

# Detroit Continuum of Care CAM Governance Guiding Document

***Revised and Approved 9/30/2025***

## **Background**

**The Detroit Continuum of Care includes organizations and individuals actively engaged in the work to end homelessness in Detroit, Highland Park and Hamtramck.** The Designated Entities (collectively defined as the Continuum of Care Board, CoC Lead Agency, Collaborative Applicant, HMIS Lead, CAM Lead Agency and all designated committees and subcommittees/workgroups convened by the Board) together with the broader CoC, are jointly responsible for overseeing and implementing the work to end homelessness in Detroit, Hamtramck and Highland Park including by operating a Coordinated Entry System.

The Continuum of Care establishes committees to serve as the “action planning components of the system.” Committees are responsible for developing strategies, producing work plans, and making recommendations to the CoC Board to advance the CoC’s work to equitably end homelessness. The CoC has established the CAM Governance Committee to oversee the implementation of Coordinated Entry in the Detroit CoC, known locally as CAM.

This document details the structure for the CAM Governance Committee including its purpose, responsibilities, membership, and decision-making process.

## **Purpose**

The CAM Governance Committee provides oversight and guidance to the implementation of Coordinated Entry for the Detroit CoC. The Committee works to ensure CAM operates effectively, efficiently, and equitably, guided by and accountable to people with lived experience of homelessness (PWLEH) and the community. The Committee makes recommendations to the CoC Board on policy and system level changes and improvements.

## **Responsibilities**

The CAM Governance Committee responsibilities include:

- Establish its membership and submit to the CoC Board annually for approval.
- Create an annual workplan and submit to the CoC Board for approval.
- Review and update CAM Policies & Procedures at least annually.
- Monitor and evaluate the CAM system and partners for compliance and performance, including establishing and monitoring performance benchmarks and systems-level outcomes.
- Ensure completion of an annual evaluation of the Coordinated Entry system including feedback from participating projects and participants.

- Review quarterly system and performance reports and share with the CoC Board, DAG/YAB, and community stakeholders.
- Co-develop recommendations for improvement based on evaluation, monitoring and reporting efforts in consultation with CAM partners, community partners and PWLEH.
- Make recommendations on system and policy level decisions and improvements for CAM implementation to the CoC Board.
- Respond to community concerns and ideas and provide recommendations to CAM partners on operational improvements.
- Mediate and resolve operational decisions impacting multiple CAM partners where partners cannot come to agreement.
- Partner with the CoC’s Detroit Advisors Group and Youth Action Board to ensure representation, input and leadership of people with lived experience of homelessness in CAM design and decision-making.
- Review CAM budget and provide recommendations on funding.
- Review requests for Letters of Support for entities seeking CE-SSO funding.

**Committee Membership**

In accordance with the CoC Governance Charter, the CAM Governance Committee will develop its own membership structure and will recruit members from the Continuum and larger community. Committee membership must include at least one CoC Board member and the committee membership will be submitted to the CoC Board for approval annually.

*Voting Membership*

<b>Voting Membership</b>	
<b><i>Member</i></b>	<b><i>Selection</i></b>
<b>Appointed Seats</b>	
CAM Lead Agency	Appointed by CAM Lead
CAM Access Agency	Appointed by CAM Access
CAM Navigation Agency	Appointed by CAM Navigation
CAM Back-office Agency	Appointed by CAM Back-office
CoC Lead Agency	Appointed by CoC Lead
City of Detroit	Appointed by City of Detroit
VA	Appointed by VA
<b>Elected Seats</b>	
CoC Board Member	To be determined by the CoC board's selection process
PWLEH	Determined by the PWLEH Leadership Council selection process
PWLEH	Determined by the PWLEH Leadership Council selection process
PWLEH	Determined by the PWLEH Leadership Council selection process

PWLEH - Youth	Determined by the PWLEH Leadership Council selection process
PSH Provider	Selected by PSH Workgroup
RRH Provider	Selected by RRH Workgroup
Emergency Shelter Provider	Selected by Shelter Workgroup
Street Outreach Provider	Selected by Outreach Workgroup
Transitional Housing Provider	Selected by CAM Governance Committee
Domestic Violence System Representative/Provider	Selected by CAM Governance Committee
Community At-large Seat	Selected by CAM Governance Committee

The Committee will be comprised of up to 19 voting members filling seats as detailed in the chart above. The Committee strives to have robust and meaningful involvement of People with Lived Experience of Homelessness (PWLEH) in planning and decision-making. The Committee has designated seats for PWLEH and strives to have 25% of its voting membership be PWLEH.

If an entity/representative fills more than one appointed seat, then they will only receive one vote, however additional staff may serve as non-voting members. For example, if *Agency X* is the CoC Lead and CAM Lead, then *Agency X* will only receive one vote in Committee decisions even though they fill two seats. Elected seats will retain their vote regardless of agency affiliation.

