5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit

Strategic Plan Oversight Commission

11.29.23

1

SPOC Charter: Our Norms and Values

1. We are learning how to honor the humanity of everyone. We value all lived experiences we each bring to the table.

2. We ensure the inclusion of all voices and center those of the people who are most impacted.

3. We practice transparent communication & frequent information sharing to avoid assumptions and build trust.

4. We invest in authentic & courageous relationship building, in moments of triumph, challenge and crisis.

5. We will listen, listen, listen, & process
   a. We allow space for misunderstanding and for inviting moments of clarification.
   b. We assume the best intentions of others.
   c. In oops and ouch moments, we acknowledge intention vs impact and clean up what you mess up.

Agenda

- **Welcome and agenda review**

- **Introductions and Check-in**

- **Presentation, Discussion and Decision:** Recommendations

    - Framework for Equity and Lived Experience Participation

    - System Modeling

- **Presentation and Discussion:** Emerging Themes

    - Reducing Unsheltered Homelessness

    - Reimagining Shelter/Interim Housing

    - Improving Rehousing and Housing Supply

    - Building Momentum

- **Brief Update:** Implementation Framework

- **Open Discussion:**

    - Cross-cutting observations

    - Plans to engaged the community as the Plan is being finalized

- **Next Steps**

Quick Check In

Who am I?

What is one way that I engaged and collaborated outside of SPOC meetings since we last met?

Presentation and Discussion: Preliminary Recommendations for Framework for Equity and Lived Experience Participation

Presentation and Discussion: Draft Objectives for Equity and Lived Experience Participation

- Equity
  - Implement an Equity, Belonging and Justice Lens to each of the emerging themes (improvement areas) focusing on key barriers.
  - Develop an equity training plan for system leaders, organizations, and front line staff.

- Lived Experience
  - Elevate and engage Detroit Advisors Group and Youth Action Board members in the implementation process.
  - Support and enhance resources for continued participation for PWLEH throughout implementation and beyond.
  - Expand participation and provide professional development.

Presentation and Discussion: Draft Equity Recommendations

1. **Address System Barriers and Disparities**
   - Identify disparities, barriers, and solutions in each of the working groups.
   - Identify what DEI structures currently exist in the system of care and assess the effectiveness of those structures.
   - Establish equity metrics for the system of care.
2. **Draft equity and antiblackness training curriculum**
   - Introduction to equity, anti-blackness and explore historical and current racism and oppression of vulnerable populations by race, gender, ethnicity and etc.
   - Unconscious bias, decision making, and perpetuation of antiblackness.
   - Exploring intersectionality and creating more inclusive environments.
   - White Dominant Culture in a Majority Black System
   - Cultural Competency vs. Cultural Humility
   - Exploring the importance of allyship and advocacy
   - Power dynamics, organizational change, and systems change – What is it?
   - Ongoing action planning by system, organization to address equity within their sphere of influence.

Recommendations for Lived Experience Participation

Involvement and Participation

- Plug in the DAG and YAB into the implementation work.
- Establish normal outreach to PWLEH regarding updates on implementation.
- Establish meaningful roles on any newly established committees or system functions such as an ICH.

Support PWLEH

- Secure Funding to expand and sustain compensation, including an emergency fund.
- Create Professional Growth Opportunities for PWLEH to take the lead.
- Invest in mental health resources.
- Invest in stable housing resources for PWLEH involved in systems work.

Presentation and Discussion: System Modeling

- Co-Chairs: Taura Brown, Dr. Gerald Curley
- BPA Team: Matt White

Presentation and Discussion: System Modeling

What is System Modeling?
System Modeling is an analytical process to "right size" each component of the homelessness system to address peoples' actual needs and achieve an efficient and effective allocation of resources.

What is involved in the analysis?
The System Modeling Work Group estimates the annual inflow of people seeking assistance and the amount of each intervention or service strategy the Detroit system needs to provide based on the share of people that will need different types of services and the time spent in each intervention.

Where is the Work Group in their modeling process?
The System Modeling Work Group has finalized a set of planning assumptions that describe an "optimal system design". Those planning assumptions will be included as an appendix in the final **Strategic System Improvement Plan**.

