

Detroit Continuum of Care | Board of Directors

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

Board Meeting Agenda | December 5, 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 <i>(see acronym list below)</i> | Attachment | Priority Assignments |
|---|--|------------------------------------|--|----------------|--|
| Housekeeping & Agenda Setting | | | | | |
| 2:00 PM 5 mins | 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 -Board Election Results | Celia Thomas, Chelsea Johnson | EC, HAND | -- | |
| 2:10 PM 5 mins | Consent Agenda - November Board Meeting Minutes (Action Item- VOTE) | Celia Thomas | EC | # 1 | |
| Additional Information (No Immediate Action) ¹ | | | | # 2 – 3 | |
| Tier 1 Priorities | | | | | |
| 2:15 PM 20 mins | CAM Transition Update -CAM Transition Team to approve the final RFQ (Action Item- VOTE) -Reschedule May General Membership Meeting (Action Item- VOTE) | Tasha Gray | HAND | -- | Tier 1 |
| 2:35 PM 20 mins | FY2022 CoC Competition Debrief | Amanda Sternberg | HAND | -- | Tier 1 |
| 2:55 PM 5 mins | Break—Please Stay on Zoom ☺ | | | | |
| 3:00 PM 30 mins | Racial Equity | Regina Cannon and Lisa Bahadosingh | C4 Innovations | -- | Tier 2 |

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

| | | | | | |
|----------------------------|---|-------------|------|----|--------|
| 3:30 PM 25 mins | Detroit Advisors Group Meeting Debrief <ul style="list-style-type: none"> CoC Board Actionable Partnership | Kaitie Giza | HAND | | Tier 3 |
| 3:55 PM 15 min | Public Comments | | | -- | |
| 4:10 PM | END | | | | |

Next Meeting: **January 9, 2022** | 2:00-4:30pm | Webinar (Until In-Person Meeting)

Key Committee Acronyms:

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

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

GRC - Grievance Review Committee – **Chair:** Vacant | **Staff:** Jeremy Cugliari and Shanni Campbell

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

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

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

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

Detroit Continuum of Care | Board of Directors

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

| <u>Present Board Members</u> | <u>Absent Board Members</u> | <u>Excused Board Members</u> | <u>General Public</u> | |
|-------------------------------------|------------------------------------|-------------------------------------|------------------------------|--|
| Desiree Arscott | Eleanor Bradford | Ari Rettenburg | Alan Haras | |
| Edward Cieslak | Ray Shipman | Celia Thomas | Elise Grongstad | |
| Amy Brown | June White | | Jeremy Cugliar | |
| Tasha Gray | | | Kimberly Benton | |
| Kiana Harris | | | Kaitie Giza | |
| Shawntae Harris-Mintline | | | Amanda Sternberg | |
| Chris Harthen | | | Scott Jackson | |
| ReGina Hentz | | | Viki DeMars | |
| Terra Linzner | | | Julia Janco | |
| Candace Morgan | | | Christine Szabo | |
| Chioke Mose-Telesford | | | Taura Brown | |
| Donna Price | | | Clay Bell | |
| Sarah Rennie | | | Nona Ingram | |
| Courtney Smith | | | Daniel Carravallah | |
| Erica George | | | Dr. Gerald Curley | |
| Jennifer Tuzinsky | | | Gina Cavaliere | |
| Katie Zieter | | | Benjamin Slightom | |
| | | | John Stoyka | |
| | | | Elizabeth Orozco-Vasquez | |
| | | | Safiya Merchant | |
| | | | Felicia Burris | |
| | | | Kiana Harrison | |
| | | | Lauren Licata | |
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Detroit Continuum of Care | Board of Directors

