

Detroit Continuum of Care | Board of Directors

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

Board Meeting Agenda | September 13, 2021 | 2:00-4:30pm | Webinar: [Registration Link](#)

<p>CoC Board Norms:</p> <ul style="list-style-type: none"> • 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. 	<p>CoC Board Draft Values:</p> <ul style="list-style-type: none"> • 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.
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Time	Agenda Item	Presenter	Committee <i>(see acronym list below)</i>	Attachment
Housekeeping & Agenda Setting				
2:00 pm	Welcome and Introductions	Amy Brown	EC	--
2:05 pm	Executive Committee Report & Announcements <ul style="list-style-type: none"> - Board Member Resignations - Michigan Homelessness Policy Council - 2022 Point in Time Count Planning - Openings on Grievance Committee - Launch of Governance Charter Revisions Process 	Amy Brown	EC	--
2:15 pm	Consent Agenda <ul style="list-style-type: none"> - August 2021 Board Minutes (ACTION ITEM – VOTE) 	Amy Brown	EC	# 1
Additional Information (No Immediate Action)¹				# 2 – 3
Applications and Funding				
2:20 pm	FY2021 CoC Competition <ul style="list-style-type: none"> - Notice of Funding Opportunity (NOFO) Analysis - New Project Funding Recommendations (ACTION ITEM – VOTE) 	Amanda Sternberg & Kaitie Giza	VFPC	# 4 <i>(new project recommendation sent separately)</i>
3:00 pm	MSHDA ESG FY22-23 Provider Selection Process (ACTION ITEM – VOTE)	Jasmine Morgan	VFPC	# 5
3:20 pm	Emergency Housing Vouchers (EHV) and Housing Choice Vouchers (HCV) Updates	Jasmine Morgan	ESG Planning	--
3:30 pm	Detroit at Work Housing Pilot	Laura Urteaga-Fuentes		# 6
3:40 pm	5 minute break 😊 (Stay on Zoom please!)			
Additional Information (No Immediate Action)²				# 7
Committee & CoC Work				
3:45 pm	Performance & Evaluation Committee	Amanda Sternberg	PEC	--

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

² Additional Information from Committee Work – **Attachment 7:** FY2019 Ramp Up Report

	- Update on PSH Quality - Affirming CoC Board Representative			
Additional Information (No Immediate Action)³				# 8
Advancing Equity				
4:00 pm	Developing a Policy for Compensating People with Lived Experiences of Homelessness (ACTION ITEM – VOTE)	Tasha Gray & Kaitie Giza	Advisors Group, EC	# 9
4:30pm – Adjourn				

NEXT MEETING: OCTOBER 4, 2021 | 2:00-4:30PM | WEBINAR (UNTIL IN-PERSON MEETINGS RESUME)

Key Committee and System Partner Acronyms:

PEC – Performance & Evaluation Committee – **Co-Chairs:** Catherine Distelrath & Amanda Sternberg | **Staff:** Amanda Sternberg

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

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

³ Additional Information from Committee Work – **Attachment 8:** CAM Q2 Report

ATTACHMENT ONE

Detroit Continuum of Care | Board of Directors

Working to Equitably End Homelessness in Detroit, Highland Park, & Hamtramck
August 9, 2021 Board Meeting Minutes

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

Board Members Present

Amy Brown
Catherine Distelrath
Celia Thomas
Chioke Mose-Telesford
DaJuan Smith
Deloris Cortez
Donna Price
Elizabeth Vasquez
Erica George
Gerald Curley
Joy Flood
Sharyn Johnson
Tasha Gray
Ted Phillips
Terra Linzner
Vanessa Samuelson

Absent Board Members

Eleanor Bradford
June White
Ray Shipman

Excused Board Members

Anne Blake
Ari Ruttenberg
Katie Zeiter
Shawntae Harris-Mintline

General Public

Amanda Sternberg
Benne Baker
Courtney Smith
Darlene Owens
Desiree' Arcscott
Diamond Douglass
Jasmine Morgan
Jean Griggs
John Stoyka
Julia Smith
Kaitie Giza
Kathleen Noel
Kiana Harrison
Kimberly Benton
Krista Capp
Lauren Bianchi
Len Sanchez
Lindsey Bishop-Gilmore
Matthew Niemi
Matthew Tommelein
Michelle Johnson
Olivia Carter
Paige Beasley
Shani Campbell
Sherita Johnson

Amy B. opened the meeting at 2:05 pm with introductions – utilizing the chat box.

Executive Committee Report & Announcements:

Summary –

- Amy B. took some time to go over the webinar logistics: including the agenda, breakout rooms, and the presentations.
- September Board Meeting Dates Moved:
 - Amy B. reminded the board that the September Board Meeting will be moved back a week due to the holiday. It will now be held on September 13th.
- YHDP Submission:
 - The Detroit CoC submitted their application for YHDP funding on July 26th. HUD anticipates making funding announcements within 1.5 – 2 months which would be sometime in mid – late September.
- Board Elections:
 - Kaitie explained that the CoC Board Elections will be held in January rather than November. Due to this, there will be a slight gap between expiring and new terms. Kaitie asked the board members with expiring terms if they would be willing to serve an additional month to bridge the gap. All agreed.

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- Governance Charter Revisions:
 - An ad-hoc committee has been developed to move forward this year's governance charter revision process. The committee will have 3 meetings in the next few months. Kaitie requested for volunteers from the CoC Board. Email kaitie@handetroit.org if you are interested in joining.

Consent Agenda

July Board Meeting Minutes

- The floor was opened for questions. None were asked.
- Celia motioned to approve the July 2021 Board Minutes. Gerald seconded the motion. Of the 13 voting members present, 12 voted in favor. 0 were opposed. 1 abstained. The motion passed.

CAM Governance Committee Update:

Summary –

- Celia T, co-chair of the CAM Governance Committee (CGC), explained that the committee oversees the implementation of coordinated entry. Celia briefly reviewed the member structure. The committee is made up of various stakeholders including CoC Board members, CoC General Members, and various systems partners. The meet at least monthly and up to two times a month.
- Catherine D. explained that CGC has accomplished the following in 2020 – 2021:
 - Integrating homeless prevention access into CAM
 - Integrating Veteran and non-Veteran Coordinated Entry systems
 - Transitioning new prioritization process from partial implementation to full implementation
 - Used data to understand pain points with workforce and education system referral processes
 - Implemented new HUD Coordinated Entry HMIS data elements
 - Oversaw the transition back to in-person services.
- CGC is hoping to advance the following work priorities for the remainder of the year and into 2022:
 - Complete annual review and update P&P
 - Continue to refine operations during transition back to in-person services
 - Refine referral process with workforce and education systems
 - Review data to assess impacts of changes in prioritization process and continue to refine
 - Consider changes to VI-SPDAT – vulnerability/need assessment tool used by CAM
 - Review TH processes and revise as needed to finalize a TH P&P
 - Review HUD CE Data elements to ensure data quality and compliance

Next Steps –

- CGC will continue to assess for any other adjustments that need to be made.

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FY2020 CoC Competition Update:

Summary –

- Amanda S. explained that we had anticipated that the NOFO would be released in July. The latest update from HUD is that it should be released by the end of this month. Depending upon its official release, we anticipate that the application will be due to HUD in mid to late October. Once the NOFO is released, final timelines and intermediate deadlines will be established and communicated.
- In the coming months, the board can expect the following competition-related items to come before them:
 - August – vote on appeals committee recommendations
 - September – vote on new project application recommendations (changed from August due to the NOFO still not being released)
 - October – vote on final project priority ranking list. Provide input on the draft application (reminder: the General Membership approves)
 - November – debrief from the competition

Next Steps –

- HAND will continue to move forward the work of the CoC Competition and will come to the Board for updates and decision-making in the coming months.

COVID Emergency Rental Assistance (CERA) Update:

Summary –

- Tasha G. updated the board about the Detroit CoC's implementation of the CERA funding we have received locally. Tasha reminded the board that CERA is funding that can be utilized for a number of purposes – primarily for eviction prevention. It can also be used to provide utility assistance as well. Detroit has been awarded \$151 million in funding (this is an increase from the original award of \$50.2 million). The funding will be available to spend through September 21, 2022. Due to its nature as a new funding stream, there has been a lot of changes, lessons learned, and need to be flexible. Currently, providers are prioritizing applicants whose eviction has reached the court and applicants applying for utility assistance.
- Through May, \$18.8 million has been spent. Verbal report indicates that \$25 million in financial assistance alone has been spent through July. MSHDA has set a benchmark that Detroit will spend \$56 million by the close of September. The team feels confident they can meet the benchmark and is working hard to do so.
- Detroit is currently under an eviction moratorium that is set to expire on August 16. It is possible that this will be extended.
- Some key data points are as follows:
 - Since inception, Detroit has received 16,843 applications for assistance.
 - The average payout for tenant is roughly \$8,200.
 - MSHDA is working on developing a dashboard that will display key data points including: # of applications, dollars spent, demographics, etc.

Next Steps –

- Updates will continue to be provided over the coming months.

Emergency Housing Vouchers (EHV) and Housing Choice Vouchers Update:

Summary –

- Emergency Housing Vouchers:
 - Jasmine M. reminded Board Members that The American Rescue Plan has allocated \$5 billion for the implementation of Emergency Housing Vouchers to target specific populations that will allow individuals and families to choose and lease safe, decent, and affordable housing. It is expected that

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individuals are housed quickly. These vouchers were divided by HUD among a number of Housing Authorities across the nation to be distributed to local communities. The Detroit CoC will receive a total of 160 vouchers from both MSHDA and the Detroit Housing Commission (DHC).

- In essence, the EHV's will function like a traditional Housing Choice Voucher (HCV) but with the addition of targeted supportive services to assist clients with lease up and stability post-housing. For Detroit, CHS and Wayne Metro will act as the supportive service providers.
- The goal is to have 80 households housed by October 31 with everyone housed by the end of 2021. Separate timelines will be established for the DHC vouchers.
- To-date, 111 clients have been issued a housing voucher. Of those, 7 have moved into units and 16 are awaiting inspection for their selected units.
- Housing Choice Vouchers
 - As of July, 375 clients have been pulled for housing choice vouchers and are in various stages of the process.
 - To assist providers in managing the influx of vouchers, Housing Agent Office hours will be held on August 12 from 1 – 2pm via zoom.

Next Steps –

- Jasmine will continue to oversee and assist with the process. The board will continue to be updated as relevant information arises.

