

THE COALITION FOR THE HOMELESS, INC.

PROGRAM PROCEDURES

Revised 01/03/2012

This document contains the program procedures developed to insure long-term consistency for The Coalition for the Homeless, Inc. The Coalition for the Homeless, Inc., is a 501(c)3 nonprofit organization with a mission to advocate for people who are homeless and for the prevention and elimination of homelessness in Jefferson County, Kentucky. Our efforts are targeted in a three-prong approach:

- 1) Educate the community about homelessness and inspire action,
- 2) Advocate for system changes, and
- 3) Coordinate the community response to homelessness through efficient use of resources and funding.

The Coalition for the Homeless works with member service agencies to plan for the elimination of homelessness, make the best use of existing resources through the Continuum of Care, track services and progress through a homeless management information system and educate leaders and the community at large about the need and ways to make a difference.

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PROCEDURE: MEMBERSHIP

A. Membership Benefits

The Coalition for the Homeless, Inc., is a 501(c)3 nonprofit organization with a mission to advocate for people who are homeless and for the prevention and elimination of homelessness in Jefferson County, Kentucky. The Coalition for the Homeless is a member agency of homeless service providers. While these agencies are focusing on the day-to-day needs of clients, The Coalition is working to **educate, advocate and coordinate** on the behalf of providers, so that we can make lasting changes to benefit our clients.

By becoming a member of The Coalition for the Homeless, agencies receive multiple benefits that strengthen both individual missions and community efforts to prevent and end homelessness.

1. **Advocacy:** The Coalition provides advocacy work to promote local, state and national changes in policy that will benefit clients. Most recently, we have been advocating for statewide expansion of Medicaid to those at 128% of the poverty rate.
2. **Community Information:** The Coalition distributes a weekly update to members sharing local events, trainings and information that affect the homeless service community. We also publish *Street Tips* - a community resource guide for both clients and agencies and maintain the Housing Options website with information on affordable rental housing a www.housingoptionslouisville.org.
3. **Continuum of Care (CoC) Coordination:** The Coalition provides a staff person dedicated to the needs of the continuum of care. This person leads the community process to determine gaps in services and anticipate future trends from HUD and the homeless population so that we can pro-actively respond to these needs. As part of the continuum we lead the annual Point in Time Survey and the federally mandated Street Count. To receive HUD funding through the CoC, an agency must participate in this community process. The meetings are open to all.
4. **Identifying and Filling Community Service Gaps:** The Coalition uses HMIS data and information gathered from clients in community hearings to understand the most pressing unmet service needs for the homeless. We then work with funders and service providers to find solutions to address these gaps. And, we speak at Consolidated Plan and other city hearings about these needs. Recent efforts have included Rx: Housing to address the needs of the chronically homeless and the Young Adults Working Group created to address the rising numbers of homeless young adults.

5. **Data Collection & Analysis:** The Coalition collects, organizes and analyzes data that is used to secure federal funds for the community. We also make this data available for individual agencies to secure other local, state, federal and private funds. The Coalition is working to improve this process through a single point of entry and card reader system at emergency shelters throughout the city.
6. **Education & Outreach Promotion:** The Coalition works to bring awareness to the efforts of member agencies and share the needs of the poor and homeless in order to inspire action. This is done through informational materials and community-wide educational campaigns as well as speaking engagements with businesses, leadership groups and others.
7. **HMIS Coordination & Support:** The Coalition currently serves as the administrator of the federally mandated Homeless Management Information System (HMIS) which tracks homeless persons and services. Through administration of the program, we prevent agencies from bearing the full costs of HMIS licenses. We also provide individual, on-site technical support, local trainings and advocacy for local concerns at the Kentucky HMIS Advisory Council.
8. **Blueprint University and Other Training:** The Coalition provides regular trainings to front line staff of member agencies and additional technical assistance and trainings as necessary.
9. **Operation White Flag:** The Coalition secures funds from the Louisville Metro government to support Operation White Flag, the program which insures a safe place indoors for everyone during times of extreme temperature or pollution. Participating shelters receive monetary support for the project while The Coalition completes the grant application and subsequent administrative reporting requirements.
10. **Quality Assurance Standards:** The Coalition monitors providers and enforces the agreed upon standards in areas of business administration, social services and advocacy. These standards provide clients, agencies, and the larger community the assurance that persons are given the best possible opportunity to move back into a stable living environment.
11. **TARC Discount:** The Coalition provides access to discounted bus passes and bus to member agencies for use by homeless persons. The Coalition also receives and distributes large donations of bedding, personal items and food to member agencies and coordinates the annual Project Homeless Connect where homeless persons can access free items and benefits at a single site one day each Fall.

In order to be an agency member of The Coalition for the Homeless, an agency must be a 501(c) nonprofit agency, meet the QAS standards described above, pay their annual dues as indicated below, agree to participate at Continuum of Care meetings and enter their client data into the Homeless Management Information System. Member agencies also cannot require religious participation to receive services.

Others can join The Coalition for the Homeless as Individual or Organization/Business/Faith-based members. These membership levels do not include benefits 7-11.

B. Membership Levels

- 1. Agencies:** These are homeless shelters and other homeless service providers who join The Coalition to take advantage of our services, participate in Quality Assurance Standards, and help make collective decisions about strategies to reduce and end homelessness. Dues are based upon the agency's budget for homeless services.

Up to \$100,000	\$150
\$100 – 249,000	\$300
\$250 – 499,000	\$500
\$500 – \$1,000,000	\$1,500
over \$1,000,000	\$2,500

- 2. Individual members:** These are interested members of the community who want to make an annual commitment to preventing and ending homelessness.

Member -	\$35
Contributor -	\$50
Friend -	\$100
Sponsor -	\$250
Benefactor -	\$500

- 3. Organizations, Businesses, Faith Communities:** These are community allies who wish to broaden our voice and base of support in the community through collaboration. The following levels are suggestions based on the organizational budget:

Under \$50,000	\$35
\$50 - 99,000	\$65
\$100 – 249,000	\$100
\$250 – 499,000	\$300
\$500 - 1,000,000	\$350
over \$1,000,000	\$500

PROCEDURE: QUALITY ASSURANCE STANDARDS (QAS)

The Coalition for the Homeless introduced the concept of setting standards for local shelter providers in 1990. While other communities had established standards in the areas of health and safety, Louisville created an additional set of standards in the area of programming. Through the Quality Assurance Standards program (QAS), The Coalition monitors the shelters and enforces agreed upon standards. The standards and monitoring tool are posted on The Coalition website at www.louhomeless.org.

A. Standard Sections

The QAS program monitors the shelters and enforces agreed upon standards in the following areas:

Shelter Operations Interventions

- Management and Administrative Issues
- Quality of Life/Human Dignity Issues
- Regulations and Compliance Issues
- Medical Issues
- Transportation

Internal-Case Management Interventions

- Personal Causes
- Structural and Economic Causes
- Public Policy

Organizational and Community Interventions

- Personal Causes
- Structural and Economic Causes
- Public Policy

B. QAS Process

These unmandated standards are coupled with a city zoning and inspection process that focuses solely on building safety. These standards can provide the client, the shelter and the larger community with the assurance that the client is being given the best possible opportunity to move back into a stable living environment and achieve self-sufficiency outside the shelter system.

