

2020 MICHIGAN'S VIRTUAL  
SUMMIT ON ENDING HOMELESSNESS  
**RISING TO THE  
CHALLENGE**  
OCTOBER 28 & 29

# COVID-19: Long-term Recovery & Stabilization Planning



# Meet Your Presenters!



**Mercedes Brown**



**Morghan Boydston**



**Terra Linzer**

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# Housekeeping & Session Logistics

- Attendees will be globally muted during the session
- Use the chat feature to ask questions during the session
- Use the raise-hand feature if you are experiencing technical difficulties
- The session is being recorded
- Attendees requesting CEUs must check in/out via the chat



# Session Overview

In response to the COVID-19 pandemic, communities are required to strike a balance between mounting an adequate crisis response to slow the spread of the Corona Virus amongst populations experiencing homelessness and standing up long-term housing recovery and stabilization efforts.

This session will elevate equitable crisis response strategies and highlight national best practices around effective housing recovery.



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# Session Objectives

- Learn about national best practices related to re-housing and stabilization efforts
- Explore lessons learned, successes and challenges from two Michigan communities (Detroit and Washtenaw)
- Elevate best practices around how to best thread local, state and federal funding to allow for greater flexibility to meet the complex needs of those experiencing housing insecurity, which are exacerbated by the pandemic



