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

Board Meeting Agenda | **March 1, 2021** | 2:00-3:30pm | Webinar: [Registration Link]

CoC Board Norms:	CoC Board Draft Values:
• 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.	• 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 *(see acronym list below)*	Attachment
Housekeeping & Agenda Setting				
2:00 pm	Welcome and Introductions	Amy Brown	EC	--
2:05 pm	Executive Committee Report & Announcements - Joint CoC Board and General Membership Meeting (Agenda | Zoom Link) - Update on the system transformation work	Amy Brown	EC	--
2:15 pm	Consent Agenda - February 2021 Board Minutes **(ACTION ITEM – VOTE)**	Amy Brown	EC	**# 1**
Additional Information (No Immediate Action)[1]				**# 2 – 3**
Applications and Funding				
2:20 pm	FY2020 CoC Planning Grant	Tasha Gray	HAND	--
2:40 pm	Analysis of Renewal Projects Performance in FY2020 - Rapid Re-Housing (RRH) and Transitional Housing (TH)	Amanda Sternberg	HAND, PEC	**# 4**
Additional Information (No Immediate Action)[2]				**# 5 – 6**
Committees				
3:00 pm	Executive Committee Elections **(ACTION ITEM – VOTE)**	Amy Brown	EC	--
3:10 pm	Veteran Leadership Committee Update	Jennifer Tuzinsky, Dr. Gerald Curley, & Candace Morgan	VLC	**# 7**
3:30pm – Adjourn				

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[1] *Additional Information from Housekeeping and Agenda* – **Attachment 2:** CoC Board Attendance Tracking and **Attachment 3:** Feb. Exec. Com. Minutes
[2] *Additional Information from Applications & Funding* – **Attachment 5:** FY19 Ramp-up Status **Attachment 6:** Local CoC Competition Process Analysis

Key Committee and System Partner Acronyms:

CGC – *CAM Governance Committee* – **Co-Chairs:** Celia Thomas & Charles Pearson **| Staff:** Catherine Distelrath & Scott Jackson

EC – *Executive Committee* – **Chair:** Amy Brown | **Vice-Chair:** Alicia Ramon **| Secretary:** DaJuan Smith

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

HIC = Housing Inventory Count

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
February 1, 2021 Board Meeting Minutes
(Agenda can be accessed by clicking here; Supporting Materials by clicking here)

Board Members Present	Absent Board Members	Excused Board Members	General Public
Amy Brown			April Dryden
Anne Blake			Amanda Sternberg
Ari Ruttenberg			Brandon Mays
Ashlee Cunningham			Candace Morgan
Catherine Distelrath			Carolyn Neville
Celia Thomas			Curtis Smith
Chioke Mose-Telesford			Cynthia Elmore-LeJeune
DaJuan Smith			Denise Goshton
Deloris Cortez			Emily Foreman
Donna Price			Jamie Wojahn
Eleanor Costa			Jane Scarlett
Erica George			Jeremy Cugliari
Gerald Curley			Kaitie Giza
Joy Flood			Kathleen Noel
June White			Kevin Solarte
Katie Zeiter			Kiana Harrison
Ray Shipman			Kiel Opperman
Sharyn Johnson			Kimberly Benton
Shawntae Harris-Mintline			Lauren Bianchi
Tasha Gray			Lindsey Bishop-Gilmore
Ted Phillips			Michele Monette
Terra Linzner			Nakole White
Vanessa Samuelson			Olivia Carter
Elizabeth Vasquez			ReGina Hentz
			Shani Campbell
			Viki DeMars
			William Sheeley

Amy B. opened the meeting at 2:02pm with introductions – utilizing the chat box.

Executive Committee Report & Announcements:

<u>Summary –</u>

- Amy B. took some time to go over the webinar logistics: including the agenda, breakout rooms, and the presentations.
- Amy reminded board members that conflict-of-interest forms (COIs) and board member agreements (BMAs) are due today. Some time was spent helping board members complete the docs.
- Terra L. gave a brief update on the status of vaccine distribution for the homeless population in Detroit. The health department began vaccinating at shelters about 2.5 weeks ago. DHD is working to schedule appointments with each shelter directly. Terra told folks who haven't been contacted to email Terra (linznert@detroitmi.org). Terra requested that people approach this season with flexibility and willingness to adjust.
- Tasha G. gave a brief update about CERA (COVID Emergency Rental Assistance). As a reminder, 95 million dollars are anticipated to be allocated to Detroit. At the last board meeting, the board approved a short-list of providers to administer the funding. The list of 6 agencies has been narrowed down to the following

three agencies: UCHC, Wayne Metro, and THAW. If additional providers are needed, the other providers on the short list will be brought in. There was initially hope to begin operating the CERA program by February 15th. However, there are issues in the state legislator that are holding up the disbursement so it likely will not become operational until mid-March.

- Tasha also gave an update on the CoC Planning Grant. HAND received notice from HUD that the CoC planning grant will be awarded for FY2020 for the full amount that Detroit is eligible for – which is 843,000 dollars. Planning around how to utilize this funding will occur at future meetings.
- William S. invited any interested CoC Board members to join planning efforts for the State of Homelessness Report for Detroit. Interested board members can contact William at william@handetroit.org. The first planning meeting will be on Thursday, February 4th at 3pm.

Consent Agenda
January Board Meeting Minutes

- The floor was opened for questions. None were asked.
- Eleanor motioned to approve the January 2021 Board Minutes. Ray seconded the motion. Of the 22 voting members present, 22 voted in favor. 0 were opposed. 0 abstained. The motion passed.

FY2020 CoC Competition Update:
Summary –

- Amanda S. provided an update on recent developments for the FY 2020 HUD Competition. On Friday, HUD gave the definitive word that there will be no new project funding for the FY2020 competition. This impacts the local process that was initiated in November to receive and renew applications for new funding. The New Project Review Committee will move forward with reviewing these applications for consideration in the FY2021 competition.
  - Amanda also highlighted that an unfortunate result of the cancelling of the FY2020 competition is that there will be no CoC-based new project funding coming into the community until 2022 at the earliest.
- HUD also gave notice that all existing projects would be renewed non-competitively. The next steps for the renewal projects is that they will be getting their grant agreements from HUD in the coming months.

Next Steps –

- Values and Funding will be meeting tomorrow to discuss what to do with the FY2020 New Project Applicants
- Amanda will update everyone as more information is released from HUD.

Overview of ESG-CV Funding Allocation & Projected Impact:
Summary –

- Terra reminded the CoC Board that Detroit received additional ESG funds as part of COVID-19 relief legislation. The funding amounts are as follows:
  - Round 1 – $10,458,172 – fully allocated to providers
  - Round 2 – $9,124,129 – will be allocated within the next 30 days
  - Round 3 – recently announced, funding amount unknown, competitive process will be launched once more details are received
- Terra then spent some time discussing what resources have been brought online with the new funding. They are as follows:
  - Three New RRH Providers:
    - Will bring 225 new RRH units
  - One new Prevention Provider: Matrix Human Services

- One new Emergency Shelter Provider: Pope Francis Center
  - Will function as a day center that can serve anywhere from 100 – 200 people
- Three New Outreach Providers: Central City Integrated Health, Community & Home Supports, and Pope Francis Center
- Terra also announced an initiative that has been made possible due to the influx of funding into the CoC. The project has been titled the Family Housing Accelerator (FHA). FHA kicked off in January 2021 and is a pilot initiative which aims to house all families who were in shelter in Detroit on December 1, 2020. The project also aims to help the CoC discover how to better house families more effectively and efficiently. We hope to carry the lessons learned from this project into future planning.

Update on NIS' Housing Justice Initiative:

Summary –

- Vannessa S. briefly reminded the CoC Board of the history of the partnership with NIS and gave a brief overview of the work completed to-date. Vanessa also briefly reviewed the goals of the work.
- Kevin S. then spent some time giving an overview of how the process is intended to lay out. There are 3 basic phases. The first phase (current) is the research phase in which a deep dive into the system is conducted and feedback is garnered from a broad group of stakeholders about the system. During this phase, a roadmap with recommendations on how to move the Detroit CoC to the co-developed community vision of housing justice. As part of the work in phase one, a community workshop was held in October to begin the process of developing a vision for housing justice rooted in racial equity.
- Kevin then went on to highlight some of the findings that are emerging from the systems analysis to-date:
  - There are many different elements working on homelessness and housing insecurity in Detroit, but there isn't clear interconnections or mutual accountability between all of those elements. The elements have some connections to each other, but there is not a broad connection across all the areas of work. There is a need to unify all of these elements to ensure that priorities and policies align across all stakeholders.
    - The community should co-design and implement a system transformation that shifts power to those with lived expertise and holds the community accountable to those served by the system.
  - Detroit needs to define what housing justice rooted in racial equity looks like in Detroit.
    - One key factor of this is the need for the system to led by people with lived experience who reflect the community
  - Detroit needs an accountability structure to drive the 4 tenants of the vision forward. This accountability needs to address the following shortcomings in Detroit's current function:
    - Lack of accountability to people being served
    - Lack of clarity on which elements are accountable to which
    - Unclear structures to hold elements of the system accountable
- Kevin briefly previewed the 7 recommendations that will be incorporated into the housing justice roadmap. These will be discussed in more detail at the second community workshop that will occur in February. Invitations to the workshop were sent out last week. All board members were encouraged to attend.
- Participants were then divided into breakout rooms to discuss their reactions to the presentation in small groups.

Next Steps –

- The next Community Workshop will be held on February 16th from 4:00 – 5:40pm via zoom. Those who would like an invitation can contact Vanessa at vanessa@mcgregorfund.org

- The Housing Justice Roadmap from NIS should be finalized by mid-March.
- These discussions will continue during the March & April CoC Board Meetings.
- Work is currently underway to brief elected officials and philanthropic partners.

Systems Performance Measures Submission to HUD

Summary –

- Denise G. gave a brief explanation about what Systems Performance Measures (SPMs) are. Systems performance measures are a series of metrics intended to help the community gauge it's progress towards the goals of reducing and ending homelessness. The tracking of these measures is intended to assist communities with the following:
  - Summarize the year-to-year comparison of system-wide performance
  - Measure how well projects are working together as a system to respond to homelessness
  - Strategize and use resources to address homelessness
  - Enhance coordination with mainstream resources
  - Collect and use data to guide decision making processes
- Denise explained that a community's performance on these measures is linked to how much federal funding a community receives. It is important to recognize HUD does not compare CoC's against each other, but rather measures a community's progress against itself from year-to-year.
- There are 6 measures that are applicable to Detroit. These measures as well as Detroit's tentative performance in FY2020 (October 1, 2019 to September 30, 2020) are detailed below:
  - Length of time someone experiences homelessness (want to decrease from year to year)
    - Increased from 2019 to 2020 in Detroit
  - Number of persons who return to homelessness after being linked with a housing resource (want to decrease from year to year)
    - Increased from 2019 to 2020 in Detroit
  - Number of persons experiencing homelessness (want to decrease from year to year)
    - Decreased from 2019 to 2020 in Detroit for sheltered, unsheltered, and all persons experiencing homelessness
  - Income of persons exiting CoC funded programs (want to increase from year to year)
    - Decreased for leavers' earned income, but increased for leavers non-employment income
  - Number of persons experiencing homelessness for the first time (want to decrease from year to year)
    - Decreased from 2019 to 202 in Detroit
  - Number of persons placed in and able to retain permanent housing resources (want to increase from year to year)
    - Remained the same from 2019 to 2020 in Detroit
- Denise highlighted the caveat that some of the measures in the FY2020 data may have been impacted by COVID-19, so board members should consider this when analyzing how this reflects CoC performance. The floor was then opened to the CoC Board to approve the draft data for submission.