CoC Planning Grant Discussion:

Summary –

- Tasha G. explained that the CoC Planning Grant is awarded to the Collaborative Applicant (HAND serves as the collaborative applicant in Detroit) to help to cover the costs of implementing a local coordinated homeless response. It functions as the backbone/infrastructure funding for the CoC. This funding is applied for and awarded as a new grant annually. This funding is separate from the funding that CoCs are awarded for homeless services. The eligible activities that we utilize the funding for are as follows:
 - Coordination (within the system and with other systems)
 - Overseeing a CoC system
 - Evaluating and monitoring
 - Assisting the City of Detroit with their submission of a consolidated plan to HUD
 - Preparing and submitting the annual CoC application on behalf of the entire community
- Tasha reviewed the history of local planning grant awards. Detroit received their first CoC planning grant in 2014. She explained that the fiscal year relates to CoC Competition year that the grant is applied for. This grant is operated at a later year, once disbursed from HUD. For instance, Detroit is currently expending the FY19 CoC planning grant. And the grant that we will apply for in the current FY21 competition would not be spent until 2023.
- Tasha went on to review some of the plans for spending:
 - FY2019 (currently spending through December 2021)
 - The priorities identified by the CoC include staffing (hiring at least 4 FTEs), training (developing an online training platform, and training to expand the eligible pool of CoC applicants), Performance and Evaluation (infrastructure to conduct SPM analysis work and develop secret shoppers to assess the system), and Equity (systems assessments, advancing the partnership with NIS, and elevating the voices of people with lived expertise)
 - FY2020 (to be spent January to December 2022)

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- The requests received so far include system work (landlord engagement work and expanding opportunities for supportive services), staffing (expanding performance and evaluation team, build up committee support and infrastructure), and training (on CoC regulations and racial equity)
- Board members are reminded to complete the [linked survey](#) to inform next year's expenditures.
- FY2021 (to be spent January to December 2023)
 - Conversations will be started in the coming months to plan for these expenditures.

Next Steps –

- HAND will take the requests received by the CoC Board to develop a plan for the FY202 Planning Grant.

Designated Entity Equity Advancement:

Summary –

- HAND (CoC Lead, HMIS Lead and Collaborative Applicant):
 - Last year, HAND launched a racial equity campaign that is called the “We cannot be silent campaign.” The pillars of the campaign are as follows:
 - Voting
 - To ensure that persons experiencing homelessness are included in the voting process, HAND held a number of voter registration drives.
 - Engage with the Homelessness Task Force on Detroit City Council to advocate for Detroiters rights in local legislation
 - Data
 - Analyzing HMIS data utilizing HUD equity assessments
 - Conduct a survey of CoC leadership and staff to assess equity in the Detroit CoC on numerous levels
 - Policies
 - Applauding race equity policies locally and nationally.
 - Encouraging the reworking of current policies to be anti-racist.
 - Assessing internal hiring practices to ensure equity promotion. For instance, requirements for having a vehicle were removed and HAND will partner with persons to provide transportation as needed.
 - Advocacy
 - Voicing concerns regarding lack of diversity and inclusion.
 - Calling out harmful comments and practices.
 - Creating space for others voices to call out inequities within the system and leadership.
 - Partnerships
 - Advance cross-systems collaboration with police, Safe & Just Michigan, and others to promote equity for the homeless population across all systems.
- CAM (Coordinated Entry Lead)

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- CAM partnered with an organization called the Truth & Titus Collective in early 2019 to assess their current implementation of CAM through an equity lens. Private funding was secured to support this partnership. With the collective, CAM conducted a trauma informed care assessment and a racial equity assessment. It revealed that there was a need to focus on racial equity within the following three levels:
 - With clients: to gain better awareness and handling of power dynamics between staff and clients
 - With teammates: to create cohesion in relationships, foster mindfulness about team dynamics, and to end microaggressions in the workplace
 - With CoC Partners: to have a more equitable CoC
- After the assessment, CAM conducted 4 half-day sessions with Truth and Titus to begin the transition to a more equitable system. Truth and Titus also conducted 1-on-1 coaching sessions with management. CAM is working to carry on this work by incorporating equity into team-level and system-level planning. Organizational changes were also undergone to promote equity through all phases of work from hiring to general culture and staff expectations.

Next Steps –

- HAND will be meeting with the Executive Committee to plan for further racial equity analysis on August 18th.
- CAM is working to take the following next steps:
 - Developing an equity committee to oversee their operations.
 - Continue to develop ongoing equity-related training and support for staff
 - Participating in the CoC-wide efforts to promote equity as a system

Appeals Committee Recommendation (Closed Session):

Summary –

- Four agencies submitted appeals this year. The CoC Board discussed and voted upon the appeals. The nature of the discussion is confidential.

Decision –

- Vanessa motioned to approve the appeals committee recommendations for the 4 separate agencies. Joy seconded the motion.
- For agency A, of the 9 eligible voting members, 9 voted in favor. 0 were opposed. 0 abstained. The motion passed.
- For agency B, of the 9 eligible voting members, 9 voted in favor. 0 were opposed. 0 abstained. The motion passed.
- For agency C, of the 9 eligible voting members, 8 voted in favor. 0 were opposed. 1 abstained. The motion passed.
- For agency C, of the 9 eligible voting members, 9 voted in favor. 0 were opposed. 0 abstained. The motion passed.

Next Steps –

- Amanda will inform the agencies of the boards decision and will coordinate any follow up.

Amy B. closed the meeting at 4:02pm. *The next CoC Board meeting will be on Monday, September 13th, from 2 – 4:30pm. Location will continue to be virtual.*

ATTACHMENT TWO

2021 Detroit CoC Board Meeting Attendance

Board Member	January	February	March	April	May	June	July	August	September	October	November	December	Total Present	Total Excused Absence	Total Unexcused Absence
Anne Blake	P	P	P	P	P	P	P	E					7	1	0
Amy Brown - Chair	P	P	P	P	P	P	P	P					8	0	0
Deloris Cortez	P	P	P	U	P	P	P	P					7	0	1
Eleanor Bradford	P	P	P	P	P	P	P	U					7	0	1
Ashlee Cunningham	P	P	P	E	U	P	U	P					5	1	2
Gerald Curley	P	P	P	P	P	P	P	P					8	0	0
Catherine Distelrath	P	P	P	P	P	P	P	P					8	0	0
Joy Flood	P	P	P	P	U	P	P	P					7	0	1
Erica George	P	P	P	E	P	P	P	P					7	1	0
Tasha Gray	P	P	P	P	E	P	P	P					7	1	0
Shawntae Harris-Mintline	P	P	P	P	E	P	P	E					6	2	0
Sharyn Johnson	P	P	P	P	P	P	P	P					8	0	0
Terra Linzner	P	P	P	E	P	U	P	P					6	1	1
Chioke Mose-Telesford	P	P	P	P	E	P	P	P					7	1	0
Ted Phillips	P	P	P	U	P	P	P	P					7	0	1
Donna Price	P	P	P	P	P	P	P	P					8	0	0
Vanessa Samuelson	P	P	P	P	P	E	P	P					7	1	0
Mary Sheffield (Ari Rettenburg)	P	P	P	U	P	U	E	E					4	2	2
Ray Shipman	P	P	P	P	U	P	P	U					6	0	2
DaJuan Smith	P	P	U	P	P	P	U	P					6	0	2
Celia Thomas	P	P	E	P	P	P	P	P					7	1	0
Elizabeth Vasquez	U	P	P	U	E	P	P	P					5	1	2
June White	P	P	P	P	U	P	U	U					5	0	3
Katie Zieter	P	P	P	P	P	P	P	E					7	1	0

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

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

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

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

ATTACHMENT THREE

Executive Committee

AUGUST 11, 2021 | 4-5PM | WEBINAR

MINUTES

Attendance

Executive Committee Members: Amy Brown, Donna Price, Vanessa Samuelson

System Partners: Kaitie Giza, Catherine Distelrath, Lindsey Bishop-Gilmore, Tasha Gray, Terra Linzner, Safiya Merchant, Julia Janco

Time	Agenda Item & Notes	Presenter/ Facilitator	Supporting Materials
4:00 pm	<p>1. Housing Surge</p> <p>Summary: There have been discussions happening in a few different spaces about conducting a Housing Surge within the CoC. A number of factors are contributing to this including: increased resource availability and difficulty connecting homeless households to housing units. By definition, a housing surge is a concentrated, time-limited community effort to house a lot of people quickly. They are done differently across the US. The City is hoping to design Detroit's with a focus on cultivating partnerships with landlords to quickly move the increased number of persons linked to a resource into housing as quickly as possible. This would last for 8 weeks, culminated with a concerted housing event in mid-October.</p> <p>The City is hoping to develop a number of committees to plan for and advance the surge. They are as follows: Command Center, Landlord Engagement, Rehousing, and Data Analysis. There are plans to engage providers at the various workgroups to garner buy-in for the surge. The City will also kick off the initiative at the upcoming CoC-wide webinar.</p> <p>Next Steps: Insert.</p>	Terra Linzner	
4:30 pm	<p>2. PWLE Compensation Policy Development</p> <p>Summary: HAND has been having a number of internal conversations about creating a policy to ensure equitable and consistent compensation for persons with lived experience who are participating in systems-level work. HAND developed a proposal of what could be included in the policy and reviewed it with the Executive Committee. HAND is proposing a flat meeting rate of \$75 per meeting which incorporated payment for the meeting itself, prep/debrief, and any technology or transportation costs. HAND also discussed budget and the potential limitations of funding that may impact being able to facilitate engagement at the full level desired. The Executive Committee discussed other considerations including impact on rental subsidies, committee involvement, and special initiatives.</p> <p>Next Steps: HAND will continue to develop the proposal and bring it before the CoC Board at the September meeting.</p>	Tasha Gray & Kaitie Giza	

Executive Committee

AUGUST 18, 2021 | 4-5PM | WEBINAR

MINUTES

Attendance

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

System Partners: Tasha Gray, Terra Linzner, Lindsey Bishop-Gilmore, Kaitie Giza, Catherine Distelrath, Lauren Bianchi, Kiana Harrison

Time	Agenda Item & Notes	Presenter/ Facilitator	Supporting Materials
4:00 pm	<p>1. Advisor Compensation Discussion Continued</p> <p>Summary: HAND had its first meeting with the advisor's group. Attendance was slightly lower than hoped – it is anticipated that the power outage may have played a role. The Advisors Group discussed the proposed compensation rate for persons with LE of homelessness. The group approved the proposed rate. During the meeting, the possibility of defining lived experience was also discussed. The group felt that there isn't a need for a definition, but that we should be more specific in our language to say "with lived experience of homelessness." They also felt it could be helpful to give examples of lived experience of homelessness to help people self-identify (used as a tool to help include rather than to exclude). The Executive Committee agreed with the approach and also elevated a desire to strive to ensure that a broad range of experience is represented.</p> <p>Work is still underway to develop a policy to guide the compensation of persons with lived expertise. The Executive Committee elevated a desire to take the compensation policy to the CoC Board and General Membership in September to begin the conversation with the hope to ultimately seek approval in October. There are still a few considerations that need to be worked through to formalize a draft policy – one of those being compensation for committee involvement. The realities of budget limitations also need to be considered. The group briefly spoke through some of those considerations. There was a recognition that we will likely need to start somewhere and then commit to growing and improving as we learn.</p> <p>Next Steps: HAND will continue these discussions internally and with the CoC Board. The Detroit Advisors Group and CYH participants will be compensated at their current rate until the policy can be approved.</p>	Tasha Gray	
4:42 pm	<p>2. HAND Equity Work Discussion</p> <p>Summary: The HMIS Team has been working to address equity in the CoC in a number of different ways – most recently through utilizing HUD developed tools and conducting a local equity survey of CoC leadership and staff. Lauren briefly reviewed some of the findings from</p>	Lauren Bianchi	

