

Detroit Continuum of Care | Board of Directors

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

Board Meeting Agenda | March 7, 2022 | 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 <small>(see acronym list below)</small>	Attachment
Housekeeping & Agenda Setting				
2:00	Welcome and Introductions	Amy Brown	EC	--
2:05	Executive Committee Report & Announcements - (HOME ARP)	Amy Brown	EC	--
2:10	Consent Agenda - Feb. Board Meeting Minutes (Action Item- VOTE)	Amy Brown	EC	# 1
Additional Information (No Immediate Action)[1]				# 2 – 3
Committees				
2:15	EC Elections (Action Item- VOTE)	Amy Brown and EC	EC	
2:20	Grievance Update	Terra Linzner, Kaitie Giza, and CoD	GRC	
2:45 5 minute break 😊 (Stay on Zoom please!)				
2:50	Detroit Advisor's Group Report-out (Action Item- VOTE)	Advisor's Group Representatives	DAG	
Funding				
3:05	CoC Competition Debrief	Amanda Sternberg	HAND	#4-5

3:25	YHDP Update (Action Item- VOTE)	Kaitie Giza	HAND	#6
Committee Recruitment				
3:35	Committee Recruitment	Amy Brown and EC	EC	
4:30 PM	Adjourn			

Next Meeting: **April 10, 2022** | 2:00-4:30pm | Webinar (Until In-Person Meeting)

Key Committee and System Partner Acronyms:

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

GRC - *Grievance Review Committee* – **Chair:** Joy Flood | **Staff:** Jeremy Cugliari and Alicia Lyons

LIHTC – *Low Income Housing Tax Credit Committee* – **Chair:** Vacant | **Staff:** Tamara Gaines

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

EC – *Executive Committee* – **Chair:** Amy Brown | **Vice-Chair:** Celia Thomas | **Secretary:** Vacant

CAM – *Coordinated Assessment 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

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

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

ATTACHMENT ONE

Detroit Continuum of Care | Board of Directors

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

Board Members Present

Amy Brown
Ari Ruttenberg
Candace Morgan
Catherine Distelrath
Catherine Distelrath
Celia Thomas
Chioke Mose-Telesford
Chris Harthen
Courtney Smith
Deborah Drennan
Deloris Cortez
Desiree' Arcscott
Donna Price
Eleanor Bradford
Elizabeth Vasquez
Erica George
Gerald Curley
Joy Flood
Katie Zeiter
Katie Zeiter
Niccala Lee
ReGina Hentz
Sarah Prout Rennie
Shawntae Harris Mintline
Tasha Gray
Terra Linzner
Terra Linzner
Vineta Mitchell

Absent Board Members

June White
Ray Shipman

Excused Board Members

Ted Phillips

General Public

Alicia Lyons
Amanda Sternberg
Amy Senese
Benjamin Slightom
Benne Baker
Claire Wilke
Darlene Owens
Debby Romero
Denise Goshton
Desiree' Arcscott
Elaine Marion
Eleanor Bradford
Elizabeth Lockley
Elizabeth Orozco-Vasquez
Elyse Bender
Erica George
Erika Hoover
Essence Wilson
Gerald Piro
Gina Cavaliere
HENRY JENKINS
Jane Scarlett
Jeremy Cugliari
Joey Merchant
Julia Janco
Kaitie Giza
KaTaya Beverly
Kellie Maki Foster
Kiana Harrison
Kristen De Long
Lawrence Leonard Sanchez
Lindsey Gilmore
Lois Brown Nelson
Lori Lewis
Luke Hassevoort
Matthew Niemi
Michelle Parker
Nona Ingram
Paige Beasley
Patricia Parker
Renee Pellegrini
Robin Marguerite

Ruth Kaleniecki
Saad Shouman
Scott Jackson
Shana Collins
Shani Campbell
Stacy Conwell-Leigh
Takisha Jones
Tamara Gaines
Viki DeMars

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

February 2022 Continuum of Care Board Meeting

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

Welcome and Introductions:

Executive Committee Report & Announcements:

Summary –

PIT Update

- The Point in Time Count for unsheltered people experiencing homelessness was held on January 26th. HAND is now in the phase of data analysis, conducting the Housing Inventory Count for those in shelters, and will be doing so for the next few months. Thank you, participants, volunteers, and staff, for participating! Please look out for a survey being sent out via email to gather feedback on the PIT Count.

Racial Equity Updates (EC)

- The Executive Committee will be forming a workgroup to analyze racial equity-related suggestions made during the last CoC Board Meeting in breakout rooms. This workgroup will make recommendations to the CoC Board and the Executive Committee as to how to make the CoC Board Meetings more equitable. Interested parties were asked to type their interest in the chat and Amy Brown will follow up with those individuals to loop them in on further workgroup developments.

Racial Equity C4 Update

- The Michigan Homeless Policy Counsel, partnering with C4 Innovations, is undertaking a Racial Equity Strategic Planning process. This Thursday, from 3-4:30 PM, is an informational meeting session, linked here. Contact Luke Hassevoort with questions.

Community Workshops

- HAND has signed up one employee for a community workshop hosted by HUD on Systems Performance Analysis using Stella. These workshops are intended to expand community understanding of how to incorporate equity into the homeless response system and to aid CoCs in making strategic decisions around housing. HUD requires having 2-4 participants from the CoC to attend a workshop, so HAND needs 2-3 volunteers to express interest by emailing Denise at denise@handetroit.org. The time commitment is 6-10 hours a week over a 12-week period.

YHDP

- Workgroups to gather feedback on youth homelessness from youth and service providers for the Youth Homelessness Demonstration Program are a great place to get involved with this work. More service provider representation is needed in those meetings, which weekly, on Tuesday 12:30-2:00 PM and Friday 3:00-4:30 PM. Join via Zoom for Tuesday meetings [here](#), or Friday meetings [here](#).

Rapport Building

- At this time, introductions between new Board Members, elected in 2022, and previously elected Board Members were made. Previously elected Board Members were encouraged to share tips for new Board Members, and new Board Members were encouraged to share something they were excited about as a new part of the CoC Board.

Staff Updates

- Catherine Distelrath is leaving the CoC Board in transition to another company. Paige Beasely is the new CAM Director and will be taking her place within the CoC.

Consent Agenda

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January Board Meeting Minutes

- The floor was opened for questions. None were asked.
- Approval of the January CoC Board Meeting minutes was motioned by Gerald Curley and seconded by Celia. The vote passed.

