

Detroit's Strategic System Improvement Planning Process: Community Planning Sessions on Improving Rehousing Strategies and Housing Supply

Prepared by HAND and HRD staff with support from Barbara Poppe and Associates.

November 6, 2023

Detroit's Homelessness System Overview: Rehousing and Housing Supply

Table of Contents

Purpose: Page 3

Summary of Key System Indicators and Needs: Page 4

Statement of Values: Page 6

Input from Residents with Lived Experience: Page 7

Background Materials Overview: Page 11

Rapid Rehousing: Page 13

Permanent Supportive Housing: Page 19

Transitional Housing: Page 25

Housing Vouchers: Page 26

Subsidized Affordable Housing: Page 29

Housing Navigation and Landlord Engagement: Page 30

Alternative Housing Models: Page 31

Strategic Initiatives: Page 34

Role of Philanthropy: Page 37

Purpose

The City of Detroit Housing and Revitalization Department (HRD), Homeless Action Network of Detroit (HAND), and Detroit Continuum of Care (CoC) are working with Barbara Poppe & Associates (BPA) to develop a [strategic system improvement plan](#) for Detroit’s homelessness response system.

The Improving Rehousing & Housing Supply Planning Team and the Community Planning Session will focus on the following key strategy questions:

- What strategies should be undertaken to increase re-housing and improve housing navigation?
- What strategies should be undertaken to increase access to and the supply of affordable and permanent supportive housing?
- How should these be prioritized?
- What types of goals and metrics should be developed?
- What community partners and resources should be engaged?

During each session, we will be working through this agenda:

Agenda



Opening: Welcome, Framing, and Flow



Grounding: Background information and data



Vision and Values: To guide community’s approaches to rehousing & housing supply



Solutions: Identify potential solutions and strategies, both improvements and innovations



Prioritization: Determine highest-priority solutions and strategies, input on roles and timeframes



Closing: Will make sure we end on time

During the “Grounding” section we will hear from a resident with lived experience on the

topic that we are considering. During the “Vision and Values” dialogue, we will consider the vision expressed in Detroit’s Housing Justice Roadmap (included within this document). During the “Solutions” jam session, we will ask participants to generate proposed solutions (see below). During the “Prioritization” dialogue, we will describe the process that we will be using in follow up to the session to prioritize among the solutions generated during the jam session, unless there is easy agreement and alignment on a few solutions. We are expecting lots of great ideas, so we want to give everyone time to consider the options. We will move through each agenda item to be sure we conclude within the timeframe. We are encouraging participants to bring their ideas for solutions that are either “improvements” or “innovations” (defined below). For each proposed solution, we will need a description of the solution and a statement about the expected impact (defined below).

Definitions

- **IMPROVEMENTS** to be made within existing efforts and programs (e.g., staffing and role clarification, streamlining, policies and practices, improved partnerships, improved public policy, etc.)
- **INNOVATIONS** to be tried and tested to support transformation of approaches (e.g., new models, new partnerships, new services and staffing designs, new capacity-building efforts, etc.)
- **Impact of solution** describes what results will occur when the solution is implemented and/or the problem that is solved by the solution. For example, the statement could be “reduces time from referral to move-in which reduces vacancies in PSH and reduces average time homeless.

Summary of System Key Indicators and Needs

According to data collected by the Detroit Continuum of Care and analyzed by Barbara Poppe & Associates:

In FY 2022 an estimated annual total of 5,901 households (8,537 people):

- Experienced homelessness in Detroit sometime during the year; and
- Were served by a homelessness assistance program, including crisis response programs such as emergency shelter and transitional housing; and/or
- Were served by a housing stabilization services program, such as rapid rehousing or permanent supportive housing programs, during the year

More than 1,100 households are served by rapid rehousing programs and more than 2,100 were served by permanent supportive housing programs.

Key demographics include:

- Black people are overrepresented among the homeless population in Detroit. While Black people make up 78% of the general population, Black people make up 84% of single adults experiencing homelessness and 94% of households with children experiencing homelessness.
- A majority of people experiencing homelessness in Detroit are single adults, and of those adults, 30% are women, 69% are men, and 1% are either transgender, questioning or of no single gender.
- Single adults reporting a domestic violence status represent 17% of the adult population, but the rate of reported domestic violence more than doubles for families at 39%.
- Rates of chronic homelessness range between 8% for families and 18% for single adults.
- At least one in five persons experience unsheltered homelessness prior to enrolling in a program.

System Performance Measures (SPMs) are a set of standard metrics applied to all CoC systems funded by U.S. Department of Housing and Urban Development (HUD). The Detroit CoC system submits SPM results on an annual basis to HUD. Detroit’s most recently submitted SPMs reveal the following:

- The median length of time households experience homelessness in shelter is 69 days.
- Prior to entry, people residing in emergency shelters, safe havens, transitional housing, and other permanent housing experienced a median time of homelessness of 203 days.
- Over a two-year look back period, 21% of all households who exited homelessness to permanent housing ultimately returned to homelessness.
- Between 73% to 77% of households who experience homelessness are “first time homeless,” meaning that there is no prior record of enrollment in a homeless assistance program for that household within the previous 2 years.

To address these and other challenges, this community planning session is being conducted to improve rehousing strategies and housing supply in Detroit. Per the recently released [Interim Findings Report](#) recommendations:

“Rehousing strategies and services, and the utilization of rental subsidies, must be dramatically improved and reorganized in order to support people to successfully exit from homelessness into permanent housing more quickly, efficiently, and stably.

The community lacks core elements of a coordinated, purposeful system for rehousing people, including: there is no comprehensive landlord

engagement system; housing navigation services are poorly defined and implemented at nowhere near the scale of need; and services aligned with rapid rehousing and permanent supportive housing programming are inadequate for the needs of many participants, including for people with behavioral health care needs and other people with disabilities. While housing vouchers were reported to be widely available, the ability for these vouchers to be used was hampered by a lack of affordable, quality units and landlords willing to accept the vouchers which was compounded by a lack of housing navigation supports. Further, while the transition of the Coordinated Access Model (CAM) system brings opportunities to address concerns with coordinated entry and rehousing strategies, it can be expected that there will be challenges created by that transition.”

The background provided in these briefing materials are intended to be used to prepare for the Community Planning Sessions and to be used during the sessions.

Statement of Values

During each Community Planning session, we will consider the statement of values below, which was adopted during Detroit’s previous project conducted in partnership with the National Innovation Service to create a [Housing Justice Roadmap](#).

Detroit’s Housing Justice Roadmap Vision:

Pillar 1: Detroit’s response to homelessness is led by people with lived experiences who reflect the community.

- The community should co-design and implement system transformation and have community power to hold the system accountable
- Leadership at the administrative and agency level need to reflect the community served by representing Black, Brown, trans and gender nonconforming (TGNC), lesbian, gay, bisexual, or queer (LGBQ) Detroiters and have lived experience of homelessness.
- Providers must be supported in hiring people who have experienced homelessness so they can advise on and lead service provision across the city.

Pillar 2: Members of the community experience homelessness rarely, and when they do, it’s for a short time and only once.

- A system must address the high barriers to accessing crisis housing (shelters) for members of the TGNC community through safe and equitable access and ensure that support is available to quickly move to long-term housing.
- A system must address barriers to quick, safe, access to long-term housing including issues with coordinated entry, prevention programs to keep people in their homes, and the lack of affordable housing stock in the community
- A system must coordinate resources, including economic supports, across the community and improve the quality of supportive services within homeless programs.

Pillar 3: Housing security will be achieved by keeping people in their homes, developing affordable options, and helping to recover generational wealth.

- The city and county must invest in the revitalization and development of safe and affordable housing prioritized for people experiencing homelessness and housing instability.
- Detroit and Wayne County administrators must coordinate and prioritize homeownership supports for Black, Brown and LGBTQ communities to help build generational wealth.
- Detroit and Wayne County must address policy issues that have led to the historic loss of homes for the Black community in Detroit

Pillar 4: Housing and services are rooted in dignity.