<p>the local survey that were shared at the August CoC Board Meeting. Disparities were evident related to race, gender, and lived experience identified through the survey. Some of the limitations of the survey was a small sample size that may not have encompassed all of the right people. HAND is hoping to re-launch the survey in a thoughtful and strategic way to try to address the limitations and to garner a more robust response. HAND sought EC support of and support with moving forward – helping to garner buy in among leadership and providers in the CoC.</p> <p>The Executive Committee discussed a few ways to support the collection of this data including – targeted conversations at various meetings, leveraging personal connections to encourage completion, incorporating equity-related questions into the CoC Competition, etc. The Executive Committee also began discussing ways to utilize the findings from this survey for future work. For instance, informing the upcoming CoC Board Elections.</p> <p>Next Steps: The goal timeline – Share survey questions for feedback over next month. Feedback due to September 15. Re-release the updated survey in a targeted way by the end of September. Due date to be sometime near the end of 2021.</p>		
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ATTACHMENT FOUR

FY2021 Continuum of Care Notice of Funding Opportunity (NOFO)

September 13, 2021

HUD released the Notice of Funding Opportunity (NOFO) for the FY2021 CoC Competition on August 18. The NOFO assesses CoCs' performance on a diverse array of factors. HUD's priorities for this year's competition are highlighted below. There are 97 questions within the application – many with corresponding sub-questions. In general, the questions are a blend of the following:

- Describing **how things are** within our community and our system.
- Describing what our community **has done**.
- Describing what our community **is doing**.
- Describing what our community **will do**.

This document contains a preliminary analysis of what HUD has detailed in this year's NOFO and how we anticipate we will perform. The application is due to HUD on November 16, 2021.

HUD's Priorities

Below is a table of the priorities HUD is emphasizing within this year's NOFO. The table also provides a high-level summary of the strengths and weaknesses of our CoC related to each priority. Strengths point to areas where we may be able gain points and weaknesses show areas where we may be at risk of losing points within the application. We will take both into consideration as we develop our responses to the application questions.

Priority	Initial Local Assessment
1. Ending Homelessness for all persons.	Strengths: We continue to see a decrease in the total number of persons experiencing homelessness. Weaknesses: While trending down overall, we have seen an increase among specific subpopulations.
2. Using a Housing First approach.	Strengths: We are clear in our commitment at the systems level and provide training and accountability. Our RRH and PSH projects have reduced barriers to entry and most RRH and PSH projects do well with operationalizing Housing First principles. Weaknesses: Some providers still struggle to comply with requirements to keep programming low-barrier, particularly within the emergency shelter system. Length of time (LOT) to housing continues to remain higher than our target.
3. Reducing Unsheltered Homelessness	Strengths: Efforts continue to improve coordination and outreach efforts. We have piloted several programs designed to engage hard-to-reach populations. We collaboratively developed a policy to promote collaboration and minimize the harm caused by encampment closures. Weaknesses: Many unsheltered persons are skeptical of the homeless system at large and resistant to engagement.
4. Improving system performance	Strengths: The Performance and Evaluation Committee (PEC) has been working to evaluate our SPMs and develop system-level strategies to improve performance. We have seen performance improvements in 2 out of 8 measures within this year's NOFO. Weaknesses: Our performance on several SPMs has not been improving, and in some instances, has been worsening. Of the scored criteria in this year's NOFO, we saw a decline in performance in 3 out of 8 measures. The remaining 3 measures remained the same.

Priority	Initial Local Assessment
5. Partnering with housing, health & service agencies	<p>Strengths: We have strengthened our partnerships with the workforce development and education systems since the last CoC Competition and continue to take steps to further improve. The pandemic has facilitated greater collaboration with the health department/system as well.</p> <p>Weaknesses: We need to continue to improve our partnerships with the Criminal Justice, Child Welfare, and Behavioral Health systems.</p>
6. Racial Equity	<p>Strengths: We have done significant work as a system to assess and strategize around equity. This includes the NIS Housing Justice Roadmap, a survey of CoC Leadership, and HMIS disparity analysis. Through this work, we developed a vision for the CoC that was rooted in equity.</p> <p>Weaknesses: Disparities continue to exist within the system that needs to be addressed and mitigated.</p>
7. Persons with lived experience	<p>Strengths: We developed an advisory committee for persons with lived experiences of homelessness. We created a position devoted to the work of empowering and elevating persons with lived experience. We are actively working to improve representation across the CoC. We are working to develop a policy to guide consistent and equitable compensation.</p> <p>Weaknesses: We have seen a significant uptake in the number of grievances filed by clients in 2021 which may indicate an overall dissatisfaction with the quality of services/support provided by our CoC.</p>

Changes from Previous Years

While several elements within the application remain the same from year to year, HUD also uses the annual NOFO as an opportunity to highlight emerging priorities and promote performance in an array of areas. Below is a list of the changes within this year's NOFO as compared to previous years:

1. There is a returned emphasis on Housing First. This is in a change from the relaxing of HUD's commitment to Housing First in 2019.
2. There is an increased emphasis on coordination. HUD particularly wants to see coordination in the following areas:
 - a. Between housing providers and healthcare services.
 - b. Between the CoC and ESG funding streams coming into the community. This includes COVID-specific funding that communities have received.
3. There is an increased emphasis on racial equity. HUD particularly wants to see the ways that communities are doing the following:
 - a. Identifying disparities and taking steps to reduce/mitigate them.
 - b. Incorporating equity promotion in the local CoC Funding Competition.
4. HUD wants communities to detail their system-level response to COVID-19. HUD is particularly interested in how the CoC has addressed the challenges that have arisen from the pandemic. 20 of the 163 available points within the application (12% of total points possible) are related to local pandemic response.
5. In recognition of the ways CoC's have operated outside of their norm due to COVID-19, HUD has significantly relaxed their emphasis on data-based metrics this year. However, HUD's emphasis on data-driven metrics will increase in future NOFOs.

Amount of Funding Available

The Detroit CoC has a maximum of **\$34,331,342** in funding that it can request for renewal and new projects, exclusive of the CoC Planning grant. This is detailed in the chart below.

A comparison to the amount of funding available in the FY2019 competition is provided. The comparison is to FY2019, as the FY2020 competition was canceled, and all projects were automatically renewed.

Comparison to FY2019		
Amounts Available for...	FY2021	FY2019
Annual Renewal Demand (ARD)*	\$28,247,778	\$26,636,844
CoC Bonus (<i>new project funding</i>)	\$1,520,891	\$1,331,842
Domestic Violence Bonus (<i>new project funding</i>)	\$4,562,673	\$2,519,559
TOTAL FOR NEW & RENEWAL	\$34,331,342	\$30,488,245
CoC Planning**	\$921,535	\$799,105

*Annual Renewal Demand (ARD) is the dollar amount needed to renew all renewal projects for one year.

**HAND (as the CoC Lead) was automatically awarded \$843,291 in CoC planning in the canceled FY2020 competition.

Tier 1 Amount Compared to FY2019		
	FY2021	FY2019
Tier 1 Amount as Percentage of ARD	\$28,247,778 <i>100% of ARD</i>	\$25,093,272 <i>94% of ARD</i>
Tier 2 Amount	\$1,520,891	\$2,875,414

“Tier 1” is a funding threshold set by HUD, based on the CoC’s Annual Renewal Demand. Any type of project (renewal or new) may be placed within the Tier 1 funding threshold. Tier 1 is the amount of funding HUD is essentially guaranteeing to award to the CoC, and therefore projects placed within Tier 1 are highly likely to be selected by HUD for funding.

Projects placed into Tier 2 are less likely to be selected by HUD for funding. The extent to which the CoC is awarded projects in Tier 2 depends on the CoC application score.

Analysis

- Overall, there is more funding available this year than in 2019, due primarily to:
 - Projects renewing for the first time since the 2019 competition
 - Increases HUD makes in Fair Market Rents (FMRs)
 - A substantial increase in the amount available for D.V. Bonus funding
- The amount of funding available in Tier 1 has increased from prior years.
- The amount available for D.V. Bonus funding is substantially more this year than in prior years. It is understood this increase is due to HUD allocating two years’ worth of D.V. bonus funding in response to the cancellation of the FY2020 competition.
 - Additional recommendations on the use of the D.V. bonus funding will be provided in the new project recommendations

CoC Application Scoring Criteria

The table below compares this year’s CoC application scoring criteria to the FY2019 competition scoring criteria.

CoC Application Scoring Criteria	FY2019			FY2021	
	Points Possible	% of Points Out of Whole	Detroit CoC Score in FY19	Points Possible	% of Points Out of Whole
Project Capacity, Review, and Ranking	29	15%	23	30	18%
System Performance	60	30%	37.5	23	14%
Homeless Management Information System (HMIS)	9	5%	9	11	7%
Point-in-Time (PIT) Count	6	3%	6	3	2%
Performance and Strategic Planning	40	20%	32	96	59%
CoC Coordination and Engagement	56	28%	37		
Total Points Possible	200		144.5	163	
Bonus Points					
Coordination with Housing and Healthcare				10	
CoC Merger				15	
Total w/Bonus Points				188	

Analysis

- HUD combined the scored elements in the “Performance and Strategic Planning” section with the scored elements in the “CoC Coordinated and Engagement” section.
 - Included in the “CoC Coordination and Engagement” section are 20 points evaluating the CoC’s response to COVID-19.
- Up to 10 bonus points are available this year for demonstrating the extent to which new project applications coordinate with, and leverage, other housing and/or health care resources. It is estimated Detroit may earn all 10 of these bonus points when considering the new projects that will be submitted for new project funding.
- HUD reduced the number of points based on data elements, and it is estimated we will earn a greater share of those points than in the 2019 competition. This is detailed at the end of this document. However, HUD has already indicated future competitions will place an increased emphasis on data-driven scored components.

Timeline

An overview of the timeline of the application process is below. A more detailed timeline and flowchart are available [here](#).