Advancing Equity

Grievance Review Committee Report-out

Summary –

- 42 total grievances were submitted in 2021, with most raising an issue about an Emergency Shelter. 10 grievances were submitted during the month of January, more than the total amount received in 2019. A large number of grievances addressed issues such as inconsistent program procedures, building conditions, and client mistreatment from staff. Action steps being taken to address grievances include decreasing the time needed for responding to grievances, developing a recipient-rights coordinator position, updating the CoC grievance policy, and ensuring a consistent grievance process across the homeless response system. An uptick of grievances in 2022 could be related to the following:
 - Widespread shelter unrest due to the pandemic and other sources
 - An increasingly accessible grievance process and empowerment of shelter clients to speak out against mistreatment
- A decision was made to add grievances as a standing agenda topic for future Board meetings.
- To close the report-out, a vote was held to approve Sharyn Johnson's, and then Catherine Distelrath's, continued participation on the GRC despite no longer being a CoC Board Member.
 - For the vote regarding Sharyn Johnson's committee participation, Deb Drennan motioned and Donna Price seconded. The vote passed.
 - For the vote regarding Catherine Distelrath's committee participation, Deb Drennan motioned and Donna Price seconded. The vote passed.
 - It was decided to extend these individuals' memberships on their committees for a year, and revisit the necessity of their continued participation afterwards.

Strategic Plan

Summary –

- A quick overview of the City of Detroit's Strategic Plan on racial equity. The City of Detroit is going through a planning process, asking what it would look like to develop a Strategic Plan, with benchmarks and priorities to guide the work and funding of the CoC. There is the goal of bringing in a consultant to move this work forward, and currently folks are looking at how the process should be started and who would be included.

Systems Performance Measures Analysis

Summary –

- Elizabeth Lockley presented on her consultant work with Systems Performance Measures Analysis.
 - System Performance Measures are consistent measures designed to work together in eliminating homelessness
 - Her work focused on analyzing decreases of length of time people experienced homelessness, returns to homelessness, first time experiences of homelessness, and increasing successful placement and retention of housing
 - The following inferences were made after data analysis:
 - Number of people experiencing homelessness has dropped markedly
 - LOT has increased but for justified possible reasons

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- Length of time between being housed and returning to homelessness is increasing
- COVID has most likely made a significant impact on people experiencing first time homelessness
- Street Outreach positive exits from service to housing are increasing
- System utilization of housing options were lower in 2021

HOME American Rescue Plan:

Summary –

HOME American Rescue Plan has awarded Detroit 26 million in funding. Recently, employees at the City of Detroit's HRD have been attending CoC committees and workgroups to present their proposed funding allocations and ask for feedback. They are proposing that a majority of the HOME ARP funds go to Permanent Supportive Housing, with a chunk to supportive services in making sure that housing is quality. HRD is looking for public feedback on their proposed funding plan ([linked here](#)). With questions or comments, email wilkec@detroitmi.gov or Lauren.Licata@detroitmi.gov.

Next Steps –

Provide feedback via his [link](#).

Committee Recruitment

Committee Recruitment

Summary –

- Recruitment for CoC Committees will be happening over the next few meetings. All Board Members are encouraged to participate in at least one committee.

Executive Committee Recruitment

Summary –

- Regarding the Executive Committee, since Amy Brown is stepping down as chairperson, there are two other positions open. Members are voted on to be in the Executive Committee.
- Responsibilities of the CoC Executive Committee include:
 - Providing strategic direction for the CoC
 - Coordinate and synthesize CoC committee system activities/ recommendations for system change
 - Hold CoC Board Members, committees, and system partners accountable
 - Makes decisions on behalf of the larger CoC Board if necessary and between regularly scheduled board meetings
- The EC has five elected board officers, and members representing key system partners
- The chairperson, secretary, and at large officers have specific duties and roles

Values and Funding Priorities Structure Update

- The Values and Funding Priorities (VFP) Committee establishes community values and priorities driving how community resources are utilized, ranks CoC programs for the annual competition, delegates work to the New Project Review subcommittee and the Appeals subcommittee
- The VFP is going through a revisioning process, and later this spring the Board will have a proposed, revitalized VFP structure
- A vote was held to approve Elizabeth Vasquez's continued participation on the VFP despite no longer being a CoC Board Member.

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- For the vote, Deb Drennan motioned and Gerald Curley seconded. The vote passed.

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

ATTACHMENT TWO

2021 Detroit CoC Board Meeting Attendance

Board Member	January	February	March	April	May	June	July	August	September	October	November	December	Total Present	Total Excused Absence	Total Unexcused Absence
Anne Blake	N/A	N/A											0	0	0
Amy Brown - Chair	P	P											2	0	0
Deloris Cortez	P	P											2	0	0
Eleanor Bradford	P	P											2	0	0
Ashlee Cunningham	N/A	N/A											0	0	0
Gerald Curley	P	P											2	0	0
Catherine Distelrath	P	P											2	0	0
Joy Flood	P	P											2	0	0
Erica George	P	P											2	0	0
Tasha Gray	P	P											2	0	0
Shawntae Harris-Mintline	U	P											1	0	1
Sharyn Johnson	U	U											0	0	2
Terra Linzner	P	P											2	0	0
Chioke Mose-Telesford	P	P											2	0	0
Ted Phillips	E	E											0	2	0
Donna Price	P	P											2	0	0
Vanessa Samuelson	P	P											2	0	0
Mary Sheffield (Ari Rettenburg)	P	P											2	0	0
Ray Shipman	U	U											0	0	2
DaJuan Smith	N/A	N/A											0	0	0
Celia Thomas	P	P											2	0	0
Elizabeth Vasquez	P	P											2	0	0
June White	U	U											0	0	2
Katie Zieter	P	P											2	0	0

Codes:
P = Present
E = Excused Absence
U = Unexcused Absence

Board member attendance and timely notification of absences is vital in ensuring that we are able to reach quorum at our meetings. Per the governance charter, our attendance policy is as follows: *“Members of the Detroit CoC Board may remove a Board member (elected or appointed) who is absent for two (2) Board regularly scheduled meetings in any twelvemonth period. Unexcused absences from special meetings will generally not be considered in this calculation but may be included as appropriate. Absences are reconsidered excused if the CoC Board Chair is notified within 8 hours of the meeting via phone, e-mail, or letter.”*

In order to be considered excused, please send written notice to the Board Chair (abrown@noahprojectdetroit.org), Secretary (jebaugh@swsol.org), and the CoC Coordinator (kaitie@handetroit.org) at least 8 hours before the meeting commences. After one unexcused absence, the board member will be sent a warning notification. If during that calendar year, the board member has an additional unexcused absence, they will be removed.