#### *Nonvoting Membership*

<b>Non-Voting Membership</b>	
<b><i>Member</i></b>	<b><i>Selection Method</i></b>
HMIS Lead Agency	Appointed by HMIS Lead
MSHDA	Appointed by MSHDA
HUD	Appointed by HUD
TA/Consultant	<i>If applicable</i>

The Committee also includes Non-Voting Members to bring expertise relevant to supporting the work of the Committee but who do not hold voting power.

#### *Membership Selection*

The Committee has designated seats for stakeholders to ensure a broad representation of systems and agencies involved in efforts to end homelessness.

Members for appointed seats will be selected by the designated organization or invited by the Committee to fill the seat. If an individual member in an appointed seat is no longer able to serve on the committee, then the designated organization will appoint another representative.

For elected seats, the Committee will coordinate with the respective groups to coordinate elections on an annual basis for any open seats. Each group will elect representatives according to their own decision-making process. If a seat is unfilled or a member in a elected seat is no longer able to serve on the Committee, then the Committee will work to recruit a new member in partnership with the electing group.

Additionally, the Committee may vote to change this membership structure and may vote to add additional members outside of elections based on need and interest. Organizations or individuals who are interested in serving on the Committee should express interest to the Committee Chair(s) and demonstrate willingness to meet member expectations. The co-chairs will ask the Committee for a vote to approve new members.

### **Committee Member Expectations**

- Actively participate by attending consistently, being prepared, participating in discussion and problem solving, follow through on requests, etc.
- Provide general oversight, support, and accountability to the CAM system.
- Ensure timely and effective communication is provided to the CoC and community stakeholders regarding CAM-related changes, updates, and general announcements.
- Evaluate the efficiency and effectiveness of the CAM system and recommend changes or improvements to the process, based on performance data, to the CoC Membership and CoC Board.
- Ensure consumer feedback is incorporated into the planning and evaluation of CAM.
- Understands performance evaluation and using data to drive system change.
- Possess knowledge of and experience in homelessness response and housing.
- Share individual experience and expertise relevant to the Committees' work.
- Honor and listen to the experiences and expertise of other Committee members.
- Practice systems thinking.
- Adhere to the CAM Governance Committee Code of Conduct
- Sign Committee Agreement outlining roles and responsibilities.

### **Membership Terms and Attendance**

Membership for non-appointed seats on the committee is for a term of two years. Elected members can serve a total of 3 consecutive terms. Former elected members can return to the committee by being selected for another seat or after one term off the committee.

Regular attendance by members is crucial for the Committee to be able to fulfill its purpose and responsibilities. Members may be removed from the committee if they are absent from 25% or more regularly scheduled meetings in a calendar year. Members should email the CAM Lead Agency staff to report if they are going to be absent from a meeting.

Attendance will be brought to the CAM Governance Committee and reviewed quarterly at which time the acting committee chair may call a vote on the continued membership of members who have failed to meet the attendance commitment. This commitment is not delegated to others unless expressly agreed upon by the committee in certain circumstances (for instance, to bring in another member from your agency/community to present or advise on a specific topic/issue).

CAM Governance Committee Members are subject to abiding by the CAM Governance Committee Code of Conduct, Detroit Continuum of Care Conflict of Interest Policy, and the CAM Governance Member Agreement. All concerns regarding violations of these agreements will be reported to the acting committee chair to be addressed and responded to independently or in collaboration with other CAM Governance Committee Members. If a violation is concerning the acting committee chair, then it can be directed to the Co-Chair or Coordinated Entry Manager of the CAM Lead Agency. Violations of expectations outlined in these agreements will result in the following process being followed:

- First infraction - Verbal warning
- Second infraction - Written warning
- Third infraction - Motion for vote to remove the member. Votes surpassing 51% of the CAM Governance committee will result in removal.

CAM Governance Committee members (elected or appointed) may also be removed by a 75% vote of the CAM Governance Committee for cause in situations where behavior is found to be egregious enough to warrant an immediate vote for removal which bypasses process outlined above.

*Interim Rule* (approved by CAM Governance on 3/5/2025)

The CAM Governance committee was launched in its current form on 5/1/2024, with most members joining by 7/1/2024. To create a manageable cadence for membership selection, half of all elected seats will have their terms extended by one year. All seats will be on a two-year term as of 7/1/2027, with the committee selection process occurring every year for half of all voting members. See current elected membership chart in Appendix 1 of this guiding document.