The QAS process begins with each member agency completing a QAS questionnaire/monitoring tool and collecting the materials necessary to document QAS compliance into an agency notebook in preparation for a site visit. The QAS Manager reviews the notebook and requests any missing documentation within two weeks of receiving the notebook. Once all requested items are received and the notebook is complete, the QAS Manager conducts the QAS client survey with program clients within 30 days, compiles the data and prepares a report that is shared with both the agency director and the QAS monitoring

committee. The QAS Manager also schedules a site visit with the agency once the report is complete. The site visit is scheduled to include participation from at least two volunteer peer monitors of the QAS Monitoring Committee. If items need to be addressed by the agency after the site visit, the QAS Manager will send a letter requesting these items within two weeks of the visit. Once all documentation is received, the QAS manager sends the agency director a QAS certification within two weeks. This certification is good for 18 months to allow time for recertification the following year.

The member agency should make a copy of the documents submitted to document compliance with QAS as the copies submitted to The Coalition are kept to document compliance.

PROCEDURE: BLUEPRINT UNIVERSITY

One of the major purposes of the QAS is to improve shelter services. Therefore, the QAS Manager identifies problem areas of the QAS for member agencies each year and conducts trainings for front-line shelter staff in these areas. The trainings are provided to member agencies as part of their membership fee. Other seats may be available to non-members for a charge depending upon space and availability.

Past Blueprint University topics have included: chemical dependency, child sexual abuse, client interaction and confidentiality, crisis intervention, communicable diseases, cultural diversity, domestic violence, food service, mental health issues, and universal precautions. Some topics may differ yearly depending on the needs of the homeless service community. The trainings are conducted by local experts in the various fields of training.

PROCEDURE: THE BLUEPRINT/PLAN TO ELIMINATE HOMELESSNESS

A. History

In 2000, members of the Coalition for the Homeless began work on a plan entitled “Reducing and Ending Homelessness: A Blueprint for the Future.” This report was released in 2002 and outlined ten goals with action steps for eliminating homelessness in Jefferson County, Kentucky. In 2007, the Coalition for the Homeless joined forces with Louisville Metro’s Office on Homelessness to update the plan. It was updated again in 2012 to include the newly established federal policies in the federal “Opening Doors” Plan.

B. Louisville Metro CoC Blueprint Priorities

- Create a Strong Plan
- Collect Data to Determine Need and Successful Outcomes
- Prevent More People from Becoming Homeless
- Provide Coordinated Outreach to Homeless Persons on the Street
- Shorten Homelessness through Effective Services
- Create Adequate Permanent Housing to Open the Door Out of Homelessness
- Increase Incomes for Homeless and Other Low-Income People

The full plan with specific goals is available at The Coalition for the Homeless website – www.louhomeless.org.

C. Update Process

Each year, The Coalition for the Homeless documents progress made on each of the “Blueprint” goals and presents to the Louisville Metro CoC full membership as an annual report. These numbers are also included in the CoC application for funding.

PROCEDURE: CONTINUUM OF CARE PLANNING

A. HUD Definition of the Continuum of Care:

"The Continuum of Care is a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness."

B. Louisville Metro Process

The Louisville Metro Continuum of Care (LMCoC) is first and foremost a planning process. The goal is to understand the size and scope of the problem of homelessness in the community, and to design strategies and solutions to address the problem. It is locally driven, although the process must meet federally set objectives and follow a federally mandated process.

The year round planning process is focused on the community's approach to ending homelessness. In order to formulate an approach, LMCoC needs a comprehensive understanding of the number, type and needs of people who are homeless in the community, with a special focus on identifying and tracking people who are chronically homeless. The LMCoC develops a comprehensive picture of what resources and services are already available to meet the needs of people who are homeless.

This document provides an overview of the core values, structure, long term plan and implementation of the goals of the LMCoC.

C. Components of a Continuum of Care System

The Continuum of Care system is a coordinated set of services. The fundamental components of this system are described below. Not all homeless persons will need services from each component in the Continuum of Care. A full range of services should be available, however, in order to meet the needs of different subpopulations of homeless persons. The fundamental components of the Continuum of Care system do not work in isolation from one another. Rather, the Continuum of Care system is a dynamic system in which services are linked through referrals and networking. This linkage helps homeless persons access services more easily and progress toward permanent housing and self-sufficiency. Homeless persons do not necessarily move through the system in a linear fashion.

1. Homeless Prevention:

Assistance to help people maintain their housing and prevent homelessness.

2. Outreach, Intake and Assessment:

Identifies an individual's or family's needs and links them to appropriate housing and/or services.

3. Emergency Shelter:

Short term, safe and decent shelter provided as an alternative to the streets.

4. Transitional Housing:

Housing with supportive services to help people develop the skills they need to live in permanent housing.

5. Supportive Services:

Supportive services should be available throughout the Continuum of Care in order to address the specific needs of each individual. Supportive services may be provided in conjunction with housing, or through referral. Services should be available to address both the immediate and long term needs of homeless persons, such as education, case management, employment assistance, health care, substance abuse treatment and mental health care, child care, transportation and other services.

6. Permanent Housing:

Affordable housing in which residents pay no more than 30% of their income for housing costs.

7. Permanent Supportive Housing:

Housing with supportive services designed to allow persons with disabilities to live in the community as independently as possible.

D. Geographic Area

The Louisville Metro Continuum of Care geographic area is defined as the combined Louisville Metro area. This area includes all of Jefferson County, Kentucky. The following factors were taken into consideration in determining the area:

1. The key agencies and providers involved in the delivery of homeless services and their service/planning areas to facilitate linkages and coordination.
2. The jurisdictions that have control over mainstream resources needed to facilitate linkages and thereby respond comprehensively to the needs of people who are homeless.
3. The methods by which homeless persons access services.

E. Louisville Metro Continuum of Care Values

- Outcomes that demonstrate progress toward reducing and ending homelessness as quickly as possible with an ultimate goal of no more than 30 days.
- We value innovative and diverse programming that addresses gaps in community services.
- We value quality programming that is accountable to the community through outcomes measurement.
- We value the effort to access the maximum amount of funding available to the Louisville Metro area.
- We value the commitment to serve all people who are in need of assistance regardless of race, gender, age, national origin, sexual orientation, gender identity and class and to be in compliance with all applicable laws regarding program accessibility for all people.
- We value and respect the decisions and choices of those who find themselves homeless are seek to optimize self sufficiency.

Louisville Metro CoC Priorities

- Moving people and families out of homeless is our number one priority.
- Safe shelter is provided to those in need who choose to use the shelter system.
- Timely assistance is provided to those seeking to move out of homelessness regardless of shelter use or choice.
- Available services are accessible to those who find themselves homeless.
- There is a comprehensive and holistic approach to identifying and providing services to assist those who find themselves homeless before, during and after moving to permanent housing.
- The goals and objectives of those whose funding is used to provide shelter and services are respected.
- There is a focused effort to refer and connect those who find themselves homeless to mainstream services outside the homeless provider system.
- Providers seek choice, safety, affordability, integration, accessibility and supports when helping clients access permanent housing.

Louisville Metro CoC Goals

These are only a few of the goals of the Louisville Metro CoC “Blueprint to End Homelessness” that directly tie to the goals of the HEARTH Act.

- To divert people and families from the experience of homelessness.
 - 50 % of those who present themselves to the single point of entry and are not yet in the homeless provider system will be diverted from the homeless provider system.
- To move people and families out of homelessness.
 - New clients to the homeless service system will exit homelessness on average 30 days.