Local Application Process

- January to June 2021: Developing local funding priorities, developing project evaluation criteria, and releasing application materials
- June – August 2021: Project applications submitted and reviewed
- September – October: Final application funding decisions made
- November: Project applications submitted to HUD
- Late 2021/Early 2022: HUD funding announcements made

National Application Process

- Spring/Summer 2021: Competition of administrative first steps for CoC competition (CoC registration, Grants Inventory Worksheet)
- August 2021: FY2021 NOFO Released
- September – October 2021: Responses to CoC application questions drafted with input from committees and other stakeholders
- November 2021: CoC membership vote to approve final application; final application submitted to HUD by November 16

Data-Driven Scored Components

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

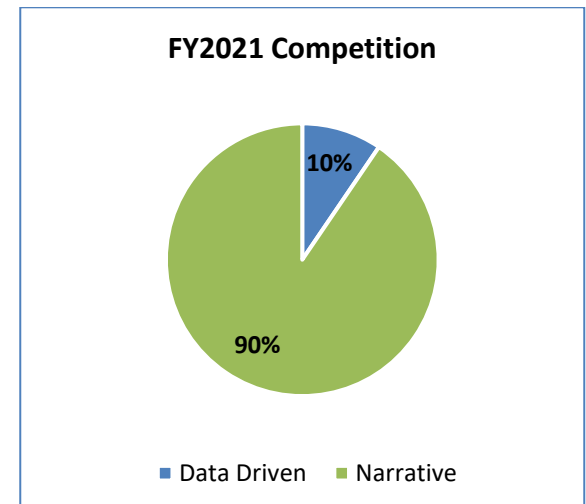
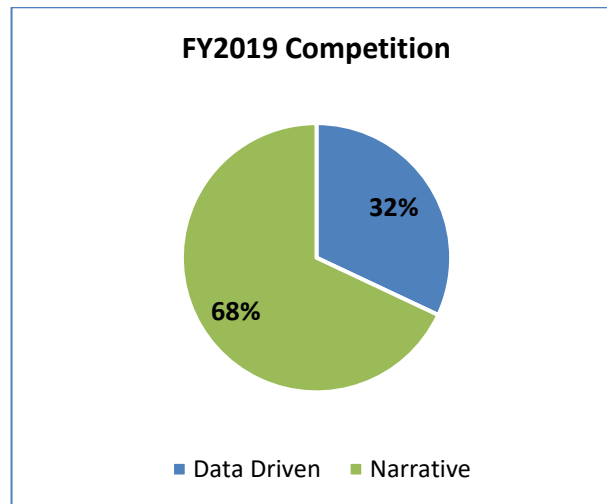
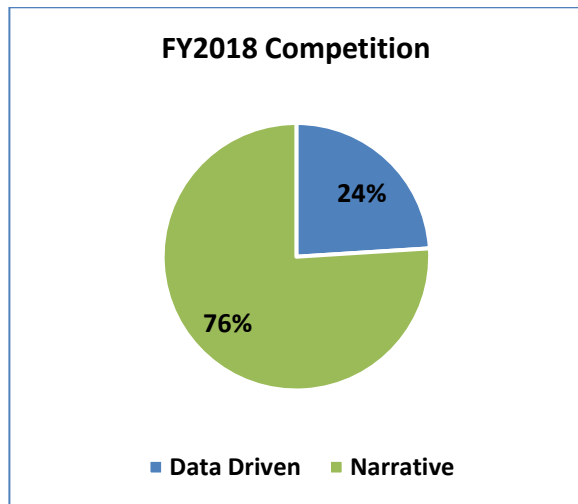
Measures Based on Changes in PIT Counts						
	January 2019 PIT	January 2021 PIT	Change in Performance	FY2021 Points Estimated to be Earned out of Points Possible	Change in Scoring Criteria from FY2019	FY2019 Points Possible/Earned
Decrease of at least 5% in sheltered count	1,819	1,293	-31%	1/1	Value reduced	0/2
Decrease of at least 5% in of unsheltered count	86	86	No change	N/A- not scored	Removed for FY21	5/5
Decrease of at least 5% in total PIT count (sheltered and unsheltered)	1,965	1,379	-30%	N/A- not scored		0/3
Decrease of at least 5% in the number of total chronically homeless (sheltered & unsheltered)	279	248	-11%	N/A- not scored		6/10
Decrease of at least 5% in the number of unsheltered chronically homeless	33	33	No change			
Decrease of at least 5% in number of homeless families (sheltered & unsheltered)	182	112	-38%	N/A- not scored		0/4
Decrease of at least 5% homeless Veterans	290	200	-31%	N/A- not scored		7/7
Decrease of at least 5% unsheltered homeless Veterans	9	9	No change	N/A- not scored		3/3
Demonstrate an increase in the number of RRH beds	740	891	+151	10/10		none
<i>Point in Time Count Data Points Earned/Possible Total</i>				11/11 (100%)		21/44 (48%)

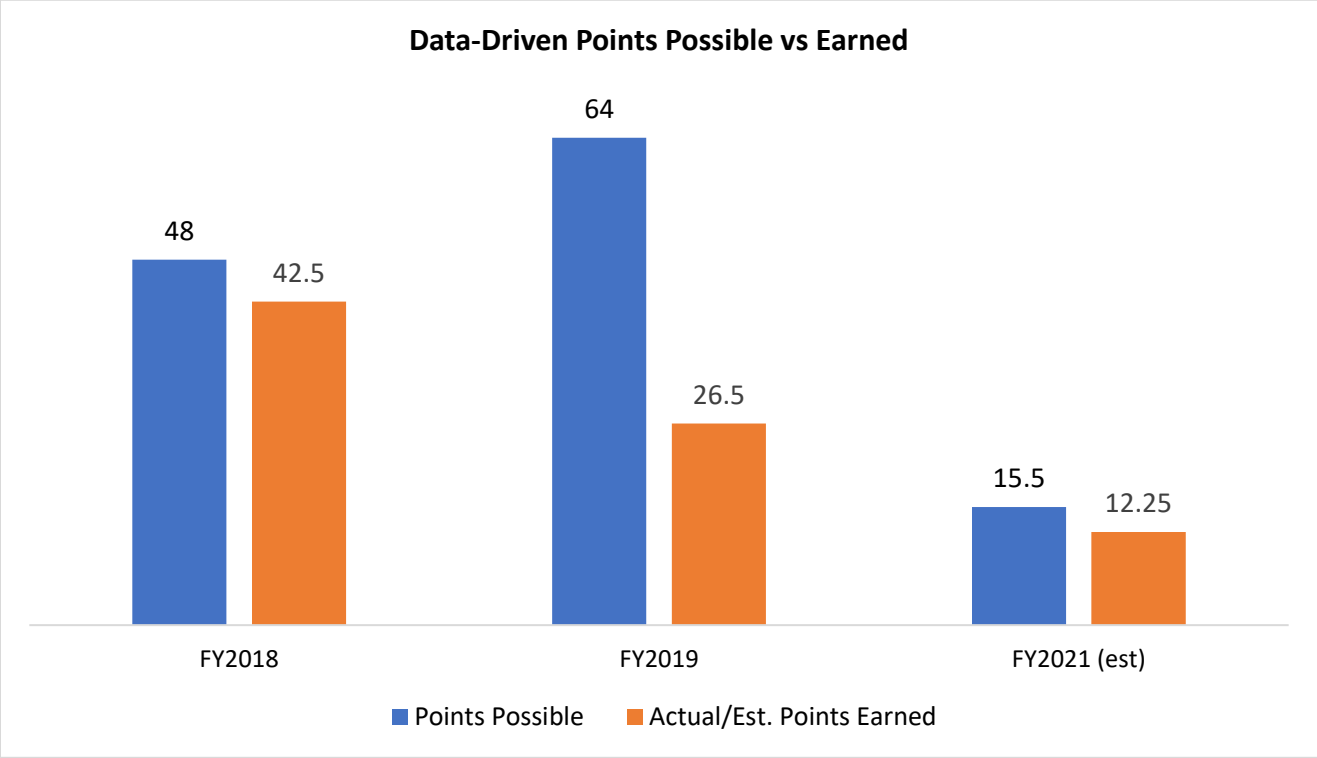
Measures Based on Changes in SPMs						
	FY2019 SPM (10/1/18 – 9/30/19)	FY2020 SPM (10/1/19 – 9/30/20)	Change in Performance	FY2021 Points Estimated to be Earned out of Points Possible	Change in Scoring Criteria from FY2019	FY2019 Points Possible/Earned
Reduce number of first time homeless	5,400	3,673	-32%	1/1	Point values reduced for most SPM data measures in FY2021	1/1
Reduce by 5% length of time people are homeless	105 days	114 days	+9%	0/1		0/6
Increase exits to PH destinations by at least 5%	47%	47%	No change	0/1		2.5/4
Increase exits to PH or retention in PH by at least 5% (PSH)	99%	99%	No change			

Measures Based on Changes in SPMs						
	FY2019 SPM (10/1/18 – 9/30/19)	FY2020 SPM (10/1/19 – 9/30/20)	Change in Performance	FY2021 Points Estimated to be Earned out of Points Possible	Change in Scoring Criteria from FY2019	FY2019 Points Possible/Earned
Reduce rates of returns to homelessness within 6 months by at least 5%	11%	11%	No change	0/1		2/4
Reduce rates of returns to homelessness within 12 months by at least 5%	4%	5%	-1%			
Increase employment income for persons exiting CoC programs	15%	12%	-3%	.25/.5		0/5
Increase non-employment cash income for persons exiting CoC programs	27%	31%	+4%			
<i>System Performance Measure Points Earned/Possible Total</i>				1.25/4.5 (28%)		5.5/20 (28%)
TOTAL DATA-DRIVEN SCORED COMPONENTS				12.25/15.5 (79%)		26.5/64 (41%)

Proportion of Data-Driven vs Narrative Questions in CoC Application

The charts below demonstrate the proportion of CoC application points that have been data-driven vs narrative-driven in the past three competitions.





ATTACHMENT FIVE

MSHDA ESG FY 22/23 Recommendations

Background:

In June 2021, HAND had a conversation with SWCSOL regarding the MSHDA ESG grant. As the current MSHDA subgrantee, SW would like to continue to handle the HARA operations for program but wishes to release the RRH/Prevention portion of the funds. Since MSHDA requires the HARA to administer ESG, HAND had a conversation with MSHDA regarding the change and was advised that we would not be able to make a change in the FY 21/22 because the application was soon to be due and would not have time to make the changes. Instead, we can make the change for FY 22/23 if our local CoC approves.

At July's CoC Board meeting HAND announced that we would be requesting at the September's CoC Board meeting the approval for the following:

- 1. Southwest to continue to serve as the HARA and administer HCV.**
 - i. Provide centralized intake and housing assessment, thereby assuring a comprehensive communitywide service and housing delivery system as the CAM
 - ii. Handle all HCV waitlist duties
- 2. Select one agency via RFP to administer the RRH portion of the funds to complete:**
 - i. Rapid Re-Housing Rental Assistance
 - ii. Case Management
- 3. The scoring components and criteria**

How this change will positively affect the Detroit CoC:

1. SW will continue to provide the same HARA functions as they have in the past
2. SW will still be the priority for new funds from MSHDA that they would usually funnel through the HARA. If they are unable to accept funds, we will have another agency to administer funds

The Proposal

The Detroit CoC uses MSHDA ESG FY 22/23 for the purposes of Rapid Re-Housing to be administered by one agency determined via the RFP process.

Rationale

The ESG Planning recommended that we focused the funds on one project type and MSHDA requires that we use a portion of the funds for RRH. So therefore, we will use the funds for RRH. As a result, no prevention will be allocated in the FY 22/23 as historically, we have allocated less than \$10,000 plus we have other prevention resources.