*Conflict of Interest and Recusal Process*

The CAM Governance Committee will align its conflict-of-interest policy with the Detroit Continuum of Care Board Governance Charter:

No member may participate in or influence decisions concerning the *award of a grant or other financial benefits* to the organization that the member represents or to themselves as individuals. Therefore, any individual participating in or influencing decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Individuals participating in the review and evaluation of projects for funding may be required to sign an additional Conflict of Interest form to ensure full transparency and appropriate recusal as needed. Disclosure should occur at the earliest possible time and if possible, prior to the discussion of any such issue. Individuals with a conflict of interest should abstain from discussion and voting on any issue in which they may have a conflict. [A Conflict-of-Interest Policy](#) will be approved by the Continuum of Care annually.

Annual written disclosure statements will be provided to each CAM Governance Committee member by the first Tuesday in January. Voting Members and Board Members will not be permitted to participate in a discussion or vote until the statement is on file with the CAM Lead Agency or the CoC Lead Agency. All voting members have the right to recuse themselves from voting on a matter without providing an excuse.

An updated Detroit Continuum of Care Annual Conflict of Interest Statement can be submitted to CAM Lead Agency at any time. New CAM Governance members shall complete an annual statement at the time they assume their position as member of CAM Governance committee if they do not already have form submitted with the Detroit CoC.

### **Committee Meetings**

The Committee will meet at least once a month. The Committee Co-Chair(s) may call for more frequent meetings on an as-needed basis in consultation with the full Committee.

All meetings will be open. Questions and input are welcome from community members and other stakeholders who are not a part of the formal Committee membership. However, voting will be limited to full Committee members as defined in this document.

Committee meetings will be focused on topics identified in meeting agendas as set by Committee chairs (see below). All committee members may request topics and items be added to the agenda.

### **Committee Leadership & Staffing**

#### *Chair & Co-chair*

- A Committee Chair and Co-Chair will be elected by the Committee after new Committee members are selected, if there are opening
- The Chair and Co-Chair will serve for a term of two year. The Chair and Co-Chair cannot serve for more than four consecutive terms in the same role.
- Responsibilities include:
  - a. Ensuring an agenda is prepared for each meeting, based on agenda items submitted by other committee members, providers, or consumers.

- b. Ensuring minutes are taken at each meeting of the committee.
- c. In conjunction with the CAM lead agency (HAND), serve as the point of contact for anyone seeking more information or having concerns about the CAM process.
- d. Assuring meaningful participation of all stakeholder groups on the committee. This includes assuring meetings are accessible and support persons with lived experience with meeting attendance, meeting preparation and opportunities to serve as chair/co-chair.
- e. Assuring that the Board has been duly apprised of an issue before a committee recommendation is presented to the Board for a vote. As such, the committee chair will notify the Board Chair to place an issue on a Board meeting agenda at least seven (7) days before Board meetings when the committee has an update that requires Board feedback or consultation and when the committee has a recommendation or motion for a Board vote.

### *Staffing*

The CAM Lead Agency will staff the Committee. In coordination with the Committee Chairs, staff will support the work of the Committee through meeting scheduling, agenda preparation, meeting facilitation, research, drafting materials, taking notes and coordinating work across CAM partners and meeting space.

### **Quorum**

A majority or 51% of the voting committee membership constitutes a quorum at all Committee meetings. No business will be conducted unless a quorum is present.

### **Decision Making**

In accordance with the CoC Governance Charter, the Committee will strive to reach and make decisions by consensus. When consensus is not possible, decisions shall be made by a vote of the majority of voting members present. Voting measures must receive at least 51% of the vote to be approved.

### **CAM Meetings Structure**

CAM Governance Committee's role is to provide oversight and guidance to the implementation of CAM. To support the work of CAM Governance Committee and the system planning and coordination needed for CAM implementation, additional subcommittee and workspace may be established by CAM Governance and/or the CAM lead and implementing partners. The following groups meet to coordinate around CAM operations, address operational issues, make operational improvements, and help plan CAM system changes and improvements. These groups may make recommendations to the CAM Governance Committee, and the CAM partners can use these spaces to work on information, research, reports and policy to bring to CAM Governance.

As of March 5, 2025, the following groups are meeting:

<b>Access and Shelter Planning</b>	
Purpose	Coordinate and strengthen of CAM Access and Shelter process and partnerships.
Frequency	Weekly
Date/Time	Thursdays 10am-11am
Membership	CAM Access, CAM Navigation, CAM Back-office, CAM Lead, CoC Lead, HMIS Lead, City of Detroit, DAG Reps, Shelter Reps, Outreach Reps
Staffing/Facilitation	CAM Lead, City and CAM Access

<b>CAM Communications</b>	
Purpose	Increase knowledge and awareness of CAM by coordination on communication strategies and activities.
Frequency	Monthly
Date/Time	TBD
Membership	CAM Access, CAM Navigation, CAM Back-office, CAM Lead, CoC Lead, HMIS Lead, City of Detroit
Staffing/Facilitation	CAM Lead Agency