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

November 7, 2022 Continuum of Care Board Meeting

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

| |
|--|
| <p><i>Welcome and Introductions:</i></p> <p>Candace M. opened the meeting at 2:00 pm with introductions – utilizing the chat box.</p> |
| <p><i>Executive Committee Report & Announcements</i></p> |
| <p>YHDP Updates</p> |
| <p><u>Summary –</u></p> <ul style="list-style-type: none">• YHDP goal is to center all decisions based on the voices of the youth who are experiencing homelessness. YHDP is currently in the process of selecting subrecipients who will be implementing the housing projects. Once they select the subrecipients, they will transition onto the next phase for project RAMP UP, which will be an extensive training for each agency that is selected. Their goal is to start accepting clients around April 1st, 2023. They are also having conversations about their role in the CAM transition, but more details will come soon. |
| <p>Board Elections</p> |
| <p><u>Summary –</u></p> <ul style="list-style-type: none">• The Board Elections have officially closed on November 4th, 2022 and the profiles will be posted on HAND's website on Nov 8th, 2022. The general membership voting members will then have a week to view the candidates' profiles.• The Board Elections will be held at the General Membership meeting on Nov 15th, where each candidate will have about 3-5 mins to give their Campaign speech. After the speeches, the votes will be conducted electronically. On November 18th, we will then notify the selected members and follow up with more details about the orientation that will be held in the early months of 2023. |
| <p><i>Consent Agenda</i></p> |
| <p>November 2022 Board Meeting Minutes</p> |
| <p>Board Vote</p> |
| <ul style="list-style-type: none">• The floor was opened for questions. None were asked.• Approval of the November 2022 CoC Board Meeting minutes was motioned by Donna P. and seconded by Desiree A. The vote passed. |
| <p><i>Tier 1 Priorities</i></p> |
| <p><i>Strategic Plan Consultant</i></p> |
| <p><u>Summary –</u></p> <ul style="list-style-type: none">• The purpose is to develop a strategic plan to improve the homelessness response system in numerous ways such as,<ul style="list-style-type: none">○ Cocreating priorities to address homelessness with community and commit to plans for implementation.○ Improve service delivery and quality○ Restructure response system so people who have experienced homelessness have more decision-making power and input.○ Increase accountability for homelessness response system performance• The strategic plan is still conditional and will have to be approved, but they will be moving forward and will continue to update the Board with more details. |
| <p><i>CAM Transition Update</i></p> |
| <p><u>Summary –</u></p> |

Detroit Continuum of Care | Board of Directors

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

- As of August 31st, 2023, Southwest Solutions will no longer be the CAM lead agency. HAND and other agencies have identified a CAM Transition Team which started by looking at the composition of the CAM governance committee and identified members to join the CAM transition team. Moreover, the CAM transition team recruited more members, funders and people with lived in- experience. The purpose of the CAM transition team is to oversee a strategic transition from current the CAM Lead Agency to a New CAM Lead Agency by August 31, 2023. The CAM transition team roles and responsibilities will include:
 - Developing and managing a workplan and calendar
 - Appoint and Oversee Subcommittees
 - Make recommendations to the Board and/or CoC GM
 - Make decisions on items not delegated to the Board and/or CoC GM
- The CAM Transition team will also develop subcommittees to focus on different topics such as, Evaluation/ Assessment, RFQ/RFP, Training and Communications, Data and Technology, etc.

Breakout Rooms

Summary –

- The participants were assigned to 5 breakout rooms that had 1 spokesperson to answer a series of questions that further explained the CAM Transition process. Each participant was given opportunity to share their feedback as well.

Public Comments

Summary –

- The rules and suggestions of the public comments section, reintroduced from the November Board Meeting, were overviewed. The rules/ suggestions were explained:
 - Public comments will happen at the end of the meeting
 - Public comment will limit presentations to three minutes per person
 - Public comment is for the Board to learn about what's going on in the community. The Board may not be able to respond or resolve an issue.
 - If a commentor wants to discuss their issue further, they can move into a breakout room with facilitators from HAND, the CoD, CAM, and other system partners
 - Using abusive language and attacking other members at the board meeting is prohibited

Send Amy Brown a private chat if you wish to participate in the public comments section.

- The floor was opened for questions. None were asked.

Candace M. closed the meeting at 4:30pm. *The next CoC Board meeting will be on Monday, December 5th, 2022 from 2 – 4:30pm. Location will continue to be virtual.*

ATTACHMENT TWO

Detroit Continuum of Care | Board of Directors
Working to Equitably End Homelessness in Detroit, Highland Park, Hamtramck

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 considered 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 (ctomas@alternativesforgirls.org), Secretary (cnmorgan@cotsdetroit.org), and the Program Coordinator (nicole@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.

| CODES: | | KEY: |
|----------------------|--|--------------------|
| P- Present | N/A- No longer a Board Member or Member has transitioned | Newly Elected |
| U- Unexcused Absence | | Appointed |
| E- Excused Absence | | Elected Leadership |