ATTACHMENT THREE

Executive Committee

FEBRUARY 2, 2022 | 4-5PM |

MINUTES

Attendance

Attendees: Donna Price, Amy Brown, Celia Thomas, Tasha Gray, Dr. Gerald Curley, Kaitie Giza, Tamara Gaines, Terra Linzner, Catherine Distelrath, Nicole Palmerton

Time	Agenda Item & Notes	Presenter / Facilitator	Supporting Materials
4:39	<p>Follow-up EC Purpose Clarification</p> <p>Summary: An independently completed document on the purpose of the Executive Committee was discussed. Some weaknesses of the current EC were outlined as:</p> <ul style="list-style-type: none"> • Unclear role of HAND, EC, and complimenting of each other <p>Strengths of the current EC were:</p> <ul style="list-style-type: none"> • The lack of strategic work • Values as way to stay informed, <p>The following themes were discovered from input given in the document</p> <p>The EC will be electing three new members in March, so it was needed to have a solid EC purpose/ expectations to onboard and advertise for new members. Since moving to weekly meetings, members of the EC have found the regular meeting schedule to be more effective. There was a want to continue with racial equity work and create sustainability among EC President administrations.</p> <p>Decision(s): Present a clear and concise purpose of the EC for committee recruitment</p> <p>Next Steps: Revisit governance charter for more guidelines on EC specifics, and meet with EC leaders/ HAND staff to better work together</p>		
4:48	<p>February CoC Board Meeting Prep</p> <p>Summary: In talking about an announcement for the Racial Equity Strategic Planning Process being advertised and hosted by the Michigan Campaign to End Homelessness, we overviewed the program. Part of this program work will be happening with state partners, part of it among CoCs, including people with lived experience, and particularly with a representative from the lead</p>		

	<p>agency and system partners</p> <p>Decision(s): HAND will delegate a person from HMIS and the eventual CoC Coordinator, and from the EC, Donna and Terra have expressed interest in attending. It was suggested to connect with Luke from Ruth Ellis, and make sure there are representatives present from the city and CAM</p> <p>Next Steps: HAND to delegate a person from HMIS and CoC Coordinator to attend planning sessions; connect with Luke to gauge willingness to participate</p>		
	<p>Planning for Future Meetings</p> <p>Summary: The House America program is signing on communities to set goals for building Supportive Housing units through 2022. Since it is a CoC goal to rehouse folx through the housing first approach, it was decided to bring the opportunity to Chronic Leadership Committee, and the CoC Board, later in the spring.</p> <p>Decision(s): Bring the opportunity to Chronic Leadership Committee, and the CoC Board, later in the spring</p> <p>Next Steps: Julia to go to Performance Evaluation to ask about numbers</p>		

Executive Committee

FEBRUARY 9, 2022 | 4-5PM |

MINUTES

Attendance

Attendees: Donna Price, Amy Brown, Celia Thomas, Paige Beasely, Tasha Gray, Dr. Gerald Curley, Kaitie Giza, Tamara Gaines, Terra Linzner, Catherine Distelrath, Nicole Palmerton

Time	Agenda Item& Notes	Presenter/ Facilitator	Supporting Materials
4:00- 4:18	<p>Welcome</p> <p>Summary: Staff updates were given at this time.</p>	Amy	
4:18- 4:27	<p>CAM Staff Transitions</p> <p>Summary: CAM gave an update on staffing since Catherine is leaving and Paige Beasely is taking her place as director and as the attendee of the EC Meetings. The following points were discussed:</p> <ul style="list-style-type: none"> • Committees originally staffed by CAM can be staffed by HAND • Committee meeting schedules might change until staff capacity is ramped up <p>Decision(s): Committees originally staffed by CAM can be staffed by HAND</p> <p>Next Steps: Continue to provide capacity where it is lacking as CAM undergoes this transition</p>	Catherine / Paige	
4:27- 4:37	<p>CERA Update</p> <p>Summary: The COVID Emergency Rental Assistance (CERA) program has now released funding for part 2 (CERA 2), as the spending goal for CERA 1 has been met. There is now a need to meet CERA 2's spending timeline. Several contracts are being finalized, and there have been changes to subgrantees of the CERA funds from part one to part two. A significant change is the addition of United Way to the CERA team to help the team catch up on evaluation backlogged applications for assistance.</p> <p>Decision(s):</p> <p>Next Steps:</p>	Tasha	
4:45- 5:0	<p>Debrief from February Board Meeting and Planning for March Board Meeting</p> <p>Summary: Considering the lengthened conversation that was had during the February Board Meeting about Grievances, the EC</p>		

	<p>decided to provide a space for continued Grievance conversations as an item on the CoC Board Meeting agenda for March, and possibly future months.</p> <p>Other agenda items contributed included:</p> <ul style="list-style-type: none">• The CoC Competition, Committee Recruitment, continued Grievance Review conversation, EC elections, speed dating committee recruitment <p>Decisions: Host a separate meeting to plan speed dating committee recruitment</p> <p>Next Step(s): Amy to send out email asking Board members to apply and identifying folx who are interested by the end of the week; Amy, Kaitie, Nicole, Dr. G, Donna, and Terra to participate in a separate meeting on committee recruitment</p>		
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Executive Committee

FEBRUARY 16, 2022 | 4-5PM |

MINUTES

Attendance

Attendees: Donna Price, Amy Brown, Celia Thomas, Tasha Gray, Dr. Gerald Curley, Tamara Gaines, Terra Linzner, Nicole Palmerton

Time	Agenda Item & Notes	Presenter / Facilitator	Supporting Materials
4:00	<p>Detroit Advisor's Group (DAG) Update</p> <p>Summary: Kaitie updated us on recent work of the Detroit Advisor's Group. The group has recently been working on the following topics:</p> <ul style="list-style-type: none">• Working with systems partners• Improving coordinated entry• Changing shelter culture• Solidifying group rules and policies/ norms <p>The DAG had a specific request of the EC to increase collaboration between the two groups. DAG wants to host two yearly meetings where the EC would attend the DAG meetings and listen to DAG concerns/ suggestions and report on the EC's internalization and carrying out of their ideas. The committee would also join the Board Meetings to give updates related to the DAG.</p> <p>Opinions about the plan of the Advisor's Group to create a more equitable feedback loop with the EC were shared. There is a desire to provide steady and robust monetary compensation for Detroit Advisor's Group members to regularly attend committees.</p> <p>Questions related to task delegation for coordinating these meetings were asked and an expectation of EC commitment to attending AG meetings was set.</p>		

Executive Committee

FEBRUARY 23, 2022 | 4-5PM |

MINUTES

Attendance

Attendees: Donna Price, Amy Brown, Celia Thomas, Tasha Gray, Dr. Gerald Curley, Kaitie Giza, Tamara Gaines, Terra Linzner, Nicole Palmerton

