

Detroit Continuum of Care | Board of Directors

Working to Equitably End Homelessness in Detroit, Highland Park, & Hamtramck

Board Meeting Agenda | March 06, 2023 | 2:00-4:30pm | Webinar: [Registration Link](#)

CoC Board Norms:

- Start and end on time.
- Come prepared.
- Focus on strategy and high-level goals.
- Be aware of different roles you're playing.
- Be solutions oriented.
- Avoid rabbit holes & use the parking lot.

CoC Board Draft Values:

- Homelessness should be rare, brief and non-recurring.
- Flexibility to respond to emerging ideas and challenges or try new and innovative ideas and projects.
- Racial equity as demonstrated through equitable outcomes
- Transparent decision that makes the greatest possible use of data.
- Collaboration and a cross-systems approach

Time	Agenda Item	Presenter	Committee <i>(see acronym list below)</i>	Attachment	Priority Assignments
Housekeeping & Agenda Setting					
2:00 PM	Welcome and Introductions	Celia Thomas	EC	--	Priority Code: T1- must discuss; T2- can discuss in email; T3- can move to future meeting
2:05 PM 5 mins	Announcements	Celia Thomas	EC	--	
2:10 PM 5 mins	Consent Agenda - February Board Meeting Minutes (Action Item- VOTE)	Celia Thomas	EC	# 1	
Additional Information (No Immediate Action) ¹				# 2 – 3	
Tier 1 Priorities					
2:15 PM 10 mins	Secretary Seat Elections	Celia Thomas	EC	--	
2:25 PM 20 mins	CAM Transition Updates	Tasha Gray	HAND		Tier 1
2:45 PM 20 mins	LIHTC Letter of Support Policy (Action Item- VOTE)	Terra Linzer & Lauren Licata	LIHTC		Tier 1
3:05 PM 5 mins	Break (stay on Zoom, please 😊)				
3:10 PM 20 mins	High Level Overview of the 2023 CoC Competition Timeline	Amanda Sternberg	HAND		Tier 2
3:30 PM 30 mins	Building the Partnership between the Detroit Advisors Group and CoC Board	Donna Price	DAG		Tier 2

¹ Additional Information from Housekeeping & Agenda – **Attachment 2:** CoC Board Attendance Tracking, **Attachment 3:** July Exec. Com. Minutes

4:00PM 15min	Public Comments	Amy Brown	CoC	--	
4:30 PM	END				

Next Meeting: **April 3rd, 2023** | 2:00-4:30pm | Webinar (Until In-Person Meeting)

Key Committee Acronyms:

EC – Executive Committee – **Chair:** Celia Thomas | **Vice-Chair:** Candace Morgan | **Secretary:** vacant | **Staff:** Chelsea Johnson

DAG - Detroit Advisor's Group – **Chair:** Donna Price | **Staff:** Kaitie Giza

GRC - Grievance Review Committee – **Chair:** Donna Price | **Staff:** Jeremy Cugliari & Elise Gronstad

LIHTC – Low Income Housing Tax Credit Committee – **Chair:** Vacant | **Staff:** Elise Gronstad

VFPC – Values and Funding Priorities Committee – **Chair:** Amanda Sternberg | **Staff:** Julia Janco

GCRC – Governance Charter Review Committee – Ad hoc | **Staff:** vacant

System Partner Acronyms:

CAM – Coordinated Access Model – Detroit's Coordinated Entry System (Managed by Southwest Solutions)

CoD – City of Detroit

HAND – Homeless Action Network of Detroit – Detroit's Collaborative Applicant, CoC Lead Agency, and HMIS Lead Agency

HMIS – Homeless Management Information System

VA – Veteran's Association

Additional Acronyms for Reference:

