to such work.

If awarded funds, the Agency certifies that: It will comply with Federal, State, Local regulations, and HAND and CoC policies and procedures as applicable to the source of funds awarded. Including but not limited to:

- 24 CFR 578: Housing and Urban Development, Continuum of Care Program
- 2 CFR 200: Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards
- Continuum of Care (CoC) Program interim rule
- Public Law 90-284
- Fair Housing Act (42 USC 3601-20)
- Code of Conduct (2 CFR Part 200)
- U.S Code Section 1352, Title 31
- Equal Access to Housing (HUD-2015-0104)
- Environmental Review
- Violence Against Women Act (HUD-2012)

The Agency further certifies that:

1. My agency affirms and uploads the Detroit CoC's vision, as given in the RFQ, and will implement the CAM Service(s) my agency is selected for in a manner that aligns with and furthers this vision.
2. If selected, my agency will comply with the expectations and requirements in the RFQ as relate to the portion of CAM services my agency is funded for.
3. If at any time my agency decides to relinquish the role(s) it is selected to fulfill in Detroit's Coordinated Entry system, my agency will provide the CoC at least 18 months' notice prior to the relinquishment of these role(s). The timeframe required for notice of relinquishment of any CAM roles may be negotiated in the final MOU.
4. Agency understands that HAND, Federal, State, or other entity shall have access to all program and financial records related to the program for monitoring or audit purposes.
5. There will be sufficient funds, including federal, local, and other sources of funds, to operate the program as proposed.
6. There will be sufficient staff capacity to effectively administer the program.
7. Agency will retain records relating to the use of funds for a period not less than six years after the termination of the agreement.
8. Agency will provide timely performance reports as required for reporting to HUD, the CoC Board, and/or the community.
9. If funded, agency agrees to develop a ramp-up implementation timeline with other newly identified CAM partner agencies, the current CAM Lead Agency (Southwest Counseling Solutions), current CAM Implementing Partner (CHS), HAND, and technical assistance providers.

10. If selected for funding, agency understand the budget submitted with the application will be subject to negotiations and/or modifications.
11. Agency commits to participating in system-wide continuous quality improvement activities both independently and as recommended by the community.
12. The agency will comply with all data entry and data monitoring requirements as established by HUD and the HMIS Lead Agency, including compliance with data requirements for the Homeless Management Information System (HMIS) and Salesforce.
13. If selected to provide call-center and/or in-person access services my agency will receive ARPA Diversion funding from the City of Detroit and will be required to report to the City on a monthly basis the following demographic information on the people served in the program: unique client ID, address, age, gender, race, ethnicity, disability status, sexual orientation, income, and education level.
14. A Memorandum of Understanding (MOU) will be developed and executed between the CAM Lead Agency and Implementing Partner(s) and the Detroit CoC Board which will further outline roles and responsibilities.
15. Agency will comply with the requirements to offer all CAM staff interviews for the same/comparable positions as outlined on page 25 of the RFQ
16. Agency will comply with all federal, state, and local regulations regarding accountability and transparency.
17. Data submitted with this project application (including, but not necessarily limited data in the APR, Sage, in HMIS, or within the application itself) is complete, accurate, and correct. It is understood that, should this application be eligible for an appeal, no appeal may be made based on having initially submitted incomplete, incorrect, or inaccurate data.
18. My agency will adhere to the current Coordinated Entry [policies and procedures](#).
19. If selected for funding, the agency will adhere to a Housing First and low barrier model of service.
20. Agency understands that, direct recipients of Continuum of Care funding are required to pay an assessment fee to HAND in the amount of 0.75% of the grant amount.

Signed: Courtney Hierlby, LMSW Date: 4/14/23
(Executive Director or authorized representative)

Name Printed: Courtney Hierlby, LMSW Date: 4/14/23