- 85% of those who enter the Rapid Re-housing program will not re-enter the homeless provider system within 6 months of the end of their Rapid Re-housing assistance.
- 65% of those who enter transitional housing programs will move to permanent housing.
- 90% of those placed in permanent housing will remain there for 6 months or longer.
- HMIS data will be used to determine the outcomes of individual projects and the CoC as a whole.
 - 85% of shelter beds will be entered into HMIS.
 - 75% of those entered in HMIS will have an exit destination.

F. Louisville Metro CoC Full Membership

At the center of the Louisville Metro Continuum of Care process is the Continuum of Care full membership made up of nonprofit agencies, individuals, private businesses and government representatives at all levels. It is the body that ultimately holds the responsibility for making the decisions regarding the process and the final submission of the Continuum of Care grant as well as setting benchmarks to monitor both CoC and ESG Programs. The Louisville Metro Continuum of Care full membership has found that by working together the final product is one that the whole community can embrace and to which it can be committed.

Full Membership Responsibilities

The Louisville Metro Full Membership is made up of agencies who serve the homeless population, agencies who serve those who are at risk of homelessness, governmental departments charged with addressing homelessness and individuals who are interested in addressing the issue of homelessness in the Louisville Metro community. The full membership body is responsible for:

- Electing four of its members to represent the full membership on the CoC Board and approving the remaining CoC Board membership annually,
- Providing information and advice to the CoC Board regarding best practices in homeless services,
- Establishing and providing oversight of the HMIS system and designating an HMIS administrator,
- Designating the entity that is to write the application for funding in response to HUD's annual CoC Program NOFA for homeless assistance resources,
- Striving to provide the best services to each of the community's specific homeless populations,
- Establishing and providing oversight of the Quality Assurance Standards (QAS) for agencies providing services and designating a QAS administrator,

- Working within the CoC homeless provider system to provide comprehensive and appropriate services to move homeless persons as quickly and appropriately as possible,
- Participating on CoC Committees and in monthly full membership meetings,
- Reviewing, endorsing and establishing policies and procedures including the process of Board selection,
- Approving and ranking projects to be included in the community CoC application and designating a collaborative applicant,
- Developing and following a governance charter detailing the responsibilities of all parties,
- Consulting with recipients and subrecipients to establish performance targets appropriate for population and program type, monitoring the performance of recipients and subrecipients, evaluating outcomes, and taking action against poor performers,
- Evaluating and reporting to HUD outcomes of ESG and CoC projects and consulting with ESG and CoC applicants regarding allocations,
- Establishing and providing oversight of a coordinated assessment system and single point of entry and designating a lead for each,
- Conducting a Point-in-Time count of homeless persons, at least biennially,
- Conducting an annual gaps analysis, and
- Providing information required to complete the Consolidated Plan.

Full Membership and Voting Rights

The Continuum of Care community is the ultimate decision making body for the Louisville Metro Continuum of Care. The community itself holds the responsibility of deciding the needs of the community, how the process is to be administered, endorsing the projects to be submitted for funding consideration and the community priority rankings.

It is the policy of the Louisville Metro Continuum of Care that each Continuum of Care member/agency:

- Holds one vote,
- Designates a delegate and an alternate who are authorized to cast the agency vote when such action is needed,
- Is allowed to send more than these designated people to the community meetings but when a vote is taken, only the delegate or alternate is eligible to cast a vote,
- Is required to send a representative to at least 10 out of the last 12 community meetings prior to the vote in order to be eligible to cast a vote,
 - If an agency is unable to send either the delegate or alternate, that agency may send a representative to the meeting and receive credit for attendance. However, only a delegate or alternate has the right to vote on any issue.
 - If an agency has not been a member of the Continuum of Care for a full twelve months at the time of a vote, the number of absences

allowed that agency will be proportional to the number of months they have been a member of the CoC.

- Is not eligible to vote on any issue regarding a project where that agency/member has a financial interest or serves the project's agency in any capacity, and
- Has the right to submit new and renewal proposals within the guidelines and specifications of the U.S. Dept. of Housing and Urban Development. (The full membership then has the right and responsibility to decide which projects are to be included in the CoC application.)

The CoC community voting procedure for funding decisions and representation on the Advisory Group may be carried out within a CoC meeting of the members or through other means (email, U.S. Postal Service, FAX) as long as each completed ballot is:

- Designated for an eligible voting member (agency), and
- The ballot contains the signature of the CoC delegate or alternate.

According to HUD requirements, the membership of the Louisville Metro Continuum of Care must be inclusive of the many facets of the community which it represents. The Louisville Metro Continuum of Care membership consists of over 80 entities representing:

- The Public Sector
 - State government agencies
 - Local government agencies
 - Public housing agencies
 - School systems and universities
 - Law enforcement and corrections
 - Local Workforce Investment Act boards
 - Other state and national level groups and persons
- The Private Sector
 - Non-Profit organizations
 - Faith-Based organizations
 - Funders and advocacy groups
 - Businesses including banks, developers and business associations
 - Hospitals and medical representatives
 - Homeless persons

Each member entity of the continuum holds the right to cast one vote per question. This means that entities sending more than representative to the community meetings are restricted to casting one vote per question. Individuals representing themselves also have the right to cast one vote per question. A delegate and an alternate are designated by the participating entity at the beginning of the continuum year (July).

Other responsibilities of member agencies include:

- Demonstrating the ability and willingness to work with others in the community by collaborating with agencies to provide services,
- Providing documentation of homelessness and other required information to other member agencies in order to facilitate a seamless provision of care, and (This is expected to be done with the understanding that the person seeking assistance has granted a release of the information.)
- Fully participating in the Louisville Metro Homeless Management Information System (HMIS).

Responsibilities of the Delegate and Alternate

Each member entity of the Louisville Metro CoC full membership designates a delegate and alternate at the beginning of the continuum year (July). Their responsibilities include:

- Attendance at CoC community meetings: Each entity must have a representative present at community meetings in order to cast a ballot regarding submission of projects to HUD for funding. (See Attendance Policy) This is to insure that when questions come up for a vote, those voting are fully informed of the circumstances and ramifications of the question. It is hoped that this will lead to more informed decision making by those voting.
- Representing the interests of their member agency while considering the needs of the community as a whole: It is important that those representing member entities represent the interests of those entities. It is the responsibility of the delegate and alternate to put aside personal preferences and goals in order to truly represent their entity. It is also important for the delegate and alternate to be able to examine the needs of the community as a whole. When casting a vote on a particular question it is sometimes necessary to cast the vote for the good of the community putting aside the immediate need of the entity the person is representing. This is a delicate balance requiring insight and good judgment.
- Determining the projects that are sent to HUD Washington for funding consideration: Delegates and alternates must consider the best interest of homeless clients and the community as a whole in selecting projects for funding and ensuring those projects are ranked by the CoC community.

Inviting New Agencies and Members to Participate

The Louisville Metro CoC full membership will ensure that a notice is distributed after each CoC application is submitted inviting new members to join the Metro Louisville CoC full membership. However, both agency and individual members can join at any time.

Attendance Policy

The Louisville Metro Continuum of Care full membership values the input and participation of a wide range of community volunteers, agencies, civic organizations, business partners and government officials. The Louisville Metro CoC full membership also believes that in order to insure the most informed and

objective decisions regarding homeless issues and funding it is necessary that voting members of the CoC make every effort to attend the monthly CoC meetings. Therefore the following policy has been adopted.