Application Timeline

- July 2021 Pre Announcement to CoC Board
- August 2021 HAND presented to Values and Funding for Recommendation
- August- September Finalize the RFP
- September 2021 CoC Board Meeting Approval for use of funds
- October 2021 Local Request for Proposal (RFP) released via Online Portal

- December 2021 Application Due to HAND
- January- March 2022 Local applications reviewed, subrecipient selected, final budget
- April 2022 CoC Board Approval for subrecipients
- April 2022 Announcement to MSHDA of the grantee
- June 2022 MSHDA NOFA released for ESG FY 22/23
- August 2022 MSHDA ESG FY 22/23 Application an Exhibit Materials due to MSHDA
- October 2022- September 2023 Program Operating Year

Budget Allocations- \$230,000 (average over the last three fiscal years)

These are estimates on the maximum budget allocations based on the average amount that Detroit CoC receives. This amount should be able to serve an estimated 9 households based upon the current FMR for 12 months.

Southwest allocation was determined based upon the HARA waitlist staff position allocation over the past three fiscal years. The new provider budget is based upon the maximum allowed to be spent in each category. *The providers will give more details in the application by supplying a budget to decide how much money is needed per category.

13 % of Total Allocations to Southwest

HARA Staffing	\$30,536
HMIS	\$2,990
Administration	\$2,243
ESTIMATED TOTAL	\$35,769

83% of the Total Allocation to New RRH Provider

<i>*Case Management</i>	<i>\$47,560</i>
<i>*Rental Assistance</i>	<i><u>\$110,972</u></i>
RRH Allocation	\$158,532
HMIS	\$18,400
Administration	\$13,800
ESTIMATED TOTAL	\$190,732

4% of the Total Allocation to HAND

Administration	\$3,500
ESTIMATED TOTAL	\$3,500

Application Scoring Components

This scoring will align very closely with what we have used for our CoC New RRH RFP. HAND is trying to create consistency in the evaluations process to establish common expectations of the providers.

Area of Evaluation	Review will take into consideration:	Max Points possible (% of total points possible)
Relationships with Landlords <i>(Application question 6)</i>	Applicants will be able to earn points based on the extent to which they are able to demonstrate their ability to: <ul style="list-style-type: none"> • Ensure clear, on-going communication between landlords, program staff, and clients; • Identify and recruit new landlords; • Maintain positive relationships with landlords; • Continue moving clients into housing despite limitations. 	17 (17%)
Client Relationships <i>(Application question 10)</i>	Applicant will be evaluated on based upon their experience to develop and maintain relationships with the clients that results in a positive outcome for the client.	17 (17%)
Past Housing Outcomes Data <i>(Application question 4)</i>	Applicants will be evaluated based on the extent to which they demonstrate: <ul style="list-style-type: none"> • Assisting people with accessing and maintaining permanent housing; • Full points could be earned by demonstrating that 90% of clients over the past year exited to permanent housing; • Applicants newer to this work and without data, may provide a narrative response to describe past successes. 	15 (15%)
Organizational & Management Structure <i>(Application question 3)</i>	Applicants will be able to earn points based on the extent to which they are able to demonstrate: <ul style="list-style-type: none"> • Experience and capacity managing federal funds; • Organizational ability to comply with Generally Accepted Accounting Principles and program specific regulatory requirements; • An agency-wide financial management system that allows for proper fiscal oversight and controls. 	13 (13%)

<p>Assisting Clients with Additional Needs</p> <p><i>(Application question 8)</i></p>	<p>Applicants will be able to earn points based on the extent to which they are able to demonstrate their ability to:</p> <ul style="list-style-type: none"> • Ability to help their clients gain employment; • Assist clients get acclimated to their new units; • Assist clients to obtain Medicaid or other health insurances. 	<p>13 (13%)</p>
<p>Area of Evaluation</p>	<p>Review will take into consideration:</p>	<p>Max Points possible (% of total points possible)</p>
<p>Rapid Rehousing Experience</p> <p><i>(Application questions 1 & 2)</i></p>	<p>Applicant’s experience administering a Rapid Rehousing program, including a demonstration of the following:</p> <ul style="list-style-type: none"> • Ability to help clients locate, move into, and maintain housing; • Ability to administer rental assistance; • Ability to provide client-centered services; • Participation in local Coordinated Entry process (CAM) for the RRH program. 	<p>10 (10%)</p>
<p>Project Timeline</p> <p><i>(Application question 5)</i></p>	<p>Ability of project to begin requesting referrals from within the first month after signing grant agreement. Projects not able to receive referrals within the first month will earn fewer points.</p>	<p>5 (5%)</p>
<p>Client to Case Manager Ratio</p> <p><i>(Application question 7)</i></p>	<p>Applicants will be able to earn points based on the extent to which they are able to demonstrate:</p> <ul style="list-style-type: none"> • A 1:25 case manager to client ratio; • Case managers having only RRH clients on their caseloads. 	<p>5 (5%)</p>
<p>Budget</p> <p><i>(Application question 9 and Budget Form)</i></p>	<p>Applicant will be evaluated based on clear and logical and aligns with the rest of the application;</p> <ul style="list-style-type: none"> • How the budget demonstrates 1:25 Case Manager Ratio. 	<p>5 (5%)</p>
<p>Audit Findings</p>	<p>For financial audits (including A-133 audits): Negative points will be applied for repeat findings from the prior audit year.</p> <p>For A-133 audits: Negative points will be applied for repeat findings associated with CoC grants; and/or any federal grant.</p> <p>For HUD or City monitoring reports: Negative points will be applied if no corrective action plan submitted by HUD’s/City’s deadlines or HUD/City did not accept corrective action plan.</p>	<p>Up to -10 for outstanding audit findings or monitoring report</p>
	<p>TOTAL POINTS POSSIBLE</p>	<p>100</p>

Approval Needed:

1. Recommended use MSHDA ESG of funds: RRH with one agency via RFP Process
2. Scoring Criteria

ATTACHMENT SIX

Call for Letters of Interest

Calling Shelter and Rapid Re-Housing providers to participate in a 100-Day Pilot to improve employment and income outcomes for Detroiters experiencing homelessness

Created in partnership with an Advisory Group that includes representatives from Detroit at Work and Detroit Employment Solutions Corporation, CAM, HAND, Corporation for Supportive Housing, The McGregor Fund, City of Detroit Housing & Revitalization Department, and individuals with lived expertise.

Calling for Detroit CoC Emergency Shelter and Rapid Re-Housing providers to participate in the planning and implementation of a 100-day pilot in partnership with Detroit at Work to improve clients' employment and income outcomes.

Letter of Interest submissions are due September 27, 2021.

Overview

Detroit at Work (Detroit's workforce system) and the Detroit homelessness response system are partnering to improve employment and income outcomes for people served in emergency shelters and Rapid Re-Housing (RRH) programs through a 100-day pilot. Detroit at Work, powered by the Detroit Employment Solutions Corporation, is Detroit's workforce system that connects people with the training, resources, and employment opportunities needed to meet their employment goals. The goals of the pilot are to increase employment and/or income for people served in shelter and RRH programs, understand more about the cross-population served, and use lessons learned to create the infrastructure for broader workforce and homeless system collaboration.

We are looking for up to 3 emergency shelters providers and up to 3 RRH providers to participate in planning and implementing a 100-day pilot designed to better connect Detroiters experiencing homelessness with employment and training. We also want to build

meaningful and collaborative relationships between the workforce and homeless systems, which will lead to better employment and housing outcomes for our shared customers. Workforce and homeless providers alike will benefit from streamlining services, decreasing duplication of efforts, and figuring out how to work together towards shared goals.



To ensure this pilot's success, we need participation from emergency shelter providers, RRH providers, homeless system partners (including CAM, HAND, Corporation for Supportive Housing, The McGregor Fund, City of Detroit HRD), Detroit at Work system staff and providers, and people with lived expertise. Selected Shelter and RRH providers will 1) participate in designing and planning the pilot; 2) be a pilot implementation site. We encourage providers to apply with their interest to help us understand more about their capacity to participate and types of support(s) needed to fully engage.

Key Components

Detroit at Work offers a variety of services and supports related to employment for Detroit residents - occupational training, support for obtaining a high school equivalency/GED, job search and placement support are just some of these services. To narrow the scope of the 100-Day Pilot, clients of participating organizations will be referred directly to Skills for Life, a program that integrates paid employment, occupational training and intensive, wrap-around supportive services. Skills for Life has components of transitional employment, a promising strategy to integrate people experiencing homelessness into the workplace while addressing barriers to full time employment. Skills for Life is a paid work and training program that removes barriers to education and training while expanding and accelerating the City's blight removal, among other efforts. Participants will:

- Be hired by the City starting at \$12-14/hr
- Work 3 days per week removing blight and train 2 days per week in educational or career training best suited to their needs and interest
- Receive career services, supportive services, mentoring, training, and job placement
- Get paid to complete high school/ GED and occupational training, leading to job placement at \$15+/hr

Clients who are not a good fit for Skills for Life can be referred to Detroit at Work for career services, including job opportunities, occupational training or high school/GED completion. However, the purpose of this 100 Day Pilot is to specifically identify and recruit Detroiters who could benefit from this unique employment model with intensive wrap-around supports. Focusing on the Skills for Life program will enable us to learn how to support those that need the most intensive supports in accessing employment opportunities. We believe this will allow us to create

a universally-accessible model for supporting all jobseekers experiencing homelessness in the future.

While other key components of the pilot are evolving and will be finalized with input from the participating programs, the pilot may include the following:

1. **Clearly defined roles and expectations** for all partners involved
2. **Mutual referral process that includes a warm hand-off.** A warm hand-off is a referral to another provider that occurs alongside the client/customer and allows both providers to coordinate together. This transparent hand-off allows clients/customers to be involved and engaged in all next steps.
3. **Development of a community practice** that streamlines services, decreases duplication efforts, and increased goal attainment for providers in both systems
4. **Client follow-ups** to support the successful completion of next steps and remove barriers
5. **Regular consultations** between homeless and workforce customer-facing staff to problem solve barriers and close the loop on referral outcomes (may include case managers or career advisors)
6. **Identified point-of-contacts** in each participating homeless service provider and Career Center
7. **Designated staff** to participate in the pilot from homeless service providers and Detroit at Work

What would your agency and staff gain by participating?

Your participation in this pilot is a great opportunity to elevate your organization's critical efforts in serving Detroiters experiencing homelessness. The pilot goals also align with homeless providers' goals of helping clients achieve stable housing and increased income. Your agency and staff will also benefit from:

- Facilitation of planning, implementation, and case conferencing
- Orientation and ongoing training as identified by emergency shelter, RRH, and Career Center staff
- Data analysis and evaluation of what worked, what we learned, and insights into our shared population, including gathering feedback from pilot participants
- Furthering your existing goals with clients, such as obtaining stable housing and increased income
- Professional development and capacity-building, which your frontline staff can apply to other program areas and growing their skills
- Networking and relationship building for frontline staff (homeless providers, RRH, and Career Centers) to find the best way to work together across systems, better serve clients with employment needs, streamline services, and decrease duplication of efforts
- A direct connection to a job opportunity and training for your clients

Roles & Expectations

To succeed, all partners at the table need to participate fully. Below are roles and expectations for all involved.