BNL = By-name List

CoC = Continuum of Care

CE = Coordinated Entry

CARES = Coronavirus Aid, Relief, and Economic Security

Act

CDBG = Community Development Block Grant

CH = Chronically Homeless

CSH = Corporation for Supportive Housing

CY = Calendar Year

DV = Domestic Violence

ESG = Emergency Solutions Grant

ESP = Emergency Shelter Partnership

FY = Fiscal Year

HCV = Housing Choice Voucher

HMIS = Homelessness Management Information System

HUD = US Department of Housing & Urban Development

MI = Michigan

MSHDA = Michigan State Housing Development

Authority

PIT = Point in Time Count

P&P = Policies and Procedures

PSH = Permanent Supportive Housing

RFP = Request for Proposals

RRH = Rapid Re-Housing

SH = Supportive Housing

SPDAT = Service Prioritization Decision Assistance Tool

SPM = System Performance Measure

TA = Technical Assistance

TH = Transitional Housing

QR = Quarterly Report

YHDP = Youth Homelessness Demonstration Project

ATTACHMENT ONE

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<u>Present Board Members</u>	<u>Absent Board Members</u>	<u>Excused Board Members</u>	<u>General Public</u>	
Courtney Smith	Chioke Mose-Telesford	Chris Harthen	Chelsea Johnson	
Donna Price	Jennifer Tuzinsky		Cindy Crain	
Tasha Gray	Ari Ruttenberg		Dr. Gerald Curley	
Desiree' Arcscott			Amanda Sternberg	
Taura Brown			Clay Bell	
Katie Zeiter			Denise Goshton	
Tania James			Elise Grongstad	
Celia Thomas			Elijah Olsen	
Candace Morgan			Emmerson McIntosh	
Terra Linzner			Daniel Carravallah	
Erica George			Deloris Cortez	
Michael Centi			Alan Haras	
Julisa Abad			Trina Ervin	
Kiana Harrison			Paige Beasley	
ReGina Hentz			Julia Janco	
Ed Cieslak			Jeremy Cugliari	
Sarah Rennie			Shautoya Redding	
Amy Brown			Clarice Perkins	
			Torrey Henderson	
			Arieona Branch	
			Nona Ingram	
			Lauren Licata	
			Viki DeMars	
			Khira Wallace	
			Tashyana Hughes	
			Kaitie Giza	
			Lindsey Gilmore	
			Daniel Carravallah	
			Shanna Cherubini	
			Chantanae Bankhead	
			Rasheed Ockleberry	
			Ki-Jana Malone	
			Ashley Shane	
			Scott Jackson	
			Safiya Merchant	
			Erica Dowdell-Parnell	
			Trina Ervin	
			Chantanae Bankhead	

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February 2023 Continuum of Care Board Meeting

(Meeting packet can be accessed by [clicking here](#); Meeting Slides by [clicking here](#))

<p>Welcome and Introductions: Celia T. opened the meeting at 2:00 pm with introductions – utilizing the chat box.</p>
<p>Executive Committee Report & Announcements</p>
<p>2023 GANT Calendar</p>
<p><u>Summary –</u></p> <ul style="list-style-type: none">Chelsea J. created a Gant Calendar to provide an overview of the major areas of Continuum-level work the CoC will engage in throughout the year. This calendar can be accessed in the February Board Pakcet.
<p>Supplemental NOFO</p>
<p><u>Summary –</u></p> <ul style="list-style-type: none">There was an update regarding the Supplemental NOFO application that the CoC Lead Agency applied for last fall. HUD was looking to use these dollars to create strategies and programming to address unsheltered homelessness. Furthermore, HUD released the funding announcement last week and unfortunately Detroit was not awarded any funding from the SNOFO application. Currently, HAND does not have any further information on how the application was scored, more details will come soon.
<p>Consent Agenda</p>
<p>January Board Meeting Minutes</p>
<p>Board Vote</p>
<ul style="list-style-type: none">The floor was opened for questions. None were asked.
<p>Vote Topic</p>
<ul style="list-style-type: none">Approval of the January 2023 CoC Board Meeting minutes was motioned by Terra L and seconded by Donna P. The vote passed.
<p>Grievance Committee Report</p>
<p><u>Summary –</u> There was a report out from the Grievance Committee. The following details are below:</p> <ul style="list-style-type: none">Committee members are CoC board members that represent several different agencies throughout the CoC (currently 8 voting members)Only committee members vote on a decision to substantiate or not substantiate a grievanceCity of Detroit and HAND have representation in the committee as funders and as they receive client grievances, conduct investigation, and present to committee. City and HAND staff do not vote on grievancesPrograms funded outside of CoC and/or City funding (state funded programs) are referred to the appropriate person(s) for investigation<ul style="list-style-type: none">103 total grievances filed in 2022 against City, State, and/or CoC funded programs21 substantiated17 not substantiated (resolution found without bringing to committee)35 not substantiated (committee vote)10 sent to state funder for investigation20 remaining for committee vote