Decision –

- Gerald motioned to approve the draft data for the FY2020 SPM submission to HUD. Deloris seconded the motion. Of the 21 voting members present, 19 voted in favor. 0 were opposed. 2 abstained. The motion passed.

Next Steps –

- The HMIS team will finalize the data over the coming weeks and make the formal submission to HUD by the end of February.
- Further data analysis will be conducted to provide recommendations for how to improve system performance. HAND will be having discussions with the Executive Committee in the future to plan for what analysis should be brought before the board in the future.
- HAND will also be bringing in a consultant to help drive the analysis of the SPMs forward. An RFP will be released soon. CoC Board Members are welcome to review the RFP prior to its release if they are interested.

Committee Recruitment & Reporting Schedule:

Summary –

- Kaitie reminded CoC Board Members that they are required to participate on a CoC Committee as part of their role. Attachment 7a in the packet provides board members with updated information about all of the committees that are currently operating in the Detroit CoC. Those who are not linked with a committee should reach out to Kaitie and/or Amy to express which committee they are interested in and facilitate the connection. New Board Members were given a survey to complete at the last orientation and were reminded to fill it out as soon as possible.
- As part of the efforts to improve the cohesion between the work of the CoC Committees and the CoC Board, Kaitie created a reporting calendar in which all of the committees in the CoC were assigned a meeting to provide an update to the Board. This calendar was based off the work that is projected to move forward in 2021 and is intended to align with that trajectory. The calendar is attachment 7b.

Next Steps –

- The Executive Committee will take the information from the surveys and link the new CoC Board Members with committees that have vacancies.

Executive Committee Elections

Summary –

- Celia Thomas expressed interest in filling the vacant Vice Chair seat on the Detroit CoC Executive Committee.

Decision –

- Eleanor motioned to approve Celia Thomas' assumption of the Vice Chair role for the CoC Board Executive Committee. Erica seconded the motion. Of the 21 voting members present, 18 voted in favor. 1 were opposed. 2 abstained. The motion passed.

Next Steps –

- An at-large seat was opened for the Executive Committee based upon Celia's election as Vice Chair. Erica and Ray expressed interest in running for this seat. Elections will be held at the next CoC Board Meeting.

Chronic Leadership Committee – Data & Workplan Update:

Summary –

- Catherine D. explained that as of the beginning of January 2021, there are 251 persons experiencing chronic homelessness in Detroit. This is a decrease from previous years which signifies that we are heading in the right direction.
- Amy B. took some time to explain strategies that the committee has defined to aid in ending Chronic Homelessness in Detroit. They are as follows:
  - Close the supportive housing gap by adding new high quality SH units (need roughly 364 PSH units)
  - Decrease households aging into chronicity by targeting interventions further upstream
  - Create robust service deliver systems based on housing first and harm reduction by improving the quality of existing SH services.

- o Use data in a sophisticated way to advance the work by ensuring quality data sharing across systems
- Lindsey B-G then spent some time celebrating accomplishments from the Chronic Leadership Committee from 2020. Some highlights are as follows:
  - o During 2020, roughly 1XX chronically homeless persons were successfully connected with housing.
  - o Helped to champion a cross-committee collaborative effort to improve the quality of PSH provided by our CoC to help improve outcomes for those experiencing chronic homelessness in Detroit
  - o Engaged in advocacy to leadership at both MSHDA and the City of Detroit in the hopes of bringing more supportive housing units online and strengthening the partnerships with those two entities.
  - o Established a plan for consistent management of the chronic by-name-list to improve data quality and consistent reporting on progress
- Candace M. then asked the Board to share feedback on how a stronger link between the Chronic Committee and the CoC Board could be facilitated. Katie Z. offered to be a link to resources at MDHHS and other state agencies.

Next Steps –

- The committee will continue their efforts to move this work forward and will report back at a future meeting.

Amy B. closed the meeting at 4:21pm. *The next meeting will be on Monday, March 1, from 2 – 4:30pm. Location will continue to be virtual due to COVID-19.*

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	P	P											2	0	0
Amy Brown - **Chair**	P	P											2	0	0
Deloris Cortez	P	P											2	0	0
Eleanor Costa	P	P											2	0	0
Ashlee Cunningham	P	P											2	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	P	P											2	0	0
Sharyn Johnson	P	P											2	0	0
Terra Linzner	P	P											2	0	0
Chioke Mose-Telesford	P	P											2	0	0
Ted Phillips	P	P											2	0	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	P	P											2	0	0
DaJuan Smith	P	P											2	0	0
Celia Thomas	P	P											2	0	0
Elizabeth Vasquez	U	P											1	0	1
June White	P	P											2	0	0
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 beconsidered in this calculation but may be included as appropriate. Absences areconsidered 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 absense, the board member will be sent a warning

notification. If during that calendar year, the board member has an additional unexcused absense, they will be removed.

ATTACHMENT THREE

Detroit Continuum of Care

Executive Committee
FEBRUARY 3, 2021 | 3-4PM | WEBINAR

MINUTES

Attendance
Executive Committee Members: Amy Brown, Celia Thomas, Vanessa Samuelson, DaJuan Smith

System Partners: Tasha Gray, Kaitie Giza, Catherine Distelrath, Lindsey Bishop-Gilmore, Gerald Curley, Terra Linzner

Time	Agenda Item & Notes	Presenter/ Facilitator	Supporting Materials
3:00 pm	**1. *January Board Meeting Debrief*** **Summary:** The Executive Committee debriefed the February Board Meeting. Overall, folks said the meeting went well and we stayed on-time. There was a suggestion to consider having a break midway through the meeting to allow folks to re-charge. **Next Steps:** This will be incorporated into future planning.	Amy Brown	
3:05 pm	**2. *Moving Work Forward*** **Summary:** Amy took the feedback from the spreadsheet (linked) that maps out the items that the EC has taken on but had to pause on moving forward and identified 3 pieces of work that she would like to move forward in the immediate future. They are: staffing for the CoC, Inclusion of Lived Expertise in the CoC, and the NIS work. Amy shared her proposed plans for moving these items forward in the future. The group provided input and worked to solidify a plan moving forward. The group also spent some time discussing a plan to move the right-relationship work forward. **Next Steps:** Amy will schedule a separate time for a deeper conversation about CoC Staffing with the relevant persons in the next couple of weeks. Lindsey & Kaitie will present about the youth expertise incorporation work at the EC meeting on the 17th. The next right-relationship meeting will be held during the week of 2/16 – Amy will send a doodle poll to finalize the date.	Amy Brown	
3:25 pm	**3. *NIS Follow-Up*** **Summary:** The group debriefed the January 28th meeting with NIS. Many felt that the co-designed agenda was not honored and were confused by the trajectory of the conversation. Vanessa explained that she is hoping that structuring the future planning meetings as open-content will help to alleviate this misalignment in the future. The Executive Committee spent some time discussing the future of the work with NIS. There was a general agreement that CoC commitment to this work needs to extend beyond merely saying "yes" – it must be accompanied by a willingness to do the work necessary to transform the system. This active commitment will be crucial in determining whether we can truly move to phase 2 as a community.	Vanessa S. & Amy B.	

	Next Steps: There will be a meeting at 4pm with Tasha, Kaitie, Amy, and Vanessa to discuss many of the questions that were brought up during this discussion. More details will be shared with the Executive Committee as they arise.		

Detroit Continuum of Care

Executive Committee
FEBRUARY 10, 2021 | 4-5PM |WEBINAR

MINUTES

Attendance
Executive Committee Members: Amy Brown, Vanessa Samuelson, DaJuan Smith

System Partners: Kaitie Giza, Lindsey Bishop-Gilmore, Tasha Gray, Catherine Distelrath, Kevin Solarte, Gerald Curley

Time	Agenda Item & Notes	Presenter/ Facilitator	Supporting Materials
4:00 pm	**1. NIS Follow-Up** **Summary:** Amy updated the Executive Committee on a number of meetings that occurred over the past week. These meetings helped to bring clarity around the work that we are doing with NIS. This work is larger than the typical work that we've done with consultants in the past. Rather than being an element of the larger work of the CoC, this work is intended to help reframe the system and be the lens through which all other work is funneled to ensure that it aligns with the vision we set as a system. One important element of this restructuring is the co-leadership of the Detroit CoC and the City of Detroit. Another crucial element of the work is the adoption of a vision for the CoC to drive the work. The Executive Committee spent some time to debrief their thoughts about this framing and to ask any questions they have. It was requested that an explicit explanation of why this co-leadership between the CoC and HRD must occur be present in future materials to assist with understanding and buy-in. The group also identified 4 priority groups to target for buy-in to the systems transformation: a. CoC Board/General Membership, b. HRD Leadership, c. Providers, d. People with Lived Expertise (advisors). It was emphasized that buy-in must be sought with clear understanding of what will be required of everyone to truly shift as a system. It was recommended that setting a vision in the CoC be framed as both adopting a vision for the system and committing to collectively build out a system across both the CoC and HRD.	Amy, Vanessa, and Kevin	None

| | **Next Steps:** This conversation will continue at a future meeting. Vanessa and Amy will work to draft some language that outlines the specific ask related to the Values. Amy will reflect on other steps and email the EC accordingly. | | |

Executive Committee
FEBRUARY 17, 2021 | 4-5PM |WEBINAR

MINUTES

Time	Agenda Item & Notes	Presenter/ Facilitator	Supporting Materials
4:00 pm	**1. NIS Follow Up** **Summary:** Amy reviewed the timeline for adopting the shared vision as a CoC. We will have a shorter CoC Board Meeting in March. We will invite Board Members to join the General Membership Meeting in March to discuss the vision. This conversation will continue at the April and May Board Meetings leading to a vote ultimately occurring at the May General Membership Meeting. In addition to adopting the vision, the CoC is being asked to commit to making the system changes necessary to align with the vision. In essence, we would be voting to approve transitioning to phase 2 of the work with NIS which involves the 12-18 month co-development process. The group highlighted a few areas of discussion that will be important to move this forward: 1. Coordinating & securing funding phase 2 of the work 2. Capacity to manage and move this work forward (e.g. creating a paid position) 3. Collaboration with and compensation for the Advisory Group moving forward **Next Steps:** Amy will convene a group to talk about next steps with the Advisory Group.	Amy Brown	
4:38 pm	**1. Executive Committee Elections** **Summary:** We have a seat open for the vacant Member-at-Large. Three persons have expressed interest in filling the role. The group discussed the process to facilitate this election. Candidates will submit a written proposal which will be sent in the Board Packet. There will be time for brief remarks during the meeting and then the Board will vote to select their candidate of choice. **Next Steps:** Amy will email the Board to recruit interested applicants and request they submit the desired written prompt (why do you want to be on the Executive Committee and what would you bring to the role?) by Monday 2/22.	Amy	
4:30 pm	**1. March Board & General Membership Meetings** **Summary:** Kaitie reviewed the drafted agenda for the March Board & General Membership Meetings, highlighting areas that needed input. The Executive Committee provided input to help finalize the agendas. The group also spent time discussing the steps necessary to facilitate the values conversation at the General Membership Meeting.	Kaitie Giza	March Agendas

	Next Steps: Kaitie will incorporate the feedback and finalize the agendas. Board Docs are due to Kaitie on Mon 2/22 and slides are due on Thurs 2/25.		