- Each voting entity will designate a delegate and alternate for the purpose of voting.
- The delegate or alternate must attend 10 out of the last 12 monthly meetings prior to a vote being taken.
- In case of emergency, a third person representing the agency can be sent as a note taker to a meeting but this person does not have the right to cast a ballot unless this person is approved by the Continuum of Care coordinator in advance of the meeting.
- There will be some meetings that require mandatory attendance of the delegate or alternate.
- Delegates and alternates will be notified of mandatory meetings by the Coalition staff.
- Voting entities that fail to have a delegate, alternate or, in case of an emergency, a third person to act as a note taker at 10 of the last 12 monthly meetings prior to a vote and/or fails to have the same representing the entity at the mandatory meetings will not be able to cast a ballot regarding projects to be submitted in the U.S. Dept of Housing and Urban Development CoC application or the election and approval of CoC Board Members.

G. Louisville Metro CoC Board

To carry out the primary purpose of the CoC Program, HUD requires representatives of relevant organizations (e.g., nonprofit organizations, victim services providers, local governments) to form a Continuum of Care to serve a specific geographic area. In addition, each CoC must establish a board to act on its behalf, and the CoC may appoint additional committees or workgroups to fulfill its responsibilities. (Introductory Guide to the CoC Program, HUD, July 2012)

Governance Charter

A Governance Charter outlining the roles and responsibilities of the Louisville Metro CoC Board, Full Membership, HMIS Administrator, Collaborative Applicant, and Agency Members must be updated and signed by all parties in prior to the submission of the Louisville Metro CoC application each year.

Role of the Board

It is the responsibility of the Louisville Metro Continuum of Care Board to:

- Design, operate and follow a collaborative process for developing the application and approving its submission,
- Establish priorities for funding projects in the CoC geographic area,
- Review the monitoring of all providers and determine appropriate action when benchmarks are not met,

- Provide a vision, priorities and goals for the CoC community,
- Establish a process for funding recommendations through HUD and other funding streams available in the community, ad
- Oversee progress of HMIS entry, common assessment and single point of entry and make recommendations for improvement.

Louisville Metro CoC Board Make Up

The Louisville Metro CoC Board is elected from the full membership at a CoC full membership meeting or through other means (email, U.S. Postal Service, FAX) and must:

- Include at least one homeless or formerly homeless individual and
- Represent the relevant organizations and projects serving the homeless including:
 - Persons with substance use disorders,
 - Persons with HIV/AIDs,
 - Veterans,
 - The chronically homeless,
 - Families with children,
 - Unaccompanied youth,
 - The seriously mentally ill, and
 - Victims of domestic violence, dating violence, sexual assault and stalking.

The Louisville Metro Continuum of Care Board is made up of no less than 9 and no more than 13 members. It should always have an odd number of members including:

- Four representatives of the Membership Body,
 - Elected by the membership body for two year staggered terms, and
 - These representatives can serve two consecutive 2 year terms but must be off the board for one year before being elected by the membership body again.
- A homeless or formerly homeless person,
- A representative of the ESG recipient (Louisville Metro Government), and
- Community representatives and leaders.

In order to do binding business, there must be a quorum of at least 51% present for a Board vote. The Board will elect its own Chairperson, CoC Coordinator and any other roles as seen fit by the Board. Only one person per agency may serve on the Board at any given time and provider agencies represented on the Board can have a proposal on the table although they should not vote on these issues.

Qualities and Skills of the Louisville Metro CoC Board

In order to carry out the role and function of the CoC Board, it is recommended that the following qualities and skills be represented within the Board.

- The ability to remain open and flexible to the needs of the service providers, the regulations presented by HUD, the needs and wishes of the

continuum of Care full membership and the needs of the homeless population.

- The ability to consider conflicting needs and come to resolution in the best interest of the Continuum of Care full membership.
- The ability to understand and evaluate a budget.
- The ability to understand and evaluate program outcomes in relation to the Louisville Metro community and HUD guidance.
- The ability to see and understand the “big picture”

Code of Conduct

The Louisville Metro CoC submits a Code of Conduct annually through the CoC application which should be voted on and followed by the full membership. It includes:

- **Conflict of Interest**

All members of the CoC Board are required to sign a conflict of interest form stating their association with agencies and projects that can reasonably be expected to apply for and/or receive funding through the CoC process. All associations will be made public to the full membership prior to any process that will determine funding recipients. Members with a conflict of interest are expected to recuse themselves from discussions and decisions where there is a real or perceived conflict of interest.

- **Confidentiality**

Information contained in the ESG and CoC applications and reports is considered proprietary and confidential and may not be released to any person or party without approval of that applicant agency.

Any client information shared within the CoC is also confidential and should not be released to any other entity without a release of information signed by the client.

H. Louisville Metro CoC Committees

The Louisville Metro CoC Full Membership may see fit to create new committees to conduct the work of the Louisville Metro CoC at any time. At this time, the following CoC Committees have been established:

HMIS

The HMIS Committee meets quarterly before the full membership meeting to discuss changes and issues with the Louisville Metro CoC HMIS system. The committee is open to all but is made up primarily of those who enter HMIS data at each of the homeless service agencies.

Discharge Planning

The Discharge Planning Committee meets as needed to discuss ways to improve the discharge planning from state and local institutions including prisons, jails, mental hospitals and institutions, hospitals and foster care. The committee is open to all and includes representatives of these institutions as well as staff who participate in the homeless prevention program which serves those exiting state institutions.

Housing First

The Housing First Committee meets quarterly at Wellspring to discuss the progress of Housing First programs in Louisville Metro. The committee is made up of persons involved in the SAHMSA Housing First Projects, SHP Housing First Projects and Rx: Housing Project (100K Homes).

Consumer Participation

The Client Engagement Committee meets as needed to seek input from clients of homeless services. The committee is open to anyone but includes four volunteers representing ESG, SHP and two persons with no conflict of interest. Information is gathered from forums held at various shelters in the community over the course of the year and annually at the Project Connect/Stand Down where all people who are experiencing homelessness are invited to receive services at a one stop shop offered over the course of a full day.

Common Assessment/ Mainstream Services

The Common Assessment/Mainstream Services Committee meets as needed to create and oversee the Louisville Metro CoC Common Assessment. They also insure that the common assessment includes a process to assess and refer each CoC client for all appropriate mainstream services. To date, the committee has created the assessment tool and helped to create a funding plan for the assessment and staffing. The next step is to develop the details of how it will be implemented at each of Louisville's emergency shelters and then to monitor implementation and provide comment.

Interagency Homeless Youth Working Group

The Interagency Homeless Youth Working Group was created in response to the rising number of homeless students reported each year in the Jefferson County Public School (JCPS) System. This committee is staffed by The Coalition for the Homeless and is made up of members of JCPS, family courts, DCBS and homeless service providers. Their role is to make recommendations to lower the number of homeless students, insure that their rights are protected and lower the effects of homelessness on their ability to graduate ready for college.

Coalition Supporting Young Adults

The Coalition Supporting Young Adults was created in response to the rising number of young adults staying in Louisville adult shelters in 2012 (555). This committee is staffed by The Coalition for the Homeless and is made up of

agencies that serve 16-24 year olds in crisis without support throughout the city. Their role is to make recommendations to lower the number of young adults in crisis and prevent the cycle of homelessness in the next generation.

I. Louisville Metro CoC Collaborative Applicant

Because the Louisville Metro CoC Board is made up of volunteers, they will need to select a Collaborative Applicant to submit the CoC application to HUD each year.