- A system must provide services that are safe and accessible for all and
- that respect, empower, and value all individuals, especially Black, Brown, and LGBTQ community members.
- Services should be designed with and provided by people who have experienced homelessness or housing instability.
- Providers must address organizational culture issues that lead to discrimination and lack of accountability to people being served.

Input from Residents With Lived Experience From Interim Findings Report

The City of Detroit Housing and Revitalization Department, Homeless Action Network of Detroit, and Detroit Continuum of Care are working with Barbara Poppe & Associates to develop a strategic system improvement plan for Detroit’s homelessness response system. An Interim Findings report was released as part of the strategic planning project and is available for your review. You can find it at the link below.

https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA_DETInterimFindingsReport_FINAL.pdf

For your convenience, **we want to focus your attention on one section of the report that summarizes the input and guidance of people with lived experience.** This section is included below.



Overview

On behalf of the BPA Consulting Team, David Dirks and Kourtney Clark have led robust engagement efforts with participants experiencing homelessness, who are all being compensated for their time, including both virtual and in-person focus groups and 1-on-1 conversations. To date, 10 virtual focus groups and 3 in-person focus groups have been

facilitated, and a total of 62 people have participated in focus groups or 1-on-1 conversations, including youth and young adults, participants of shelters and programs for families and individuals, participants of domestic violence shelters, and participants currently housed through rapid rehousing or housing voucher programs. In addition to the 62 individuals who participated in these forms of engagement, members of the consulting team also interacted with people staying in shelters and receiving other services during the onsite visit in July 2023.

Input and guidance provided through these discussions is summarized below, organized by the following themes: Accessing the Homelessness Response System of Care; Shelter Access, Quality, and Client Experiences; Finding and Securing Housing; and Training for Staff.

Accessing the Homelessness Response System of Care

Themes within Guidance Provided

- Some providers provide high-quality services, but not all providers are able to offer a robust set of services and **people needed to seek assistance from multiple programs and organizations.**
- Participants reported that **word of mouth or calling around to find help was the primary way that people learned about how to access the homelessness response system** or found any forms of help.
- Participants report **experiencing very long wait times to access Coordinated Access Model (CAM)¹ or shelters and also that wait times for receiving referrals were very inconsistent**, ranging from it taking 5-10 minutes to get a referral and calling a provider, to 5 months being in a shelter before receiving a CAM referral for housing.
- Participants also **report being treated rudely when seeking assistance from CAM, shelters, and/or other programs** and also expressed frustration with the paperwork involved with CAM.
- **Mistrust of some faith-based providers among some community members** was reported.

Illustrative Quotes from Participants

“While experiencing unsheltered homelessness, sleeping in my car with my children, and riding the bus, a lady provided me with a number to call CAM coordinated entry. It was hard to get through to CAM – was told to call back in the morning.”

“I stayed at three shelters (total of 9 months) before entering Coordinated Entry.”

“Called CAM and had to wait 2 – 4 days to get access to a shelter. The CAM Staff was rude over the phone, shelter staff was rude. I had to show up to get assistance.”

“When I first called CAM, I had traveled 45-minutes to a DV shelter, and it was full. I called CAM back and waited 8 hours for help.”

“I asked for services every day but was told by case managers that they didn’t have any services.”

“When my son got really sick, my provider was extremely helpful by taking me to the doctor, they provided mental health resources, transportation, therapy, and legal help to name a few.”

Shelter Access, Quality, and Client Experiences

Themes within Guidance Provided

- Participants reported that it is often **difficult to access shelter, that the response to people calling for help is inconsistent, that there is a lack of clarity about the availability of beds and resources**, and that it is especially hard to find shelter for someone under 18 years old.
- Participants had many **concerns and complaints regarding the physical environments and facilities in shelters**, noting that:
 - Some family shelter participants reported staying in basements with bugs and vermin, and some shelters have mold and leaking water.
 - Some participants reported that shelters have 10 families in one room, some shelters do not have beds for people to sleep in, and adults and children sometimes have to sleep in chairs.
 - Some also reported that shelters are not fully accessible for people with disabilities and that requests for reasonable accommodations are not handled consistently.
- Participants expressed **concerns with the professionalism of staff, inequitable treatment of clients**, and inappropriate relationships among staff and between staff and clients.
- Participants also expressed concerns regarding **selective application of rules and policies, as well as inconsistent policies across programs**, such as:
 - Some reported that shelters require participation in prayer regardless of clients' wishes or preferences.
 - Participants with jobs reported that they were sometimes treated unfairly if they didn't meet curfew or attend some required meetings.
- People reported **significant levels of violence in the shelter system** and that staff are not trained in providing help when participants have mental health crises.

Illustrative Quotes from Participants

"Had to physically show up for shelters to get help."

"If not present by time provided, then shelter space or bed was given away, even if late by 5 minutes."

"I am in a wheelchair and have a disabled child, we have to leave the shelter every day and wait in the neighborhood regardless of the weather until it re-opens in evening. The shelter doesn't have transportation that is wheelchair accessible so I am on my own with my child."

"We are staying in the emergency shelter overflow in chairs or cots in the basement."

"I was racially profiled, however there was a good case manager that stayed and stuck with me through finding housing."

"I walk with a cane and was placed on the 2nd floor, there is no elevator in the building and I had to walk up and down for food."

"Gay and Trans people are getting beat up in shelters. I want to build a new shelter for gay and Trans people."

"We need better wait times to get into housing – no one should stay in shelter for more than 6 months. We need more housing support for folks."

"There wasn't always bus tokens or transportation available, so I had to quit my job because it was difficult for me to get to work within the curfew limitations."

"I called CAM and was directed to a shelter immediately. I was asked some questions, and was told there was a bed for me, I was picked up with my belongings and was taken to a shelter. Within my 4th week, I was provided with

- Participants also reported that **most shelters are not friendly or welcoming – and can be dangerous – for LGBTQ+ individuals.**
- People also expressed **desire for shorter shelter stays and for quicker access to permanent housing** and also noted that some shelters are too far away from jobs and essential services.

RRH voucher through my program, and from March to June I was able to find a place and now I have a section 8 voucher.”

Finding and Securing Housing

Themes within Guidance Provided

- Market forces are making **finding housing difficult for many low- or no-income participants.**
- Many participants indicated that they **did not receive any help with locating housing or that housing resource information they were provided (lists, pamphlets, numbers of landlords) were outdated.**
- Some participants stated that they **received helpful assistance from providers in finding, locating, and securing housing**, experiences that seemed to be connected to a special funding program.
- Others expressed that the only services that are provided is assistance getting on the voucher list, but there are **not any mental health, employment and transportation resources.**
- Overall, **people believe their success in finding and securing housing is driven by their personal efforts.** Some people reported it took them 1 – 2 years to find housing, while others found housing within 3 months.
- Participants indicated that there is a **need for better landlords and for strategies to encourage landlords to work with rapid rehousing participants and housing voucher holders.**
- People also expressed that many people who move into housing **do not receive assistance with the basic necessities to make it a livable home**, such as furniture, mattresses,

Illustrative Quotes from Participants

“When I received my RRH voucher I got no help from [program], I was given a housing resource from 2019 in 2022.”

“They buy bulk public records, and the information is not accurate.”

“I got wind of my shelter closing so I started looking for housing myself, no one at the shelter was working to re-shelter or rehouse me.”

“I am still searching for housing after 6 months with my voucher.”

“There are no housing navigation resources.”

“No one talked to me about deposits required for water, power or the responsibility to pay those bills. I am scared of losing my housing or not being able to maintain.”

“I’ve been here for 2 years, and have been waiting for a voucher for 2 years.”

linens, basic kitchen item, supplies needed for infants and children, and other essentials.

Training for Staff

Themes within Guidance Provided

- Overwhelmingly participants have noted the **need for staff to be trained more, including customer service training.**
- Other staff training topics prioritized include training that will support:
 - Implementation of **trauma informed care.**
 - Shifting of **programs' cultures.**
 - Shifting away from **abusive behavior, including mental and verbal abuse.**
- Participants also noted that **more staff should be hired.**

Illustrative Quotes from Participants

"There are some good programs, but terrible execution; they need better training and customer service."

"Staff need more empathy towards participants."