Primary System Optimizations Assumptions

1. All persons in Detroit experiencing a housing crisis will be offered a resolution strategy.

2. Homelessness system projects and resources will be deployed to their "best and highest use".

3. Unsheltered PIT counts are very likely an undercount and require escalation.

4. HRD homelessness prevention resources are leveraged to the fullest extent.

5. Optimization requires effective system supports such as efficient CAM operations, leveraging data for care coordination, universally available housing navigation, housing unit acquisition through landlord recruitment, coordination and alignment of resources from adjacent systems, etc.

6. All persons with long-term needs who meet Chronic eligibility will be offered PSH

7. All persons exiting ES and RRH able to sign a lease but without economic means to pay rent will be offered vouchers.

8. Emergency shelter, while not required as part of a rehousing pathway, will be accessible to all those that need it and want it.

Service Strategy Typology Cohorts

- **Acuity #4: Light Need Households**
  - Prevention, Shelter, Diversion
- **Acuity #4: Moderate Need Households**
  - Shelter, Diversion, Housing Search & Navigation
- **Acuity #3: Intensive Need Households**
  - RRH, RRH + Other Permanent Housing (OPH)
- **Acuity #2: Long-term Needs but not Chronic Households**
  - RRH + OPH (HCV, EHV, Subsidized)
- **Acuity #1: Long-term Needs/Chronically Homeless**
  - PSH

Optimized System Expansion

System Summary – **Single Adults & Youth**

Project Types (Annualized Equivalent Beds/Service Slots)	Current System for (Units)	Optimal System (Units)	Difference (Gaps)
Prevention	254	254	0
Diversion	0	210	-210
Emergency Shelter	520	748	-228
Transitional Housing	76	0	76
Rapid Re-Housing	155	294	-139
Other Permanent Housing	50	840	-790
Permanent Supportive Housing	323	1,082	-759

Optimized System Expansion

System Summary – **Households with Children (Families)**

Project Types (Annualized Equivalent Beds/Service Slots)	Current System for (Units)	Optimal System (Units)	Difference (Gaps)
Prevention	51	51	0
Diversion	0	70	-70
Emergency Shelter	69	95	-26
Transitional Housing	28	7	21
Rapid Re-Housing	129	210	-81
Other Permanent Housing	50	182	-132
Permanent Supportive Housing	61	60	0

Presentation and Discussion: Emerging Recommendations for Reducing Unsheltered Homelessness

1. **Define a System-wide Response to Unsheltered Homelessness**
   - Clarify roles and responsibilities for all major partners
   - Define guidelines for unsheltered engagement vs. Relocation
   - Define objective criteria for a "health and safety assessment"
   - Define a system-wide strategy for outreach engagement, navigation, and rehousing supports across all partners
   - Formalize collaboration among neighboring political jurisdictions
2. **Strengthen the Practice of Outreach**
   - Establish Outreach practice standards
   - Secure low-cost cell phones for clients
   - Improve access to DWIHN behavioral health services
   - Train Outreach staff on Diversion strategies and techniques
   - Create multi-disciplinary Outreach teams
   - Promote client self-sufficiency through income supports
3. **Connect Housing Resources to Outreach Services**
   - Develop a structured housing plan template
   - Update CAM operations to streamline access for unsheltered
   - Update CAM prioritization criteria for Unsheltered persons
   - Equip outreach staff with access to CoC housing resources
   - Create centralized private housing resource list (property owners and managers listing)

Reimagining Shelter/Interim Housing

COMMUNITY PLANNING SESSION	# RSVPS	# ATTENDEES	% PWLEH
11/14/23 **Clients' Basic Needs, Experiences, and Rights**	99	99	22%
11/15/23 **Services and Staffing**	88	74	21%
11/16/23 **Facilities and Environments**	84	84	21%
11/17/23 **Integrating Programs within the Homelessness Response System**	106	78	26%

▶ **Co-chairs:** Sarah and Amber

▶ **BPA team:** Donna, Eli, Matthew and Barb

Reimagining Shelter/Interim Housing
Observations and Take Aways

- Build more effective partnerships with other systems to connect residents experiencing homelessness to a holistic set of resources
- Conduct a system wide study of current wages/benefits and developing a strategy to increase wages/benefits to be more equitable
- Deepen trauma informed care practices across all shelters at the systems level.
- Ensure basic needs can be met at all shelters, warming centers, and overflow spaces
- Ensure the system equitably responds to the needs of all populations and groups based on identities and provides resources to address these needs
- Explore and pilot creative solutions to enhance activities related to operating shelter