Role of the Collaborative Applicant

It is the responsibility of the Louisville Metro Continuum of Care full membership to designate a collaborative applicant best able to insure a successful submission of the CoC proposal. It is the role of the Collaborative Applicant to:

- Complete the electronic application in response to HUD's annual CoC Program NOFA for homeless assistance resources,
- Present a timeline and deadlines to all project applicants for individual project plans,
- Collect all data and submit a renewal chart to HUD of all projects planning to reapply,
- Create the housing inventory chart,
- Create the grant inventory worksheet
- Establish priorities for funding projects in the CoC geographic area,
- Create process for ranking applications with full participation of CoC full membership,
- Oversee committees and volunteers,
- Create agendas for CoC full membership and Board meetings in collaboration with the Board Chair,
- Notify others that they can join the CoC full membership annually,
- Monitor who is eligible to vote on the full membership

The Continuum of Care community usually meets on the first Monday of every month. Interested groups should contact the Coalition for the Homeless for exact times and details.

J. Performance Assessments

The LMCoC monitors and measures the performance of the providers and how the system is working, annually. This information is also used by the continuum in determining which applicants are recommended for future funding. The continuum evaluates the system to determine whether the homeless service system is moving toward the vision outlined in *Reducing Homelessness* and that the values of permanent supportive housing and the continuum are being followed.

The LMCoC conducts performance assessments in the following ways:

- Review the Annual Progress Report from the service providers annually. This is conducted by the APR Committee. The policy and procedures are included in the Appendix.
- Review shelters using the Quality Assurance Standards (QAS). Through the Quality Assurance Standards program (QAS), The Coalition monitors the shelters and enforces agreed upon standards in the areas of housing, health and safety, business administration, social services, HMIS compliance, and homeless advocacy. Details of the program and a copy of the standards is available at the Louisville Coalition for the Homeless.
- The continuum also conducts a review of the shelter and housing inventory which provides information on the gaps in supportive housing and the needs for special populations.
- Review the HMIS data quality and quantity to measure participation and program success.
- Review of the progress toward the goals in the Blueprint.

PROCEDURE: CONTINUUM OF CARE APPLICATION

The Louisville Metro Continuum of Care Process is a year round process that includes quarterly shelter point in time counts, HMIS data quality monitoring and an expectation that CoC members attend 10 of 12 monthly CoC full membership meetings. The full membership body holds the responsibility of making final funding and policy decisions but also has the right to delegate any of its authority and responsibility to the Louisville Metro CoC Board, Collaborative Applicant, HMIS Administrator, Common Assessment Administrator or others when needed.

A. Grant Inventory Worksheet

The Grant Inventory Worksheet is a tool used by HUD and the CoC to determine the amount of CoC funding needed to support the projects currently receiving funding through the CoC process. The Coalition for the Homeless, acting as the Collaborative Applicant, works with the applicant agencies to accurately reflect the grant funding provided by HUD during the most recent renewal or as amended. When the CoC, HUD and the agencies/projects agree that the information is correct, the CoC submits the worksheet per HUD's instruction.

B. Louisville Metro CoC Policy for Funding Consideration

HUD provides funding for homeless assistance programs authorized under the Stewart B. McKinney Act through the Continuum of Care (CoC) competition. Annually, HUD releases a Notice of Funding Availability (NOFA) which details the requirements for the application. One requirement is that there be one Collaborative Applicant for all projects in the CoC. The Collaborative Applicant is responsible for submitting a comprehensive application that includes all projects seeking funding within the CoC geographic area.

To be eligible for funding consideration, applicants must meet the following criteria:

- Applicants must meet all HUD eligibility criteria.
- Applicants must meet the application deadlines set by the Louisville Metro CoC.
- Applicants must be a 501(c) 3, 501 (c) 4, PHA, or local government.
- Applicants must possess legal authority to apply for and receive funds and carry out activities authorized by the Continuum of Care Program.
- Applicants must provide the supplementary match funds required by HUD.
- Applicants must comply with HUD's standards for participation in a local Homeless Management Information System (HMIS) and the collection and reporting of client-level information.
- Applicants must participate fully in the Continuum of Care process to coordinate and integrate with other mainstream programs for which homeless populations may be eligible.

- Applicants must assume ultimate responsibility for preparing an accurate and complete application for submission to HUD that meets all federal rules and regulations.
- Applicants must be in compliance with all local, state, and federal civil rights laws and Executive Orders as well as all standards outlined by the U.S. Department of Housing and Urban Development.
- Applicants must agree to comply with federal Section 3 and Energy Star Compliance requirements.
- Applicants must insure that all kids under 18 are allowed to stay in shelter with their other family members.
- Applicants must insure that all kids are enrolled in school.

In order to meet the local needs in serving the homeless population, the following guidelines have been established. These guidelines in no way prohibit any HUD eligible project from applying for HUD funding but rather state the community's priorities, encourage projects that respond to local needs and position the community to bring maximum benefit to serving our homeless population.

New Applicants

- Housing related projects have been identified by the Louisville Metro CoC to be our highest priority and will be considered as such.
- HUD has indicated that the ideal ratio of housing to services dollars is 80/20. Projects with a ratio that is over 20% services dollars must be approved by the Continuum of Care full membership.
- New applicants must include homeless persons in the design, the implementation and/or the evaluation of programs and services.
- New nonprofit applicants must submit a copy of their current IRS form 990 and current list of volunteer board of directors.
- New applicants are required to describe how implementing the community's HMIS program will be funded.
- At the time of pre-application, new applicants are required to submit three (3) letters of support indicating the need for this project.

Renewal Applicants

- Renewal applicants must be current with the HMIS system and have accurately entered 75% of their client records as determined by the HMIS Coordinator.
- Renewal applicants must have submitted their most current APR and review letter from HUD to the CoC Board.
- Where applicable, renewal applicants must be in compliance with Louisville Metro Licensing requirements and the community's Quality Assurance Standards (QAS).

C. Beginning the Process for Application

The CoC Collaborative Applicant establishes the timeline for renewal and new project application in collaboration with the CoC Board. This is done in consideration of HUD timelines and the CoC's responsibility to respond to HUD requests.

At a time determined by the CoC Collaborative Applicant, the Pre-Application is made available to renewal and new projects. This Pre-Application determines what projects intend to apply for renewal funding and, if guidance is available for the opportunity for new funding, gives agencies the opportunity to indicate their intention for applying for new projects. Using the latest guidance from HUD, the CoC Collaborative Applicant reviews the pre-applications for application consistency with HUD guidelines. Ultimately, the purpose of the Pre-Application is to give the agency/project a template from which the actual application can be taken. The Pre-Application also provides the CoC Collaborative Applicant with budgetary information to begin to determine the amount of funding needed compared to the amount available.

Working with the agencies that have indicated an intention to apply for funding, the CoC Collaborative Applicant prepares the information to be reviewed by the CoC Board for further guidance and critical evaluation. During this process the CoC Collaborative Applicant, along with the CoC Board, work to identify opportunities for the community to:

- Take advantage of specific HUD opportunities for funding,
- Present a clear case for the need for funding in the community, and
- Maximize the community's ability to retain and obtain as much funding as HUD makes available to the community.