2022 New Board Member Class Attendance

| Board Member | Transition | | | | | | | | | | | | | | | Total Present | Total Excused Absence | Total Unexcused Absence |
|--------------------------|--------------------------|---|---|----|----|----|---|---|---|---|---|---|---|---|----|---------------|-----------------------|-------------------------|
| Desiree Arcsott | Newly Elected | P | P | P | P | P | E | P | P | P | P | P | P | P | | 8 | 1 | 0 |
| Eleanor Bradford | Continued Service | P | P | P | P | P | U | P | P | P | A | P | A | | 8 | 0 | 3 | |
| Edward Cieslak | Replaced Paige Beasley | P | P | P | P | P | P | P | P | P | P | P | P | | 10 | 0 | 0 | |
| Amy Brown | Chairperson Term Ended | P | P | P | E | P | P | P | P | P | P | P | P | | 10 | 1 | 0 | |
| Gerald Curley | Left CoC | P | P | P | P | P | P | | | | | | | | 6 | 0 | 0 | |
| Catherine Distelrath | Left CoC | P | P | NA | NA | NA | | | | | | | | | 2 | 0 | 0 | |
| Deborah Drennan | Left CoC | P | P | NA | NA | | | | | | | | | | 2 | 0 | 0 | |
| Tasha Gray | Replaced Tamara Gaines | P | P | P | P | P | P | P | P | P | P | P | P | | 10 | 0 | 0 | |
| Kiana Harris | HMIS Lead Representative | P | P | P | P | P | P | P | P | P | P | P | P | | 10 | 0 | 0 | |
| Shawntae Harris-Mintline | Continued Service | U | P | P | P | P | P | E | P | P | P | P | P | | 9 | 1 | 1 | |
| Chris Harthen | Newly Elected | P | P | P | P | E | E | E | P | P | A | E | P | | 6 | 4 | 0 | |
| ReGina Hentz | Newly Elected | P | P | P | P | P | P | P | P | A | P | P | P | | 9 | 1 | 0 | |
| Niccala Lee | Membership on hold | P | U | P | E | U | U | U | A | | | | | | 2 | 1 | 5 | |
| Terra Linzner | Continued Service | P | P | P | P | P | P | P | P | P | P | P | P | | 11 | 0 | 0 | |
| Candace Morgan | Newly Elected | P | P | P | E | P | P | P | P | E | P | P | P | | 8 | 2 | 0 | |
| Chioke Mose-Telesford | Continued Service | P | P | U | U | U | U | U | P | P | P | P | P | | 6 | 0 | 5 | |
| Donna Price | Continued Service | P | P | P | P | P | P | P | P | P | P | P | P | | 11 | 0 | 0 | |
| Sarah Rennie | Newly Elected | P | P | P | P | P | P | U | U | P | P | P | P | | 8 | 0 | 2 | |
| Ari Rettenburg | Continued Service | P | P | P | U | P | U | P | P | P | P | E | | | 7 | 1 | 2 | |
| Ray Shipman | Continued Service | U | U | U | P | P | U | P | U | P | E | U | | | 4 | 1 | 6 | |
| Courtney Smith | Newly Elected | P | P | P | P | P | P | E | P | P | A | | | | 8 | 1 | 0 | |
| Erica George | Continued Service | P | P | P | P | P | P | P | U | P | P | P | | | 11 | 0 | 1 | |
| Celia Thomas- Chair | Replaced Amy Brown | P | P | P | P | P | E | P | P | P | E | | | | 9 | 2 | 0 | |
| June White | Continued Service | U | U | P | P | P | U | P | U | P | U | U | | | 4 | 1 | 5 | |
| Jennifer Tuzinsky | Newly Appointed | | | | | | | U | P | E | E | P | | | 1 | 1 | 1 | |
| Katie Zieter | Continued Service | P | P | P | P | P | E | P | P | P | U | | | | 8 | 1 | 1 | |

Board Member Transition Period Attendance

| Board Member | | | | | Total Present | Total Excused Absence | Total Unexcused Absence | Board Member | | | | | Total Present | Total Excused Absence | Total Unexcused Absence |
|--------------------------|-----|---|--|--|---------------|-----------------------|-------------------------|-----------------------|---|---|---|---|---------------|-----------------------|-------------------------|
| Anne Blake | N/A | | | | | | | Terra Linzner | P | P | P | 3 | 0 | 0 | |
| Amy Brown- Chair | P | P | | | 2 | 0 | 0 | Chioke Mose-Telesford | P | P | | 2 | 0 | 0 | |
| Deloris Cortez | P | P | | | 2 | 0 | 0 | Ted Phillips | E | E | | 0 | 2 | 0 | |
| Eleanor Bradford | P | | | | 1 | 0 | 0 | Donna Price | P | P | | 2 | 0 | 0 | |
| Ashlee Cunningham | N/A | | | | 0 | 0 | 0 | Vanessa Samuelson | P | P | | 2 | 0 | 0 | |
| Gerald Curley | P | P | | | 2 | 0 | 0 | Ari Rettenburg | P | P | | 2 | 0 | 0 | |
| Catherine Distelrath | P | P | | | 2 | 0 | 0 | Ray Shipman | U | U | | 0 | 0 | 2 | |
| Joy Flood | P | P | | | 2 | 0 | 0 | Celia Thomas | P | P | | 2 | 0 | 0 | |
| Erica George | P | | | | 1 | 0 | 0 | Elizabeth Vasquez | P | P | | 2 | 0 | 0 | |
| Tasha Gray | P | | | | 1 | 0 | 0 | June White | U | U | | 0 | 0 | 2 | |
| Shawntae Harris-Mintline | U | P | | | 1 | 0 | 1 | | | | | | | | |