Reimagining Shelter/Interim Housing
Observations and Take Aways

- Grow client supports and services in shelters to better address holistic needs
- Improve engagement and decision-making by people with lived experience of homelessness to inform program design, funding decision, program monitoring, etc.
- Increase accountability between and among providers and funders so that clients get optimal treatment and services that respects their safety, dignity, autonomy, and humanity; advancing ideas to provide greater privacy and make shelters more welcoming and less institutional
- Promote greater coordination across shelter providers through routine meetings and real-time ability to problem-solve effectively
- Update the grievance processes at each shelter and system wide, including CAM system, to protect shelter residents' ability to grieve without fear of retaliation and to ensure a meaningful and fair investigation into grievances
- Work together to creatively get more funding for the shelter system and for shelter services and operations; also advocating for policies that reduce homelessness

Improving Rehousing & Housing Supply

Co-Chairs: ReGina and Julie

BPA Team: Donna and Barb

Community Planning Session	# RSVPs	# Attendees	% PWLEH
Permanent supportive housing	123	105	48%
Rapid rehousing	77	55	31%
Vouchers, utility assistance & other financial assistance	131	96	23%
Affordable housing supply	98	64	27%
Housing navigation & landlord engagement	90	95	38%
Integrating access within Homelessness Response System	117	66	19%

Improving Rehousing & Housing Supply
Presentation and Discussion: Observations and Take-Aways

- Enhance and expand housing navigation supports to all people who need this support to exit homelessness, including those who are pulled for vouchers

- Enhance training and information sharing to ensure providers, residents, and landlord/property owner partners are aware of their responsibilities and tenants' rights

- Help families and individuals avoid losing their housing and becoming homeless

- Identify ways to help rehousing participants become homeowners in the future

- Improve and streamline workflow processes between all entities involved in rehousing activities, such as CAM, MSHDA, the Detroit Housing Commission, providers, landlords, and funders; increase transparency and information about these processes

- Improve access to and the number of quality units used for rehousing in the homelessness response system and ensuring that landlords maintain properties over time; units need to be available across the city

Improving Rehousing & Housing Supply
## Presentation and Discussion: Observations and Take-Aways

- Improve engagement and decision-making by people with lived experience of homelessness to inform program design, funding decision, program monitoring, etc. to improve the overall rehousing system and the programs within the system.

- Standardize landlord incentives and accountability measures; increasing public awareness of landlords/properties that are problematic

- Standardize supports across all rehousing programs to support move in costs, furniture, and other household needs

- Strengthen partnerships across all programs within the homelessness response system and with funders, landlords, and others that are/should be engaged

- Strengthen services and other community supports that are provided to help households stabilize and avoid returning to homelessness

- Work together to advocate for more funding for housing opportunities in Detroit that are _truly affordable_, including more permanent supportive housing and other subsidized housing units

Brief Update: Emerging Recommendations for Building Momentum

▶ <u>Work Group Co-Chairs</u>: Amy Brown and [TBD]

▶ <u>BPA Team</u>: Matthew Doherty and Donna Price

▶ <u>Status</u>: Has met four times beginning 10/13/23

▶ Focusing on these initiatives:

- Housing Justice Roadmap
- C4 Racial Equity Initiative
- CAM Transition
- YHDP and Coordinated Community Plan
- Built for Zero
- Regional Housing Partnership
- Other efforts related to fully engaging people with lived experience into decision-making processes

- **Discussing if and how each effort should be reflected in the Strategic System Improvement Plan**

Brief update: Emerging Recommendations for Building Momentum

- ▶ Has been challenging to differentiate issues that these initiatives, and this Work Group, are focused on from other discussions and thinking within other elements of the planning process

- ▶ Many of the initiatives focused on do not have clearly defined next steps – or planned next steps have not been documented in ways that are easy to translate into Plan Objectives or Activities

- ▶ Work Group has also struggled to envision how recommendations related to these initiatives will fit within the full Plan without being able to see other Objectives and content within the Plan yet

- ▶ Revised timeline will hopefully make it more possible for Work Group to see and understand gaps within info generated through planning processes that their recommendations may be able to help close
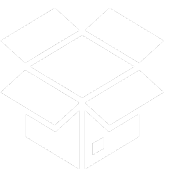
Reflecting Equity-Focused Initiatives within Plan

DRAFT Improvement Objective	DRAFT Recommended Improvement Activity
Refer this Activity to Implementation Framework Work Group and SPOC to see if aligns with Objectives being identified through other processes	**Implement new Committee or Work Group within the governance structures for the Continuum of Care to strengthen the community's capacity to develop and sustain efforts focused on advancing racial equity and addressing, with an intersectional focus, all inequities and disparities within the homelessness response system.**