"The staff here, put clients to work such as cleaning, but there is no compensation."

Background Materials Overview

Disclaimer: The following data briefly summarizes housing supply in Detroit. Due to time constraints in gathering this data, this list is not exhaustive.

The Detroit homelessness response system includes several housing resources for residents experiencing homelessness, including:

- **Rapid rehousing:** Short-term programs that quickly move households from homelessness to housing and provide case management and rental assistance on a short-term basis; cannot exceed 24 months of services.
- **Permanent supportive housing:** Long-term housing placements for typically chronically homeless households that pair housing with voluntary supportive services for residents.
- **Transitional housing:** Short-term temporary housing programs that is limited to 24 months.
- **Housing Choice Vouchers:** A tenant-based resource that is paired to the household, not the building, that provides rental assistance so they can afford housing in the private housing market on a long-term basis. Households must be 30% AMI or below. This resource is not limited to those experiencing homelessness; however, the Michigan State Housing Development Authority does have a homelessness preference voucher program.
- **Public Housing:** Public housing was established to provide decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities.

Public housing comes in all sizes and types, from scattered single-family houses to high rise apartments for elderly families. The Detroit Housing Commission operates and manages the public housing in Detroit.

- **Subsidized affordable housing:** Housing that is typically financed by the federal, state, and/or local government to keep rental rates affordable for residents. This resource is not limited to those experiencing homelessness. Public housing is one type of subsidized affordable housing.
- **Naturally occurring affordable housing:** Private housing that is not subsidized by the government but is affordable compared to market-rate properties. This resource is not limited to those experiencing homelessness.
- **CAM/CES:** Detroit’s coordinated entry system, known as the CAM, refers people experiencing homelessness to emergency shelter and homeless services as resources become available.
- **Housing navigation and Landlord Engagement:** Many homelessness service providers help residents experiencing homelessness navigate the housing market to find housing placements. Providers often conduct landlord engagement activities to recruit landlords who will rent to clients who have experienced homelessness.

The table below shows which organizations fund or administer these housing resources:

Housing Resource	City of Detroit through HUD	Continuum of Care funding through HUD	Michigan State Housing Development Authority through HUD	Detroit Housing Commission	Private Philanthropy
Rapid Rehousing	X	X	X		
Permanent Supportive Housing	X (funds preservation and construction only)	X	X (funds construction and preservation)		X
Transitional Housing	X (one program only)	X			X
Housing Choice Vouchers			X	X	
Subsidized affordable housing	X (funds preservation and		X	X	X

	construction only)				
--	--------------------	--	--	--	--

Rapid Rehousing

Inventory and Funding

Rapid rehousing programs get their funding through three sources: the Continuum of Care’s annual application for funding from the U.S. Department of Housing and Urban Development, the Michigan State Housing Development Authority, and the City of Detroit’s Housing and Revitalization Department.

According to data from Detroit’s coordinated entry system, the CAM, the following number of households were referred to rapid rehousing programs in 2022:

- 20 Parenting Youth Households
- 105 Adult-Led Family Households
- 82 Unaccompanied Youth Households
- 378 Single Adult Households

The table below shows which rapid rehousing programs operate in the community or will soon operate next year and are funded by the CoC:

Organization Name	Project Name	Funding Source	Target Population	Total # of Units Funded to Provide	Special Notes
Alternatives for Girls	Youth RRH	CoC	Youth 18-24	20	
Alternatives for Girls	DV TH-RRH	CoC	People fleeing domestic violence	15	

Neighborhood Legal Services Michigan	Project Cares	CoC	Families	70	
Neighborhood Legal Services Michigan	Project Permanency One	CoC		71	
Neighborhood Legal Services Michigan	Project Upward Bound	CoC	People fleeing domestic violence	15	
Neighborhood Legal Services Michigan	Project First Steps DV TH-RRH	CoC	People fleeing domestic violence	20	
Neighborhood Service Organization	RRH	CoC		21	
Southwest Counseling Services	RRH	CoC		25	

The table below shows programs that operate in the community or will soon operate next year and are funded by the City of Detroit:

Organization Name	Project Name	Funding Source	Target Population	Total Beds at Time of 2023 Housing Inventory Count	Special Notes
Alternatives for Girls	Rapid Rehousing-City	HUD ESG/CDBG	Youth 18-24	70	

Community and Home Supports	Sheltered Housing Placement	ESG/CDBG	General Population	N/A	Served 172 households from 11/2022 to 9/2023
Community and Home Supports	City ESG/CDBG	ESG/CDBG	General Population	7	Program closing in 12/23
NLSM	RRH - City ESG-CV Rd2	ESG-CV	General Population	43	Program closing in 12/23
Ruth Ellis Center	Ruth Ellis Center RRH	ESG/CDBG	Youth 18-30	15	Program closing in 12/23
Wayne Metro	RRH			15	

The table below shows which programs operate in the community or will soon operate next year and are funded by the State of Michigan or Veterans Affairs (VA):

Organization Name	Project Name	Funding Source	Target Population	Total Beds at Time of 2023 Housing Inventory Count	Special Notes
Community & Home Supports		MSHDA ESG			
Disability Network	SSVF	VA	Veterans	8	
Southwest Counseling Solutions	SSVF Program	VA	Veterans	44	

VOA	SSVF RRH		Veterans	40	
-----	----------	--	----------	----	--

Funding

The City of Detroit’s funding for Rapid Rehousing comes from the federal government. In 2023-2024, the City of Detroit will be allocating nearly \$810,000 to the following rapid rehousing programs:

Program/Agency Name	Funding Amount
Alternatives for Girls	\$258,585.81
Community and Home Supports	\$307,106.48
Wayne Metro	\$243,829.54
TOTAL	\$809,521.83*

**Besides these three rapid rehousing programs, the City of Detroit will also provide an additional \$200,000 to Wayne Metro to operate the coordinated entry system for Detroit.*

The Continuum of Care is currently in the process of submitting its FY2023 application to HUD. According to its most recent application (FY2022), the following rapid rehousing programs received CoC funding:

Program/Agency Name	Funding Amount
Alternatives for Girls (Domestic Violence – Rapid Rehousing Program)	\$565,704
Neighborhood Legal Services (Transitional Housing-Rapid Rehousing)	\$794,157
Alternatives for Girls (Detroit Youth RRH)	\$308,977
NSO	\$331,234
Neighborhood Legal Services (Project Permanency)	\$1,265,682
Neighborhood Legal Services (NLSM Cares)	\$1,278,504
Southwest Counseling Solutions	\$425,535
TOTAL	\$4,969,793

According to the FY2022 Longitudinal System Analysis report, as shown below, roughly 1,140 households were served by rapid rehousing programs that year.

Table 1: 12-Month Prevalence and Services Received*

	Households with Children	Single Adult Households	Total Households**
12-Month Prevalence	1,016	4,863	5,901
By Program Type			
<i>Crisis Response Programs</i>			
Served in Emergency Shelter and/or Transitional Housing	512	3,057	3,583
<i>Housing Stabilization Programs</i>			
Served in Rapid Rehousing	305	803	1,140
Served in Permanent Supportive Housing	302	1,798	2,104

* From FY22 Longitudinal System Analysis (LSA) report. Note that households may have been served by more than one program type during the FY

** Note that Total Households includes some individuals included in both **Households with Children** and **Single Adult Households** and includes some duplication. Also note that Total Households column does not include 12 children-only households or 10 households not clearly defined in the LSA (who are likely Veterans).

Services

RRH case management typically includes housing search and placement and housing stability case management for a maximum of 24 months. All housing placements for RRH happen via a prioritization list through Detroit’s coordinated entry system. The City of Detroit asks all providers that they fund to have a 1:25 case manager to client ratio.

Standards and Performance

According to HRD’s policies and procedures manual, City of Detroit Emergency Solution Grant- funded programs are required to implement and will be monitored for compliance on several best practices, including granting equal access to program facilities, accommodations, and services in accordance with individuals’ gender identity; prohibiting the denial or termination of assistance because individuals are victims of domestic violence or sexual assault; and creating policies and procedures established in writing to ensure that the privacy and confidentiality of all ESG-funded program participants is protected.