Detroit Continuum of Care

Executive Committee
FEBRUARY 24, 2021 | 4-5PM |WEBINAR

MINUTES

Attendance
Executive Committee Members: Amy Brown, Vanessa Samuelson, DaJuan Smith

System Partners: Kaitie Giza, Tasha Gray, Gerald Curley, Catherine Distelrath

Time	Agenda Item & Notes	Presenter/ Facilitator	Supporting Materials
4:00 pm	**1. NIS Follow-Up** **Summary:** We are in a pivot-point in which funding and capacity need to be figured out to move into phase two of this project. There is hope to move this forward concurrently with the work that is underway related to the vision. NIS put together a couple of mini scopes to outline support they could provide in the interim while the CoC works to get things together for the launch of phase two. There are a number of pieces related to adopting the vision that need to move forward simultaneously. Vanessa is working on drafting a workplan to organize the various elements. **Next Steps:** Amy, Tasha, & Vanessa will be meeting in the coming weeks to begin to address capacity and funding needs to continue to move this work forward. Vanessa will share the mini scopes with the EC for review.	Vanessa Samuelson & Amy Brown	None
4:17 pm	**1. CoC EC Norms** **Summary:** Amy and Vanessa created a draft of norms for the Executive Committee based upon the group's last right-relationship conversation. Amy shared the norms with the group for review. EC members were asked to affirm whether the norms resonate and if anything needs to be modified/added. Time was spent clarifying language and discussing potential additions. The group discussed potentially calling them co-commitments. The group also discussed potential ways to operationalize the norms once they are approved. Some ideas were: cast the norms on the screen and begin the meeting with a reminder and commitment to honor them; say each of the norms out loud at the start of every meeting; debrief after each meeting to discuss how the meeting went and whether there were any hurdles. **Next Steps:** Amy will email the drafted norms/co-commitments to EC members for further feedback and word-smithing. A vote will be conducted to adopt the norms. The group will need to finalize the plan for operationalization once they are approved.	Amy Brown	

4:54 pm	**1. Follow Up for March Board Meeting**	Kaitie Giza	
	Summary: The EC discussed two logistical details about the March Board Meeting: The elections for the vacant EC seat and the potential appointment of a McKinney Vento rep. to the board. **Next Steps:** Kaitie will distribute the board packet today. Ppt. slides are due to Kaitie by tomorrow 2/25.		

ATTACHMENT FOUR

Select FY2020 CoC Renewal Project Performance for Rapid Rehousing (RRH) and Transitional Housing (TH)
Presented to CoC Board of Directors
March 1, 2021

This document provides overall average performance of CoC funded Rapid Rehousing (RRH) and Transitional Housing (TH) projects on select scored components used in the FY2020 CoC competition. To show changes in performance, a comparison is also made to average performance from the FY2019 competition. When considering the dates in these charts, it is important to note the following:

- **2018**: The look-back period used to evaluate projects in the 2019 competition
- **2019**: The look-back period used to evaluate projects in the 2020 competition

Overall average project performance is one piece of information used to set future evaluation expectations. It will be important to recall that as the FY2021 competition will look back on 2020, the impact that COVD-19 had on our providers ability to meet some of these metrics must be taken into consideration.

Average performance for CoC funded Permanent Supportive Housing (PSH) projects was presented to the board in January 2021 and may be accessed here.
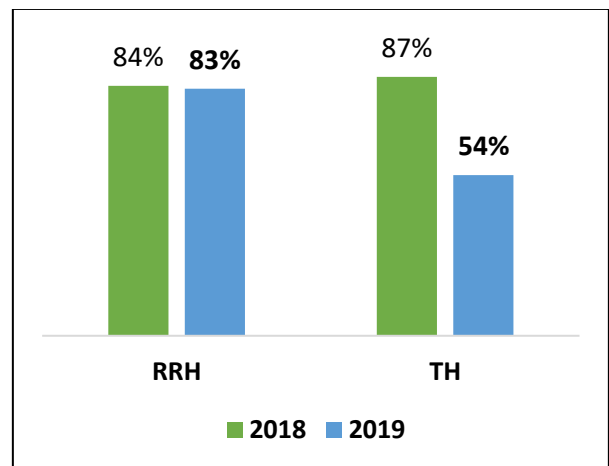
Component #1: Mainstream Resources and Employment

Percentage of Project Leavers with Cash Income

Percentage of Project Leavers with Non-Cash Benefits
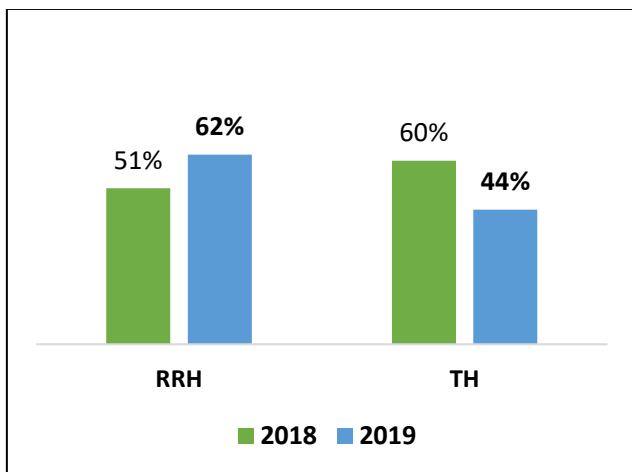
Analysis
- Overall performance improved for RRH projects on this metric.
- There were four TH projects included in the 2018 data, compared to two in the 2019 data. One of these projects is Freedom House, which serves persons less likely to meet this metric due to their legal status. For this reason, at the project level Freedom House is evaluated on different metrics which measure client's increasing skills or resources. However, for the purpose of presenting overall aggregate data to the CoC, Freedom House's performance on this metric (and others in this section) are included to show the combined performance of both TH projects.
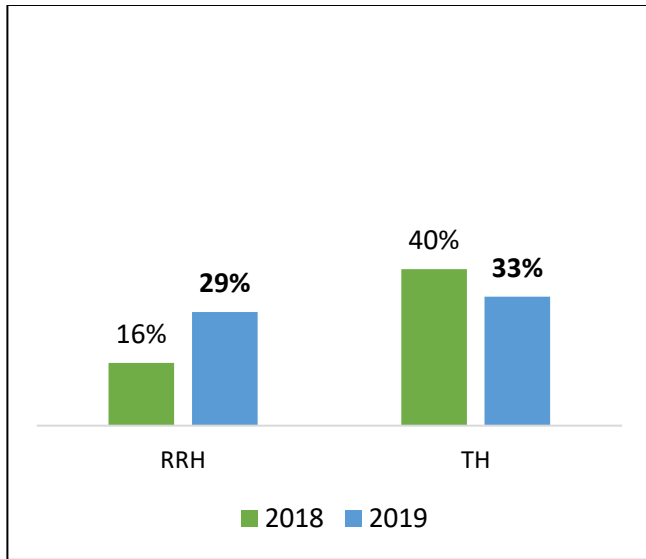
Analysis
- Overall performance decreased only very slightly for RRH projects.
- "Non-cash benefits" food stamps, other TANF benefits, and health insurance (including Medicaid/Medicare).
- Prior comment made regarding TH projects and Freedom House applies here as well.
- The decrease in performance is largely due to the inclusion of data from Freedom House's clients who are, by virtue of their legal status, unable to obtain many of these non-cash benefits

Percentage of Project Leavers with Employment

Chart: Percentage of Project Leavers with Employment
- RRH: 2018 = 16%, 2019 = **29%**
- TH: 2018 = 40%, 2019 = **33%**
Legend: ■ 2018 ■ 2019

Percentage All Clients Increasing Total Cash Income

Chart: Percentage All Clients Increasing Total Cash Income
- RRH: 2018 = 21%, 2019 = **28%**
- TH: 2018 = 35%, 2019 = **45%**
Legend: ■ 2018 ■ 2019

Analysis

- The increased performance in RRH is encouraging, considering these are temporary programs. New initiative with Detroit's Workforce Development should also eventually impact our performance on this metric.
- As noted above, the decrease in TH performance is tied to the inclusion of Freedom House data. Due to their legal status, Freedom House's clients will be less likely to be able to gain employment.
- This metric ties to the System Performance Measures.
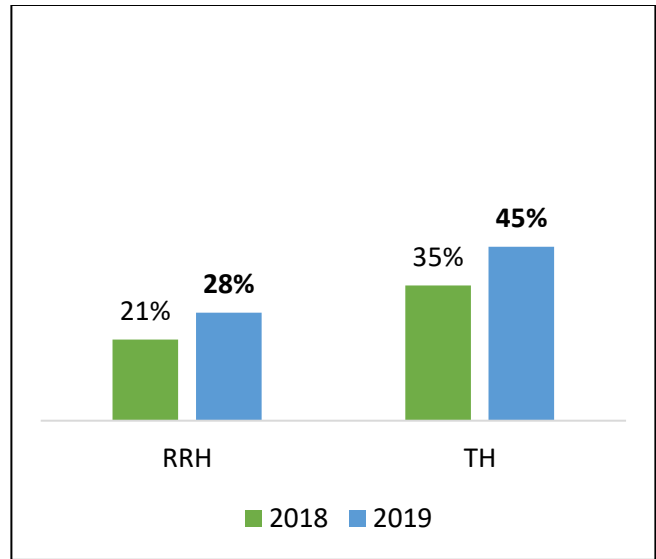
Analysis

- This metric looks at persons who *increase* their cash income (employment or benefits) during their stay in the program.
- Overall, improvements were seen across all project types.
- This metric ties to the System Performance Measures.