Time	Agenda Item& Notes	Presenter/ Facilitator	Supporting Materials
4:00	Welcome Summary: More staffing changes were talked about and Catherine was bid farewell.	Amy	
4:08	March Board Meeting Planning Summary: During this section, we went over the March CoC Board Meeting Agenda draft. Suggestions and changes were made.	Amy/ Nicole	
4:15	Continued Grievance Conversation Summary: In further discussing the grievance system in anticipation for March's Board Meeting, the following points were discussed: <ul style="list-style-type: none">• The need for leadership to acknowledge there is a system problem and not specific shelter problem related to culture• There is a possible need to go to lower management to make changes <p>In discussing what to bring to the Board during March's meeting, there was a suggestion to be transparent about the grievance process, talk about consequences of having a substantial number of grievances filed against one service provider, and think about where these grievance and funding conversations should really be happening in order to spark change.</p> <p>A project was suggested to measure staff morale, comparing testimonies of staff from shelters with different performance levels, measuring how building appearance and accommodations might contribute to staff morale and their responses to clients in work settings.</p> Decisions: Next Step(s): Amy to follow-up with Kaitie and Jeremy about grievance presentation to the CoC Board	All	

ATTACHMENT FOUR

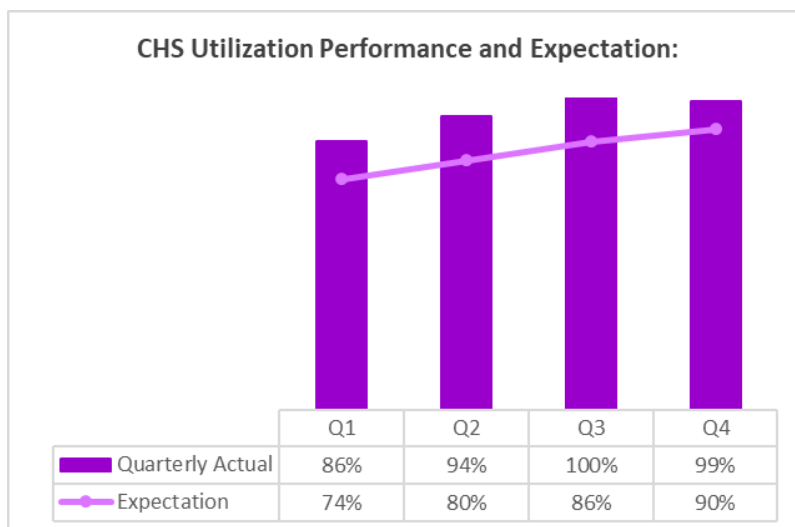
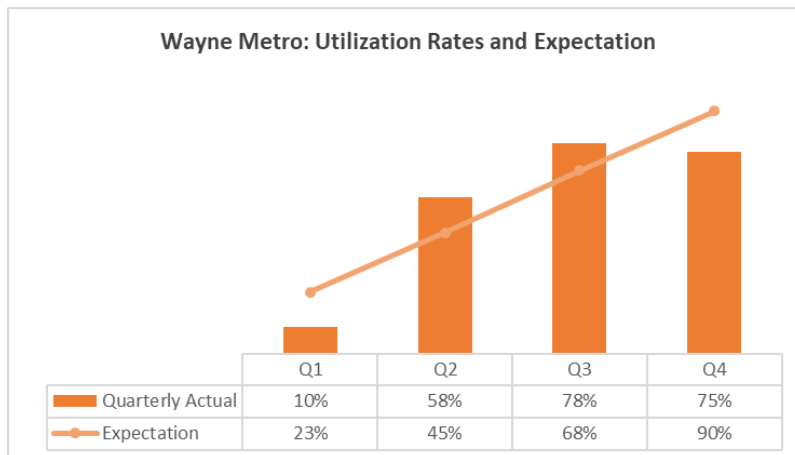


New FY2019 CoC Project Ramp Up Monitoring Report to Detroit CoC Board of Directors

March 7, 2022

Two new projects funded in the FY2019 CoC competition were monitored quarterly against utilization and expenditure targets to help ensure a smooth ramp-up and to identify any challenges during the ramp-up phase. The board received regular updates over the course of 2021 on the projects' progress. Both projects have now completed their initial grant term. This report is the final outcome of these projects' ramping up.

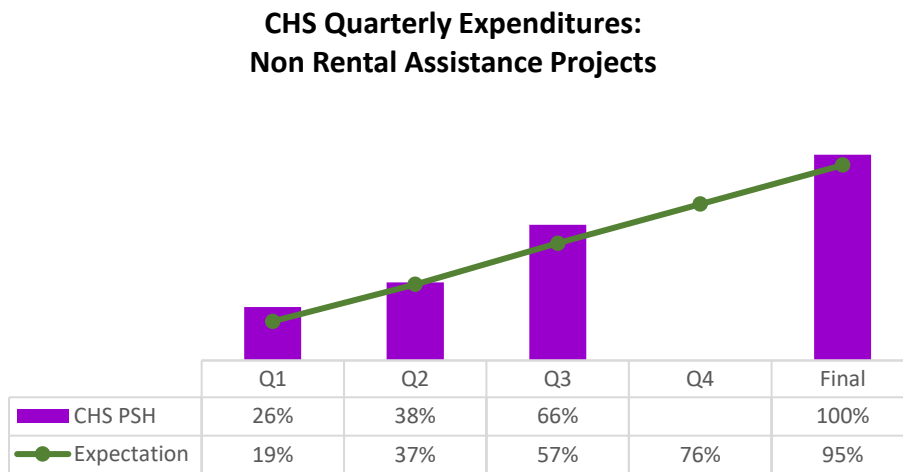
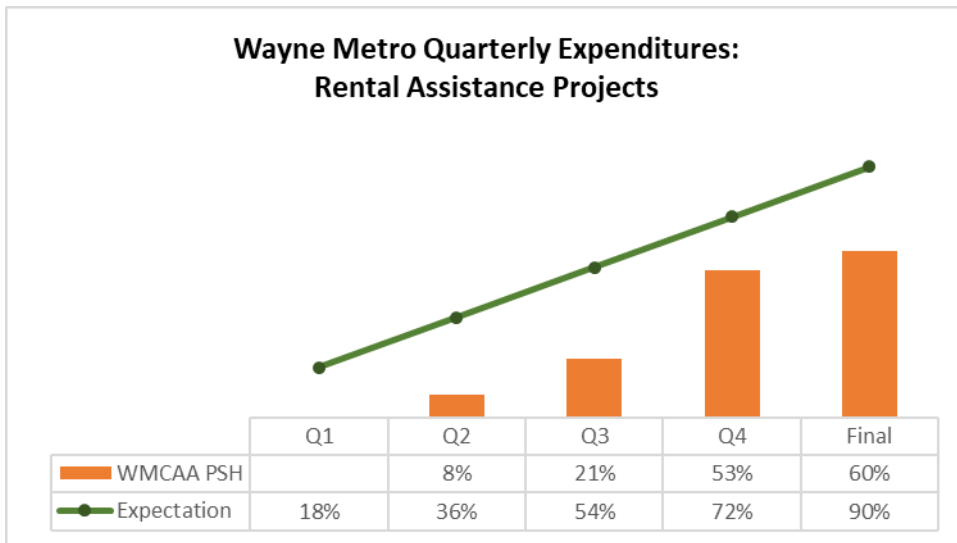
Quarterly Utilization Rates



Comments on Utilization Targets and Performance:

- Wayne Metro:** Over the course of the initial term of this project, Wayne Metro experienced challenges with hitting utilization targets. Wayne Metro related that staffing challenges and challenges with locating units were contributing factors. A conversation is scheduled with Wayne Metro later in March to better understand steps they are taking to increase utilization.