In HRD’s funding cycles, preferences are given to rapid rehousing projects with:

- A staffing structure designed specifically to support households experiencing homelessness (maximum case management ratio of 1:25);
- High-quality, tenant-centered housing search resources and experience;
- A demonstrated progressive engagement model;

- Strong housing-focused case management that is client-centered and trauma-informed;
- Demonstrated success in connecting clients to mainstream benefits, such as income / employment and health;
- Demonstrated success in exits to permanent housing;
- A direct connection to workforce development; and
- Flexible, participant-driven, and strengths-based service delivery

HRD uses performance benchmarks to measure the impact of organizations who seek City funding to operate homelessness services. The goal of these benchmarks is to see improved performance compared to the “baseline” performance reached by organizations in the previous funding year, as shown in the table below. The following data points apply to RRH programs funded by the City of Detroit.

	21-22 Performance Benchmark	CY2022 Baseline (average reached by organizations during CY2022)	CY2023 Performance Benchmark
Average length of time (days) to move clients into housing from program entry	57 days	55 days	50 days
Percent of clients who exit to a permanent housing destination	96%	88%	96%
Percent of clients who exit within 180 days of program entry	38%	46%	This measurement of performance will be temporarily suspended as Covid resources were shifted to address the needs of individuals who required additional services to achieve stability during the pandemic

According to data provided by the Homeless Action Network of Detroit, rapid rehousing renewal projects funded by the Continuum of Care’s HUD application achieved the following average performance metrics from January 1, 2022 to December 31, 2022:

Program Metric	Average Performance
Percentage of Leavers With Any Cash Income (as measured at the time participants exit from the RRH project)	59%
Percentage of Leavers with Any Non-Cash Benefits (as measured at the time participants exit from the RRH project)	84%
Percentage of Leavers with Earned Income (Employment) (as measured at the time participants exit from the RRH project)	22%
Percentage with Increase In Total Cash Income for Leavers and Stayers	20%
Percentage of participants who remain in permanent housing or exit to other permanent housing	100%
Length of time from referral to housing move-in (days) for Rapid Rehousing	81 Days

Permanent Supportive Housing

Permanent supportive housing is housing in which long-term housing assistance and voluntary supportive services are provided to assist households with at least one member with a disability. It is typically a resource for households who have been chronically homeless.

The Continuum of Care funds the operations of existing PSH projects through its annual application to the U.S. Department of Housing and Urban Development. The City of Detroit’s Housing and Revitalization Department often provides gap financing to support the construction of new PSH projects; it does not have funding to support services.

According to data from Detroit’s coordinated entry system, the CAM, the following number of households were referred to permanent supportive housing programs in 2022:

- 8 Parenting Youth Households
- 49 Adult-Led Family Households
- 57 Unaccompanied Youth Households
- 504 Single Adult Households

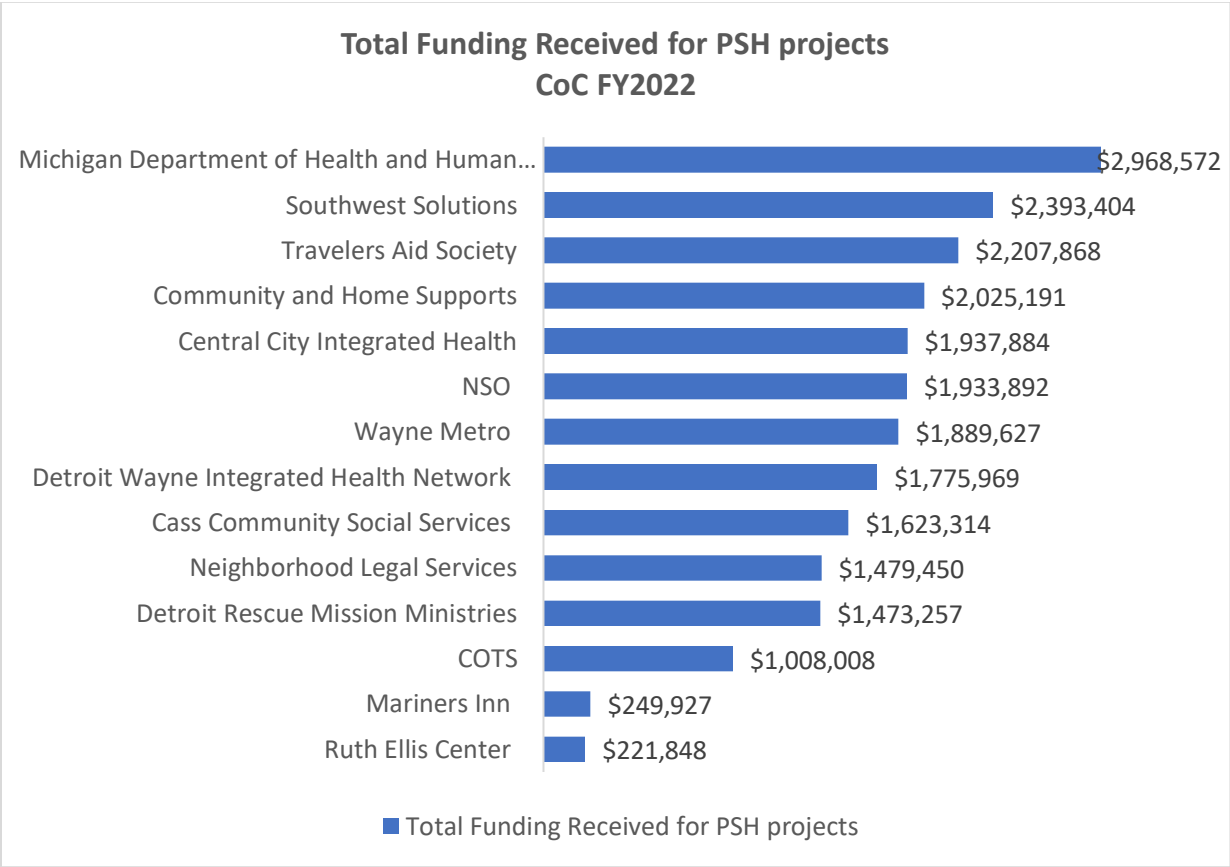
The CoC currently funds 1,696 units of Permanent Supportive Housing, as detailed in the table below:

Agency Name	Project Name	Funding Source	Number of Units Project is Funded to Provide
Cass Community Social Services	Cass Apartments (Brady Apts)	CoC	54
Cass Community Social Services	Webb PSH	CoC	13
Cass Community Social Services	Scott PSH	CoC	15
Cass Community Social Services	Travis PSH	CoC	17
Cass Community Social Services	Thomasson Apts	CoC	10
Central City Integrated Health	FY2022 CoC PSH Program	CoC	86
Central City Integrated Health	FY2022 CoC PSH Bonus Program	CoC	48
Coalition on Temporary Shelter	Buersmeyer Manor	CoC	10
Coalition on Temporary Shelter	Pathways to Housing	CoC	48
Community Home Supports	Perm Community Support II	CoC	80
Community Home Supports	Perm Community Support	CoC	35
Detroit Rescue Mission Ministries	Cornerstone PSH	CoC	106
Detroit Wayne Integrated Health Network	Detroit Central City Rental Assistance Program	CoC	32
Detroit Wayne Integrated Health Network	SWCS Matrix/Rental Ass't	CoC	29

Detroit Wayne Integrated Health Network	DCI/COTS Omega	CoC	30
Detroit Wayne Integrated Health Network	Detroit Central City Permanent Housing	CoC	37
Mariners Inn	Mariners Inn Permanent Housing	CoC	1
MI Dept of Health & Human Services	Detroit PSH	CoC	234
Neighborhood Legal Services Michigan	Project Hope	CoC	45
Neighborhood Legal Services Michigan	Project Hope II	CoC	60
Neighborhood Service Organization	Supportive Housing	CoC	30
Neighborhood Service Organization	Bell Supportive Housing Project	CoC	155
Neighborhood Service Organization	FUSE	CoC	25
Neighborhood Service Organization	NSO/COTS	CoC	12
Neighborhood Service Organization	Clay Apts	CoC	42
Ruth Ellis Center	Clairmount Apts.	CoC	34
Southwest Counseling Solutions	Leasing Assistance Consolidation	CoC	69
Southwest Counseling Solutions	Rental Assistance Consolidation	CoC	125
Southwest Counseling Solutions	Piquette Square	VA	150
Travelers Aid Society of Metro Detroit	BEIT	CoC	56
Travelers Aid Society of Metro Detroit	Infinity	CoC	50