Component #2: Housing Performance and Quality

Exits to Permanent Housing

98%　**98%**　89%　**98%**

RRH　　　TH

■ 2018 ■ 2019
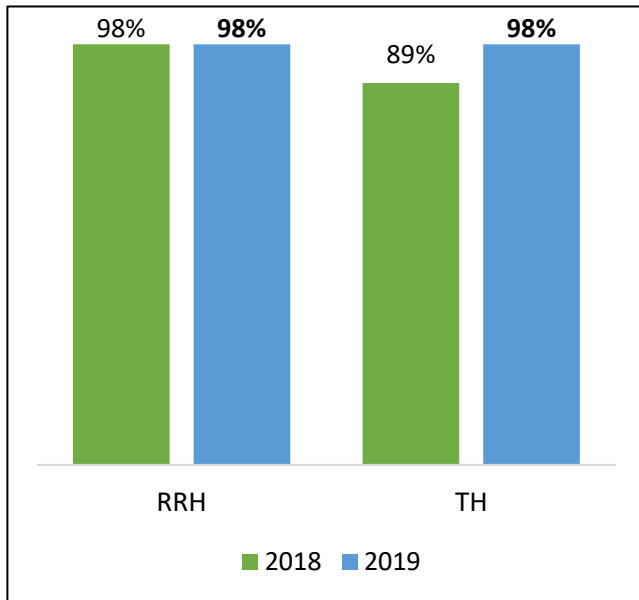
Average Utilization Rates

134%　**101%**　100%　**100%**

RRH　　　TH

■ **2018** ■ **2019**
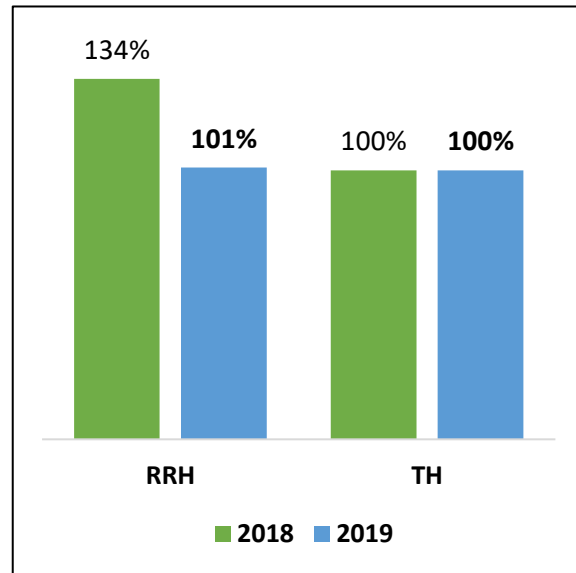
Analysis
- RRH projects have performed strongly on this measure over the past couple of years.
- For TH projects, the 2018 performance included four TH projects, while performance in 2019 included only two projects. Two lower-performing and lower-ranked TH projects were not renewed in the FY2019 competition, and therefore were not included in the 2019 data. The exclusion of these projects contributed to the overall increased performance rate.
- Individual project performance rates below.
- This metric ties to the System Performance Measures.

Analysis
- Across the board, CoC RRH and TH projects have operated at high utilization rates for the past two years.
- RRH projects may operate at slightly over 100% utilization rates if their budget allows. One project was significantly overutilized in 2018, which has since been addressed.

3

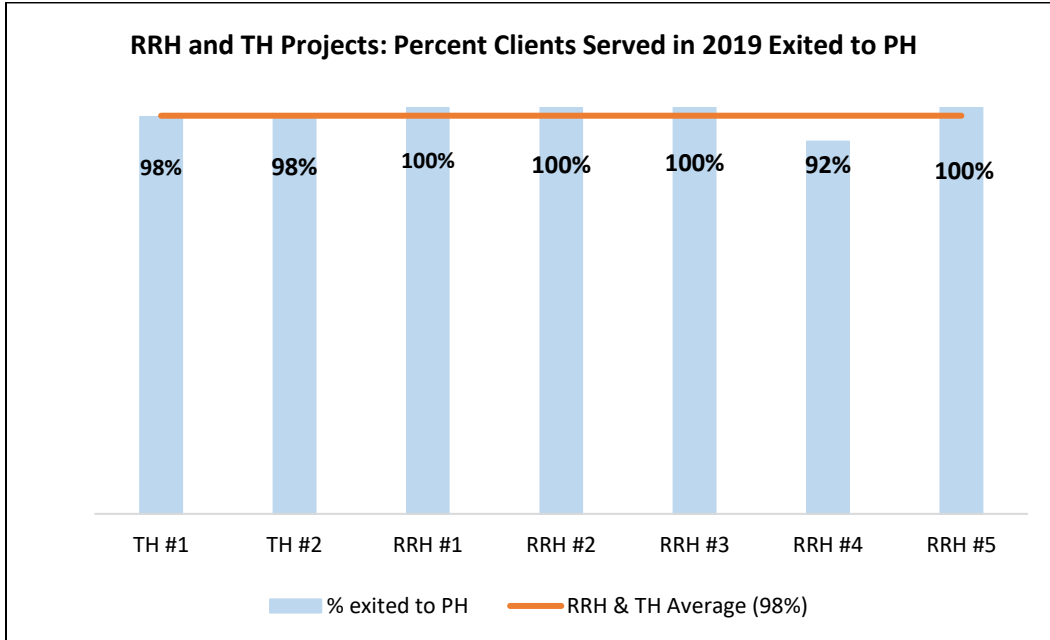## Component #3: Spending Rates

Average Spending Rates
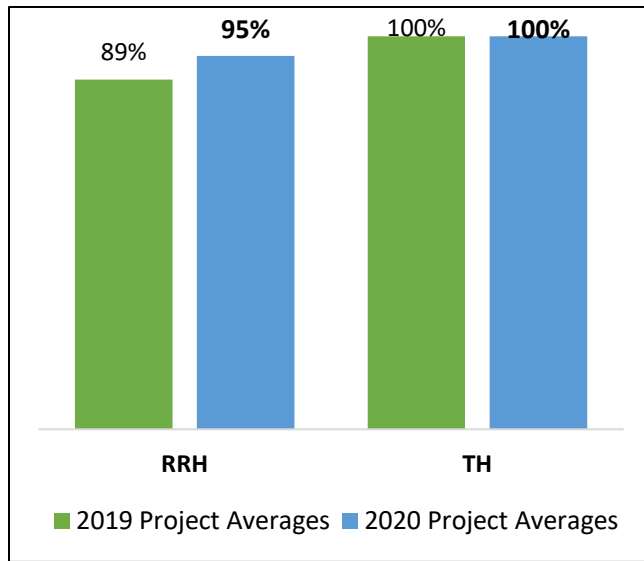
Analysis

- CoC RRH and TH funded projects have historically had high rates of spending down their grants.
- Improvement was seen in RRH projects from 2018 to 2019, primarily based on the improvement seen in one project.

Housing Outcomes for Individual RRH, and TH Projects

The charts below show the performance of individual RRH, and TH projects in the housing outcome measure (percentage of people obtaining permanent housing) in comparison to the overall project type average. As can be seen, overall, all CoC funded projects performed very well on this measure over the course of 2019.

RRH and TH Projects: Percent Clients Served in 2019 Exited to PH

Project	% exited to PH
TH #1	98%
TH #2	98%
RRH #1	100%
RRH #2	100%
RRH #3	100%
RRH #4	92%
RRH #5	100%

Legend: % exited to PH — RRH & TH Average (98%)

Individual RRH Project Performance as Compared to Metric Average

The chart below shows the performance of each individual RRH project on the income and employment metrics. The **red line** in each metric is the overall average performance for that metric. This chart is intended to show at-a-glance if there is any one RRH project that is consistently above or below the average. For example, we can see that RRH project #3 performed above average on all metrics, while RRH project #5 performed below average on all but one of the metrics. It is important to note that some projects serve significantly more households than others, which can have an impact on a project's overall average performance. RRH projects are specifically highlighted here in alignment with the initiatives underway to provide RRH projects with training around increasing employment and income for their clients.
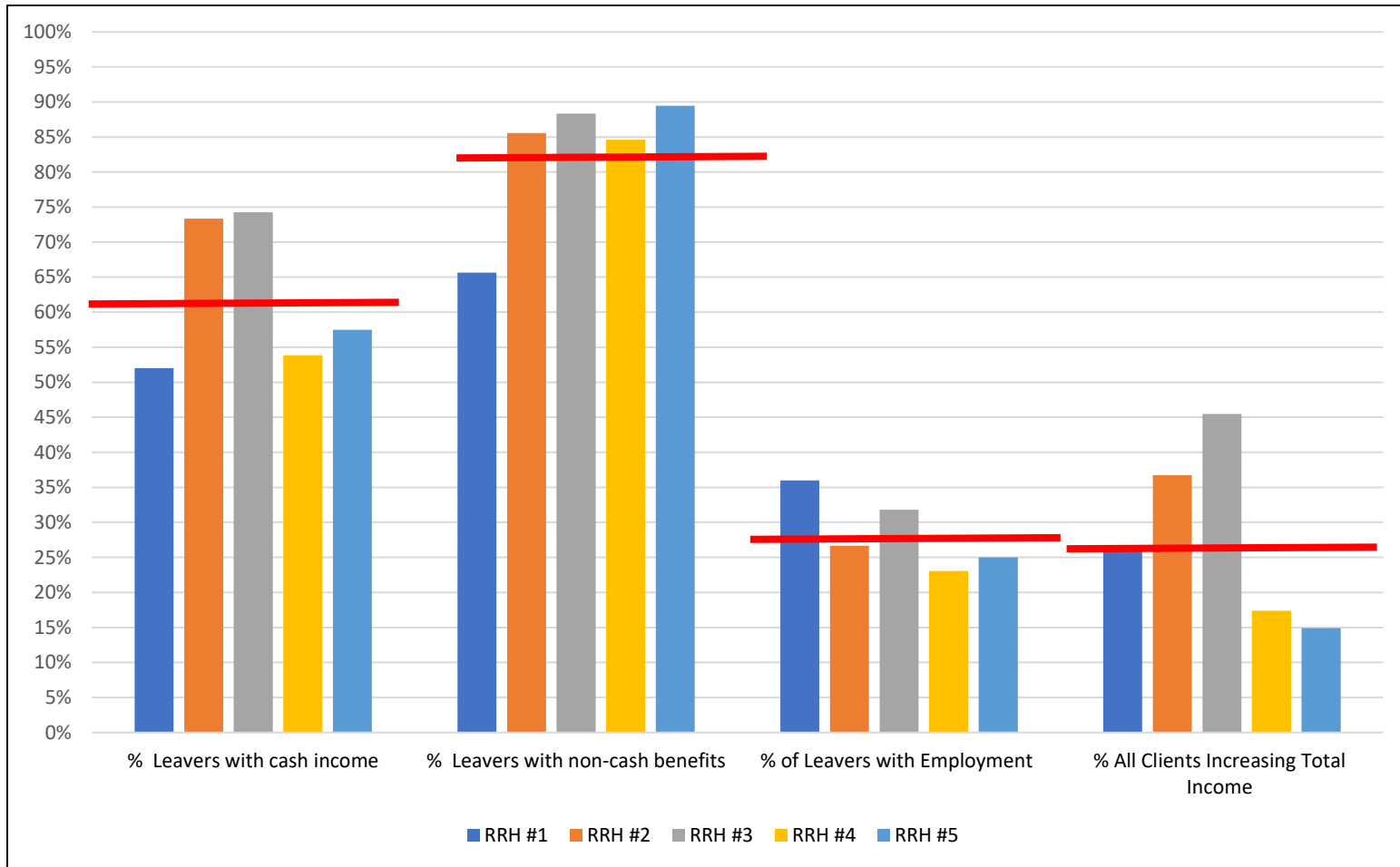
ATTACHMENT FIVE

New FY2019 CoC Project Ramp Up Monitoring
# Report to Detroit CoC Board of Directors
March 1, 2021

Two new projects funded in the FY2019 CoC competition are being monitored on a quarterly basis against occupancy and expenditure targets to help ensure they ramp up as quickly as possible and to identify any challenges during the ramp up phase.

The graphs below show project quarterly progress against targets. Projects are not all on the same quarterly schedule due to variations in project terms. If targets are not met follow up occurs to understand challenges in meeting targets or to assist in strategizing to improve target achievement.