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Investigation

- Once City and/or HAND staff receive a grievance they begin contacting all involved parties to address concerns
- If no resolution can be found between the parties, the agency is required to submit all relevant documentation for Grievance Review Committee (GRC) to deliberate

GRC Review

- GRC deliberates to substantiate or not substantiate based on the statements made in the client grievance and the agency's response
- Substantiated grievances deduct points from that programs funding application the following year for both the CoC application and the City of Detroit's application.
- If concerning themes/nature of grievances continue to arise the GRC will elevate these concerns to the CoC Board or other relevant entities

There was a discussion surrounding the transparency within the Grievance Committee and if they should start revealing the name of the agencies who have grievances. It was decided to let the Grievance Committee research the policies about confidentiality and to report back at the April Board meeting.

- Approval to take the issue back to the Grievance Committee and then report back to the Board in April was motioned by Courtney S. seconded by Candace M. The vote passed.

There was also a discussion regarding Robert Rules of Order and if the CoC Board should start using a lax version of it until the CAM Transition is over. It was suggested to revisit this conversation to see if Robert Rules of Order is the best structure for the CoC and to propose this to the Governance Charter.

- Approval of using a lax version of Robert Rules of Order in the Governance Charter until CAM Transition is over was motioned by Sarah R. and seconded by Courtney S. The vote passed.

CAM Transition Update

Summary –

- There were updates regarding some of the Cam Transition Subcommittees.
- The Project Management and Strategy committee was able to identify two consultants which were OrgCode who will be assisting with writing the RFQ and CSH who will assist in technology planning and transferring of funding.
 - HAND hosted a 2- day workshop informational that was for applicants who were interested in applying. Most of the participants were agencies who submitted a Letter- of – Intent. This was an opportunity for agencies to start planning to apply to be the New CAM Lead Agency.
- The funding subcommittee held preliminary meetings with the City of Detroit, City Council, and McGregor to discuss the funding gaps within the Optimal Budget. Additional conversations will be held to further discuss how to close some of the budget gaps.
- The PWLEH subcommittee finished the last of three focus groups yesterday. The information will be compiled and shared with the Transition Team and posted on HAND's website.
- The Data and Technology subcommittee met with Salesforce to understand more detail around the services they are currently providing and what needs to happen next. Based on that meeting, there was a recommendation brought back to the CAM Transition Team to make Salesforce required rather than optional.
- For the past few weeks, the CAM Transition Team discussed the CAM Structure which was recommended to have a hybrid model (in person & calling access).
- They also talked about CAM services on whether the Lead agency should provide all current services or some services.

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- The recommendation was to use McKinney Vento referrals, Detroit at Work; back-office functions like By Name List (BNL) management and system coordination could be handled by a different entity other than CAM Lead.
- As far as technology, the recommendation was to keep Salesforce and transfer current contract to another agency to maintain the continuity.
- The recommendation for the Assessment Tool is to evaluate the tool and change if needed in 2-3 years.
- Lastly, they had discussion on the current CAM staff roles with the New Lead Agency and it was recommended that the RFQ requires that the new Lead Agency give each interested staff member an interview.
- The CAM Transition Team had discussions around estimating costs for optimal CAM implementation which includes the hybrid model, increased number of staff at access points, multiple access sites and transportation.
 - The estimated annual cost to implement this plan is \$3 million dollars.
 - The current known annual funding that is available to new CAM Lead agency is 1.6 million while the current estimated gap is \$1.4 million.
 - If the funding gaps are not closed, then it will likely perpetuate or exaggerate known challenges with access and will challenge the new lead agency to be able to sustain current positions. Essentially, the CTT will need to develop and implement a plan to close the gaps.
- The next steps will be finding ways to close the gap by working with the CSH (consultant). The CTT will continue to meet with potential funders and will also have a conversation about what is the expectation for the CAM lead Agency going forward.