In general, expenditures should increase each quarter as occupancy rates increase and as the project begins serving more people. There are different expenditure targets for rental assistance projects vs projects without rental assistance, as given in the charts below.



Comments on Expenditure Targets and Performance:

- **Wayne Metro:** Wayne Metro’s under-spending is tied to their until utilization rates (see other page), as they cannot pay rent until a unit is utilized. At the beginning of this grant term, Wayne Metro was encouraged to work with the local HUD Field Office to change this grant term’s initial term to be 15 months (as they indicated in their project application), rather than the standard 12 months, to help improve the likelihood of their ability to fully expend their grant. HUD began making this allowance for new project to have an initial term greater than 12 months in recognition that the first few months of ramping up a project may impact ability to fully spend down the gran. Unfortunately, this change was not made and the grant term remained 12 months.

ATTACHMENT FIVE

2021 Continuum of Care Competition Debrief: Part 2

March 7, 2022

Following is second part of a debrief of the 2021 Continuum of Care (CoC) competition presented to the Detroit CoC Board of Directors on January 10, 2022. Part 1 of the debrief, available [here](#), provided an overview of projects submitted for funding. It is anticipated HUD will provide the CoC’s score on the FY2021 application in the spring of 2022, after which additional analysis will be completed. In the meantime, following is an analysis of the Detroit CoC’s strengths and weaknesses through the lens of HUD’s identified priorities in the 2021 Notice of Funding Opportunity (NOFO). The final two columns provide recommended steps the CoC is/should take to improve performance in upcoming CoC applications and continue our efforts to end and prevent homelessness in Detroit.

“Recommended Next Steps for Improvement” are further categorized as:

- **Action Steps Currently Underway:** Strategies and actions currently underway within the CoC; at different degrees of implementation.
- **Recommended Action Steps to Be Taken:** *Action steps that should be taken within the CoC; further definition of roles/responsibilities on these action steps are needed and will be discussed at future board meetings.*

Note on “Continuum of Care” (CoC): In this document, the phrase “Continuum of Care” (CoC) does not refer to projects that receive CoC funding. Rather, in this context, it refers to the *entire Continuum of Care homeless service system*.

HUD Priority: Ending Homelessness for All Persons			
CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps To Be Taken
<ul style="list-style-type: none"> • We continue to see an overall decrease in the total number of persons experiencing homelessness annually. 	<ul style="list-style-type: none"> • The number of unaccompanied youth experiencing homelessness has risen over the past two years, based on annual count. • The dearth of available housing, combined with the inflow of housing vouchers (HCV, EHV) impacts our ability to effectively use these resources and move people out of homelessness. • The length of time to move people into housing has been increasing (for various reasons), impacting our ability to end homelessness for all persons. 	<ul style="list-style-type: none"> • The awarded Youth Homelessness Demonstration Program (YHDP) has given Detroit an opportunity to develop a community plan strategically addressing youth homelessness and new funding to implement fund youth-specific housing programs. • A system-level landlord engagement strategy is currently underway to increase stock of available housing units and to help build a bridge between providers and landlords. 	<ul style="list-style-type: none"> • With eviction moratoriums ending and a tight rental market, having sufficient prevention and diversion resources to prevent people from becoming homeless will be vital. <i>Consideration should be given to what resources may be available to support diversion/prevention efforts.</i>

HUD Priority: Using a Housing First approach			
CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps to Be Taken
<ul style="list-style-type: none"> The CoC has made a clear commitment to Housing First at the systems level and provide training and accountability. RRH and PSH projects have reduced barriers to entry and most RRH and PSH projects do well with operationalizing Housing First principles. Some emergency shelters have demonstrated an ability to be low-barrier and operationalize Housing First principles, including ensuring continued shelter operations during the pandemic. 	<ul style="list-style-type: none"> Some providers continue to struggle to implement low-barrier programming, 	<ul style="list-style-type: none"> Applications for funding should continue to evaluate projects serving people experiencing homelessness on the extent to which they model a Housing First approach. Conversations are starting on planning for how to improve and strengthen our emergency shelter system. 	<ul style="list-style-type: none"> The CoC should <i>advocate for a reduction in barriers within other publicly funded housing programs</i> (ex, HCV or LIHTC). <i>Technical assistance, training, and resources should be provided to providers that struggle with Housing First</i> to help them better align with this model. An opportunity exists to <i>build trust amongst providers and people who identify as LGBTQ to ensure safe shelter</i> and housing opportunities.

HUD Priority: Reducing unsheltered homelessness			
CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps to Be Taken
<ul style="list-style-type: none"> Efforts continue to improve coordination and outreach efforts. We have piloted several programs designed to engage hard-to-reach populations. A policy has been implemented to promote collaboration and minimize the harm caused by encampment closures. 	<ul style="list-style-type: none"> Some people remain unsheltered in Detroit and are skeptical or resistant to engagement with outreach providers or the emergency shelter system. Lack of shelter bed availability for some populations may also contribute to unsheltered homelessness 	<ul style="list-style-type: none"> The Jan 2022 unsheltered PIT count will provide updated data on unsheltered homelessness and levels of need. 	<ul style="list-style-type: none"> Ending moratoriums, winter weather, and decompressed shelters due to COVID <i>require our CoC to ensure there will be adequate shelter beds</i> (ie, Warming Centers, hotel/motel) <i>to prevent people from being unsheltered.</i> Opportunity exists to <i>improve moving people out of shelter more quickly</i> to create space for the unsheltered.

HUD Priority: Improving system performance			
CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps to Be Taken
<ul style="list-style-type: none"> The Performance and Evaluation Committee (PEC) has been working to evaluate our System Performance Measures (SPMs) and develop system-level strategies to improve performance. Performance has improved in 2 out of 8 measures in the 2021 competition. 	<ul style="list-style-type: none"> Performance on several SPMs has not improved or worsened. In the 2021 competition, performance declined for in 3 out of 8 measures, with performance for 3 measures remaining the same. 	<ul style="list-style-type: none"> HAND has contracted with a consultant to analyze the CoC's SPMs and develop recommendations for system improvement. 	<ul style="list-style-type: none"> <i>Implementation of any recommendations</i> resulting from consultant's work (TBD).