<p>Detroit at Work System Staff (DESC & Mayor's Office)</p>	<ul style="list-style-type: none"> ● Facilitation of planning, implementation, and case conferencing ● Provide implementation oversight ● Provide orientation and ongoing training as needed ● Data analysis and evaluation ● Coordinate professional development and capacity-building opportunities ● Champion efforts and be the liaison to the workforce system
<p>Homeless Response System partners</p>	<ul style="list-style-type: none"> ● Participate in planning and implementation (1-2 hours per month) ● Provide implementation oversight ● Work to align provider workgroups, CAM processes, and other efforts as needed ● Champion efforts and be the liaison to the homeless system
<p>Shelter providers</p>	<ul style="list-style-type: none"> ● Participate in planning and implementation (1-2 hours per month Sept-Mar) ● Provide a dedicated case manager to participate in consultation meetings (1-2 hours per month Jan-Mar) and work in tandem with Career Center staff and clients to achieve employment/ income goals. Case managers can support clients with activities such as: <ul style="list-style-type: none"> ○ Securing documentation, such as State ID ○ Coordinating transportation ○ Assisting with technology (e.g. for virtual job interview) ● Identify staff that will participate in the planning and implementation process ● Regular data collection (which may be in addition to already required data entry)
<p>RRH providers</p>	<ul style="list-style-type: none"> ● Participate in planning and implementation (1-2 hours per month Sept-Mar) ● Provide a dedicated case manager to participate in consultation meetings (1-2 hours per month Jan-Mar) and work in tandem with Career Center staff and clients to achieve employment/ income goals. Case managers can support clients with activities such as: <ul style="list-style-type: none"> ○ Securing documentation ○ Coordinating transportation ○ Assisting with technology (e.g. for virtual job interviews) ● Identify staff that will participate in the planning and implementation process ● Regular data collection (which may be in addition to already required data entry)

Detroit at Work Providers

- Participate in planning and implementation (1-2 hours per month Sept-Mar)
- Provide designated staff to participate in consultation meetings (1-2 hours per month Jan-Mar) and work in tandem with homeless service staff and clients to achieve employment/ income goals. Designated staff can:
 - Support customers in obtaining employment and enrolling in an occupational training or High School Equivalency/GED program
 - Provide supports for non-employment challenges, such as childcare, obtaining job-related clothing, expungement services or transportation
 - Support with obtaining employment through resume writing, transportation to interviews, interview preparation
- Identify a point of contact for this pilot
- Regular data collection and analysis of key workforce milestones

Anticipated Timeline

Select & Onboard Shelter/RRH Providers		Plan		Implement (100 days)			Evaluate
September	October	November	December	January	February	March	April

Letter of Interest (due September 27, 2021)

Please provide brief and concise answers to the questions below (please no more than 150 words per question - your time is valuable!). **Submit your responses via [this form](https://forms.office.com/r/UEkGDthU5U) (<https://forms.office.com/r/UEkGDthU5U>) by 11:59pm on Monday, September 27.** Any questions or comments can be sent to lurteagafuentes@detempsol.org.

1. Please describe why participating in this pilot is important for your organization and the people you serve.
2. Describe your organization's experience or background in helping clients work on employment and/or income goals. Note: Experience is *not* required to participate, but we would like to understand any experience available.
3. What does case management currently look like for your program's clients? What would be different for this pilot, if anything?
4. Do you have an existing client or consumer council or group that meets regularly and gives feedback to your program and/or organization? If yes, please give a short description.

5. List the names of the staff member or members that would participate as a case manager for this pilot.
6. What staff members will be available to participate in the overall planning and implementation process? List their names and titles.
7. What type of support would your staff and organization need to be a successful participant of this pilot?
8. All participants are required to be a pilot site. Are you able to be a pilot site?
9. Looking at the Key Components section of the call for Letters of Interest, what are some components that are missing or that we should think more about?

Microsoft form will also ask for the following information:

1. Organization Name
2. LOI applicant contact Information (name, title, email, phone number)
3. Background Information on your Organization
 - a. Type of Provider (shelter, RRH, PSH, or other)
 - b. I am submitting this Letter or Interest as a (shelter provider, RRH provider)
 - c. Populations served (check all that apply): (youth, women, families, men, single adults, other gender identities)
 - d. Approximately how many clients do you serve at any given day? If you operate more than one type of program (e.g. shelter, RRH), indicate the number you serve in each program type.

ATTACHMENT SEVEN



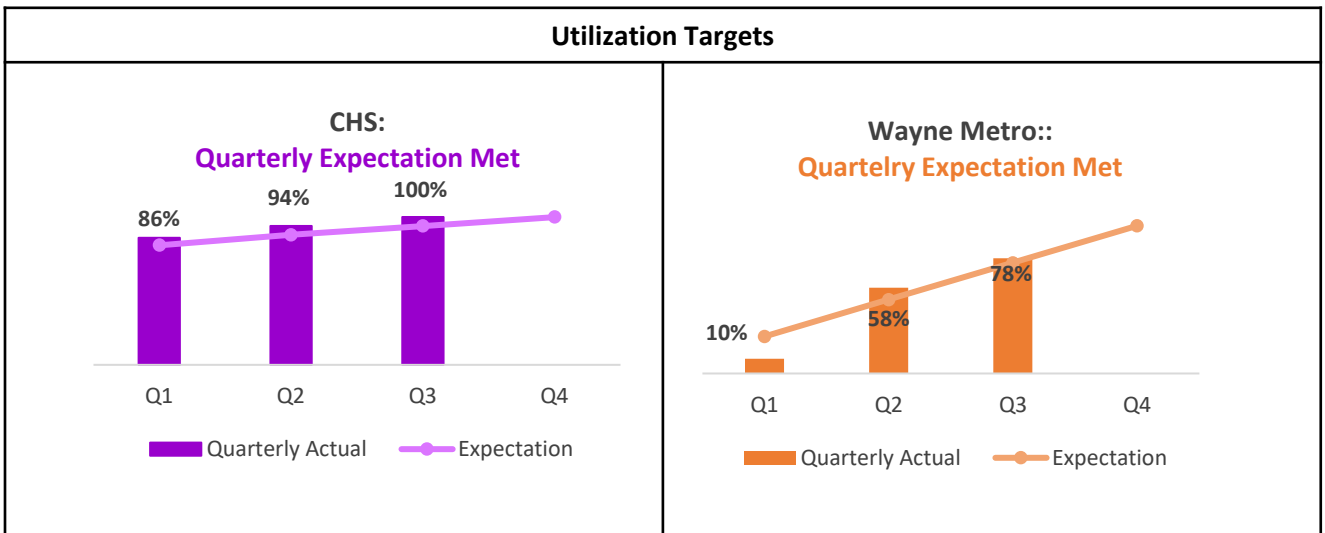
New FY2019 CoC Project Ramp Up Monitoring Report to Detroit CoC Board of Directors September 13, 2021

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

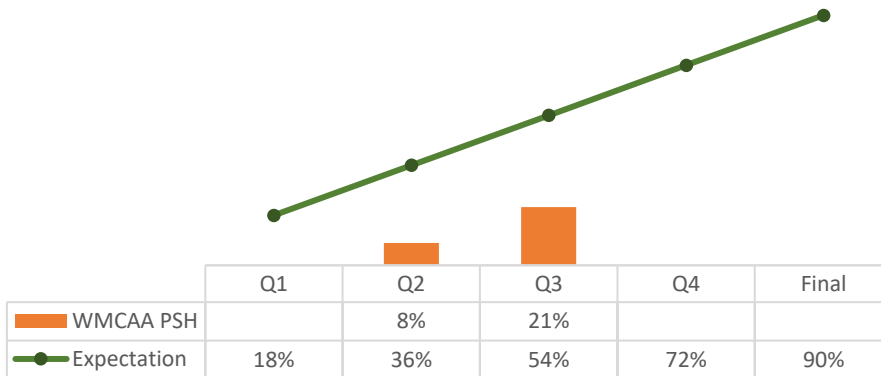


Comments on Utilization Targets and Performance:

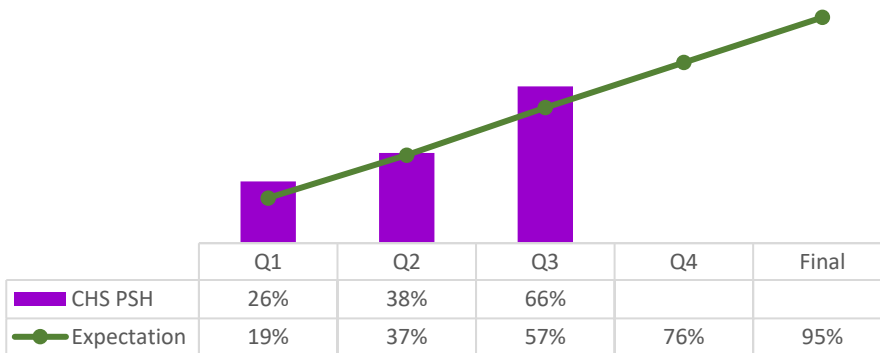
- **CHS:** Project is meeting utilization expectations.
- **Wayne Metro:** Project is currently meeting utilization expectations.

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



Quarterly Expenditures: Non Rental Assistance Projects



Comments on Expenditure Targets and Performance:

- **Wayne Metro:** The agency is behind on their expenditures, although per the agency they anticipate being able to get caught up over the next quarter. Wayne Metro requested an initial grant term for this project of 15 months (instead of the standard 12 months), something new HUD allowed for the first time in the FY2019 competition. This allowance was made by HUD in recognition that new projects ramping up may have difficulties fully expending its initial grant within 12 months. Currently, the local HUD field office has stated this project has a 12-month term, not the 15-month term it requested. HAND has encouraged Wayne Metro to continue to work with the field office to change the initial term to 15 months, which would help ensure more project funds are spent.
- **CHS:** No concerns.

ATTACHMENT EIGHT



Detroit Coordinated Entry System

Quarter 2 Report | April 1 – June 30, 2021

[CAM Detroit](#) serves as the [Coordinated Entry System](#) for homelessness assistance. CAM does not directly offer housing assistance, but rather provides a single process to access the assistance provided by a number of community partners. It is not an organization or program. It is a system within Detroit’s Continuum of Care (CoC) that is currently implemented by the agencies: [Southwest Counseling Solutions](#) and [Community & Home Supports \(CHS\)](#).

This report details the operational performance of Coordinated Entry from January 1 to March 31, 2021. Data are selected to provide insight on homelessness and our community-wide response to it.