ATTACHMENT THREE

Executive Committee Minutes
11.02.22 | 4-5:00 PM

| 4:00-4:10 pm | Welcome <ul style="list-style-type: none">• Candace M. opened the meeting and dived right into CAM transition updates.• Paige B. announced that Scott Jackson will be joining the Executive Committee as her replacement until further notice. | Candace Morgan | |
|--------------|---|----------------|--|
| 4:10-5:00 pm | CAM/Lead CE changes <ul style="list-style-type: none">• HAND is meeting with HUD to discuss the possibility of utilizing the CoC Planning Grant funds to support the transition of CAM.• There was a signup sheet that was presented at the CAM Transition Team meeting where people could join a subgroup that they could help in.• The conversation continued with discussing the developing of the RFP. | All | |

Executive Committee Minutes
11.09.22 | 4-5:00 PM

| 4:00-4:10 pm (10 mins) | Welcome <ul style="list-style-type: none">• Candace opened the meeting and asked for any updates. | Candace Morgan | |
|----------------------------------|---|-------------------|--|
| 4:10-4:45 pm (35 mins) | CAM/Lead CE changes <ul style="list-style-type: none">• Tasha G. discussed the highlights from the CAM transition team meeting. They discussed their work regarding their role in YHDP that CAM has been working on prior to their transition. She also gave some insights from the meeting that HAND had with HUD and discussed some of HUD's suggestions for the RFP for a consultant. | All | |

Executive Committee Minutes
11.16.22 | 4-5:00 PM

| 4:00-4:10 pm (10 mins) | Welcome <ul style="list-style-type: none">• Candace opened the meeting by asking if it was necessary for the EC to continue to meet weekly. The floor was opened for suggestions. | Candace | |
|------------------------------|---|---------|--|
| 4:10-4:45 pm (35 mins) | CAM/Lead CE changes <ul style="list-style-type: none">• There was a brief conversation about the topics discussed from the CAM Transition Meeting, which were mainly around planning to hire a consultant. | All | |

ATTACHMENT FOUR



CoC Board Meeting – CAM Transition Team

December 5, 2022



Purpose of CAM Transition Team

- August 31, 2023 – Last Day Southwest Counseling Solutions will provide CAM services
- Oversee a strategic transition from current CAM Lead Agency to New CAM Lead Agency by August 31
- Support New CAM Lead Agency post transition through December 2023

Roles and Responsibilities

- Develop and Manage Workplan and Calendar
- Appoint and Oversee Subcommittees
- Make Recommendations to the Board and/or CoC General Membership
- Make decisions on items not delegated to the Board and/or CoC General Membership

CAM Transition Team Composition

| | | | |
|-----------------------------------|--|--|---|
| CAM Lead Agency | Salvation Army/MDHHS | PSH Provider - vacant | Youth Advisory Board (2) |
| CAM Implementing Agency | MSHDA | RRH Provider | Veteran PWLEH |
| CoC Lead Agency – Tasha Gray | McGregor | Shelter Provider | Technical Assistance Provider |
| HMIS Lead Agency – Kiana Harrison | HUD | Street Outreach Provider | Detroit Advisors or other PWLEH |
| City of Detroit – Terra Linzner | Veterans Affairs – Jennifer Tuzinsky | Transitional Housing Provider - vacant | |
| DWIHN – June White | CoC Board Members (Vice Chair to be added) - Candace Morgan, Donna Price, ReGina Hentz, Courtney Smith, Sarah Prout Rennie | Prevention Provider | *red denotes additions *yellow denotes Board Members |

Subcommittees – Updates

| | |
|---|--|
| Evaluation/Assessment/Documentation Gathering | <ul style="list-style-type: none">• Sent Evaluative/Assessment Questions to SWCS and CHS on 11/15• First set of responses due back on 12/16 |
| RFQ/RFP | <ul style="list-style-type: none">• Letter of Intent was published yesterday. Responses due on 12/16 |
| Training & Communications | <ul style="list-style-type: none">• Published first draft of webpage to house CAM communications. https://www.handetroit.org/cam-transition• Holding first committee meeting on 12/12 |
| Data & Technology | <ul style="list-style-type: none">• Met on 11/21• Next meeting is 1/16/23 |
| Project Management & Strategy | <ul style="list-style-type: none">• Submitted HUD TA Request & Published Consultant Scope of Work. Proposals for CAM Consultant are due on 12/19 |
| Current Operations & Collaborations | <ul style="list-style-type: none">• Met on 11/30 |