Reflecting Equity-Focused Initiatives within Plan

DRAFT Improvement Obj	DRAFT Activity Ideas Being Considered
[In alignment with the Detroit Housing Justice Roadmap] **Expand efforts to support and follow the leadership of people with lived expertise and to shift and share power over decision-making.**	• Inventorying how people with lived experience are being engaged across the whole system • Restructure leadership and membership of CoC Board and Committees to ensure adequate engagement and leadership opportunities throughout all structures, while sustaining dedicated structures (DAG, YHDP) • Invest in transparent communications and information-sharing that can support stronger and more inclusive decision-making processes • Identify opportunities to create alternative decision-making structures and processes that more fully shift and share power with people with lived experience. • Securing funding and enhancing financial support and capacity for engaging and supporting people with lived experience within existing structures and in other ways, including providing wrap-around supports, supporting people through emergencies/crises, supportive services, access to technology, etc. • Creating pathways to employment for people with lived experience participating within system's structures and decision-making, and recognize and value lived experience within qualifications expectations within hiring processes • Develop, implement, and create accountability through power-sharing agreements

Reflecting Equity-Focused Initiatives within Plan

DRAFT Improvement Obj	DRAFT Activity Ideas Being Considered (continued)
[In alignment with the Detroit Housing Justice Roadmap] **Expand efforts to support and follow the leadership of people with lived expertise and to shift and share power over decision-making.**	• Foster mentoring relationships and create other skill development opportunities, ensuring mentors are equipped to play those roles effectively • Actively involve, support, and share power with people with lived experience within funding application review processes • Ensure and make consistent the expectations for engagement with people with lived expertise within application processes for all relevant funding programs assessment, including involvement in operations, assessment activities, performance reviews, and other expectations, etc. • Ensuring people participating in programs and receiving services are regularly being surveyed, consulted, and engaged in various other ways regarding their recommendations for improvements, and transparently share findings • Test and try new mechanisms to ensure that recommendations being received are intentionally addressed and followed through on, so that people's recommendations are having impact and people can see that impact. • Analyze ways that White Dominant Culture is shaping and driving structures, leadership expectations, and decision-making and develop strategies for creating more equitable processes

Reflecting Equity-Focused Initiatives within Plan

DRAFT Improvement Objective	DRAFT Activity Ideas Being Considered
[In alignment with the Detroit Housing Justice Roadmap] **Enhance understanding of roles and processes within Detroit's homelessness response system and governance structures and ensure that staff working in direct service roles are engaged and supported within decision-making processes.**	- Strengthen the role and support provided to General Membership to better engage people, provide both learning opportunities and more meaningful involvement in decision-making. - Create expectations for engagement with staff in direct service roles within applications for all relevant funding programs. - Create forums through which funders are regularly and meaningfully hearing from direct-service staff. - Implement more events and convenings to strengthen staff knowledge and understanding of the homelessness response system (e.g., the CAM summit.) - Implement regular surveying of staff regarding their experiences and recommendations for improvements, and transparently share findings.

Reflecting Equity-Focused Initiatives within Plan

DRAFT Improvement Objective	DRAFT Activity Ideas Being Considered
[In alignment with the Detroit Housing Justice Roadmap] **Improve the quality and consistency of services, and achieve equity in access and outcomes within the homelessness response system, through reducing caseloads, enhancing supports for survivors of domestic violence, improved coordination across outreach providers and other elements of the system, an expanded focus on peer support roles, and performance-based contracting.**	*Note:* Work Group is aware that there were lots of related ideas generated through the Community Planning Sessions being held the weeks of 10/6 and 10/13, so will review what comes out of those sessions and see if there are gaps in the ideas generated that need to be addressed

Reflecting YHDP and Coordinated Community Plan within Plan

DRAFT Improvement Objective	DRAFT Activity Ideas Being Considered
Assess and strengthen the implementation of YHDP-funded programs and services and apply lessons learned across efforts for preventing and ending youth homelessness	▪ Develop relevant baseline data and assess the performance and impact of YHDP-funded, newly-operational programs ▪ Sustain and strengthen youth-led processes with assessment efforts and future decision-making processes ▪ Other Activities TBD