While it is the responsibility of the CoC Collaborative Applicant to be educated about HUD rules and procedures, it is also the responsibility of the CoC full membership and applicant agencies to read HUD guidance and apply that guidance to the individual project applications and execution of the grants if received. It is also the responsibility of the agency/project applying and receiving funds to keep the CoC Collaborative Applicant informed of any changes that take place within the project. It is particularly important to inform the CoC Collaborative Applicant of changes in:

- Population served,
- Budget,
- Project funding and spending, and
- Basic design of the project.

In order to facilitate this process throughout the funding cycle, projects are required to submit the following to the Collaborative Applicant:

- The annual performance report (APR) at the same time it is submitted to HUD. HUD requires the APR to be submitted 90 days after the end of the project's operating year.
- The letter received from local HUD that the APR was received and approved.
- The HMIS report that mirrors the project's APR report (ART 625).
- A communication if the project did not spend the amount of funding received from HUD. The amount turned back should be included in a letter from HUD. It is generally accepted practice that projects can turn back approximately 1% of their grant and not be seen lacking the capacity to spend the money allotted to them. If the project is a rental assistance project, turning back the amount or rental assistance equal to or less than the amount of funds needed to house one household unit for 12 months using the smallest bedroom size allowed in the grant is generally accepted.
- All information required to complete the quarterly point in time counts – including the manual counts, HMIS reports and program capacity reports.
- All information required to complete the Housing Inventory Chart.
- All information required to complete the Grant Inventory Worksheet.
- All other information required to assemble the CoC application for funding.

It is expected that projects submit information on the required forms in a timely manner or communicate the need for an extension of a deadline – prior to the deadline – to the CoC Collaborative Applicant. The CoC Collaborative Applicant will make every effort to accommodate the need for deadline extensions in the case of emergencies and other reasonable requests. It is paramount, however, that extensions do not adversely affect the timely submission of the community application and the timely submissions of other information required by HUD.

D. Late Submission of Pre-Applications, Applications and Other Required Information

In accordance with the U.S. Department of Housing and Urban Development (HUD) guidelines, the Louisville Metro Continuum of Care in no way prohibits any HUD eligible project from applying for HUD funding if done within the guidelines set up by the U.S. Department of Housing and Urban Development. However, in order for the Louisville Metro CoC to submit the best overall application for funding, certain guidelines and deadlines have been established.

It is the policy of the Louisville Metro Continuum of Care that when Pre-Applications are submitted after the stated CoC due date, whether for new or renewal projects, the following procedure will be followed:

- The pre-application will be reviewed using the process used for all other pre-application submissions. Since the primary purpose of the community's review process is to assist projects in submitting the best possible grant application, it is in the best interest of the entire community that all grants associated with the Louisville Metro Continuum of Care be

- reviewed for accuracy and completeness and be given the opportunity to improve the grant pre-application.
- The Louisville Metro CoC community holds the responsibility of approving projects to be included in the HUD application. As part of this process, voting members are given information regarding each renewal project's success in meeting both HUD and community goals. Information regarding new projects will include the agency's success in meeting HUD and community expectations in the past. The timeliness of a project's pre-application is included in this information.
 - The Louisville Metro CoC full membership has several options open to it regarding the late submission of a pre-application. It can vote to:
 - Allow the project to proceed through the process with a warning but essentially unencumbered.
 - Allow the project to proceed through the process with the understanding that during the next funding application cycle another agency will be given the opportunity, within HUD guidelines, to assume the terms of the grant. This implies that the basic project will remain in the community under the new management of another agency.
 - Allow the project to proceed through the process with the understanding that during the next funding application cycle the CoC will invoke the HUD Reallocation process where another agency will be given the opportunity, within HUD guidelines, to submit a new permanent housing project within the budget constraints of the original project. This implies the current project will be discontinued at the time of HUD approval of the reallocation.
 - The CoC invokes the HUD Reallocation process where another agency is given the opportunity, within HUD guidelines, to submit a new permanent housing project within the budget constraints of the original project. This implies the current project will be discontinued at the time of HUD approval of the reallocation.
 - The CoC invokes the HUD Reallocation process using the opportunity to fund a new HMIS project.
 - Defund the project during the current application process understanding that the funds normally allocated to this project are lost to the community.

It is the policy of the Louisville Metro Continuum of Care that when a new or renewal project fails to submit the Application within the CoC's stated deadline the following procedure will be followed:

- The Louisville Metro CoC Collaborative Applicant must first decide if there is time before the official HUD deadline to work with the application without putting all other projects in jeopardy of a late submission to HUD. This decision is made with consultation with the CoC Board.
- If it is decided that the project's application should be included in the submission, it will be the responsibility of the CoC Board to make a

recommendation to the Louisville Metro CoC full membership for further action. The Louisville Metro CoC full membership will make the final decision regarding the matter.

- If it is decided that there is not sufficient time before the official HUD deadline, the CoC Collaborative Applicant will attempt to identify a reasonable way for the funds to be preserved within the CoC community. If such a way exists, the CoC Collaborative Applicant will work with the CoC Board to pursue such an option. If such a way does not exist, the funds are not applied for in the overall CoC application and the funds are lost to the community.

E. Identifying Community Need for New and Expanded Services and Reallocation of Existing Funds for Maximum Use

It is the responsibility of the CoC full membership, the CoC Board and the CoC Collaborative Applicant to constantly be looking for:

- The need for new or expanded services to the community,
- The need to discontinue services when they are no longer needed,
- The need to adjust services when realignment is necessary in order to best serve the homeless population of the Louisville Metro Continuum of Care,
- The Opportunity within the community and offered by HUD to improve services and pay for services once unable to be funded, and
- Creative ways to maximize the funding dollars available through HUD and other funding sources.

Meeting this responsibility is done in a variety of formal and informal ways, including:

- Conducting the yearly Homeless Point in Time Count that includes both a street count and a shelter count,
- Conducting the annual Homeless Census Count,
- Conducting the quarterly Homeless Point in Time Count that consists of only the shelter count,
- Comparing these counts to the Housing Inventory Chart to identify gaps in services,
- Listening to CoC members and their experiences of project capacity or lack thereof,
- Examining individual project outcomes in relation to CoC and overall HUD goals, and
- Examining overall CoC outcomes in relation to CoC and overall HUD goals.

F. Voting and Ranking Projects

Each member entity of the continuum community designates a delegate and alternate at the beginning of the continuum year. Their responsibilities include:

- Attendance at CoC community meetings. Each entity must have a representative present at community meetings in order to cast a ballot regarding submission of projects to HUD for funding. (See Attendance Policy) This is to insure that when questions come up for a vote, those voting are fully informed of the circumstances and ramifications of the question. It is hoped that this will lead to more informed decision making by those voting.
- Representing the interests of the entity they are representing while considering the needs of the community as a whole. It is important that those representing member entities represent the interests of those entities. It is the responsibility of the delegate and alternate to put aside personal preferences and goals in order to truly represent their entity. It is also important for the delegate and alternate to be able to examine the needs of the community as a whole. When casting a vote on a particular question it is sometimes necessary to cast the vote for the good of the community putting aside the immediate need of the entity the person is representing. This is a delicate balance requiring insight and good judgment.
- Determining the projects that are sent to HUD Washington for funding consideration and the how those projects are ranked by the CoC community as required by the current NOFA.
- Share pertinent information with agency directors and program managers as necessary.

PROCEDURE: HOMELESS MANAGEMENT INFORMATION SYSTEM MANAGEMENT

Uniform, longitudinal data is necessary to understand the extent and scope of homelessness in individual communities and across the country. It provides the community with a tool to collect and analyze ongoing data on people using homeless service programs. Accurately calculating the size and needs of the homeless population as well as the outcomes of specific interventions provides a means for tracking service and demand for homeless programs and understanding where improvements need to be made.