Transition Work - Update

- **By Nov 15:** All final questions to SW, framework/scope of what we want evaluation to look like completed - **DONE**
- **By Nov 15:** Letter of Intent (LOI) released - **DONE**
- **Dec 1:** LOIs submitted – **CHANGED TO DECEMBER 16**
- **Dec 15:** Completion of initial “evaluation” gathering and input – to be used to shape RFP - **PENDING RECEIPT OF RESPONSES**
- **Through mid-Jan:** input/feedback from stakeholder groups - **GROUPS NEED TO BE DETERMINED & SCHEDULED**
- **Jan – end of Feb:** RFP development (need to allow time for stakeholder input in the RFP development) - **RECOMMENDATION BY CTT TO DELEGATE AUTHORITY TO CTT TO APPROVE FINAL RFP TO BE PRESENTED AT DECEMBER 5TH BOARD MEETING**
- **March 1 – April 15 (45 days):** Applicant response period
- **April 16: - May 30: (45 days):** Review and decision – **RECOMMENDATION APPROVED BY CTT TO MOVE May GM OR HOST A SPECIAL MEETING IN MAY TO VOTE ON NEW CAM BEING PRESENTED AT DECEMBER 5TH BOARD MEETING**
- **June 1:** Decision made, allow for transition w/new agency & SW, and to transfer grant to new agency

DELEGATION OF AUTHORITY FOR DECISION-MAKING

➤ **RFQ Approval**

- **Responsible Body:** The CoC Board
- **Due:** No Later than February 28th
- **Considerations:** Board Involvement (meetings on 2/6 or 3/6)
- **Motion:** Give the CAM Transition Team the authority to approve the final RFQ before it is published
- **Action Needed:** Vote

➤ **Selection of New Lead Agency**

- **Responsible Body:** CoC General Membership
- **Due:** No later than June 1
- **Consideration:** CoC General Membership is May 16th
- **Motion:** Move the May CoC GM meeting to a date TBD late May
- **Action Needed:** Vote



New Lead Agency Considerations

- How do we ensure that we have a sufficient pool of quality candidates who will submit a proposal?
- What do we need to do to help applicants prepare for the RFP/RFQ?
- For agencies considering submitting a proposal, what needs to be a part of their preparation?

CAM DECISION POINTS – What are we missing?

| CAM Structure (in-person only, call access only, hybrid, other) | Assessment Tool |
|---|---|
| CAM Services (all current services or some services) | Current CAM Staff Role with New Lead Agency |
| Technology (Salesforce, Vonage Phone System, etc) | Standardized Training – need to articulate commitment to DEI and person-centered work |
| | |
| | |

| Model Red=notes/additions | Considerations | Consult and Decision Maker |
|---|---|---|
| <p>In-person only – single or multiple sites. If in-person only, how does that work considering the ongoing public health challenges?</p> | <p>Person centered, transportation assistance for in-person, what happens to folks that don't have a phone for phone line only; process for when CAM can't support or does not have placement</p> | <p>Who needs to be consulted? What stakeholders need to weigh in on the model recommendation? Who makes the final decision?</p> |
| <p>Call intake and assessment only</p> | <p>Timeframe – what is reasonable for 9/1, what happens post transition, what happens down the road. Need to establish a firm deadline for model structure decision</p> | |
| <p>Hybrid – enough resources to do both? It can be done if it is intentional; designated call center staff vs in-person might make it more feasible to do both? Hybrid is more feasible if it is just shelter placement and intake/assessment is handled by navigation. For VA, the hybrid model works</p> | <p>Resources (\$\$\$), multiple in-person sites were able via partnerships – what resources exists outside of that if needed; current resources aren't able to support a call center, software needs will differ based on the model selected, staffing for each model is important</p> | |
| <p>Shelters as Intake Sites – convo to have down the road</p> | <p>In-person diversion success vs. Phone diversion success; if we switch to shelter intake sites, are we fielding for tons of calls re: intake, space needs, etc</p> | |
| <p>Others</p> | <p>Gaps in services for those who are already in process so they don't fall thru; help to identify in-person sites before RFP is published; develop a chart to outline previous models utilized for CAM</p> | |