VA Medical Center	VASH	VA	381
Wayne Metro Community Action Agency	Detroit PSH	CoC	108

The following organizations received funding awards that total **\$23,188,211** for PSH projects from the Continuum of Care’s application in FY2022



The City of Detroit’s Housing and Revitalization Department primarily uses federal funds to provide funding support for the construction and preservation of permanent supportive housing projects. In its most recent annual notice of funding availability, HRD has allocated \$6,000,000 to support high-quality projects that will construct, rehabilitate, and/or preserve multifamily developments in Detroit that are deeply affordable and provide intensive tenant-centered services for the residents. HRD provides supportive housing funding on a bi-annual basis. PSH projects are required to take all applicant referrals through the Continuum of Care’s Coordinated Entry system. The Detroit CoC,

through the coordinated entry process, prioritizes people experiencing chronic homelessness for PSH units.

During the pandemic, the City received a one-time allocation of HOME-ARP dollars totaling \$26.6 million. The City will use this funding for the following activities:

- Supportive Services: \$3,000,000.00
- Acquisition and Development of Non-Congregate Shelters: \$3,000,000.00
- Development of Affordable Rental Housing: \$16,063,642.00
- Non-Profit Operating: \$650,000.00
- Non-Profit Capacity Building: \$650,000.00
- Administration and Planning: \$3,190,042.00

It's estimated that Detroit's HOME-ARP allocation will result in 150-200 new units. The City's goal is to use the HOME-ARP funds and other leveraged funds to produce supportive housing units to move individuals and families experiencing homelessness into housing. Housing for single adult chronically homeless households is currently a priority need in Detroit and the competitive notice of funding availability process for these funds will recognize and elevate proposed projects that produce housing that meets this need.

Recent examples of PSH projects that have received funding from the City of Detroit include:

- **Ruth Ellis Clairmount Center:** Located at 61 Clairmount St. and features 43 units of permanent supportive housing, a community health and wellness center, and community spaces designed to address barriers that LGBTQ+ young people experience in accessing housing and other vital services
- **Dr. Maya Angelou Village:** Located at 16711 Burt Road, helmed by Alternatives for Girls, and will provide 45 units of affordable and permanent supportive housing
- **The Anchor at Mariners Inn:** Located at Cass Avenue and Ledyard Street and will expand Mariners' residential treatment program with 40 new fully furnished recovery housing apartments, 44 units of fully furnished permanent supportive housing, private counseling and therapy, and career education and job training services

Services, Standards, and Performance

PSH projects are expected to operate with a Housing First, Low Barrier manner. All referrals to CoC-funded PSH as well as PSH appearing in state tax credit-funded buildings occur through Detroit's coordinated entry system.

Like client feedback for shelters and rapid rehousing programs, resident feedback is collected by providers and is not widely distributed for awareness to funders. CoC PSH projects are evaluated annually (during the CoC application process) on their

performance. Key performance metrics include the rates at which people in PSH increase their income/employment, the rates at which people in PSH maintain their PSH placement or move to other permanent housing, rates of returns to homelessness within 6 months of exit to permanent housing, and length of time from referral to moving into housing. PSH projects are also monitored quarterly on utilization rates and housing stability.

According to data provided by the Homeless Action Network of Detroit, PSH projects funded by the Continuum of Care’s HUD application achieved the following average performance metrics from January 1, 2022, to December 31, 2022:

Program Metric	Average Performance
Percentage with Increase In Total Cash Income for Leavers and Stayers	42%
Percentage of participants who remain in permanent housing or exit to other permanent housing	99%
Length of time from referral to housing move-in (days) for Scattered Site PSH Projects	81 days
Length of time from referral to housing move-in (days) for Project Based PSH	90 days
Length of time from referral to housing move-in (days) for SRO PSH	11 days
Overall average utilization rates as on 1/26/22, 4/27/22, 7/27/22, 10/26/22, 12/28/22	94%

In the table below, the Detroit system saw the following performance metrics more broadly:

Table 4: System Performance Measures Summary, FY22

System Performance Metric		Result
SPM 1.1a:	Length of Time Homeless in emergency shelter and transitional housing average	109 days
SPM 1.1a:	Length of Time Homeless in emergency shelter and transitional housing median	69 days
SPM 1.1b:	Length of Time Homeless in emergency shelter prior to housing move in average (i.e. of those who achieve a permanent housing exit)	471 days
SPM 1.1b:	Length of Time Homeless in emergency shelter prior to housing move in median (i.e. of those who achieve a permanent housing exit)	192 days
SPM 2:	Rate of return to homelessness for all persons who exited to permanent housing and returned in less than 6 months (0-180 days)	10%
SPM 2:	Rate of return to homelessness for all persons who exited to permanent housing and returned from 6 to 12 months (181-365 days)	5%
SPM 2:	Rate of return to homelessness for all persons who exited to permanent housing and returned from 13 to 24 months (366-730 days)	6%
SPM 2:	Rate of return to homelessness for all persons who exited to permanent housing and returned within 2 years	21%
SPM 5.1:	Number of persons entering emergency shelter, safe haven, and transitional housing with no prior enrollments	3,395
SPM 5.1:	Number of persons entering any program within the CoC with no prior enrollments	3,881

In the City of Detroit’s notice of funding availability, several application materials are required for prospective PSH projects. Projects receive higher scores if they hit multiple criteria, including if:

- They have a clear definition of success, goals and/or outcomes that partners will be using to evaluate the housing and services
- They include people with lived experience of homelessness during the development process
- They demonstrate sufficient experience in providing PSH services
- They have a PSH Property manager who demonstrates sufficient experience and has an understanding and commitment to housing first and harm reduction
- They have a MOU that outlines transparent and clear accountability among project partners including who is responsible for raising SH service funding, a decision-making structure, how partners will coordinate, and how partners will be held accountable

The Detroit Continuum of Care also has a policy in place regarding the PSH project teams to which they will provide a letter of support. Through the policy, the CoC aims to ensure that PSH projects receiving support are committed to creating high-quality housing and services for the most vulnerable based on CoC standard assessment and prioritization, as well as ensuring ongoing support to PSH tenants. To view the policy, visit https://www.handetroit.org/s/Detroit_CoC_Policy_Providing_a_LOS_for_PSH_Dev_Projs_362023.pdf.

Transitional Housing

Detroit has both traditional transitional housing programs, and joint component transitional and rapid rehousing programs that work with households fleeing domestic violence situations. These programs include short-term temporary housing to facilitate the move to permanent housing. People experiencing homelessness may live in transitional housing programs for up to 24 months and receive supportive services that enable them to live more independently. These programs are funded through HUD funding that the CoC receives through its annual application for homelessness funding, as well as City funding.