ACCESS

CAM provides a streamlined entry process connecting people to available shelter and housing resources. Typically, access is provided via in-person Access Points, however in response to COVID-19, CAM has shifted to a remote call center model. Data in this section indicate the volume of need and services.

Volume

In Quarter 2 of 2021 there were **17,640** combined visits to CAM Access Points and calls to CAM, an average of **229** contacts per day. Of these, there were **90** in-person visits and **17,550** calls.

Chart 1 - Monthly Volume by Access Type

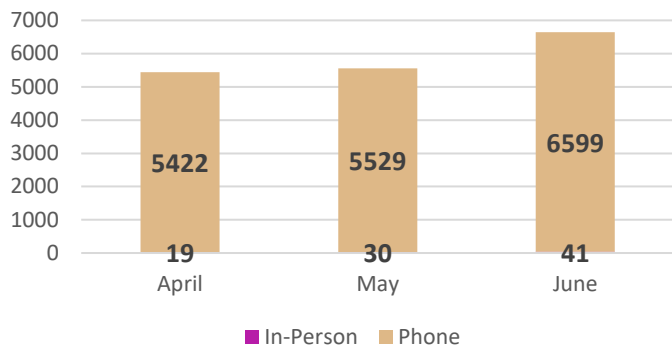
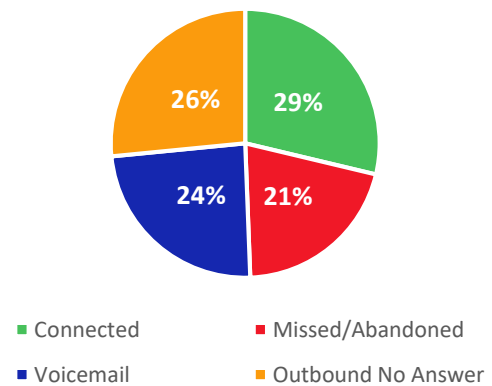


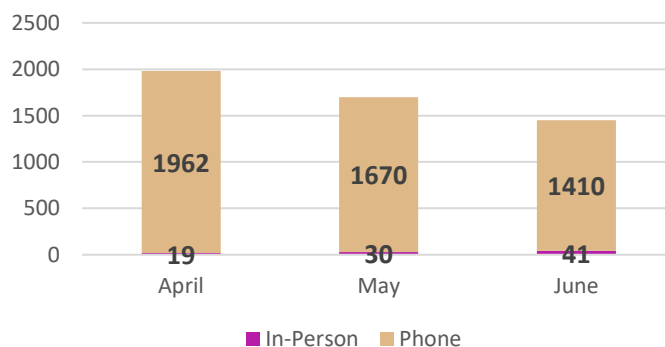
Chart 2 - Total Calls by Outcome



Engagements

In Quarter 2 of 2021, CAM staff had **5,132** total engagements, an average of **67** engagements per day.¹

Chart 3 - Monthly Engagements by Access Type



Intakes

CAM conducted **1,509** total intakes in Quarter 2 of 2021, an average of **20** intakes per day.

Chart 4 - Intakes by Household Type

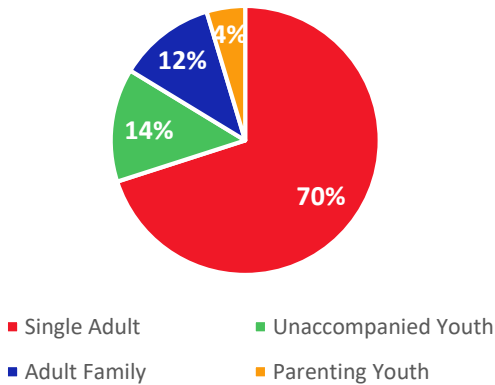


Chart 5 - Intake Outcome by Household Type

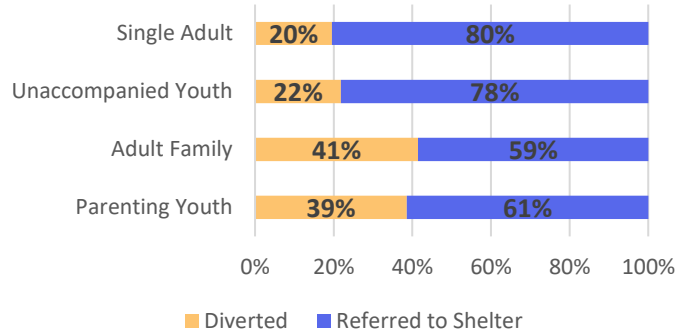
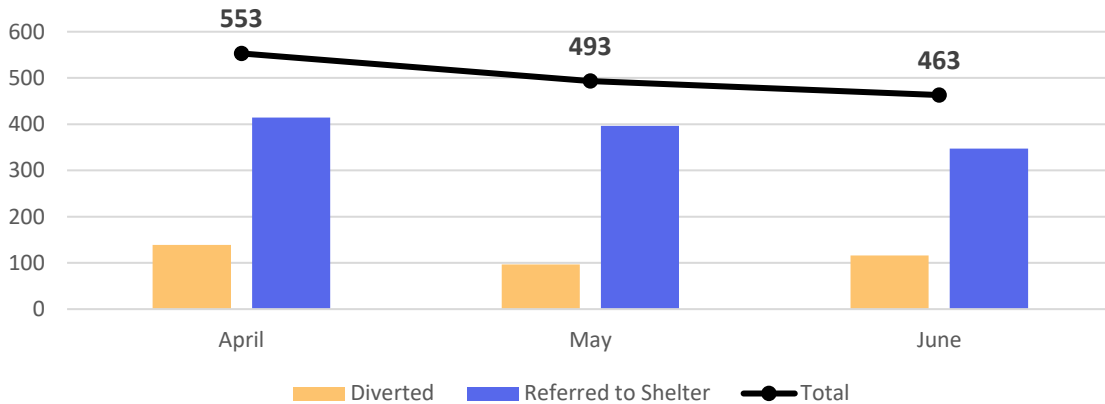


Chart 6 - Monthly Intake Outcomes



ASSESSMENT AND PRIORITIZATION

CAM assesses households to determine individualized strengths, needs and barriers. CAM utilizes the VI-SPDAT and SPDAT in its assessment process to ascertain clients' vulnerability. Available housing resources are prioritized for the most vulnerable households. This section presents data on assessments and prioritization of resources.

Assessment Recommendations

Chart 7 - Households Assessed and Added to an Acuity Group

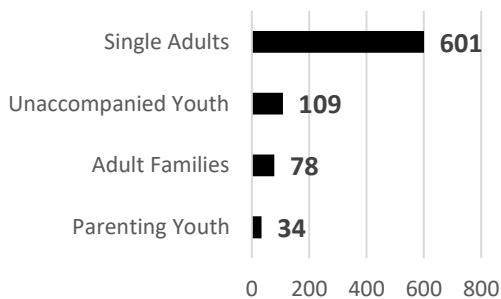
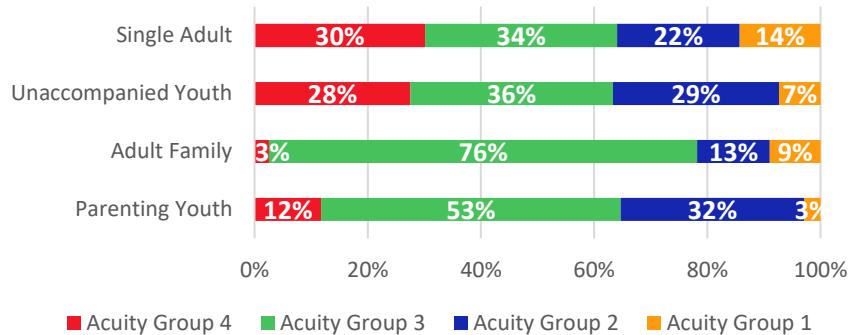


Chart 8 - Distribution of Acuity Groups by Household Type

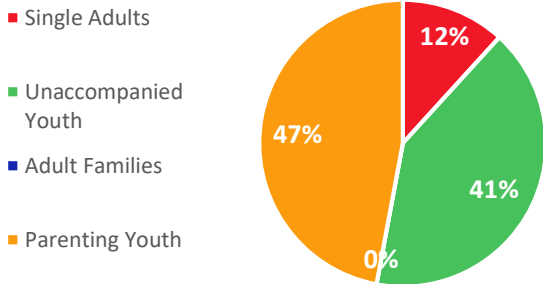


REFERRAL

As housing resources become available, CAM prioritizes resources for the most vulnerable clients, and refers clients to those resource. This sections details the referrals made to housing programs.

Transitional Housing (TH) Referrals

Chart 9 - TH Referrals by HH Type



CAM staff referred **17** households to Transitional Housing in Quarter 2 of 2021

Chart 10 - Monthly TH Referrals

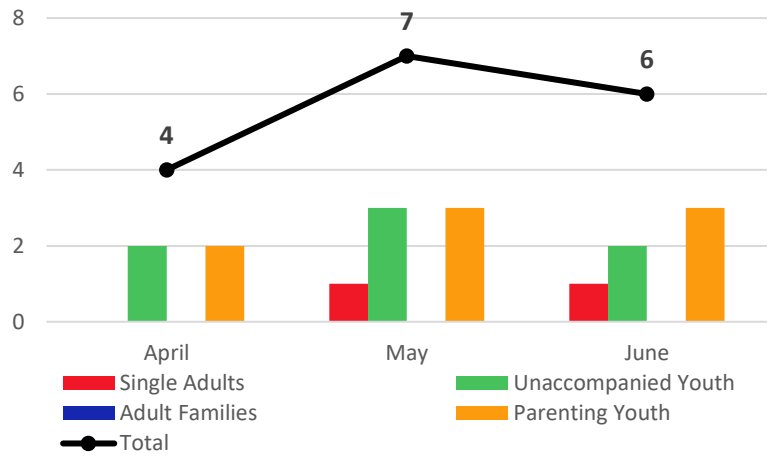
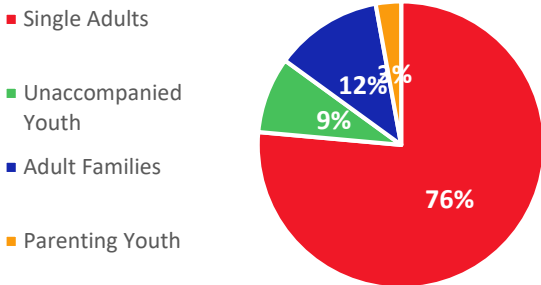