IFF's role in Chicago's Housing First, Trauma-Informed Design Models for Permanent Shelter Spaces

Summary –

- The IFF is a 501c3 nonprofit that started in the 1980s in Chicago but expanded to Detroit. They specialize in lending and finance, real estate development and consulting, research, public policy, and community development for nonprofits.
- In March 2020, over 75% of the suburban Cook County's emergency shelter system vanished due the temporary and congregate nature of facilities.
- Analysis provided by the Alliance to End Homelessness in Suburban Cook County shows demand for 564 units of crisis housing in Suburban Cook County.
- In Chicago, they used a model called PADS (Public Action to Deliver Shelter) that was created by faith based organizations in the 80s-90s to create a volunteered driven circular shelter bed model that provided night- by- night services as well as providing breakfast and lunch to go.
 - During 2020, many pivoted to hotel- based shelters due to lock downs
- The framework for an equitable COVID-19 homelessness response will be to
 - implement a crisis response that ends the use of large congregate shelters,
 - build, support, and fund dignity-based services
 - develop affordable housing, target housing and rental assistance to those most impacted by structural inequity
- IFF wants to partner with City of Chicago and suburban Cook County to search for former hotels to convert to shelters. See slides for more details on their scope of work.

Strategic Plan

Summary –

- There were updates shared on the Detroit CoC Homelessness strategic plan. See below:
 - Released RFP on April 27, assembled community-based evaluation committee consisting of representatives across the CoC, and selected Barbara Poppe & Associates as the vendor
 - Contract awaiting Council approval in February

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- Work in progress gaining Advisor feedback on community engagement plan
- They selected an applicant Consulting Team which is a cross national team of experts who worked on plans in other cities and will also work with CoC members to hire residents with members of lived experience.
- Some of their scope of work includes hiring local consults, site visits, stakeholder engagement, system modeling, etc.
- The next steps will be a Project Team kick off meeting on February 22nd and will provide updates at the March General Membership meeting.

Stakeholder Feedback

Summary –

- Since November, The CTT has met with different committees and workgroups and distributed a CoC wide survey in identifying the new CAM Lead Agency.
- There were results shared about the responses of the survey which can be accessed at the top of this document in the presentation slides.
- The survey asked for input on the in -person access site with the CAM Call Line, subpopulations that have difficulty accessing CAM, the usefulness of CAM communication methods, and desired qualities of CAM Lead Agency.
- Some of the things that are going well are:
 - Veteran specific call line and CAM staff at VAMC
 - RRH and PSH vacancy reporting process
 - Partnerships & collaborations CAM has developed with other system partners
 - CAM Navigation staff
- Areas of improvement includes:
 - Transportation to/from in-person access sites
 - In-person access sites that are safe, welcoming, trauma-informed; consider different sites for different populations
 - Re-visit if VI/full SPDAT are best assessment tools for Detroit
 - Consider if CBNL/VBNL would be better managed outside of CAM
 - Better communication with shelters regarding those who enter after hours

Public Comments

The floor was opened for public comments. Each participant had 3 minutes to share their comments. There was one person who shared their concerns about agencies who have substantiated complaints and how that affect the agency's scoring.

Celia T. closed the meeting at 4:30pm. *The next CoC Board meeting will be on Monday, April 3rd, 2022 from 2 – 4:30pm. Location will continue to be virtual.*

ATTACHMENT TWO

ATTACHMENT THREE

Executive Committee AGENDA

02.08.2023 | 4-5:00 PM

Attendees: Elise Grongstad, Terra Linzner, Donna Price, Tasha Gray, Chelsea Johnson, Candace Morgan, Celia Thomas, Scott Jackson, Kiana Harrison, Regina Hentz, Jennifer Tuzinsky,

Time	Agenda Item	Presenter/ Facilitator	Supporting Materials
4:00-4:10pm	Welcome	Celia	
4:10-4:40pm (30 mins)	Feb CoC Board Debrief <ul style="list-style-type: none">• There was a debrief about the Feb CoC Board where they discussed if it was necessary to share the name of agencies who have unsubstantiated grievances.• It was suggested that we should allow the grievance committee to give their input before the CoC Board before making any decisions.<ul style="list-style-type: none">○ Some agreed that there should be transparency within the shelters, but others suggested that exposing the agencies who have unsubstantiated grievances would be unfair because it affects their scoring for funding. However, it was stated that the shelters should still be held accountable because of how many grievances each shelter is having.• Elise shared an idea of creating a public dashboard where the CoC can review the nature of the grievances so everyone can see the themes or patterns of each grievance.• Donna also mentioned that the lack of training for the frontline staff from shelters causes many of the grievances as well.	All	
4:40-5:00pm			