In Detroit, these programs can be used as a shelter bed, and coordinated entry staff can send immediate referrals for these resources. The community's transitional housing programs include:

- Alternatives for Girls Transitional Housing/Rapid Rehousing (Domestic Violence)
- Neighborhood Legal Services (Domestic Violence)
- Freedom House (asylum seekers)
- Methodist Children's Home Society -TIPS (teen mothers)
- Coming Soon: A new transitional housing/rapid rehousing program for youth

According to data from Detroit's coordinated entry system, the CAM, the following number of households were referred to transitional housing programs in 2022:

- 35 Parenting Youth Households
- 3 Adult-Led Family Households
- 18 Unaccompanied Youth Households
- 13 Single Adult Households

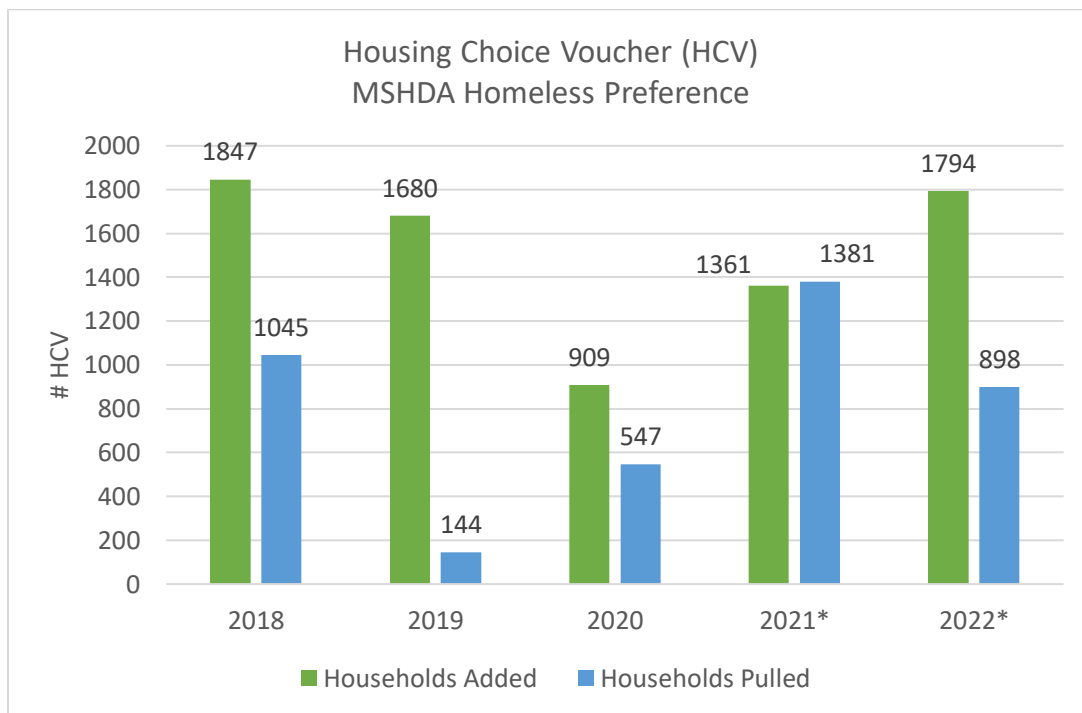
Housing Vouchers

Tenant-based Housing Choice Vouchers (previously known as Section 8) are administered by the Detroit Housing Commission (DHC) and the Michigan State Housing Development Authority (MSHDA).

MSHDA

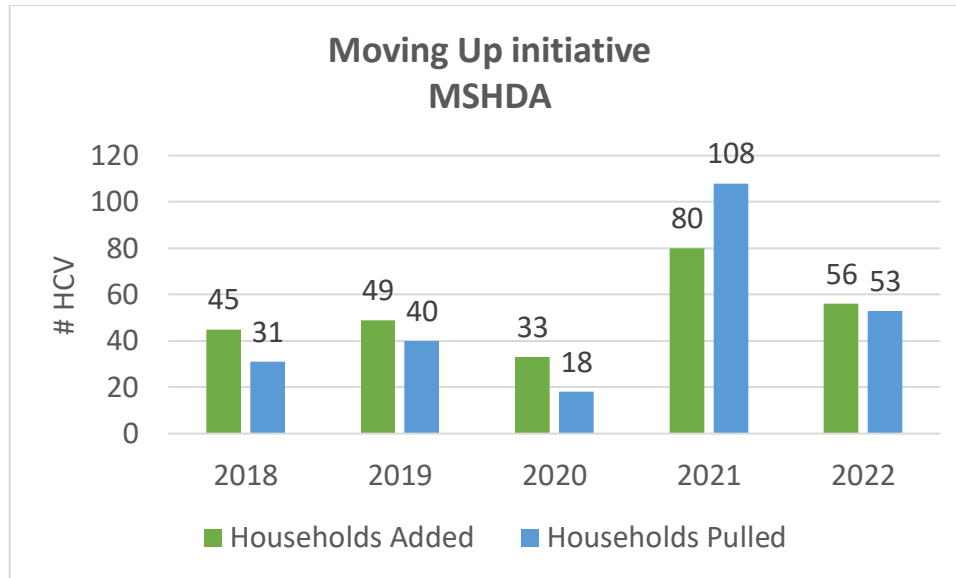
For MSHDA vouchers, there is a separate waitlist - Homeless Preference HCV Waitlist - administered by MSHDA to allocate vouchers to those experiencing homelessness in Detroit and Out-Wayne County. The Detroit homelessness system does not receive notifications from MSHDA about the specific number of vouchers that will be pulled for residents each year. For MSHDA vouchers, no specific supports to help residents with vouchers find housing are provided unless a household is referred to a housing provider (typically RRH). Shelter case managers are expected to assist in the lease-up process.

Early in 2023, households were waiting about 6 months to be pulled (from being added to the waitlist to the pull date). As of Oct 2023, as those pulls have slowed down, that period is around 9 months on average. Because CAM only directly adds and tracks people added to the MSHDA Homeless Preference Housing Choice Voucher list for Wayne County and (Emergency Housing Vouchers (EHV) from COVID relief funding), we do not have any data on people who may have been issued vouchers from other sources (like the Detroit Housing Commission and other counties). The City of Detroit started an “HCV 101” Quarterly Training in 2023 to provide an overview of the HCV process for case managers of all program types. Shelters, Outreach teams, and RRH providers were required to send staff. These sessions will continue in 2024.



*Emergency Housing Vouchers included in total

Through the Moving Up initiative, MSHDA created a preference for a subset of Section 8 vouchers for individuals and families who are currently living in PSH units and continue to need a housing subsidy but no longer need the intensive supports. A table of progress in this program can be found below.



Detroit Housing Commission

DHC is authorized to issue about 6,248 tenant-based vouchers. Reports say about 22% of the authority’s Section 8 vouchers remain unused. Agency leadership say the authority cannot support issuing the full number of vouchers in their possession due to several financial reasons, including rent increases, lower voucher holder incomes that require more subsidies to be paid out, increased utility costs, etc.

Of the 6,248 Section 8 vouchers, DHC can convert 20% of its Tenant-Based Vouchers (TBV) to Project-Based Vouchers (PBV) to create deep affordability (30% AMI) in new properties that are being developed or renovated. DHC also has 280 special purpose vouchers in addition to the 6,248. In addition, every July 1, DHC sets aside 36 tenant-based vouchers pursuant to an MOU with HRD and the Detroit Health Department to use for residents facing housing emergencies.

Periodically, DHC opens its voucher waiting list to take new applications online. The last time this occurred was February 2020. In 72 hours, more than 22,000 applied. A computerized lottery was run, and DHC took the first 7,000 to be placed on the voucher waiting list. Applications will be taken again when the current list is nearly exhausted or stale. This generally takes 3-4 years. However, given that DHC is approaching using 100% of its budget authority, the number of applicants coming off the waiting list year-to-date is about 250.

DHC provides no housing search assistance since the program is not designed or funded to do so. However, DHC provides a list of apartments/houses to rent based on what owners/landlords share with DHC.

DHC agency leadership said historically, approximately 50% of the applicants pulled from the voucher waiting list are successful in leasing up. Some reasons why this occurs are that some residents do not respond timely after two written notifications, residents do not meet eligibility requirements or the criminal background check, residents are unable to find a unit that meets housing quality standards, or residents locate a unit but the owner decides not to make the necessary housing quality repairs.