<b>CAM Data &amp; Tech</b>	
Purpose	Coordinate on CAM data quality, data reporting, and the use of technology including HMIS and Salesforce to advance CAM’s work.
Frequency	Weekly (Except 3 <sup>rd</sup> Thursday, see below)
Date/Time	Thursdays 11am-12:15pm
Membership	HMIS Lead, CAM Lead, CAM Access, CAM Navigation, CAM Back-Office, City of Detroit
Staffing/Facilitation	CAM Lead/HMIS Lead

<b>Coordinated Entry Data Standards</b>	
Purpose	Review Coordinated Entry data requirements, expectations, and any process changes or issues.
Frequency	Monthly (in place of regular Data & Tech)
Date/Time	Thursdays 11am-12:15pm
Membership	HMIS Lead, CAM Lead, CAM Access, CAM Navigation, CAM Back-Office, Outreach Teams
Staffing/Facilitation	HMIS Lead

<b>CAM Planning</b>	
Purpose	System planning and coordination between CAM implementing partners .
Frequency	Weekly (except x Friday, see below)
Date/Time	Fridays 9am-10:30am

Membership	CAM Access, CAM Navigation, CAM Back-office, CAM Lead, CoC Lead, HMIS Lead, City of Detroit
Staffing/Facilitation	CAM Lead Agency

<b>CAM Budget, Funding and Staffing</b>	
Purpose	Budget status updates, future funding planning, ensuring capacity is there to support CAM functions
Frequency	Monthly
Date/Time	Fridays 9am-10:30am
Membership	CAM Access, CAM Navigation, CAM Back-office, CAM Lead, CoC Lead, HMIS Lead, City of Detroit
Staffing/Facilitation	CAM Lead Agency

<b>CAM Access &amp; Navigation Working Session</b>	
Purpose	Direct coordination around services and client-level work between CAM access and navigation teams
Frequency	Every other week
Date/Time	Wednesday 9am-9:30am
Membership	CAM Access, CAM Navigation and CAM Lead
Staffing/Facilitation	CAM Lead Agency

<b>CAM Navigation &amp; Back-office Working Session</b>	
Purpose	Direct coordination around services and client-level work between CAM navigation and back-office teams
Frequency	Every other week
Membership	CAM Navigation, CAM Back-office and CAM Lead
Staffing/Facilitation	CAM Lead Agency

These groups will serve to support the coordination between CAM Implementing Partners and will also prepare materials and provide information to the CAM Governance Committee. The CAM Governance Committee may create additional subcommittees or workspaces as needed.

## Appendix 1: Current Membership (1/20/2026)

### Voting Membership

Appointed Seats		
Member	Selection	Current Member
CAM Lead Agency	Appointed by CAM Lead	Zachary Betthausen
CAM Access Agency	Appointed by CAM Access	Katina Hedrick
CAM Navigation Agency	Appointed by CAM Navigation	Matthew Tommelein
CAM Back-office Agency	Appointed by CAM Back-office	Ed Cieslak
CoC Lead Agency	Appointed by CoC Lead	Eleanor Bradford
City of Detroit	Appointed by City of Detroit	Michael Centi
VA	Appointed by VA	Cheryl Lucas

Elected Seats			
Member	Selection Method	Term	Current Member
CoC Board Member	Determined by the CoC board's selection process	ends June of 2027	Joanna Underwood
PWLEH	Determined by the PWLEH Leadership Council selection process	ends June of 2026	Alan Rosetto
PWLEH	Determined by the PWLEH Leadership Council selection process	ends June of 2027	Brenda Thompson
PWLEH	Determined by the PWLEH Leadership Council selection process	ends June of 2026	ReGina Hentz
PWLEH - Youth	Determined by the PWLEH Leadership Council selection process	ends June of 2027	VACANT
PSH Provider	Selected by PSH Workgroup	ends June of 2026	Kiana Jackson
RRH Provider	Selected by RRH Workgroup	ends June of 2027	Katie Carlisle
Emergency Shelter Provider	Selected by Shelter Workgroup	ends June of 2026	VACANT

Street Outreach Provider	Selected by Outreach Workgroup	ends June of 2027	Lydia Goddard
Transitional Housing Provider	Selected by CAM Governance Committee	ends June of 2026	Katrina Edmon
Domestic Violence System Representative/Provider	Selected by CAM Governance Committee	ends June of 2027	Gena Harris Lewis
Community At-large Seat	Selected by CAM Governance Committee	ends June of 2026	Donna Price

### Non-Voting Membership

Member	Selection Method
HMIS Lead Agency	Kiana Harrison
MSHDA	Francesca Vitale
HUD	Charolette Carrillo
TA/Consultant	N/A
TA/Consultant	N/A