Project Types:
- CHS: PSH Expansion
- Wayne Metro PSH
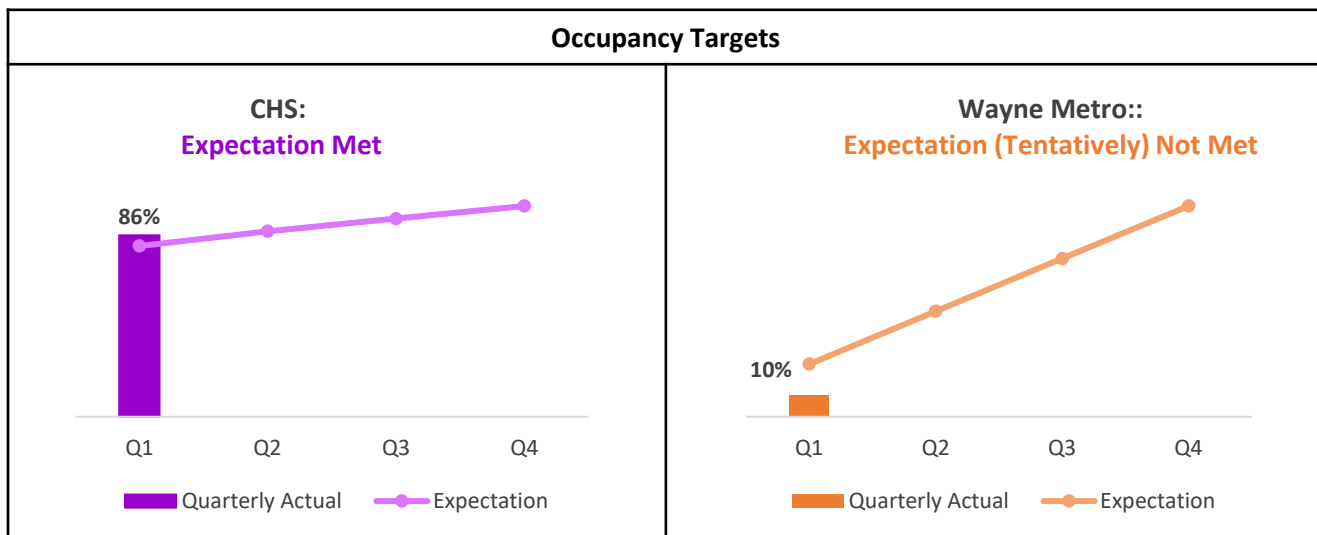
Comments on Occupancy Targets and Performance:
- **CHS:** Expansion project, so most units were already occupied at the start of the quarter. Project started taking referrals to new units as of 10/1/2020.
- **Wayne Metro**: Occupancy targets currently based on project having an initial grant term of 12-months; pending approval from HUD, this project may have an initial grant term of 15 months, which would impact the quarterly targets. As of late February, this project has enrolled additional households and is making progress increasing its occupancy.

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.

Quarterly Expenditures:
Rental Assistance Projects

	Q1	Q2	Q3	Q4	Final
WMCAA PSH	N/A				
Expectation	18%	36%	54%	72%	90%
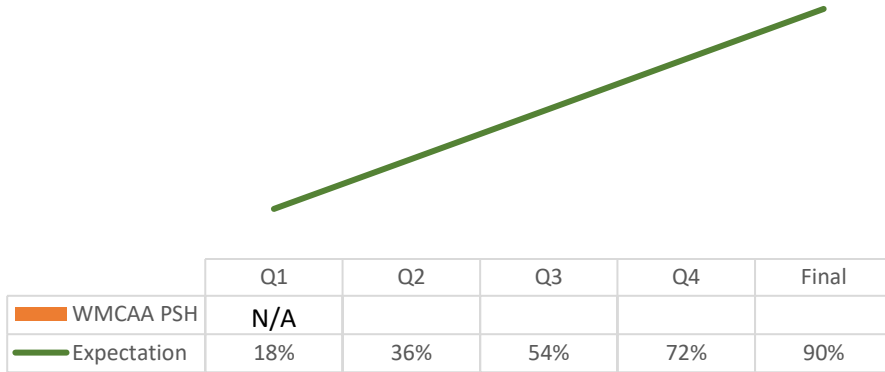
Quarterly Expenditures:
Non Rental Assistance Projects

	Q1	Q2	Q3	Q4	Final
CHS PSH	26%				
Expectation	19%	38%	57%	76%	95%
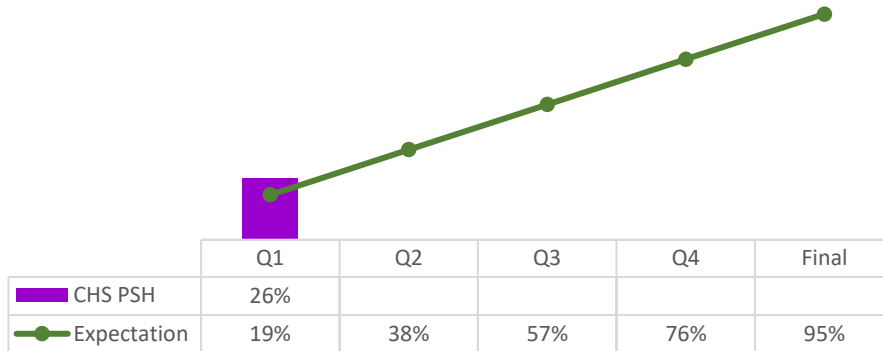
Comments on Expenditure Targets and Performance:
- **Wayne Metro**: Will be reporting on expenditures as of the end of their second quarter.

ATTACHMENT SIX

Housing Innovations Review CoC Policies and HUD Application Process Conducted by Homeless Action Network of Detroit (HAND) on behalf of the Detroit CoC

Presented to the CoC Board on March 1, 2021

<u>Overview</u>
Starting in late 2019, following a competitive bid process, HAND engaged with a consultant, Housing Innovations, to conduct an analysis of the how the Detroit CoC reviews, scores, and ranks projects for the local Continuum of Care (CoC) funding competition. The goal of this analysis was to have an outside perspective on the local process for evaluating, scoring, and ranking projects for funding and to receive recommendations for how to improve our local process. This report is the result of that analysis.

One item of note is that due to the timing of when Housing Innovations conducted their analysis, their analysis was based on how the CoC scored and ranked projects in the FY2019 competition. Therefore, there are notes throughout the document on the extent to which any changes were made from FY19 to the FY20 competition.

<u>How this Analysis Will Be Used</u>
This analysis will be used in the following ways:
1. To educate and inform the board and committees on how the CoC evaluates, scores, and ranks projects in our local competition;
2. To provide the consultant's insight on areas of strength and recommendations for improvement;
3. Specific recommendations in the report will be addressed as draft renewal project evaluation criteria for the FY2021 and future competitions are developed.

Housing Innovations Review of CoC Policies and HUD Application Process Conducted by Homeless Action Network of Detroit (HAND) on behalf of the Detroit CoC
May 2020

The Homeless Action Network of Detroit (HAND) requested that Housing Innovations review the Detroit Continuum of Care's (CoC) policies and procedures regarding monitoring CoC grant recipient agencies and the process for reviewing recipient performance and ranking applications for funding by HUD in the annual NOFA competition. The CoC annually ranks projects for funding based on performance outcomes and for permanent supportive housing projects, compliance with CoC and HUD policies. It combines in a single process the ranking and monitoring functions required of CoCs, adding a degree of efficiency to the process.

Permanent supportive housing projects are annually reviewed to determine ranking and compliance with policy and program requirements. For these project types, project scoring and ranking is based on performance outcomes and monitoring results. Other program types are ranked based on their performance score. The monitoring addresses compliance with HUD regulations and Housing First.

There are a few other factors that also distinguish the Detroit CoC approach to evaluating projects and ranking them for funding:

- The Detroit CoC has established a minimum score for renewal projects of 70 percent. Renewal projects that do not meet this threshold are not renewed unless the grantee files an appeal with the Appeals Committee and been granted approval to renew. This provides a very strong incentive for providers to minimally achieve sufficient scores to avoid having their funding reallocated. Establishing a minimum threshold score for renewals to be continued provides a clear and significant incentive for providers to achieve that score. Providers with projects that consistently do not meet the minimum score may not be allowed to renew.

- The Detroit CoC sets policies for the CoC competition on an annual basis – seeking to build on successes and revising those policies that may not have achieved intended goals. For the FY2019 competition, the CoC established a policy that up to $1 million in new funding will be ranked in Tier 1 – essentially guaranteeing that it will be funded. The new projects can be funded out of reallocated or bonus dollars. The Detroit CoC has an annual renewal demand of approximately $26.6 million. The $1 million represents a relatively small portion of the total CoC funding but ensuring that there will be new projects funded in that competition allowed for new evidence-based projects to be implemented. This allows for an infusion of new effective resources while ensuring that all existing providers have maximum incentive to achieve specified performance targets. This policy is most effective if the CoC is confident that there are renewal projects that are poor performers and the CoC and those who are experiencing homelessness in the community will be better served by changing either the provider and/or programmatic approach.

  One approach used by another CoC, which is worthy of consideration, is to score renewal and new projects according to separate maximum point scales. This CoC allows renewal projects to score up to 150 points and new projects to score up to 100 points. All projects are ranked solely according to their score not project type or new vs. renewal. In this approach new projects have the potential to be ranked above poorly performing renewals without arbitrarily establishing a certain funding target that must be awarded to new projects.

- The Detroit CoC employs a combination of performance outcomes (income and employment, permanent housing placement) and a review of key policies to evidence compliance with CoC

requirements and conformity with Housing First. Instead of solely focusing on a standard set of outcome measures, the Detroit CoC goes behind the measures to assess how the provider agency is implementing policies. Adequately implementing policies from a Housing First perspective can lead to long-term success. Evaluating outcomes without looking at the underlying policies could lead to significant variation in performance measurement from year to year since in the absence of sound policies, outcomes may be more random than determined.

- The Detroit CoC also has a TH project that is focused on persons experiencing homelessness with a challenging immigration status that makes them ineligible for many public services. This project is evaluated according to a modified metrics that does not deduct points for outcome results that cannot be accomplished by their target population.

This review will first discuss the performance-based evaluation factors and provide some suggestions for modifications. Housing Innovations feels strongly that it takes time for performance measures to impact outcomes and consistency in applying these measures will achieve the best outcomes. Therefore, for the most part, the suggestions will be for 'tweaks' of the current practices rather than dramatic changes. After the discussion of performance factors, Housing Innovations will review the policies review for permanent supportive housing projects.

Renewal Performance Scoring Factors

The Detroit CoC employs different performance scoring factors based on project type. For example, in the FY2019 competition, permanent supportive housing could score up to 118 points while rapid rehousing could only score up to 102 and the transitional housing projects could only score up to 99. The Detroit CoC funds projects in 'buckets' meaning that projects are scored and ranked by project type. In the FY2019 competition, PSH projects were ranked first, each ranked according to its score. RRH projects were ranked in the next tier also by score. Since PSH and RRH were not directly competing because they are funded first by category and then by score, it did not matter that different component types can have different total scores. The varying point totals allows the Detroit CoC to have greater flexibility in setting performance and policy factors without having to equalize the point scoring for all project types.