CAM DECISION POINTS – Discussions to be cont'd

| CAM Structure (in-person only, call access only, hybrid, other) | Assessment Tool |
|---|---|
| CAM Services (all current services or some services) | Current CAM Staff Role with New Lead Agency |
| Technology (Salesforce, Vonage Phone System, etc) | Standardized Training – need to articulate commitment to DEI and person-centered work |
| | |
| | |

ATTACHMENT FIVE

2022 Continuum of Care Competition Debrief: Part 1

December 5, 2022

Following is a debrief of the 2022 Continuum of Care (CoC) competition presented to the Detroit CoC Board of Directors. This debrief covers both the regular 2022 CoC Competition and the Supplemental competition. Within the first quarter of 2023, a debrief will be provided that goes into greater detail on the strengths, challenges, and strategic opportunities within the competition.

2022 Continuum of Care Application Debrief: Project Applications (Regular Competition)

Summary of Project Applications

The Detroit CoC applied for over \$33 million in CoC funding in the regular 2022 competition in both renewal and new projects, as shown in the table below. HUD is expected to make funding announcements in early 2023.

| Project type | Renewal | | | New | | | Total 2022 Funding Requested | % of Total Project Funding Requested |
|--------------|---------------------|---------------|------------------|--------------------|---------------|-------------------|------------------------------|--------------------------------------|
| | Total Requested | # of Projects | # of Beds/Units | Total Requested | # of Projects | # of Beds/Units | | |
| PSH | \$22,458,853 | 31 | 1,682 | \$1,563,008 | 3 | 45 | \$24,021,861 | 74% |
| RRH | \$3,940,159 | 6 | 222 | -- | -- | -- | \$3,940,159 | 12% |
| TH | \$362,392 | 1 | 16 | -- | -- | -- | \$362,392 | 1% |
| TH-RRH | \$723,398 | 2 | RRH: 18 TH: 7 | \$1,295,231 | 2 | RRH: 32 TH: 19 | \$2,018,629 | 6% |
| CE-SSO | \$1,806,879 | 2 | -- | -- | -- | -- | \$1,806,879 | 6% |
| HMIS | \$390,233 | 1 | -- | \$88,842 | 1 | -- | \$479,075 | 1% |
| Planning | -- | -- | -- | \$991,184 | 1 | -- | \$991,184 | N/A |
| TOTAL | \$29,681,914 | 44 | 1,945 | \$3,938,265 | 7 | 96 | \$33,620,179 | |

New Project Funding

The table below summarizes the new projects were received locally and ultimately submitted to HUD.

| Type of New Project Funding | Total Amount Available | Total Submitted to HUD | Balance Not Requested |
|-----------------------------|--|------------------------|-----------------------|
| CoC Bonus | \$1,651,973 | \$1,651,850 | \$123 |
| DV Bonus | \$3,303,947 | \$1,295,223 | \$2,008,724 |
| Reallocated | N/A: The CoC did not reallocate any renewal projects in 2022 | | |

Expanding Portfolio of Providers

- Following the 2021 CoC competition, a desire was expressed to expand the portfolio of agencies applying for, and eventually receiving, CoC funding.
- In June of 2022, HAND held a webinar titled “Applying for Continuum of Care or Youth Homelessness Demonstration Program Funding: What to Expect”. The purpose of this webinar was to help potential applications for CoC or YHDP funding to feel more confident in applying for these funds and educating them on HUD and CoC expectations regarding this funding.

- In the regular CoC competition, two agencies applied for CoC Bonus funding that do not currently receive CoC funding. The applications from these two agencies were submitted under the Supplemental NOFO, along with additional first-time CoC applicants (see details on the Supplemental NOFO below).
- In the local application for Youth Homelessness Demonstration Program (YHDP) funding, two agencies that do not currently receive CoC funding applied for YHDP funding.
- As this webinar seems to have been successful in increasing applications from agencies not currently receiving CoC funding, HAND will explore holding a similar webinar again in spring 2023.

Domestic Violence Bonus Funding

- Since HUD first began providing Domestic Violence bonus funding in 2018, the Detroit CoC has never been able to apply for all the DV funds available.
- Throughout 2020 and 2021, discussions were held with the Michigan Coalition to End Domestic and Sexual Violence and their provider agencies about the DV Bonus funding opportunity. While these discussions did garner greater interest in these funds, it seems there is still hesitation or lack of capacity for our DV provider agencies to be able to apply for all the funding available.
- In the 2022 CoC competition the two projects submitted with DV bonus funding were by agencies that have (or had) received CoC funding in the past to serve this population, with these agencies seeking to expand or replace funding that had previously been lost.
- The CoC should consider opportunities to expand the capacity of providers to apply for DV bonus funding in future competitions.