MCEDSV proposal to Detroit CoC

- There was discussion surrounding Sarah Rennie's proposal to request the CoC to support the work of the MCEDSV to provide training to homeless & adjacent service providers and conduct focus groups with direct homeless service providers and persons with lived experience.
 - Sarah also wants to document the impact of the SPDAT from the people who utilizes the system.
 - There were concerns about supporting this work because there should be an evaluation of the SPDAT tool before changing it.
- It was agreed that there should be a larger conversation surrounding this proposal and to meet with Sarah Rennie.

CAM Transition Update

- Tasha shared the discussion from the CAM Transition Team on whether should, we should expect the New Lead Agency to provide the same services that the current Lead Agency provides. The team recommended that there are certain services that can be provided from outside resources such as managing referrals.
 - While Amanda and Cindy (from OrgCode) were creating the RFP, an idea was shared if we should allow for an agency to apply for all of the CAM services or to only a select few services that is best fit from that agency. Because there is only one agency who is over the CAM coordinated entry SSO Grant then the grant would have to be able to support those services.
 - Tasha shared options on how this recommendation would be implemented:
 - If the entity that applies for Lead Agency agrees that there will subcontract with other organizations to be determined for that role or it

could start with the Lead Agency that will be the fiduciary, then subcontracts out to all the various partners. The last option would be having the new Lead Agency provide all of the services.

- If we are going to identify the fiduciary, that entity would be the new CAM Lead Agency and everyone else would be the implementing partner. However, to take this recommendation forward, there will have to be a special CoC meeting because the CAM Lead Agency need to be voted by the General Membership. This would potentially push the RFP back about a week, but it is necessary to decide which recommendation would be implemented.
- The GM will also need to vote on the implementing partners as well which will be in May CoC General Membership Meeting
- These recommendations will be furthered discussed in the RFP/RFQ subcommittee and CAM Transition Team. However, the EC agreed to move this approach forward and to have a special CoC meeting on February 27th.

Executive Committee

Feb 15, 2023 | 4-5 PM |

MINUTES

Attendance

Attendees: Elise Grongstad, Kiana Harrison, Scott Jackson, Donna Price, Tasha Gray, Candace Morgan, Jennifer Tuzinsky, ReGina Hentz, Terra Linzner, Celia S. Thomas, Chelsea Johnson

Excused:

Time	Agenda Item	Presenter/ Facilitator	Supporting Materials
4:00-4:10pm	Welcome	Celia	
4:10-4:40pm (30 mins)	Debrief from the CE Tool Proposal Discussion <ul style="list-style-type: none">There was a debrief on a meeting between a few members from the EC and staff from the MCEDSV looking for support from the Detroit CoC to modify the current assessment tool. There were concerns expressed about meeting capacity needs for what was requested within the proposal. Also, it was expressed that the proposal may be a conflict with what is currently being decided on the current assessment tool. It was decided to take this discussion back to MCEDSV to request something in writing that is specific to Detroit and for the CAM Transition/ Governance Team to review to decide if they will support this work.	All	
4:40-5:00pm	Strategic Plan <ul style="list-style-type: none">There were updates shared regarding the strategic plan. It was shared that the group who worked on this plan will go back to the council members (who will approve or not approve this plan) to emphasize that the community will support this work. CAM Transition Updates <ul style="list-style-type: none">HAND met with HRD to share information regarding	Terra	

the funding gaps for the optimal budget— they were supportive about finding resources to close the funding gaps. Tasha will discuss with Jennifer about meeting with the VA or Community Resources.

Tasha/All

- HAND met with HUD last week— HUD approved the TA request that was submitted in November;
 - They also had additional conversation about how to incorporate the TA services. The TA may also be able to help with the VA with their work with CAM.
 - It was suggested that we brainstorm ideas on how to utilize the TA in other areas.
- It was expressed that there needs to be decisions made for the CAM transition because additional factors have been revealed.