DRAFT Improvement Objective	DRAFT Activity Ideas Being Considered
Advance youth-led implementation of the Coordinated Community Plan to End Youth Homelessness and its priorities and strategies	▪ Re-integrate CCP implementation processes and decision-making into CoC's Committee on Youth Homelessness ▪ Planning and decision-making processes are currently underway for determining which elements of CCP will be prioritized for implementation ▪ Relationship-building processes and advancing strategic partnerships likely to be emphasized

Reflecting CAM Implementation within Plan

DRAFT Improvement Objective	DRAFT Activity Ideas Being Considered
Solidify the foundational operations of CAM and strengthen the implementation of new roles, partnerships, and response within the Coordinated Access Model (CAM) system, aligned with the community's vision and guided by the recommendations and priorities of people with lived experience.	Activities to focus on: ■ Streamlining CAM processes ■ Strengthening assessment and prioritization processes ■ Changing prioritization tools and processes to address current inequities ■ Providing people with improved access to services and housing options ■ Ensuring equity in access, opportunities, and outcomes. ■ Increasing transparency, understanding of the system, and development of shared vision for CAM and its role and its integration into other decision-making processes.

Reflecting CAM Implementation within Plan

DRAFT Improvement Objective	DRAFT Activity Ideas Being Considered
Secure an expanded array of resources to enable CAM system to achieve community's commitment to quickly and efficiently connecting people to housing and services resources necessary to end their homelessness.	▪ Use CAM-generated data and information to assess needs, gaps in available resources, and make the case for expanded housing and services investments ▪ Develop an advocacy agenda through which a wider array of housing and services resources will be dedicated and available for people being served through CAM system ▪ *Note:* Work Group recognizes that Rehousing and Housing Supply planning processes may have identified relevant solutions and priorities

# Building Momentum Work Group: Next Steps and Guidance Needed from SPOC

▶ Members of Work Group will be meeting with DAG and YAB to inform, shape, expand, and strengthen recommendations

▶ Work Group will meet again on 12/1 and likely 2-3 times more

▶ Work Group will need to connect with Built for Zero leadership to identify if/how that initiative's objectives and activities should be reflected within the Plan

▶ Work Group would benefit from guidance regarding if/how it should be considering the Regional Housing Partnership effort – or recommends that SPOC determine if/how Strategic System Improvement Plan and Regional Housing Partnership planning need to be aligned

Brief Update: Emerging Recommendations from Implementation Framework Work Group

- Co-Chairs: Tasha Gray, Julie Schneider, and Taura Brown

- BPA Team: Kristy Greenwalt, David Dirks, and Elijah Wright

- Emerging Recommendations:

  - Stand-up an Interagency Funders Council to better support leveraging and alignment of resources to support plan implementation.

  - Update the CoC Charter to clarify roles, update committee structure to support plan implementation, revisit seats to improve representation, etc.

  - Sunset SPOC and Planning Teams once plan has been adopted; use CoC Committees and Funders Council to support plan implementation.

- Issues/Concerns That Have Surfaced:

  - Trust issues continue to present a challenge in taking steps forward, though members seems to lack either the will or the way to improve the situation.

  - Some members feel things are moving too fast and that not enough buy-in has been developed with CoC members/provider partners; others feel that there is a moral imperative to move fast to better serve residents experiencing homelessness.

Discussion:
Cross-cutting observations

Discussion:
How will SPOC engage the community as the Plan is being finalized?
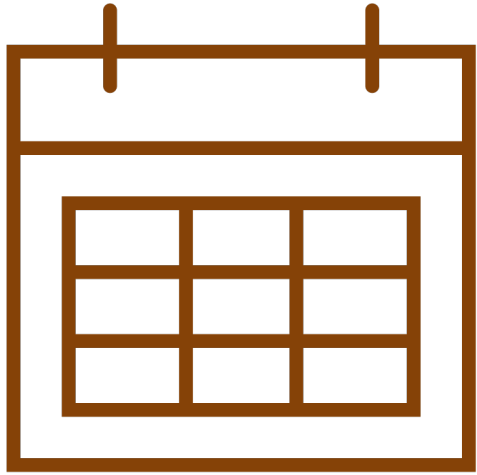
Expectations & Next 60 Days

- **SPOC members connect with their constituencies to keep them engaged and informed**

- **Work Groups and Planning Teams complete their recommendations**

- **Upcoming meeting: 12/13/23**

- **Date/times to be set for final two meetings**

Closing

Thank you!