The Coalition serves as the administrator of the U.S. Department of Housing and Urban Development (HUD) mandated Homeless Management Information System for Louisville Metro. Louisville CoC is part of a state-wide HMIS implementation, called Kentucky HMIS.

The Coalition manages the Louisville CoC HMIS through a full-time HMIS Coordinator. This staff salary and the expenses of the HMIS system, including a portion of the cost of Servicepoint software licenses for Coalition agency members, are paid for through a HUD Supportive Housing grant and match funds raised locally. The HMIS Coordinator reviews the licenses each year to determine which have been unused and recaptures those licenses. Agencies are charged for half the cost of licenses in January each year. Non-members are also charged full price for their licenses unless they receive no federal funding in which case it is free for one license. These fees can be paid by the participating agency or through supplemental grants.

Louisville Metro service providers use the HMIS to collect personal and service information about their homeless clients. Each client is entered when they first come for services. The system allows the agency entering to see if the client was already entered for prior services so they do not duplicate entry. The HMIS system is also updated when new services are provided to a client, when their income or housing changes, once a year for an annual update and at program exit. A privacy notice is given to clients and posted at shelters informing them that their data will be entered in HMIS. It also specifies the data protection standards that are to be followed. Each client must sign a release of information to have their data shared with other agencies in HMIS.

PROCEDURE: HOMELESS MANAGEMENT INFORMATION SYSTEM TECHNICAL ASSISTANCE AND TRAINING

The Coalition maintains an HMIS help desk through Outlook. When a request for assistance is received, it is automatically logged in the system. When the concern is addressed, this is logged by The Coalition staff for future tracking of technical assistance. Requests can be as little as forgetting a password or as great as hiring a new staff member who needs to be trained on the system.

An HMIS training schedule is posted on The Coalition website. The Coalition also provides individualized, on-site technical support to member agencies as needed.

The HMIS Coordinator discusses HMIS changes with agency members at CoC meetings.

PROCEDURE: STREET COUNT AND HOMELESS CENSUS

A. Street Count

As required by the U.S. Department of Housing and Urban Development, The Coalition for the Homeless conducts a one-day, point-in-time count of homeless persons the last week of January each year. The Coalition solicits local volunteers who go out in groups to count homeless persons at day shelters and on the streets. Meanwhile, night shelters complete the surveys at their facilities. The volunteers are asked to survey a minimum of one-third of those counted using a survey created by Kentucky Housing Corporation. This survey is used statewide on the same day. The Coalition collects personal items to also be distributed to homeless persons during the survey to increase the willingness of people to participate and provide items needed for safety and security when sleeping on the streets in the dead of winter.

Once the one-day survey is completed, The Coalition uses the survey data along with to extrapolate the survey answers of persons who were counted but not surveyed to get a better understanding of those who are homeless on a given night in Louisville Metro.

B. Homeless Census

In addition to the one-day survey, The Coalition collects information on all persons served in the Louisville Metro homeless system in a given year. This information is gathered from the HMIS data provided by agencies throughout the year.

Each June, the Point-In-Time and Annual Homeless Census information is released to the public and media by The Coalition. The Coalition also studies this information to determine what changes could improve the Continuum of Care.

PROCEDURE: OPERATION WHITE FLAG

The goal of Operation White Flag is to insure the safety of people in Louisville Metro during inclement weather. Operation White Flag is in effect when:

1. Winter temperature or wind chill is 35 degree F or lower,
2. Summer temperature or heat index is 95 degrees or higher
3. Louisville Metro is under an "Ozone Alert"

The following shelters participate in Operation White Flag:

- | | |
|--|----------|
| 1. Society of St. Vincent de Paul (men only) | 584-2480 |
| 2. The Healing Place for Men | 584-6606 |
| 3. The Healing Place for Women | 568-6680 |
| 4. Wayside Christian Mission | 587-3411 |
| 5. The Salvation Army | 625-1170 |

Operation White Flag is indicated by a White Flag flying from each of the participating shelters. As long as one of the weather conditions listed above continues, anyone may remain inside at any of the participating agencies overnight. It does not mean a bed will be available, however, a chair or mat and meal and shower will be available.

If someone is not eligible for services at a particular shelter, the staff may not let them in. If not, they should attempt to find another placement. If a shelter is full and transportation is needed, Wayside Christian will provide this service. To learn if Operation White Flag is in effect, call Metro 311 or a participating shelter above.

The Coalition for the Homeless applies to Metro Louisville government annually for funding to support Operation White Flag. The funds are allocated to The Coalition annually. The CFH Executive Director will record each White Flag day on a monthly calendar and provide to the HMIS Manager. Agencies will be expected to record total number of clients served in HMIS. (Doing so involves recording WF clients in up 3 separate HMIS programs per agency.) HMIS client counts combined with bed capacity (from the Housing Inventory chart) will be used to determine number of WF clients. The HMIS Director will compare bed capacity in that program with the actual number of people served (for example, bed capacity = 50, people served = 55, therefore WF clients = 5). Agencies will be paid \$5 per client until funds are expended.

The HMIS Manager will also run a single demographic report for each WF agency, the report will show the CAPER data elements. This will be sent monthly to the city for required reporting (this report will be for ALL clients served by a program during that month, it will not be just for the WF clients).

PROCEDURE: STREET TIPS

The Louisville Street Tips booklet is produced and published by The Coalition for the Homeless. It is intended to be a quick reference guide for those in immediate need of shelter or services. In addition, service providers use the guide to provide referrals to homeless persons and others in need.

The Coalition for the Homeless solicits donations from local funders to print copies of Street Tips. It is also posted on The Coalition website so that it can be printed and distributed by others or used as referral information.

PROCEDURE: DISTRIBUTING DONATIONS TO SERVICE PROVIDERS

The Coalition serves as a distribution center when needed for businesses and others who have large quantities of donated items they wish to have distributed to multiple homeless service agencies. These items include bedding, personal care items, new clothing, backpacks, sleeping bags, water and non-perishable food. The Coalition works with the donation agency to coordinate pickup and delivery. If the items are large items not used by shelters or perishable, The Coalition will make referrals to a more appropriate donation site.

PROCEDURE: STAND DOWN/PROJECT HOMELESS CONNECT

A. History

The Louisville Metro Stand Down/Project Homeless Connect began as a program of the Veteran's Administration to provide basic need items to veterans on the street. The Louisville city government then joined this effort to expand the services to all homeless persons. This project is now a collaboration with over 50 agencies. It brings together for one day homeless persons with the direct services they need versus them having to individually seek out each service. This project has provided access to State IDs, flu shots and medical services, counseling, food, clothing, benefit applications and many other services all under one roof on one day.

B. Funding

Each year, The Coalition for the Homeless applies for funding for Project Homeless Connect through the Louisville Metro Council and other local funders. This is combined with funding from the VA and donations from local businesses and religious groups. The funds and donated items and services are distributed on a single day in the Fall to over 1,000 people who show up to access services. The project involves over 100 volunteers who are involved in setting up, helping people through the system, distributing items, distributing meals, completing applications, and clean up. The participating agencies meet monthly to prepare for the following year's event.

C. Services

Items available during the Stand Down/Project Homeless Connect have included: State ID cards, applications for jobs and housing, clothing items, backpacks, sleeping bags, a hot meal, eye glasses, flu shots, medical care and testing.