The rationale for funding projects in buckets according to project type is that certain project types such as permanent supportive housing are intrinsically better at ending homelessness and should be prioritized. Historically, when there were large numbers of transitional housing projects and many may not have been well targeted toward people in transition, prioritizing permanent housing projects was a reasonable and appropriate response. Now that HUD has emphasized the use of Rapid Rehousing and instituted the new joint Transitional Housing/Rapid Rehousing approach, it is less obvious why PSH should be automatically prioritized over these other approaches. This is a policy issue to be considered by the Detroit CoC; there are no clear 'right' or 'wrong' approaches.

Should the Detroit CoC choose to level the playing field and allow any project type to be ranked solely based on their renewal evaluation score, it will be necessary to equalize the potential points that can be scored by each project. This would mean that PSH, RRH, Joint TH/RRH and TH projects should all be able to obtain the same maximum potential score.

Performance Scoring Factors Used in the FY2019 Competition
This analysis reviews, and offers comments on, the performance scoring factors used in the FY2019 CoC competition. During the development of this analysis, the Detroit CoC simultaneously developed and implemented the evaluation and scoring of renewal projects for the FY2020 competition. Noted below are

changes the CoC made from the 2019 to the 2020 competition. Such changes were made based on HAND staff review of past average project performance, input from committees, and the public comment process. Recommendations for changes to performance scoring factors will be considered for future CoC competitions.

Income and Employment (15 points) are the first set of measures. With respect to these measures, the Detroit CoC focused only on program 'leavers' those who are no longer project participants. Focusing exclusively on leavers makes sense for RRH, TH, and joint TH/RRH since all participants must leave those programs and do so in no more than 24 months. And in order to sustain housing, these people will require income.

PSH is somewhat different. There is no requirement that participants leave PSH although there is considerable value in supporting those who no longer require the intensive supportive services to be able to 'move on' to other housing and free up the PSH unit for other high need people. Also, in PSH there can be varying reasons why some participants leave. The homeless population is aging and people who have been homeless tend to experience the health-related effects of aging more strongly and sooner than a comparable population that has not experienced homelessness. As a result, some people may leave PSH because they need a higher level of care which would impact their ability to have earned income or to increase overall income.

For housing projects (PSH, RRH, TH) there were a maximum of 15 possible points for income and employment divided across four factors: any cash income, non-cash benefits, earned income and total income. The first two factors each could earn up to 5 points and the latter two have a maximum potential of 3 and 2 points respectively.

Housing Innovations Comments:
- o *As referenced above, consider evaluating the PSH projects not solely in terms of the outcomes of leavers but also include those who remain in PSH. Since the majority of PSH participants do not leave and because participants must be disabled to qualify for PSH many may leave for reasons not related to the overall effectiveness of the project in meeting their needs. Therefore, it is recommended that the CoC consider evaluating the PSH projects based on the income and employment outcomes of both leavers and stayers. In order to assess the outcomes of stayers, the participant will have had to be resident in the project for 12 months or longer because the data on income and employment will be based on the annual income review. For participants who have been resident for less than one year, data will not be available to assess changes in income or employment. It is not uncommon for participants in PSH to remain for periods far in excess of one year so there should be reasonable data on long-term stayers.*

- o *The number of possible points for participants with earned income (3) is less than that for any cash income (5) or any non-cash benefits (5). In the 2019 NOFA, HUD put considerably more focus on employment for participants. Although employment does provide cash, it also provides considerably more than that. It helps people to have a role and purpose and it gives them a way to occupy their time, which otherwise might be spent on activities that are not consistent with housing stability. Having structure and purpose in their lives, helps people in PSH be able to maintain that housing. Because of HUD's increased emphasis and the extensive benefits to participants from employment, it is suggested that the potential points for earned income be increased to be the same as for any cash income or any non-cash benefits.*

  Changes from FY2019 Implemented in FY2020 Competition:
  - ➢ The maximum amount of points RRH and TH projects could earn for this component increased, in light of the importance of those program participants gaining income upon leaving the programs.

➢ PSH projects were scored on the percentage of project stayers who had health insurance, recognizing the importance of having health insurance in being able to access care.

Housing Performance (40 points). Unlike the income and employment factor, the housing performance outcome measures varied according to the type of project. PSH was evaluated in terms of retention in permanent housing which included either remaining in PSH or moving to other permanent housing. For RRH, TH, and the Joint TH/RRH where remaining in the housing permanently is not a program feature, the measure focused on exits to permanent housing. Additionally, all housing program types were also evaluated based on the extent to which they maintained high levels of occupancy: for PSH that translated to having occupancy above 90% and for RRH and TH above 85%.

The Detroit CoC awarded up to 30 points for housing retention (PSH) or exits to permanent housing for RRH and TH. However, PSH projects could score 10 points if their PH retention rate was as low as 75% and for TH and RRH 10 points could be scored for PH placement rates as low as 65%. Similarly, PSH, TH and RRH projects could score 10 points for occupancy provided they were at or above 75% occupancy.

Housing Innovations Comments:
- o *Housing performance is absolutely critical to the CoC so it makes sense for these factors to have a total point value of 40 points.*

- o *With respect to PH retention for PSH and PH placement for RRH and TH, it might be reconsidered whether points should be awarded for some of the lower outcomes. Providing 10 points (out of 30 possible) for PSH projects that only achieve 75% PH retention or 65% PH placement (for RRH and TH) – allows for a program failure rate of 25% and 35% respectively. That seems high.*

- o *A similar argument can be made for the points awarded for occupancy. For PSH, RRH, or TH projects, these projects will score 5 out of 10 points for only achieving 75% occupancy. A quarter of the resources are not being used and it is hard to see how that justifies giving half of the possible points. Given the crisis of homelessness and the urgent need to address it, high vacancy rates should not be rewarded. This is especially true for RRH projects. RRH projects require a balancing act by the provider. The goal is to place households in permanent housing as rapidly as possible and allow them to sustain that housing without ongoing support. At the same time, the goal is also to minimize the number of households that are not able to sustain their housing. HUD requires RRH providers to budget an entire year's worth of rental assistance for each assisted unit, but the expectation is that many will not need that much subsidy. It is reasonable, therefore, to expect RRH providers to achieve a high rate of occupancy based on the total number of units budgeted.*

  Changes from FY2019 Implemented in FY2020 Competition:
  ➢ New metrics were added for PSH projects, to further the CoC's goal of improving quality of PSH programming. These new metrics were the length of time to housing, program staff availability, facilitating and tracking referrals, and the completion of the CSH Dimensions of Quality Self-Assessment.

Financial Performance (15 points). This is measured by the Detroit CoC based on the percent of total grant funds expended during the contract year. The Detroit CoC also had an innovative approach for this factor. It set different expenditure targets for projects using rental assistance. This reflects the fact that rental assistance projects have greater difficulty fully expending funds as a result of how HUD requires that applications be budgeted and the impact of the requirement that participants pay a specified percentage of their income for

rent. If the project has a rental assistance budget based on 100% of the FMRs and the participants are paying a portion of the rent, funds will inevitably accrue in the rental assistance line leading to under-expenditure. Projects without a rental assistance budget line scored the full 15 points if they expended at least 95% of grant funds; those with a rental assistance budget scored 15 points for expending 90% of grant funds. Funds not expended at the completion of the contract term are recaptured by HUD, providing no benefit to the community therefore having a performance factor based on this is extremely important.

Housing Innovations Comments:
- o *As noted above, the community does not benefit from funds returned to HUD, so it makes a lot of sense to incentivize providers to fully expend contract funds.*

- o *The approach recognizes that it can be more difficult to fully expend rental assistance funds but keeps the requirement for achieving full points at the relatively high level of 90%.*

- o *In addition to the use of rental assistance, a significant number of providers also use leasing as the approach for providing housing assistance. Leasing is very similar to rental assistance in that the budget can be for the full amount of the FMR and participants are required to pay a percent of their income for rent. The Detroit CoC might consider assessing leasing projects to see if they have the same issues with respect to expenditure as rental assistance funds.*

- o *Under-expenditure is a common problem among rental assistance projects. Giving a lower expenditure threshold is one way of addressing this but while it recognizes the problem for providers, this does not lead to higher levels of grant expenditure. Proactive grantees will address under-expenditure by modifying the budget to decrease funds in the rental assistance line and increase elsewhere or by renting additional units. The Detroit CoC might consider providing additional points to grantees who demonstrate that they are proactively managing their budgets by submitting budget modifications to HUD or by renting additional units with the 'surplus' funds.*

Changes from FY2019 Implemented in FY2020 Competition:
- ➤ The total amount of points possible for this metric was decreased from 15 to 8, so that this metric was not weighed as heavily as other metrics.

HMIS (20 points). A well-functioning homeless management information system (HMIS) is essential to a successful CoC. The Detroit CoC employed four measures regarding HMIS: participation in agency administrator meetings, fully reporting the Universal Data Elements that are the core of the HMIS data collection, ensuring that at least 75% of participants who exit leave for known destinations, and submission of the data required for the Housing Inventory Chart (HIC).

There were 8 agency administrator meetings in the prior year and to score the maximum points for this factor (3 points), grantees would have needed to attend the majority of the meetings (at least 5).

For the Universal Data Elements (UDE) to score the full 6 points, grantees would have to have the full UDE for at least 90% of participants. To score the full 6 points for 'known' destinations, grantees needed to know the exit destinations of at least 75% of participants and they could have scored 3 points for knowing the destination of at least 50% of participants.

The final set of points for HMIS related to submitting the necessary information for the Housing Inventory Chart (HIC) by the announced deadline for submission. For this factor, 5 points were awarded on an 'all or nothing' basis.

Housing Innovations Comments:
- o *Given the importance of HMIS to the overall operations and outcomes of the CoC, it is reasonable to assign the 20 points to this concern.*

- o *The benchmarks for HMIS outcomes are all reasonable with the possible exception of the scoring for 'known destinations.' Knowing where participants are living after they leave a homeless assistance program is critical. This is a key determinant of the success of the program and not knowing the exit destinations makes it difficult to evaluate the programs. Scoring full points for only knowing the exit destination for three-quarters of the participants seems a little low. Getting half of the possible points for not knowing where half of the participants ended up does not seem completely reasonable.*

  Changes from FY2019 Implemented in FY2020 Competition:
  - ➢ No changes were made in 2020

Consumer Participation (5 points). This metric required grantees to have an individual with lived experience of homelessness on the agency's board of directors or equivalent policy-making entity.

Grantees who met this requirement which is specified in the CoC Interim Rule at 578.75(g) scored the full 5 points. Those who did not have a representative with lived experience but who had a plan in place to secure this participation scored 3 points. Those with no plan and no participation scored zero.