Tier 1 and Tier 2 Projects

The table below summarizes the number and type of projects placed into Tier 2. The full Tier 1/Tier 2 project priority listing, and the policies governing the listing, are [here](#). In 2022, the CoC prioritized placing renewal projects into Tier 1 to mitigate the risk that renewal projects would not be selected by HUD for funding, resulting in all the new project applications being placed into Tier 2. Projects ranked in Tier 2 are at risk of not being selected by HUD for funding. The selection of Tier 2 projects depends on our CoC application score. If renewal projects are not selected for funding, HAND will work with the agency to ramp-down the project.

In accordance with the Project Priority Ranking Policies, the CoC Board approved the Values and Funding Priorities committee recommendation that the renewal TH-RRH project be “bumped up” into Tier 1 rather than remaining in Tier 2 where it would have been raked. This recommendation was made because this grantee had applied for new DV Bonus funding to expand this renewal project and placing it into Tier 1 increased the likelihood of both projects being funded.

| | Number of Projects | New Project Beds/Units |
|--|--------------------|----------------------------|
| Tier 1 | | |
| Renewal CoC Infrastructure (CE-SSO, HMIS) | 3 | |
| 1 st and 2 nd Time Renewals (PSH, RRH, TH-RRH) | 4 | |
| Renewal PSH | 29 | |
| Renewal TH-RRH | 1 | |
| Renewal RRH | 4 + 1 partial | |
| Tier 2 | | |
| Renewal RRH | 1 partial | |
| Renewal TH | 1 | |
| New CoC Bonus (PSH, HMIS) | 4 | 45 units |
| New DV Bonus (TH-RRH) | 2 | RRH: 32 units: TH: 19 beds |

Strategic Opportunity: CoC Performance and Increasing Funding for Housing & Services

- The CoC will continue to face the tension of how to prioritize renewal and new projects for funding.
- Projects placed in Tier 2 – which over the past two competitions have included some or all of our new project applications – are at risk of not being selected by HUD, depending on our CoC’s performance.
- This means as the CoC seeks to preserve funding for well-performing renewal projects, the CoC’s ability to gain new project funding will be increasingly tied to our CoC’s performance.
- Given the challenges the CoC has had with addressing and improving performance, this likely means our CoC funding will start being “flat”, with few increases year-to-year.
- The CoC should consider strategies to improve CoC performance, and therefore improve our competitiveness for these funds. A subsequent debrief will be provided that will identify these potential areas of improvement the CoC could take to improve competitiveness in the CoC competition.
- The CoC should be aware that providers will likely need to pursue sources of funding other than CoC funding to increase housing and services to people experiencing homelessness.

2022 Supplemental Continuum of Care Application Debrief

In June 2022, HUD released a “Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness”, or the “Supplemental NOFO” (SNOFO). Through this NOFO, the Detroit CoC could apply for \$33 million in CoC funding to address unsheltered homelessness.

HAND and the City of Detroit worked closely on the application for these funds. The City of Detroit lead the development of the community plan, which comprises most of the points to be earned in this application, for addressing unsheltered homelessness. HAND managed the local application process for these funds.

Unique Funding Opportunity

The SNOFO provided the CoC a unique opportunity to use CoC funding to fund projects providing street outreach services and to enhance services within emergency shelters, two types of programming not typically funded in a regular CoC competition.

Project Applications Submitted

The table below summarizes the types and amounts of applications submitted to the CoC and submitted to HUD. It is anticipated HUD will make funding announcements in the first quarter of 2023.

| Project Type | Amount Requested of CoC | Amount Submitted to HUD |
|--|--------------------------------|--------------------------------|
| Street Outreach with Navigation | \$1,923,842 | \$843,842 |
| Supportive Services Only (<i>within shelters</i>) | \$6,504,455 | \$5,351,976 |
| Rapid Rehousing | \$4,476,578 | \$4,476,578 |
| Permanent Supportive Housing | \$3,225,074 | \$3,225,074 |
| HMIS | \$563,534 | \$433,827 |
| CoC Planning | \$518,898 | \$433,827 |
| TOTAL | \$17,212,381 | \$14,894,831 |

Of the 13 applications received for SNOFO funding, six were from agencies that do not currently receive CoC funding. Of these six, three were for RRH or PSH, demonstrating there are additional providers in the CoC interested in implementing projects typically funded with CoC funds.