HUD Priority: Partnering with housing, health, & service agencies			
CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps to Be Taken
<ul style="list-style-type: none"> Partnerships with the workforce development and education systems have been strengthened since the last CoC Competition and continue to take steps to further improve. The pandemic has facilitated greater collaboration with the Detroit health department and health care systems. 	<ul style="list-style-type: none"> Opportunities for people to increase employment and income have been impacted by the pandemic. 	<ul style="list-style-type: none"> With changes in staffing at Detroit At Work, it may be necessary to ensure momentum continues to ensure alignment between workforce development and homeless system. 	<ul style="list-style-type: none"> <i>Greater collaboration and partnerships with Criminal Justice, Child Welfare, and Behavioral Health system</i> could have a positive impact on the homeless response system. Future RFPs for CoC funds should <i>evaluate projects on the extent to which they demonstrate an ability to leverage other housing and/or health care resources.</i>

HUD Priority: Racial Equity

CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps to Be Taken
<ul style="list-style-type: none"> We have done significant work as a system to assess and strategize around equity. This includes the NIS Housing Justice Roadmap, a survey of CoC Leadership, and HMIS disparity analysis. Through this work, we developed a vision for the CoC that was rooted in equity. 	<ul style="list-style-type: none"> Disparities may still exist in our homeless service system that are not being addressed. 		<ul style="list-style-type: none"> <i>Specific action steps should be developed and implemented</i> to intentionally address and mitigate the racial disparities within our system. An opportunity exists to <i>launch the system redesign process as identified in the Housing Justice Roadmap.</i>

HUD Priority: Persons with lived experience

CoC Strengths	CoC Weaknesses	Recommended Next Steps for Improvement	
		Action Steps Currently Underway	Recommended Action Steps to Be Taken
<ul style="list-style-type: none"> The CoC developed an advisory committee for persons with lived experiences of homelessness. The CoC Lead agency created a position devoted to the work of empowering and elevating persons with lived experience. The CoC is actively working to improve representation across the CoC. A policy is in development to guide consistent and equitable compensation. The Youth Action Board (YAB), comprised of youth who have lived experience of homelessness, has been incorporated as a formal CoC committee. Significant work has been done with several youth provider agencies to strengthen the incorporation of youth voices into the CoC decision making processes. 	<ul style="list-style-type: none"> There has been a significant increase in the number of grievances filed by clients in 2021 which may indicate an overall dissatisfaction with the quality of services/support provided by our CoC. The CoC's grievance process has been inaccessible for some clients, limiting their ability to have their voice heard. 	<ul style="list-style-type: none"> Work is underway to improve the grievance process to ensure it is more accessible and responsive. The CoC should continue to ensure the participation of persons with lived experience throughout committees and decision-making entities within the CoC. Conversations are starting on planning for how to improve and strengthen our emergency shelter system. These conversations must incorporate the input and feedback received by persons who use the shelter system. 	<ul style="list-style-type: none"> An opportunity exists to <i>use trends in client grievances to make systematic improvements.</i>

Additional Challenges and Opportunities

Pandemic Response

- Although not identified in the 2021 NOFO as a priority of HUD, a significant number of points in the CoC application were based on the CoC's response to the pandemic.
- The CoC was able to demonstrate how, from the early days of the pandemic, strong partnership and collaboration existed among all levels of leadership and staffing to ensure clients and staff stayed safe and healthy. This collaboration is evidenced by the work done with CoC Lead agency, various departments within the City of Detroit, State of Michigan leadership, and staff and leadership within our provider agencies to implement new/changing protocol, ensure access to testing and vaccinations, and having on-going communication.
- It is unknown how HUD may evaluate a CoC's on-going response to the pandemic. Nevertheless, we should continue to keep in place current the partnerships, protocol, and communication strategies.
- The efforts currently underway to increase vaccination rates should also continue.

Data-Driven Points vs Narrative Points

The appendix provides additional details to the data-driven vs narrative points

- In the 2019 competition, HUD significantly increased the proportion of points scored on data-driven elements [Point-in-Time (PIT) count data, System Performance Measure (SPM) data]. The Detroit CoC's struggle to demonstrate improvement in these measures that year resulted in an overall lower-than-typical score on the 2019 application.
- In the 2021 competition, considering the pandemic, HUD significantly reduced the proportion of points associated with data-driven elements. This change, combined with the CoC's ability to demonstrate some improved performance on PIT from 2020 to 2021, results in a projection of the CoC earning a greater proportion of data-driven points than in the prior competition.
- However, HUD has indicated the 2022 competition may see an increase the proportion of data-driven points. The CoC's performance on these data points are currently unknown, as the data to be submitted with the 2022 application will be:
 - PIT data will compare performance from the January 2021 PIT to the January 2022 PIT
 - SPM data will compare performance 10/1/19 – 9/30/20 to performance during 10/1/20 – 9/30/21
- Depending on how the CoC's performance changes on these measures and depending on how much weight HUD will assign to these scored criteria may impact our score in the 2022 competition. We will be able to project this impact more accurately following the submission of PIT and SPM data to HUD in the spring 2022.

Addressing SPM Performance:

- Via a competitive bid process, HAND has recently contracted with a consultant to conduct an analysis of our CoC's SPMs. The expected outcomes of this analysis are:
 - A greater understanding of within CoC board, HAND staff, and the broader CoC on what the measures are telling us about our system and factors impacting the measure; and
 - Recommendations on actionable steps towards improving system outcomes.
- This work is currently underway, with preliminary analysis and recommended next steps to be shared in early 2022.

Appendix: Data Driven Scored Components in the CoC Application

Data-Driven Scored Components

The following pages provide additional details to the data-driven scored components in this year's CoC application. Overall, fewer points are based on performance on these measures and the Detroit CoC is anticipated to earn a greater share of these points than in prior competitions. HUD's emphasis on data-driven metrics will increase in future NOFOs.