Housing Innovations Comments:
- o *Consumer engagement is critical to the success of CoC funded programs. Ensuring that people with lived experience can influence and shape assistance programs is invaluable.*

- o *However, participation by consumers on the lead policy making entity for a grantee organization is not optional. This is required in the Interim Rule and has been since the rule was adopted.*

- o *Although it is certainly preferable that grantees at a minimum have a plan to meet the regulatory requirement, the presence of the plan will not be sufficient if HUD were to monitor the grantee.*

- o *It is within the discretion of the CoC to provide points for a plan to meet the consumer participation requirement and this may incentivize providers to meet this requirement. However, it should be clear to the grantees that even if they score these 3 points, they will not meet HUD's regulatory requirement, and this would likely be a finding if the grantee were monitored by HUD.*

  Changes from FY2019 Implemented in FY2020 Competition:
  - ➢ PSH projects were scored on the percentage of tenants that reported satisfaction with housing. This metric was added as a part of improving PSH project quality.
  - ➢ All projects could have earned negative points based on substantiated grievances received the prior year. This metric was added to emphasis the importance of incorporating the client voice in CoC programming.

CoC Participation – 3 points. The CoC holds meetings every other month for a total of 6 in the year. This measure is solely based on the grantee having a representative at the CoC meetings. Participation in these meetings is critical as this is how the CoC sets policies and priorities. The points are prorated based on the number of meetings attended. At least 5 of the 6 meetings must be attended to score the full 3 points. Grantees attending one meeting or less over the year score zero.

Housing Innovations Comments:
- o *No comment. This seems entirely reasonable. It is important that there be participation in the CoC. The number of points assigned to this factor is also reasonable.*

   Changes from FY2019 Implemented in FY2020 Competition:
   ➢ No changes were made in 2020

Coordinated Entry Participation (PSH 5 points, RRH 4 points, TH 1 point). This metric provided points to grantees for: participation in CoC coordinated entry subcommittee meetings (up to 2), reporting outcomes of CAM referrals in HMIS (up to 1),and points for the percentage of clients who enter the project based on CAM referrals (up to 2 for 100%). The factor for reporting outcomes in HMIS only applied to PSH.

Housing Innovations Comments:
- o *Coordinated entry makes considerable time demands on participating providers. Providing points for attending the critical meetings that makes the process happen, makes sense and provides a small, additional incentive for attending.*

- o *Providing maximum points to providers who fill 100% of their vacancies through CAM referral also makes considerable sense. However, the number of points awarded for this might be reconsidered. In addition to being mandated by HUD, coordinated entry is an essential tool in ending homelessness and prioritizing assistance. Therefore, the CoC might consider providing more than 2 points for accepting all program participants through CAM.*

   Changes from FY2019 Implemented in FY2020 Competition:
   ➢ TH projects were scored on the percentage of new client entries coming from CAM as of 9/3/2019 (the date "side doors closed").
   ➢ TH projects and HMIS lead agency were scored on TH workgroup meeting attendance, as participation in those workgroups were key in 2019 as side doors were closed to TH.
   ➢ PSH and RRH projects were scored on the extent to which Housing Move In Date data was completed. This metric was added because accurate Housing Move In Date data impacts many project-level and system-level HMIS reports and provides provider accountability for moving referred clients into housing.

Performance Factors Not Currently Used but Worth Consideration
In addition to the above performance factors, there are some other factors that are worth considering. These factors align with or track HUD established system performance measures.

- For RRH projects, length of time from program entry to being housed. The system performance measure is the length of time that people experience homelessness in the community. One way to keep this at the minimum is to get folks receiving RRH assistance housed as soon as possible. Maximum points would be awarded to RRH providers that are able to place people into housing within 30 days of referral to the program.

- For PSH projects, percentage of clients who are able to move on to other permanent housing. PSH is the most expensive and intensive resource in the CoC. If those units can be freed up to allow other persons to move in, it can lead to a reduction in the number of people experiencing homelessness in the community. The CoC does evaluate the extent to which participants in PSH remain in PSH or move to other permanent housing. However, having a reasonable level of turnover in PSH projects is important. These are costly projects. Persons who are able to maintain housing in PSH tend to stabilize

and over time have significantly decreased service needs. Rewarding providers who are able to place some of these participants in other permanent housing could encourage more turnover and allow more people to enter into PSH. This measure is similar to the measure for retaining PSH or moving on to other PSH, but it would give extra points to the 'moving on' as a way to incentivize turnover in PSH units.

- <u>For all housing types, returns to homelessness.</u> This is a system performance measure and a reasonable way to measure the overall success of homeless assistance programs. Points can be awarded based a low percent of returns to homelessness after 6 and 12 months. One issue regarding this measure is that it takes a period of time after program start to generate sufficient data for the measure. Participants must be enrolled, exit the program, and have either 6- or 12-months pass after leaving the program. Therefore, the measure will only be useful for programs that have been in operation for longer period of time. Additionally, HUD measures returns to homelessness for as long as 24 months after leaving the program. Returns to homelessness after a year after leaving the program, could be the result of factors that are not related to the homeless assistance they received. If this factor is employed, it is suggested that returns only be tracked for 6- and 12-months periods of time.

PSH Policies

In addition to the process and performance evaluation described above, the Detroit CoC uses an innovative approach as part of the process to review project performance and to rank projects for the annual CoC competition. Where the CoC distinguishes itself is in the review of CoC policy priorities. It is common for CoCs to address compliance with CoC policies such as the use of Housing First and participation in the coordinated entry process, the Detroit CoC goes much further by engaging in an in-depth look at a number of CoC policies, combining onsite monitoring with data gathering for the CoC competition. This is a best practice for CoCs.

The policies that the CoC reviews are complex and provide an insight into how the CoC is accomplishing other key policy priorities such as implementing Housing First. The CoC requires providers to provide in-depth information on these policies so that they can be fully assessed.

The CoC policies that are subject to this review include:
- Annual service plan review for project participants
- The process for the collection of participant's monthly rental charges
- The process for calculating participant's utility allowances and required tenant contribution toward rent
- The process for terminating a participant from the program
- How the project implements Fair Housing and Equal Access

The CoC implements this policy by providing detailed guidance to a panel of reviewers who consider the minimum required elements to comply with CoC policies and seek to identify if any 'red flags' exist in terms of policy decisions by the agency that are not in keeping with Housing First, HUD or CoC policies. This examination of these policies provides a much more in-depth examination of agency policies than is common among CoCs and focuses attention on policies that are likely to lead to improved system performance outcomes, if implemented in accord with CoC policy.

Instead of relying solely on participating agency data reports, the CoC has also combined this with an onsite review of the policies under consideration. This allowed the CoC to simultaneously monitor contract agencies compliance with HUD and CoC requirements, provide technical assistance, and assess performance.

The process employed by the Detroit CoC is somewhat complex requiring a fairly high level of sophistication among reviewers to fully assess the policies being employed by providers and to determine if they meet the CoC standards. It also requires that providers master complex policies. To ensure that this process has maximum impact it needs to be consistently employed for a period sufficient to allow both the CoC and the providers to be familiar with the requirements and to be able to adjust their policies where needed to come into compliance. Accordingly, Housing Innovations encourages the CoC to maintain as consistent approach as is possible while looking to make refinements so that the process can be more effective.

In the next section, the individual policies that were reviewed will be discussed in terms of their importance to CoC goals and the effectiveness/appropriateness of the required elements and assessment processes. Following that will be a review/discussion of other policies that the CoC might consider including. Finally, Housing Innovations will provide some preliminary recommendations.

Review of Current PSH Policy Monitoring

Annual Service Plan Review.
The HUD CoC regulations 24 CFR 578.53(a)(2) require that recipients and sub-recipients conduct 'an annual assessment of service needs of program participants and should adjust services accordingly.'

- Although the regulations require an annual service plan review and the policy follows that, in terms of delivering services, the one-year requirement does not reflect participant need or quality supportive services.

  o Following HUD's prioritization, entrants into permanent supportive housing should either be chronically homeless and/or have significant histories of homelessness and severe service needs. The transition from being homeless to being housed is a challenging one – it requires a very different set of behaviors to succeed than living homeless. Therefore, there is considerable need for well-planned and intensive services.

  o The Evidence Based Practice (EBP) supporting this transition from long-term homelessness to housed is Critical Time Intervention (CTI). CTI focuses on the 'critical time' when formerly homeless people are placed in housing. According to this EBP, service plans should be narrowly focused on achieving housing stabilization and should be updated no less frequently than quarterly in the early stages of housing. CTI is emphasized as an EBP to consider because the approach focuses on the transition from homelessness to being housed and provides concrete tools to help workers support participants in this transition. For research supporting the effectiveness of the CTI model, please review: *Critical Time Intervention: An Empirically Supported Model for Preventing Homelessness in High Risk Groups (The Journal of Primary Prevention, July, 2007)*

  o Given the intensity of service need and the changes that the participants will experience as they adjust to the role of tenants, establishing a one-year timeframe for assessing and adjusting services is setting forth a questionable service model, even if specified in the HUD regulations. Reviewing and updating service plans on an annual basis is likely to be insufficient to meet the needs of participants. Nothing precludes the CoC from adopting a standard that meets and exceeds the HUD standard.

  o Additionally, while this policy is problematic for permanent supportive housing, it is even more challenging for rapid rehousing. In RRH, the expectation is that participants will receive

assistance for as short a time as necessary to end their homelessness. In practice, many if not most, participants will receive less than twelve months of assistance. For RRH the one-year service plan review requirement may never apply since their participation would be less than 12 months. Accordingly, emphasizing a shorter time period for service plan review, would make this review more broadly applicable to all CoC supported permanent housing.

- There are two possible approaches: having the CoC move toward adopting the EBP of CTI and requiring a quarterly as opposed to an annual service plan review or allowing providers to set their own policies on service plan review (provided, of course, that they do not require less than the annual review) and explain and justify those policies as part of the monitoring/review process.

- It is recommended that instead of emphasizing the one-year service plan review required by the regulations, the CoC have a policy to require that providers indicate the frequency of service plan review and why these intervals were selected. It is also suggested that providers address in the service plans:

    o Specification as to what the worker and the participant will do. The current format seems to focus just on the participants and other members of the participant household. It is useful to identify the tasks that will be carried out by the workers as well as the participant.

    o Evidence that the goals specified in the plan are person-centered and individualized to what the person wants to accomplish/achieve. Person centered planning is extremely important. The review of goals for the service plan should consider whether those included are reflective of what the participant wishes to achieve in order to stabilize housing or whether they are echoing concerns of the worker. Ideally the goals specified in the service plan should be in the participant's own words.

    o Evidence that the goals in the plan are linked to the overall goal of maintaining housing stability. The case management provided should be focused on supporting housing stability – goals identified in the plan should be targeted and narrowly focused on activities most necessary to maintain housing.

Rent Collection Process.
The next policy considered by the CoC is the process for collecting the tenant's share of the rent. The actual involvement of the providers in the rent collection process will vary significantly:

- If providers are using tenant based rental assistance, their role in the rent collection process should be minimal. The rental agreement should be between the participant and the landlord and the lease should specify that the participant is responsible for paying their share of the rent to the landlord. Providers should enter into an agreement with the landlords specifying the rent that the program will be paying, the participant rent payment (if any), and that the landlord will notify the provider prior to or when taking action against the participant.

    o In the case of very low-income tenants, the tenant rent payment should first be assessed with respect to the utility allowances. If the tenant rental requirement is less than or equal to their utility allowance, the participant will not have a rental obligation to the property owner as by satisfying the utility allowance, they meet their monthly rental requirement.

- Where the participant has higher income, they would pay the difference between their utility allowance and their required rental contribution directly to the landlord.