D. Process

Once a day is set, The Coalition and other participating agencies create an invitation that is distributed to all homeless service agencies to distribute to

homeless clients. They also create a map of the booths for the day and all participating agencies set up their booths the day before the event. Approximately 50 agencies participate with a booth annually. These are contacted by email annually to notify of the date and insure their participation.

A volunteer coordinator is chosen by the committee to solicit 50-100 volunteers for the day of the event. Each volunteer is asked to participate in a training prior to the event. This training is set up as a power point and can be shown at any site as needed. The first set of volunteers are TRIAGE workers. These volunteers meet with each client as they arrive and assess the clients' needs so that they get what they need during the limited time. The second set of volunteers are ESCORTS. These volunteers guide the clients from place to place so they can find each service. The final group of volunteers are EXIT INTERVIEWERS. These volunteers complete an exit interview with each client and track the number of persons served with each service.

The Coalition is also responsible for coordinating food for all clients and volunteers during the day and procuring personal items to be distributed to all the non-veteran participants.

PROCEDURE: TARC TICKET DISCOUNT

Recognizing that the cost of transportation is a problem for our clients, The Coalition for the Homeless negotiated with TARC to purchase TARC tickets and passes at a reduced rate. TARC tickets are sold at half price to agency members of The Coalition for the Homeless in good standing. They are to be used for homeless persons only. Agencies cannot sell them to homeless persons for more than the price at which they purchased them from The Coalition.

A. Ordering

TARC tickets and passes should be ordered in advance between the 15th and 21st of each month for the following month. Both can be ordered through an email to The Coalition Office Manager or by calling the order in to 589-0190 x 10. The order should include the number of tickets and passes being purchased.

B. Pick Up

The Coalition will send an email when the tickets and passes are ready for pick-up. TARC tickets and passes can be picked up on Mondays and Wednesdays between the hours of 10:00 am and 2:00 pm. Both tickets and passes should be paid for when they are picked up. Payment can be made through an agency check, cash or money order. No personal checks are accepted. Failure to pick-up and pay for the passes will result in the agency being invoiced for the order since they cannot be returned to TARC for a refund and only good that month. The Coalition for the Homeless charges \$1 per TARC pass for the half-price TARC passes distributed to our member agencies. We also charge \$1 per check or cash transaction for bus tickets. This means if you return to purchase more tickets later in the month or pay with multiple checks, a second \$1 fee will be charged.

C. Documentation

The Coalition will provide a receipt for TARC order payment and document which tickets and passes were distributed to each agency. It is the responsibility of the member agency to document who received each pass and ticket. The Coalition will verify that this is being recorded during QAS inspection.

PROCEDURE: EDUCATIONAL/TRAINING PROGRAMS

The Community Education Program was created to increase awareness and understanding of poverty and homelessness, and to foster community participation in prevention activities and solutions.

This is accomplished through speaking engagements, community education campaigns, the creation of educational materials, and website development.

A. Activities

1. Generating awareness of poverty and homelessness by conducting speaking engagements with various public markets including concerned citizens groups, civic groups, faith-based groups, local and state governmental agencies, schools, and universities.
2. Fostering an understanding of poverty and homelessness through community education campaigns that use traditional media and guerilla marketing.
3. Creating visual and written materials and developing the Coalition website to educate the community about homelessness and ways to get involved.
4. Developing reports and presenting the findings including the Cost of Homelessness Study and annual Homeless Census Report.

B. Purpose

The purpose of The Coalition's education program is to increase community awareness and understanding of poverty and homelessness and to increase the community's participation in homeless issues and solutions.

C. Structure

Coalition staff or volunteers are available to present an overview of homelessness in Louisville Metro. They discuss the realities of homelessness and poverty, why it happens, who it affects, and what can be done as a community. The purpose is to show the true face of homelessness.

Presentations are typically 30 minutes but can be tailored to meet the needs of your group. We can also develop presentations to focus on specific issues of homelessness.

D. Obtaining a Speaker

Interested groups can contact the Office Manager, Development Manager or Executive Director to obtain a speaker. Availability is limited so requests should be made early.

The Coalition will need when and where your event will be held, how many people will participate, the presentation needs, and if the equipment is available to show our video or DVD to your group.

PROCEDURE: UPDATES

In order to keep our membership apprised of events in Louisville Metro that effect homeless persons and those who serve them, The Coalition for the Homeless distributes a weekly electronic update. This update is available to all types of members (agency, individual or organizational).

To submit information to be included, it should be emailed to the Office Manager.

PROCEDURE: REPORTS/STUDIES

The Coalition works to publish documents that support our educational goal of increasing community awareness and understanding of poverty and homelessness and increasing the community's participation in homeless issues and solutions. These publications include:

A. CoC Housing Chart – a chart listing all shelter and housing resources specifically for the homeless in Louisville Metro updated annually.

B. Housing Options Website – a site listing various resources for affordable rental housing in Louisville.

C. Cost of Homelessness Report – a report created through the University of Louisville documenting the actual cost of homeless persons to the mainstream service systems in Louisville Metro. This includes costs to the hospitals, jails, detox centers, state hospitals, etc. The report also includes recommendations to greatly lower these costs through increasing benefits and housing to this population.

D. Homeless Census – an annual publication that shows the statistics of persons who were homeless in Louisville Metro over the past year as well as a count of homeless persons on a given day in late January.

E. Educational Materials – a disc of materials specifically created to help teachers address the needs of homeless kids made possible through funding from PNC.

F. Street Tips – a hand-sized publication of resources for persons living in homelessness and for those seeking and assisting those with homeless services in Louisville Metro.

G. The Faces of Homelessness Video - a video about how you can help the homeless told through their own voices is available at our website and on Youtube.

The Coalition also works to distribute publications from partner agencies that educate the community about homelessness and poverty. These include Metropolitan Housing Coalition Reports like "Where do you live" which documented the segregation of poverty in our community and their report on homeless children in the public school system.

PROCEDURE: COMPLAINTS AND CONCERNS

From time to time, The Coalition for the Homeless receives complaints about individual shelters or homeless service programs in the community. In these cases, The Coalition staff follow these steps:

1. Ask the individual if she/he has followed the guidelines for expressing a complaint or concern with the agency involved.
2. If the response is no, instruct the individual that she/he must first follow the guidelines for expressing a complaint or concern with the agency involved.
3. If the response is yes, ask the individual if she/he is interested in filing and signing a Complaint/Concern Report with The Coalition.
4. If the response is yes, have the individual write out their complaint and sign. Unsigned complaints cannot be addressed by The Coalition.
5. The Office Manager or QAS Manager of The Coalition will contact the Executive Director of the agency involved by telephone to begin addressing the complaint/concern in question and request written documentation from the Executive Director of the agency explaining how the complaint/concern was addressed. They will also follow up on the resolution with the person who filed the complaint.
6. If the Executive Director or the agency is unable or unwilling to address the complaint/concern, The Coalition staff will contact the Chair of the Board of the agency and ask to present the complaint at their next scheduled meeting and request a written response explaining how the complaint/concern was addressed.
7. If the Board of Directors cannot provide necessary documentation of the resolution, The Coalition staff will pursue other avenues deemed appropriate to settle the complaint/concern including denying membership, denying QAS approval or notifying funders or the authorities of illegal or inappropriate activities.
8. A Complaint/Concern Report to The Coalition must be filed within 15 working days of the final decision made by the agency.