ATTACHMENT SIX

12/1/22 Joint Meeting – Detroit Advisors Group and Detroit CoC Board

Participants:

DAG Members: Donna Price, ReGina Hentz, Amber Matthews, Julisa Abad, Deloris Cortez, Eleanor Bradford, Ben Slightom, Kaitie Giza (staff)

Board Members: Amy Brown, Celia Thomas, Donna Price, ReGina Hentz, Candace Morgan, Terra Linzner, Katie Zeiter, Jennifer Tuzinsky, Kiana Harrison, Sarah Prout Rennie, Courtney Smith, Tasha Gray

Reminder of system priorities [\(linked\)](#) that the advisors elevated in June 2022:

- Quality of the shelter system
 - Creating accountability for shelter providers to provide quality services to clients
 - Ensuring clients have accessible and responsive avenues to raise concerns
- Affordable housing and housing stock
- HCV issues and barriers

Recap of Board's actions since June 2022:

- The board was able to move forward some of the ideas that were brainstormed, but many were unable to be advanced. There were competing system priorities that took away the board's time from focusing on these things. The board would like to facilitate greater accountability mechanisms to ensure that this work continues to move forward.
 - Perhaps we consider checking in more frequently than every 6 months
- Shelter quality Progress –
 - Grievances (which center client concerns) were built into the shelter funding process this year. Some agencies were still funded regardless of low scores, but steps were made to implement accountability.
 - The CoC could consider bringing in a consultant to support shelter quality improvement work – to help guide the CoC in efforts to make tangible changes in the service delivery and quality.
 - Would require that the CoC secure funding to fund this work.
 - The board was regularly checking in about grievances for the early part of 2022 but has fallen off for the second half of the year. The board would like to recommit to centering this as a regular agenda item.
 - The board wanted to elevate that this work will be time consuming and require difficult conversations and decisions. For instance, the CoC will have to consider how to balance the desire for accountability with
- Affordable Housing Stock Progress –
 - There have been improvements over the past 6 months to MSHDA's LIHTC processes to try to increase the amount of affordable housing development.
 - There are efforts to coordinate between MSHDA and the City of Detroit to make joint decisions on which projects to fund and to pull in the CoC to be a stakeholder in these decisions. The goal is for greater coordination and mutual

information sharing which will ultimately improve the amount of affordable quality housing that we bring into the community.

- HCV Issues Progress –
 - ESG planning committee has been working to develop advocacy asks ([draft asks in this google folder](#)) to MSHDA to improve local HCV processes. The ask includes a desire to improve:
 - Data transparency
 - Policy and process improvements

Brainstorm of possible future actions:

- DAG is in support of pursuing a consultant to support with local efforts to improve shelter quality. They elevated how essential it is to address shelter quality and are absolutely open to various pathways forward. The essential thing is to take collective responsibility and to begin taking tangible steps forward.
 - The City also shared a few actions that they hope to take in the coming months:
 - They are hoping to implement stronger quality standards for emergency shelter.
 - Develop a pilot to provide intensive case management to clients who have been in shelter for a long period of time to support them to move into housing of their own. They will particularly be working to support clients in accessing and utilize housing vouchers.
- Could consider partnering with local schools of social work to leverage their resources and capacity to support shelter quality efforts
 - There were past efforts elevated by schools of social work around shelter quality. We could try to learn more about those and build off of them.
- The Domestic Violence System (DVS) has policies and quality standards in place that their DV shelters are required to adhere to. Sarah shared those resources for review ([DVS resources in this google folder](#)) to see if we could build off of for the homeless system. Sarah is willing to help us think through how we could crosswalk their policies to meet our system's needs.
- We must make sure to address safety for the LGBTQ+ population in our conversations around shelter quality.
 - Michael El-Zein with the Department of Justice would like to partner with the CoC to improve quality of shelter for LGBTQ+ folks and to improve access to equal and fair housing.
- As we consider shelter quality, we want to make sure that we center both physical shelter conditions as well as quality of service delivery.
 - The CoC needs to develop service delivery best practices and standards for shelter implementation that is trauma informed and human centered and not perpetuating systemic injustices.
- We must partner with the local housing commissions to improve access to quality housing stock as well – particularly as a major housing voucher provider

Next steps:

- Convene a group to begin diving into what resources are already available.
 - Some of those resources include the DV quality standards, historical work that schools of social work have done in the community, what standards are currently in place for our CoC, etc.
- DAG will create list of questions around affordable housing that they'd like to have answers for. Terra can make connections to persons in the City that are responsible for housing development.
 - Could also be helpful to develop a clear ask of what we want to see and pursue advocating for that vision.
- Add intentional time onto the CoC Board meeting agendas to address concerns elevated. Will start with December's Board Meeting.
- Board will return to DAG space in March 2023 (3 months rather than 6).