Subsidized Affordable Housing

The City of Detroit's Housing and Revitalization Department released its Multifamily Housing Strategy back in 2018, which outlined goals for the preservation and construction of affordable housing to ensure Detroiters of all incomes could live in the city. In the plan, the City focused on several fronts: preserving the affordability of existing housing stock whose affordability was set to expire or be lost due to changing market conditions, improving the quality of the existing affordable housing stock, and producing new housing that is priced affordably to people across a range of incomes. The City set the goal of preserving 10,000 units of multifamily housing and constructing 2,000 new units of affordable multifamily housing by 2023. To accomplish these goals, the City outlined several strategies, including:

- Develop and maintain an inventory of affordable housing stock
- Develop a framework for prioritizing preservation efforts
- Train local developers to expand knowledge of preservation methods
- Enhance oversight of properties financed by the City
- Provide technical assistance to existing projects to improve operations
- Assess stability of developments served by rental assistance and develop a response protocol for at-risk buildings
- Coordinate with the DHC to utilize the RAD program for HUD-assisted properties
- Identify sites for supportive housing (SH) development

Since 2015, the following accomplishments have been made:

- 2,587 affordable housing units have been constructed or are underway
 - Roughly 440 of these units are for households with incomes at 30% AMI or below
 - Since 2015, about 300 of these units were permanent supportive housing units under construction or completed
- About 9,540 affordable housing units have been preserved
 - Roughly 2,788 of these units are for households with incomes at 30% AMI or below

In DHC's public housing portfolio, units are not reserved for residents experiencing homelessness. Supportive services offered to residents include financial empowerment

assistance, digital literacy courses, professional development and workforce preparation workshops, and food distribution. Of DHC managed units, about 20% of units were vacant, as of October 2023.

Housing Navigation and Landlord Engagement

In Detroit, housing navigation supports are conducted program by program, and **there is no centralized housing navigation or landlord engagement mechanism** spanning the entire Continuum of Care. The only centralized housing database is Detroit Home Connect, an affordable housing website created by the City of Detroit's Housing and Revitalization Department that provides information about subsidized affordable housing across the City. However, this website does not showcase private landlords who may accept vouchers.

The majority of RRH providers have a "Housing Coordinator" role focused on obtaining housing, housing search, landlord engagement and retention. Every agency uses this role a little differently, but it generally includes

- maintaining lists of landlords / housing, building relationships, and retaining landlords,
- completing applications with participants,
- visiting units with participants,
- ensuring units meet minimum standards and eligibility, and
- attending lease signings.

Many of our housing providers (both PSH and RRH) use their CoC / ESG / CDBG funding to fund a case manager whose role is focused on obtaining housing (described above, "Housing Coordinator"). The City of Detroit asks RRH providers to adhere to a 1:25 case manager ratio. Shelters have, traditionally, had limited case management as it relates to housing search and navigation assistance, but varies greatly by agency. Outreach providers are often more hands-on in assisting with housing lease-up because of their stronger relationships with households.

To add more housing case management resources as a form of homelessness prevention, one recent innovation in Detroit is the City of Detroit's creation of the Housing Services Division within HRD, which provides case management, housing navigation support, and financial assistance to households who are at risk of homelessness. The total budget for direct services, including vital document support, application fees, transportation, and security deposit/rent support, is \$4.8 million. Caseloads are about 115 residents per housing navigation case manager.

The following housing navigation practices currently occurring in Detroit's system include, but are not limited to:

- Guiding and supporting individuals and families through the housing search and move-in process (mostly within housing programs and outreach teams, less at shelters)
- Assisting individuals and families in the development and assessment of their needs and a plan to meet their needs
- Assisting individuals and families with expanded housing searches when necessary to ensure timely permanent housing (primarily within housing programs)
- Assisting clients with application to landlords and Public Housing Authorities (PHA) for permanent housing and in preparing/obtaining any needed documentation (primarily within housing programs)
- Identifying strategies and resources to mitigate issues with credit reports, utility arrears, criminal records, and/ or unfavorable landlord references (primarily within housing programs)
- Providing access to funds for application fees, transportation, movers, deposits (housing and utilities), holding fees, minor repairs, or inspection (provided based on eligibility within ESG / CoC housing programs)

Detroit also recently implemented a Right to Counsel ordinance, which provides legal assistance to those facing eviction. Public benefit status (such as Section 8) is also a protected class under the City Code.

Alternative Housing Models

The Planning Team would like the Community Planning Session to consider whether there should be development of alternative housing models. Several models have been developed to supplement the local housing market and provide options that meet the unique needs of some people who experience homelessness, such as:

- Access to skilled nursing and assisted living facilities
- Host homes
- Master leasing & third-party leasing
- Shared housing

Access to skilled nursing and assisted living facilities

With the homeless population rapidly aging and experiencing early onset of impairments (both cognitive and functional), the unmet needs for caregiving and access to other senior supports has recently been documented through a recent research project (See <https://link.springer.com/article/10.1007/s11606-022-07438-z>). While there are many models being developed to enhance geriatric care within PSH, emerging work adding geriatric care to street medicine, and short-term medical respite programs, how local communities connect homeless people who need skilled nursing or assisted living does not appear to be documented. The Medical Respite Care model is a well-developed concept, it is a short-term intervention and there is not a uniform funding model so actual programs vary considerably. (see <https://nhchc.org/clinical-practice/medical-respite-care/>).

Host homes

Host homes have been developed as an interim housing intervention for transition age youth who are experiencing homelessness. According to Point Source Youth, the goal of short-term host homes is to provide a safe, temporary, welcoming space for up to six months where young people have time to repair their relationships with self-identified and chosen family and/or make decisions about other housing options with the support of a caring housing case manager and affirming adult mentor. They have developed a toolkit to support development of this model in local communities (see <https://www.pointsourceyouth.org/interventions/host-homes#:~:text=The%20goal%20of%20short%2Dterm,housing%20case%20manager%20and%20affirming>).

The Canadian Observatory on Homelessness evaluated the model in 2021 (see <https://www.homelesshub.ca/blog/host-homes-early-intervention-model-youth-risk-homelessness>). They recommend that there needs to be strong partnerships that provide diversity of Host Home providers and further work is needed to understand the impact on the youth served by the model. Extended foster care provides somewhat similar approach. A New York model – Fair Futures is garnering positive impacts serving foster youth through age 26 (see <https://www.fairfuturesny.org/yab#:~:text=In%20FY23%2C%20%2430.7%20million%20was%20baselined%20in%20the,foster%20care%20through%20age%2026%20with%20public%20funding%21>)

Master Leasing and Third-Party Leasing

About 1/3 of Detroit's CoC PSH projects are a master leasing model. These type of leasing arrangements are being used across the country to provide affordable housing to people

who have difficulty accessing the private rental market due to issues with poor credit, criminal justice involvement, and/or prior evictions. These leasing arrangements are intended to remove these discriminatory barriers and increase access to affordable housing to help people exit homelessness. These arrangements can be used for rapid rehousing, permanent supportive housing and affordable housing (including service-enriched programs).

Master leases are agreements between the property owner and a service provider or housing provider (referred to as the lessee) who can then sublease the property to people enrolled in their housing program. Some property owners prefer a “triple net” agreement that requires the lessee to assume all responsibility for maintenance, repairs, taxes, and insurance. Other master lease agreements do not convey these responsibilities to the lessee and instead considered as part of what is covered by the lease payments. Generally, the decision on who is placed into the unit is left to the discretion of the lessee. In some instances, the property owner may place some restrictions (e.g., only individuals who are not registered sex offenders).

Third-party leases are like traditional owner-tenant leases, but the lease is co-signed by the service provider or housing provider. This protects the owner if the tenant does not pay the rent or damages the unit then the third-party covers that cost.

To learn more about Master Leasing:

- <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Project-Funding-and-Structure-Brief-Master-Leasing.pdf>
- <https://housingmatters.urban.org/research-summary/master-lease-program-could-increase-stability-low-and-moderate-income-renters>
- <https://www.latimes.com/opinion/story/2023-08-14/if-we-cant-build-permanent-housing-for-homeless-people-fast-enough-lets-lease-it>
- http://www.csh.org/wp-content/uploads/2015/12/IL_Toolkit_Model_Scattered-Site-Leasing.pdf

Shared Housing

Communities are finding that some people would like live in shared housing which can have the benefit of lower cost, reduced isolation, and preferred geography in neighborhoods that they would otherwise be priced out. Also, communities that have a shortage of efficiency, studio, and one-bedroom apartments, turning multi-bedroom housing units (both single family homes and apartments) into “shared housing”. This can create new options for both households with vouchers and those who are directly paying their rent. There is a growing body of evidence that well-designed and managed shared housing results in long-term housing stability. Shared housing can be used for rapid

rehousing, permanent supportive housing, recovery housing, and affordable housing (including service-enriched programs).