- In both of these instances, there should be limited involvement of the recipient agency in the process of actually collecting rents. The worker role should focus on communications with the property owner to verify that rent payments have been made or if they have not to work with the tenant to understand why the payment has not been made and what can be done.

- One of the goals of the assistance should be to help participants meet their rent payment obligations without outside help so that they can maintain it in the future without assistance.

- It is also important that case managers see their role as supporting participants in meeting their tenancy obligations but not assuming the role of the property manager. The property manager is responsible for rent collection. Property managers may seek the help of case managers in getting rent but case managers should recognize their primary responsibility is to the participant not the property owner.

- If the provider is using another form of housing assistance – such as project or sponsor based rental assistance or leasing – then the provider will be playing a more direct role in rental collection. In these instances, the provider is either the owner of the real property or is the direct lessee of the property. In almost all these cases the project participant will be paying rent directly to the grant recipient.

  - For these types of housing assistance, the policy as specified, is workable and should be continued. For tenant based rental assistance, it might be best if the different agency responsibility is spelled out – that the recipient does not have a role in the rent collection process but that it maintains contact with the property owner and when rent is not paid in a timely manner by the participant, case management will identify that and proactively work with the participant to assist in meeting the rent obligation.

- The recommendation is that the policy review on rent collection follow separate paths for tenant based rental assistance and for housing supported with leasing, sponsor- or project-based rental assistance. For the latter approaches, the current monitoring policy should be continued. For tenant-based assistance, the policy should not emphasize rent collection since the provider will have a minimal role in this process. Instead the policy monitoring should review what actions are taken by the worker to determine whether the participant is meeting the obligations of tenancy and finding ways to support them in doing so.

Rent and Utility Allowance Calculation

HUD's required process for verifying household income, determining adjusted income, and then calculating the participant's share of the rent is extremely complex and provides many opportunities for errors. Errors in this process could lead to participants receiving less assistance than they need to maintain housing or over-payments that could lead to HUD reclaiming funds from the provider.

The required elements and 'red flags' issues regarding this matter are appropriate. This is a 'high-risk' area for providers in that the process is very complex and the ramifications for errors could impose a financial burden on either the provider or the participants.

One element that is referenced in the 'recommended elements' that deserves more emphasis is the use of some standardized tool or template. As noted above, HUD's requirements are very complex and in the

absence of a specialized tool, it is very easy to make an error or omit an income source or deduction. Since this policy has a potential direct impact on both providers and participants and since there is a high opportunity for error – this policy should be continued with, if possible, an increased emphasis on using a standard tool or template such as an Excel file. The conformity of the tool or template with HUD requirements should be reviewed as well as the consistency of the provider in using the tool/template.

Program Termination

Program termination is a critical issue. Housing First stresses that terminations should only be used in instances in which a tenant with a standard residential lease would face eviction as a result of their actions. If the reason for termination is not grounded in something that would constitute a lease violation, then Housing First would suggest that it not be grounds for program termination. The policies around termination are an excellent indication of the overall orientation of a program in supporting people in maintaining housing.

Another issue to consider is the distinction between losing a housing opportunity and being terminated from the program. PSH projects that are single site will have less flexibility to continue to serve participants if they have been removed from the single site. However, in scatter-site programs, loss of the housing unit does not necessarily equate to program termination. Programs should have policies in place regarding rehousing (and engagement with coordinated entry, as appropriate).

Participants who lose their housing because of non-payment of rent or behavioral issues should not automatically be terminated from the CoC program. In single site programs, participants terminated should be referred back to coordinated entry for rehousing. In this situation, the provider does not have alternative housing for the participant so a referral is needed to a new provider.   In scattered site housing, a case-by-case determination should be made as to whether the reasons for the eviction or loss of housing are also appropriate for terminating a participant from the program. Since the goal is to end homelessness, whenever possible the outcome should be rehousing instead of termination. However, in rehousing participants consideration should be given to what changes can be made to ensure that the same factors that led to the loss of housing will not reoccur. If, for example, the participant has lost housing because of a failure to pay the participant share of the rent, then it is reasonable to require some changes by the participant such as having an automatic debit from their checking account for rent as soon as their disability check is deposited.

One of the most significant barriers to housing is a recent eviction. Therefore providers should seek to prevent evictions to the extent possible and when a landlord is no longer willing to house a participant, seek to negotiate a mutual recession of the lease that would require the participant to leave the housing but to do so via an agreement as opposed to a court ordered eviction. It will be much easier to rehouse a participant who has lost their housing but have not been evicted than if a formal eviction was completed. A major component to review as part of the termination policy is the provider's policies around eviction prevention. This should include education and training in tenancy skills and proactive steps in the event a participating household may be at risk of eviction.

A related factor that is not addressed in the current policy is applicant rejection. Housing First looks at both admissions and terminations from housing. Persons should not be denied admission based on their prior housing, financial or criminal justice histories. The only exceptions are criminal convictions that are directly related to behaviors that would put themselves or others at risk. There should be specific written reasons for any household that seeks assistance and is rejected by the provider.

The way to assess whether potential participants were inappropriately denied admission would be to review case files of those denied program entry (with a very careful look at those referred from coordinated entry) to see if those declinations were consistent with Housing First.

The termination policy is useful and appropriate. Suggestions to consider are:

- Encouraging providers to distinguish between the loss of a housing unit and program termination and to establish policies on when to rehouse a participant who has lost housing;
- Include policies on program admission to assure that the program is following Housing First.

Fair Housing and Equal Access

This is a good and reasonable policy. These protections were recently expanded, and it makes sense to monitor on this. Also, since some at HUD appear to be questioning some of these policies, it is valuable for the CoC to identity what its policies are and will be. This can be an opportunity for the CoC to establish that regardless of possible changes on the national level, the CoC subscribes to the policies associated with equal access.

Since PSH is mandated to serve persons with disabilities, it might be useful to also examine whether providers have a policy around reasonable accommodations, under what circumstances accommodations would be offered, and the types of accommodations that could be made. This could include accessible units, higher utility allowances, live-in aides. Providers that had a specific policy around requesting reasonable accommodations, documentation required to support the request, process for determining the 'reasonableness' of the request, and guidance on the accommodations to be offered would all be useful.

Other Possible Areas to Consider for the Policies Monitoring

- **Steps to engage and retain landlords**
  This is critical for any project seeking to use privately owned housing for program participants. Having policies and staff focused on recruiting and retaining landlord participation can reduce the time it takes to house participants and to develop housing options for hard to serve participants. Strategies to increase the engagement of property owners are only increasing in importance. Rental markets are becoming harder to access in communities across the country. Without specialized efforts to engage property owners, it will be increasingly difficult for homeless assistance programs to be able to access housing for participants.

  The requirement for a policy around landlord engagement would apply to all providers who use either tenant based rental assistance (useful to help set the stage for rapid rehousing monitoring) or leasing to provide housing assistance.

  These programs can only be successful if they are able to recruit and retain landlords. Providers could be assessed to the extent that they:
  - Have designated staff that work with property owners who regularly works in the community to identify and address concerns of property owners.
  - Have a regular process of contacting property owners once a participant leases a unit to proactively support tenancy;
  - Seek to resolve issues for property owners to ensure their continued participation; and
  - Engages in some form of outreach to encourage property owners to house program participants.

- **Engagement of Persons with Lived Experience**
    - 24 CFR 578.75(g) requires that all recipients and sub-recipients must have homeless participation on their boards of directors and to the maximum extent possible involve homeless people in operating the project.
    - The CoC has a policy to assess the extent to which providers have people with lived experience on their boards of directors or other decision making entity in the organization. However, this engagement can and should go beyond representation on the board to include employment opportunities, the use of peer workers, and less formal means of obtaining participant input such as rotating small groups of participants for a lunch discussion.
    - The monitoring would assess the extent to which the provider has implemented these requirements including:
        - The use of 'peers' in providing program services;
        - Ways in which providers seek feedback from participants such as resident councils in single-site projects; consumer surveys; and/or focus groups of program participants.
        - Other employment provided to participants.

Summary of Recommendations for Policy Review

- Annual Service Plan assessment.
    - Move focus away from annual. Have providers identify when and how they conduct assessments, demonstrate person-centered plans, and focus case management on housing stability.
- Rent Collection Process.
    - This is a good policy for sponsor-based and project-based assistance. For tenant-based assistance, the policy should be less focused on rent collection, since that will be the responsibility of the owners and more of a focus on how workers are supporting participants in meeting their rental obligation.
- Rent and Utility Allowance Calculation
    - This is an important element and well described. The suggestion is to emphasize the use of a standardized tool to avoid errors and omissions.
- Termination
    - In addition to looking at terminations, also explore whether appropriate participants are being denied admission.
    - Address how providers seek to prevent evictions and Fair rehouse rather than terminate participants.
- Fair Housing and Equal Access
    - Use as an opportunity to emphasize that the CoC continues to support equal access.
    - Expand to include a consideration of reasonable accommodations.
- Additional policies:
    - Consider adopting policies on:
        - Recruiting and retaining landlords and
        - Participation by persons with lived experience

ATTACHMENT SEVEN

Detroit Veteran Coordinated Entry Flow Chart

Start

Detroit Veteran Presents w/ Homeless Housing Crisis

↓

Veteran referred to CAM for Assessment

↓

SQUARES Indicates "VA Eligible?" — **No** → Refer to VA registration/ Proceed Non-VA process

Yes ↓

Veteran is Literally Homeless — **No** → Divert to Homeless Prevention SSVF

Yes ↓

CAM completes Homeless Assessment

CAM HMIS Assessment alerts BNLC →

↓

CAM Refers Veteran to Shelter

↓

CAM notifies VA of Shelter Placement

↓

VA Completes VA Assessment

↓

Over income or Scored 1-3 on VISPDAT? — **No** → Assess for GPD/CR Placement → Clinically appropriate to submit referral to GPD/CR? — **Yes** → GPD/CR Enrolls, HMIS, Completes Housing Plan & Permanent Housing Placement

Yes ↓

Remains in Shelter

(Clinically appropriate to submit referral to GPD/CR? — **No** → Remains in Shelter)

Notes:

- Full VA Assessment : Vets who enter GPD/CR need full VA assessments. Those who are Humanitarian or don't qualify for anything if **NOT** placed at GPD/CR then no VA assessment needs to be completed.
- VASH completes full SPDAT for prioritization when VASH vouchers are fully utilized.
- SSVF, PSH, GPD/CR providers work together to permanently housed Veterans in Detroit.
- Phase II: Focus on detailed work flow for Prevention

BNLC adds Veteran to BNL, refers based on Housing Track

↓ (three branches)

Self-Resolve | Rapid Rehousing | Permanent Supportive Housing

Self-Resolve ↓ SSVF Eligible?
Rapid Rehousing ↓

SSVF Eligible? — **No** → Provides Housing Resources & Refers back to BNLC

SSVF Eligible? — **Yes** ↓ Enrolls, HMIS, Completes Housing Plan & Permanent Housing Placement

VASH & CHS Eligible? — **No** → Returns to BNLC for RRH Referral

VASH & CHS Eligible? — **Yes** ↓ Enrolls, HMIS, Completes Housing Plan & Permanent Housing Placement

Permanent Supportive Housing ↓ VASH & CHS Eligible?

End

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