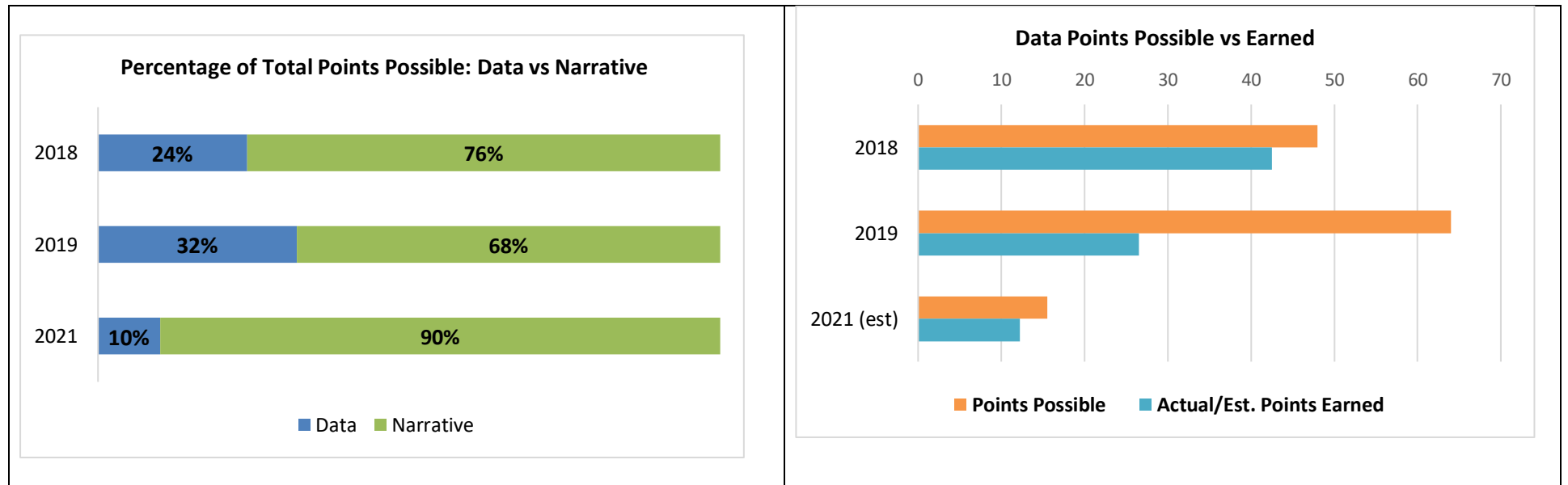
Measures Based on Changes in PIT Counts						
	January 2019 PIT	January 2021 PIT	Change in Performance	2021 Points Estimated to be Earned out of Points Possible	Change in Scoring Criteria from 2019	2019 Points Possible/Earned
Decrease of at least 5% in sheltered count	1,819	1,293	-31%	1/1	Value reduced	0/2
Decrease of at least 5% in of unsheltered count	86	86	No change	N/A- not scored	Removed for 2021	5/5
Decrease of at least 5% in total PIT count (sheltered and unsheltered)	1,965	1,379	-30%	N/A- not scored		0/3
Decrease of at least 5% in the number of total chronically homeless (sheltered & unsheltered)	279	248	-11%	N/A- not scored		6/10
Decrease of at least 5% in the number of unsheltered chronically homeless	33	33	No change	N/A- not scored		0/4
Decrease of at least 5% in number of homeless families (sheltered & unsheltered)	182	112	-38%	N/A- not scored		7/7
Decrease of at least 5% homeless Veterans	290	200	-31%	N/A- not scored		3/3
Decrease of at least 5% unsheltered homeless Veterans	9	9	No change	N/A- not scored		0/10
Demonstrate an increase in the number of RRH beds	740	891	+151	10/10		none
<i>Point in Time Count Data Points Earned/Possible Total</i>				11/11 (100%)		<i>21/44 (48%)</i>

Measures Based on Changes in SPMs						
	FY2019 SPM (10/1/18 – 9/30/19)	FY2020 SPM (10/1/19 – 9/30/20)	Change in Performance	2021 Points Estimated to be Earned out of Points Possible	Change in Scoring Criteria from 2019	2019 Points Possible/Earned
Reduce number of first time homeless	5,400	3,673	-32%	1/1	Point values reduced for most SPM data measures in 2021	1/1
Reduce by 5% length of time people are homeless	105 days	114 days	+9%	0/1		0/6
Increase exits to PH destinations by at least 5%	47%	47%	No change	0/1		2.5/4
Increase exits to PH or retention in PH by at least 5% (PSH)	99%	99%	No change			

Measures Based on Changes in SPMs						
	FY2019 SPM (10/1/18 – 9/30/19)	FY2020 SPM (10/1/19 – 9/30/20)	Change in Performance	2021 Points Estimated to be Earned out of Points Possible	Change in Scoring Criteria from 2019	2019 Points Possible/Earned
Reduce rates of returns to homelessness within 6 months by at least 5%	11%	11%	No change	0/1		2/4
Reduce rates of returns to homelessness within 12 months by at least 5%	4%	5%	-1%			
Increase employment income for persons exiting CoC programs	15%	12%	-3%	.25/.5		0/5
Increase non-employment cash income for persons exiting CoC programs	27%	31%	+4%			
<i>System Performance Measure Points Earned/Possible Total</i>				1.25/4.5 (28%)		5.5/20 (28%)
TOTAL DATA-DRIVEN SCORED COMPONENTS				12.25/15.5 (79%)		26.5/64 (41%)

Data-Driven vs Narrative Questions in CoC Application

The charts below demonstrate the proportion of CoC application points that have been based on data vs a narrative response over the past three competitions.



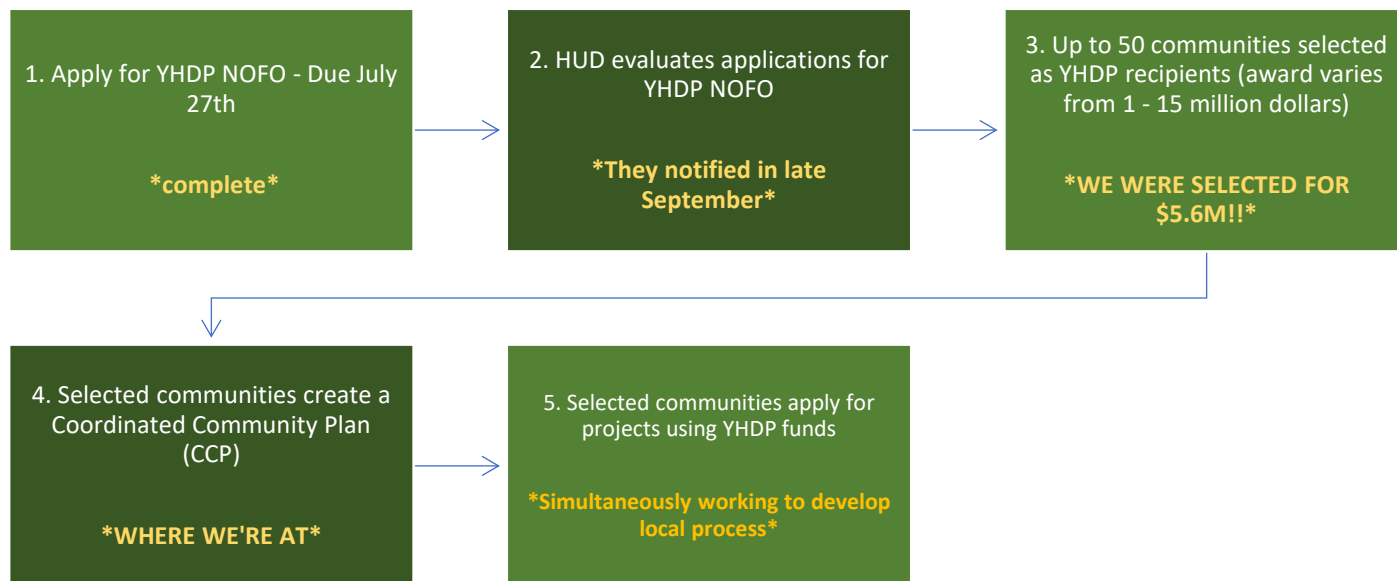
ATTACHMENT SIX

YHDP Decision-Making Proposal

Reminder of What YHDP Is:

In July 2021, Detroit applied for a grant opportunity known as the Youth Homelessness Demonstration Program (YHDP). The goal of the YHDP is to support selected communities in the development and implementation of a coordinated community approach to preventing and ending youth homelessness and sharing that experience with and mobilizing communities around the country towards the same end.