Chart 11 - TH Referrals by Agency



Rapid Re-Housing (RRH) Referrals

Chart 12 - RRH Referrals by HH Type



CAM staff referred **140** households to Rapid Re-Housing in Quarter 2 of 2021¹

Chart 13 - Monthly RRH Referrals

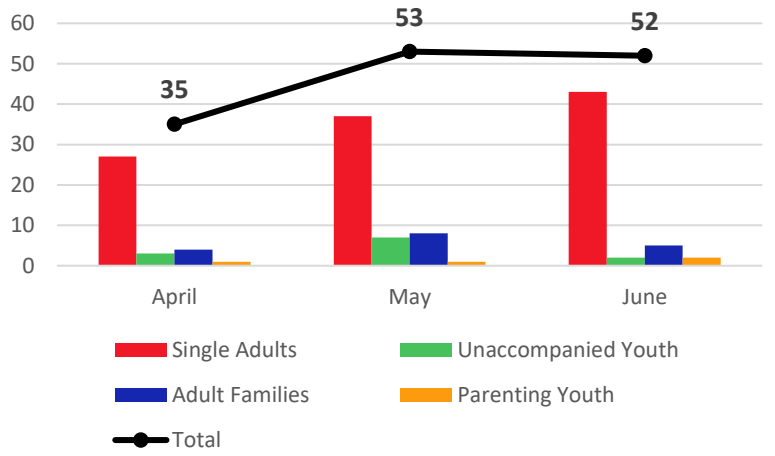
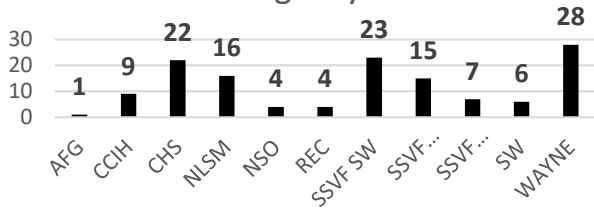


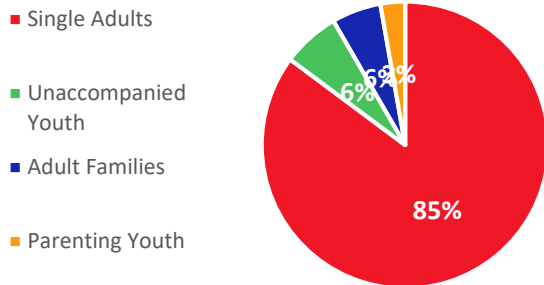
Chart 14 - RRH Referrals by Agency



¹ This includes 20 referrals for Security Deposit assistance only.

Permanent Supportive Housing (PSH) Referrals

Chart 15 - PSH Referrals by HH Type



CAM staff referred **108** households to Permanent Supportive Housing in Quarter 2 of 2021

Chart 15 - Monthly PSH Referrals

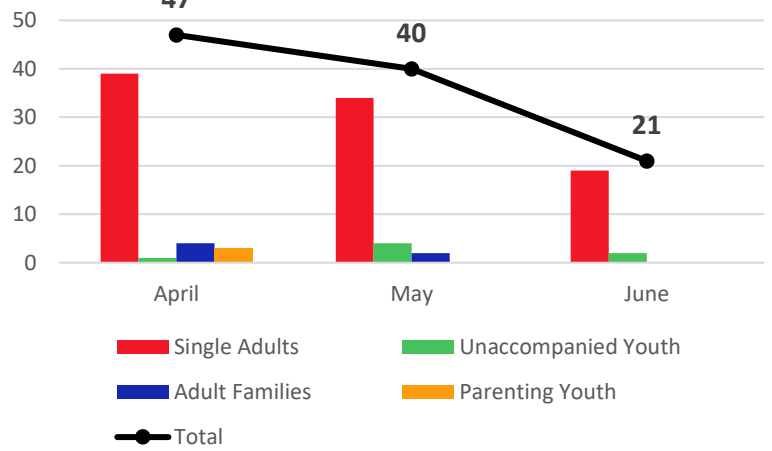
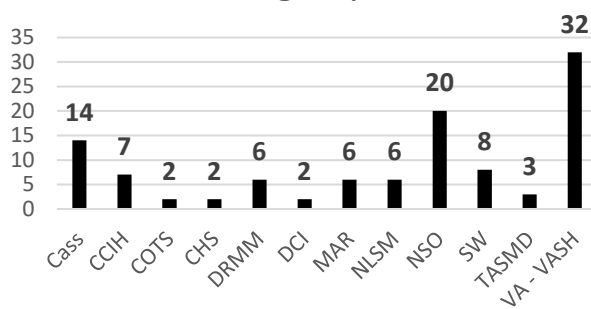


Chart 16- PSH Referrals by Agency



Housing Vouchers:

Homeless Preference - Housing Choice Vouchers (HP-HCVs) and Emergency Housing Vouchers (EHVs)

CAM added **358** households to the HP-HCV and/or EHV waiting lists in Quarter 2 of 2021, and **300** households were pulled for one or both

CAM added **17** households to the Moving Up waiting list in Quarter 2 of 2021, and **28** households were pulled

Chart 18 - HCVs Added vs Pulled

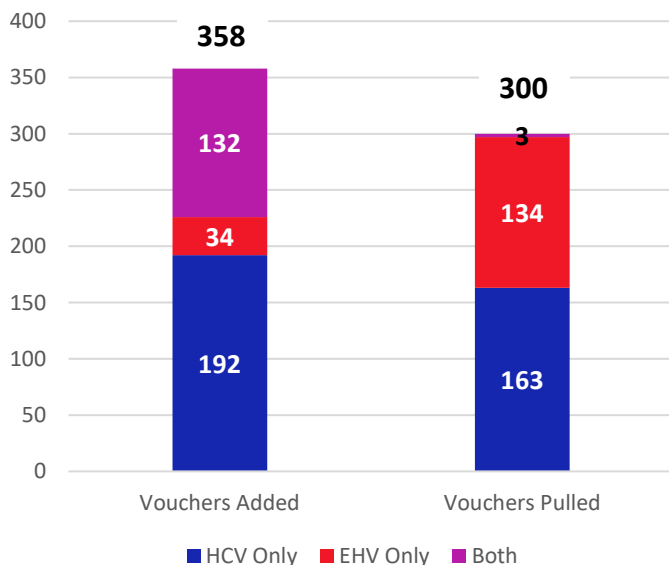
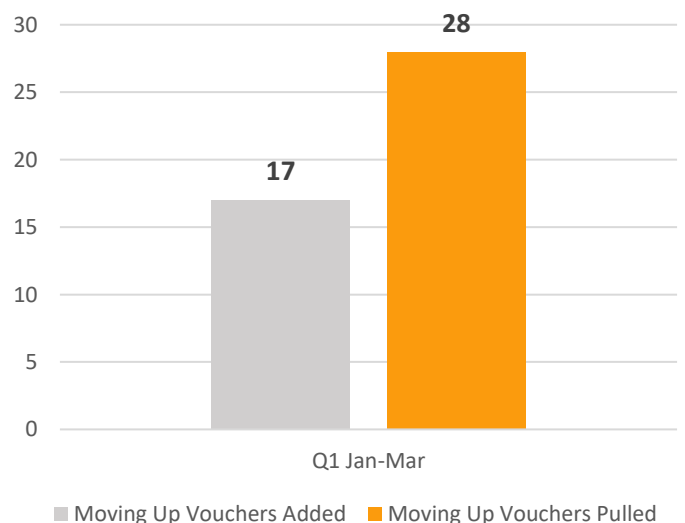


Chart 19 - Moving Up Vouchers Added vs Pulled



ATTACHMENT NINE

Equitably Compensating PWLEH in the Detroit CoC

As part of our vision, the Detroit CoC is committed to providing equitable solutions to homelessness. It is imperative to have people with lived experiences in homelessness (PWLEH) drive these solutions. This document outlines a proposal for our commitment to compensate PWLEH for their expertise, time, and expenses incurred while meaningfully engaging in systems-level work.

Proposed Compensation Rate –

We propose that participants be provided a flat rate of \$75 for every meeting they attend. This includes CoC Board Meetings, Advisor Group Meetings, Committee Meetings, General Membership Meetings, etc. This flat rate includes the following for calculation:

Element Included	Total	Rationale
Meeting time	\$37.50	Averaged the various meeting lengths to 90 minutes at \$25/hr
Prep & Follow Up	\$25	One hour combined at \$25/hr
Meeting Costs	\$12.50	This is to factor in transportation (for in-person meetings) or internet costs (for virtual meetings)
	\$75.00	

Additional compensation outside of meeting participation would be \$25/hour. This could cover things such participation in special CoC initiatives.

Proposed Budget

Categories	Total	Rationale
Advisors Group, PWLEH Board Members, & PWLEH Executive Committee Members	\$30,000	Advisors Group – 12 members who meet biweekly PWLEH on CoC Board – up to 3 members who meet monthly PWLEH on Executive Committee – up to 1 member who meets weekly
CoC Committees*	\$15,000	Approx. 16.5 payments per month @\$75 each. See details below
Special Initiatives**	\$5,000	Focus Groups, PIT Count Ambassadors, etc
	\$75.00	

*Committees would be eligible to apply annually for funding to compensate members with lived experience. If applications exceed \$15,000, a review committee would determine which applications would be funded. Any remaining funds would be added to the special initiatives funding allocation.

**Entities could apply for funding to compensate people with lived experience in homelessness on a rolling basis until the funding has been exhausted. Committees that did not apply during the committee round could also apply for the special initiative allocation, but a minimum of \$5,000 would be eligible for special initiatives only.

***HAND will review funding for each category and reserves the right to repurpose the funding with notice to fully expend the CoC Planning grant.

Governance Charter Changes –

We are in the process of updating the Governance Charter. There are a number of changes which seek to actualize our CoC's desire elevate the voices of those with Lived Expertise. The are as follows:

1. Increasing the number of PWLEH seats on the CoC Board to 3.
 - a. These seats will now be compensated (outlined above).
 - b. One seat will be reserved for a youth, specifically. The other seats will be prioritized for POC, LGBTQ, HIV+, DV survivors and persons who have experienced chronic homelessness.
 - c. These seats will be elected by the Advisors' Group, not the General Membership.
2. Add the Detroit Advisors' Group to the Charter.
3. Add the Youth Action Board to the Charter.
4. Imbed the vision into the Charter.
5. Add the role of the Engagement Coordinator.

Developing a Policy and Procedure –

We would also like to develop a policy and procedure to ensure that our efforts are transparent and consistent. Below are the elements that we are considering for inclusion within the P&P:

- Purpose and Rationale for policy
 - Emphasis on Equity
- Compensation Rate
 - Rationale
 - Source of compensation
 - Special requests/considerations
- Eligible Activities for Compensation
 - CoC Meetings
 - Advisors Group
 - Board
 - Committees (see considerations below related to committees)
 - Focus Group Participation or Listening Sessions
 - Point-In-Time Count
 - Special Activities
 - Special initiatives, leading meetings, training, or other activity
- Types of Compensation
 - ACH Transfer and check are preferred methods
 - Includes ability to ACH transfer to CashApp
 - Gift cards may be considered upon request due to special circumstances
- Compensation Process
 - Frequency of compensation
 - How to request
 - Required documentation/verification
 - Key considerations
 - W9 required after \$600

- Cannot serve more than one role with HAND
- Special initiatives need to be approved by HAND to ensure sufficient funding