A key feature of shared housing is that each person holds a lease. Services are voluntary. The provider determines housemates, supports health relationships among housemates, and links to community resources. There is work underway in Los Angeles to update the Housing Choice Voucher payment standards to reflect reasonable payment standards for shared housing.

To learn more about Shared Housing:

- https://shelterforce.org/2022/01/12/shared_housing_homelessness/
- <https://endhomelessness.org/blog/five-truths-about-shared-housing/>
- <https://www.usich.gov/news/shared-housing-an-effective-rapid-and-solution-based-housing-option/>
- https://shelterforce.org/2022/01/12/shared_housing_homelessness/
- <https://www.ifhomeless.org/micro-communities>

Strategic Initiatives

Sheltered Housing Placement

Sheltered Housing Placement (SHP) is a new Rapid Rehousing program type focused on households who reside in emergency shelters and have received MSHDA Housing Choice Vouchers. Administered by Community & Home Supports, the program's goals are to move clients out of shelter quickly, increase HCV lease-up rates, and assist households in navigating the voucher process. This program has been operating for just under one year and has so far leased up 151 households with their voucher, thus ending their homelessness.

Youth Homelessness Demonstration Project

In July 2021, the Detroit Continuum of Care (CoC) applied for a grant opportunity known as the Youth Homelessness Demonstration Program (YHDP). YHDP is a federal funding opportunity made available through HUD to reduce youth homelessness.

In September 2021, Detroit was selected to receive \$5.7 million dollars. This launched Detroit into a coordinated planning process. The Coordinated Community Plan to End Youth Homelessness (CCP) is an initial planning process required by HUD to describe the current youth homeless system, desired future system, and potential housing solutions for youth. The Coordinated Community Plan was developed over a period of 8 months (November 2021-May 2022), in partnership with national HUD technical assistance providers, community stakeholders, youth service provider agencies, government partners, and the Youth Action Board (YAB).

The following recipients received YHDP funding in Detroit after planning efforts:

Project	Overview	Amount
Ruth Ellis Center – Permanent Supportive Housing	Permanent housing assistance with wrap around case management and support	\$711,507
Methodist Children’s Home Society and Detroit Phoenix Center – Transitional Housing Rapid Rehousing	Youth will have access to a 24-hour crisis bed with a pathway to up to 3 years of housing assistance and wrap around supports	\$2,696,311
Methodist Children’s Home Society – Crisis Mental Health Team	Peer supports and mental health professionals will be immediate responders to calls from young people experiencing mental health crisis that are affecting their housing stability	\$903,626
Community and Home Supports – Coordinated Entry	Improving the way that youth access the homelessness response system and are prioritized for resources, including efforts to identify youth and connect them to support	\$495,927

Some lessons learned from this initiative include:

- Inclusive processes may not always be able to follow traditional timelines. Additional elements will need to be built in for training and ensuring that PWLEH have the knowledge and support they need to move the work forward.
- You must consistently return and recenter on the vision. Leadership must frequently recenter and advocate for that vision and assess the direction of decisions to ensure they remain in alignment with the vision. The YHDP vision was developed fully by youth and this vision operated as a north star for all phases of the YHDP work over the past 2.5 years.
- Inclusivity requires intentional power sharing and at times putting mechanisms into place that protect the power of people with lived experience of homelessness.
- Engagement from system providers was widely varied in YHDP implementation. Providers who advocated for the initiative did not come to the table consistently to be a part of the work once the funding was secured. The planning team had to move forward with the providers who were willing while continuing to hold space for other providers to come to the table when they could so as not to leave them fully behind.
- Being inclusive requires active listening from leadership. As persons elevate issues and barriers or advocate for solutions, we must be careful not to dismiss them due to their difficulty to implement or fall back on parroted phrases of “that’s not how things are done” or use existing system limitations as an excuse to stay stuck. We must be open to new ways of operating and willing to try new things.

- Having clear, dedicated staffing capacity to champion the work and ensure sustained commitment to its prioritization is essential for success.

Veterans Initiatives

Detroit is participating in the Built for Zero initiative to end veteran homelessness. Since 2017, there has been a 70% reduction in veteran homelessness in Detroit. Several key steps are helping reduce veteran homelessness and improve system operations, including:

- Implementing shared policies and procedures across partners
- Establishing meeting structures and a regular cadence for meetings/committees
- Executing strong and consistent leadership across partners
- Having a dedicated coordinated entry specialist dedicated to focusing on supporting VA homeless programs
- Having a dedicated Veteran-By-Name list coordinator who manages the list of veterans
- Having access to flexible funding to support individuals with one-time, short-term financial needs (e.g. storage unit fees, rental deposits, etc.)

Landlord Engagement Initiatives

The Homeless Action Network of Detroit contracted with Professional Realty in 2021 to help assess landlord engagement among providers and build a list of landlords who could rent housing units to residents experiencing homelessness.

Through its survey with landlords, which totaled 11 responses, the team found that:

- Close to 75% of responding landlords had rented to clients experiencing homelessness in the past
- The most cited issues with renting to clients experiencing homelessness were cleanliness issues, late or delayed payments, and move-out issues
- The most cited issues that would deter landlords from renting to a client are history of criminal behavior – felony and history of evictions

As part of their contract, the team created a list of available units for providers and posted them via google drive.

MSDHA Regional Housing Partnership

MSHDA created a Statewide Housing Plan, which includes the following goals for the state for the next five years:

- 75,000+ new or rehabilitated housing units to include:
 - 39,000+ affordable rental units
 - 21,500+ market-rate units (homeowner and rental)

- 13,500+ homeownership opportunities for low- and moderate-income households
- 1,000+ units of workforce housing
- 100,000+ households' housing is stabilized
- Significantly reduce the equity gaps in homelessness, accessible housing, and homeownership
- Strive to make homelessness rare, brief, and one time
- 15,000+ households increase home energy efficiency and make weatherization improvements

Each region of the state is creating an action plan in relation to the statewide plan. The Southeast MI region (includes Detroit) has looked at several strategies to accomplish its goals, including:

- Increase access to no-interest, low-interest, and "patient capital" (long-term) lending products and grants to address the cost of home and rental repairs.
- Identify and address redlining, exclusionary zoning, and other discriminatory policies and practices that result in inequities and residential segregation, including but not limited to appraisals, assessment of State Equalized Value, loan application denials, and insurance premiums.
- Develop a coaching program to assist first-time homeowners through their first few years.
- Provide resources to help underrepresented entrepreneurs launch and grow construction, planning and zoning, and real estate businesses.

CAM Transition

During the ongoing transition of the operations of Detroit's coordinated entry system from Southwest Solutions to the Homeless Action Network of Detroit and Wayne Metro, input was solicited from residents with lived experience of homelessness.

Respondents pointed out several challenges with coordinated entry, including long wait times, waiting when no resources are available, breakdowns in processes, and a dehumanizing experience. Ideal functions and components of the CAM mentioned by residents include:

- Access points across various platforms (in-person, phone, other technology)
- Transportation assistance to CAM and shelters
- Compassionate, trauma-informed staff

Role of Philanthropy

Overall, Rocket Community Fund has invested approximately \$5M into homelessness prevention in Detroit in the last two years. Investments include:

- Supporting the development of Veteran Permanent Supportive Housing through the development of Benjamin O'Davis, the Freelon at Sugar Hill, and 211 Glendale (Detroit Rescue Mission Ministries)
- Creating a landlord incentive program to encourage landlords in desirable areas to accept VASH vouchers.
- Establishing respite housing options in partnership with NSO.
- Increasing access to flexible funds for service providers to help cover costs associated with housing veterans: furniture costs, moving, storage fees, deposits, etc.

Additionally, Rocket Community Fund and other philanthropic organizations have a focus on displacement prevention, including:

- Investing in tax foreclosure prevention programs like the Homeowner Property Tax Exemption
- Establishing and growing the Make it Home Program to help renters at risk of eviction due to tax foreclosure become homeowners.
- Growing access to legal counsel for Detroiters at risk of eviction.
- Increasing access to home repair resources to avoid unsafe living conditions.