Where we're at in the process:



Developing a Coordinated Community Plan:

In September 2021, Detroit was selected to receive 5.6 million dollars. This launched our community into a coordinated planning process. The Coordinated Community Plan to End Youth Homelessness (CCP) is an initial planning process required by HUD to describe the current youth homeless system, desired future system, and potential housing solutions for youth; regardless of funding source.

The Coordinated Community Plan will be developed over a period of 6 months (November 2021-April 2022), in partnership with national HUD technical assistance providers, community stakeholders, youth service provider agencies, government partners, and the Youth Action Board (YAB). There has been a Core Team of stakeholders driving this planning effort. The YAB, consisting of youth with current or former lived experience, has played a central role. The Core Team consists of the following:

- Youth
- Youth Homeless Service Providers
- CoC/YHDP Lead Agency (HAND)
- CAM
- City of Detroit
- Private Funders
- Technical Assistance Providers
- Cross-System Stakeholders

Progress in Developing the CCP:

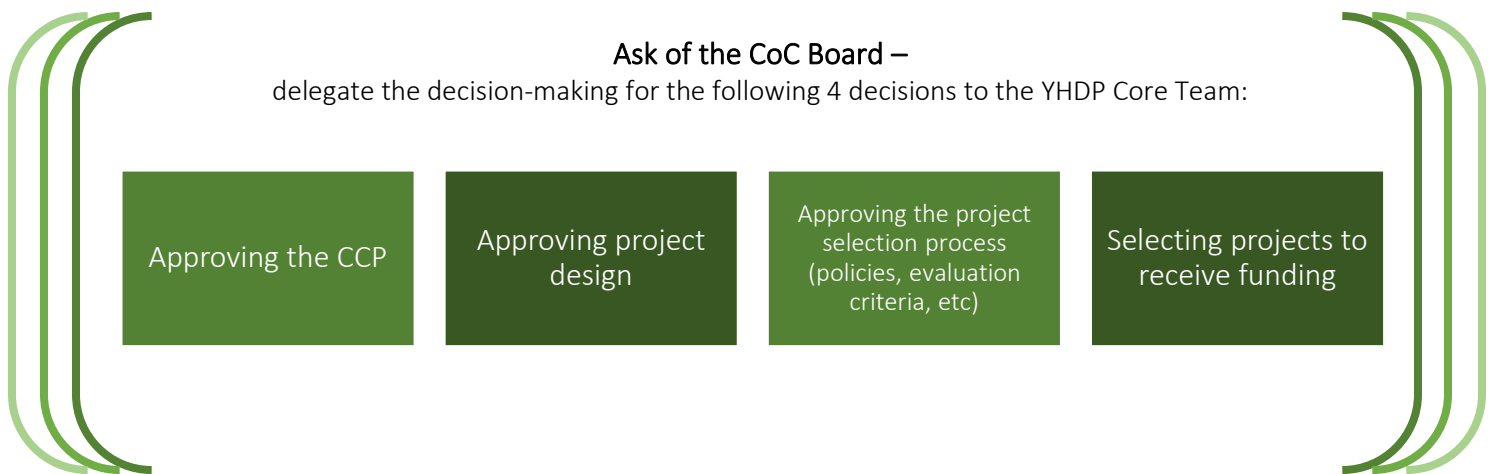
Over the past few months, our community has made the following progress:

- Conducted a deep dive into local data;
- held 12 listening sessions on an array of targeted topics (click [this link](#) to see a list of the topics that have been covered to-date);
- held two stakeholder convenings, the first of which was led by youth from our YAB;

- engaged in 6 structured one-on-one conversations with providers;
- coordinated with technical assistance to foster collaboration with education stakeholders, train and empower youth on an array of topics, and navigate through the various aspects of the planning process.
- formalized a vision for ending youth homelessness that was developed fully by youth.
- formalized goals to end youth homelessness in Detroit.
- held weekly planning sessions to oversee the process and coordinate on actions.

In the next few months, we hope to:

- Continue holding work sessions to inform segments of the CCP.
- Formalize objectives and action steps (to correspond with the goals) for ending youth homelessness.
- Design the projects we'd like to leverage with the YHDP funding.
- Hold one additional stakeholder convening.
- Edit and complete the written CCP.
- Select projects to implement the goals we've outlined in the CCP.



Rationale:

1. One of HUD’s goals with YHDP is to elevate the voices of youth to be decision-makers in designing the system that impacts them. HUD recommends that CoC’s have youth at decision-making tables for the YHDP processes. The Core Team is comprised of youth with lived experience of homelessness. Allowing decisions to live within the Core Team empowers youth to be key decision-makers in the designing of a plan that deeply impacts them and their peers.
2. Many members of the Core Team have been engaged with the YHDP process since we began to apply in 2021. They are our subject matter experts.
3. Due to the tight timelines of the CCP design and project selection process, many decision-points do not align with standing meeting times. The CoC Board would need to host a series of special meetings to accommodate the CCP development timelines. The Core Team meets weekly and is better able to accommodate tight deadlines.

Opportunities for Ongoing Board Engagement:

1. Create space on future Board Meeting agendas to discuss YHDP as a standing agenda item. In this space, we’d love to share decisions and key pieces of work for Board affirmation/input.
2. Any Board members who are interested in actively helping propel this work can join our Core Team.
3. We will share a draft of the CCP with Board Members prior to submission for input and comments.
4. We’d love to have all Board Members attend our next stakeholder convening – March 23rd from 10am – 12:30pm.
5. YHDP project renewal will work into regular CoC Competition and will be integrated into standard CoC processes.

ATTACHMENT SEVEN



Neighborhood Legal Services Michigan Project First Steps (TH-RRH) Corrective Action Plan Report

As an outcome of the appeals process in the FY2021 CoC competition, Neighborhood Legal Services Michigan (NLSM) was placed on a Corrective Action Plan to monitor the utilization rates of the agency's joint component TH-RRH project on a quarterly basis. The charts below show the point-in-time utilization of both components of this project.

Status of compliance: NLSM met the utilization expectations for December 31, 2021.