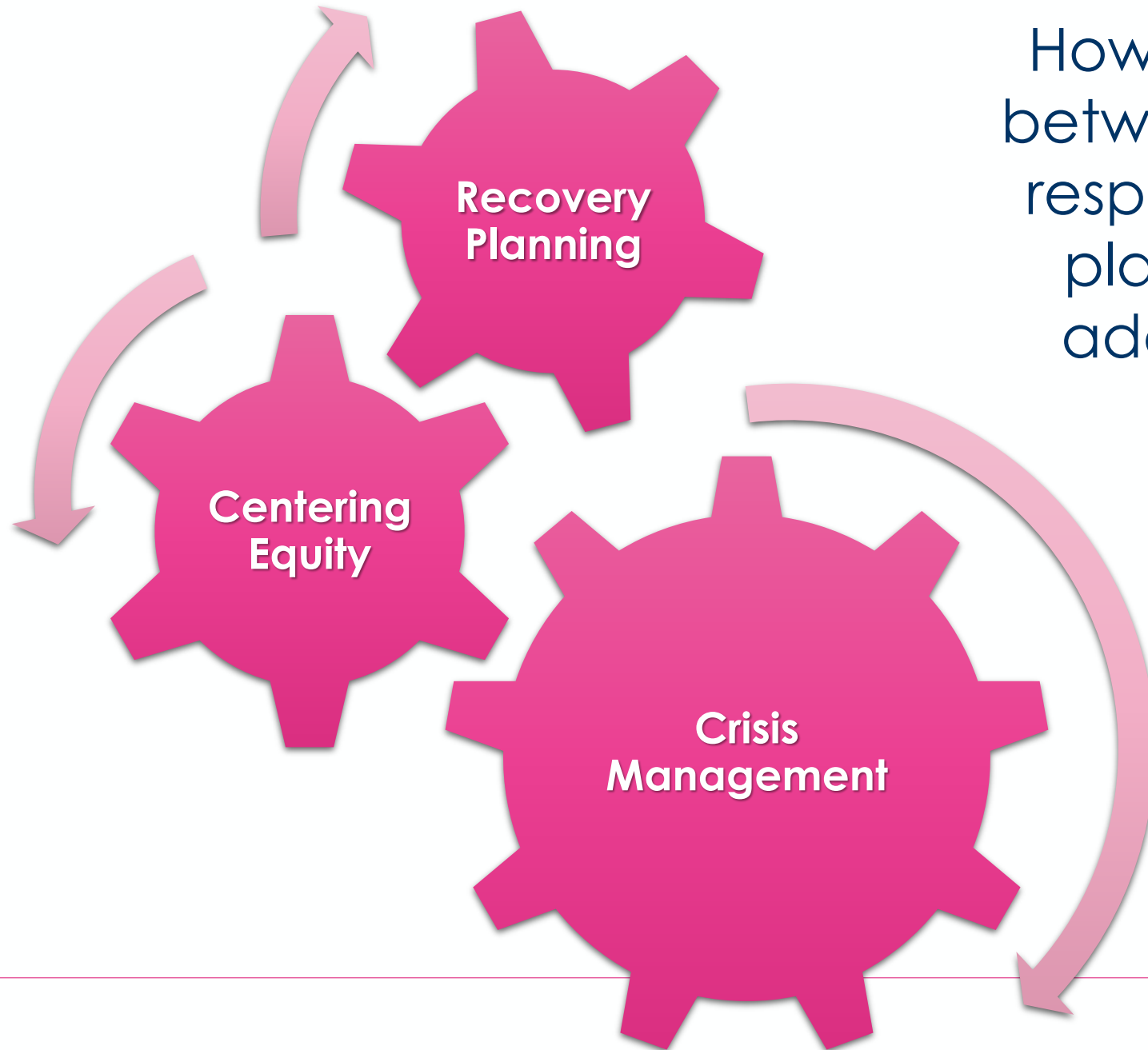
# Session Agenda Overview

Activity	Lead
Level Setting & Background	Mercedes
Interactive Chat Activity	All
Detroit Spotlight	Terra
Washtenaw Spotlight	Morghan
Audience Questions & Answers	Mercedes



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How to strike a balance  
between immediate crisis  
response and long-term  
planning efforts while  
addressing inequity...



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# Crisis Response: National Trends

- Symptom tracking in shelter to identify and manage “hot spots”
- Rightsizing shelter decompression strategy
  - Establishing isolation approaches
  - Exploring decompression strategies (scattered site vs congregate)
- Developing a system-wide testing strategy (leveraging cross-sector partnerships)
  - Funders
  - Public Health
  - State Partners (DHHS)
  - Local Health System Partners
- Communication, Communication, Communication





# Long-term Recovery Planning: National Trends

- Investing in permanent housing (i.e. rapid re-housing and supportive housing)
  - Identifying opportunities to leverage public/private investments to seed program funding
- Ramping up housing services for unsheltered and sheltered populations
- Evaluating Coordinated Entry System Prioritization
- Creating partnerships to provide health care services for people experiencing homelessness and tenants of RRH and PSH



# Chicago Makes System-wide Policy Shifts



- 600-1000 households moved to temporary housing
- Housing System Navigators move folks into temporary housing
- Develop a re-housing plan with everyone
- Use existing turnover in permanent supportive housing and subsidized housing
- Strategic use of CARES act funding

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# NATIONAL SPOTLIGHT: Chicago Strategies by Level

## System Level

- CoC Policy Affirming Low Barrier
- Determine population with Chicago Department of Public Housing (CDPH)
- Recommendation on CARE allocation

## Provider Level

- Emergency record keeping protocols
- HUD Waivers
- Grant Amendments
- Housing provider problem solving sessions
- Accountability Plan
- Communication

## Landlord Engagement

- Centralized landlord list
- Call to action from Mayor's Office
- Engagement of Apartment Association
- Holding Units

## Coordinated Entry

- Ensuring the right inventory
- Temporary Coordinated Entry Prioritization
- Interim CES Policies
- Direct outreach to providers to resolve challenges

# CHAT BOX ACTIVITY

What are the greatest barriers to balancing the immediate crisis management responsibilities and engaging in intentional long-term recovery planning?

# Detroit Spotlight



**Terra Linzner, LMSW**

*Homelessness Solutions Director*

*City of Detroit*

*Housing & Revitalization Department*

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# Snapshot- Homelessness in Detroit



**10,744**

Annually

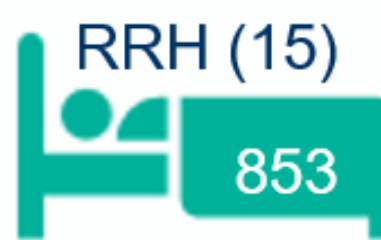


**1,965**

On any given night



60% of households  
are single adults



# Homelessness System + Public Health

01	Policies + Procedures	<ul style="list-style-type: none"><li>• Created policies and procedures for interim shelter sites</li><li>• Coordinate with other funder to relax rules</li></ul>
02	Communication + Collaboration	<ul style="list-style-type: none"><li>• Daily inter-agency calls</li><li>• Weekly webinars</li><li>• Weekly Situation Report</li></ul>
03	Isolation + Overflow Shelters	<ul style="list-style-type: none"><li>• Two overflow shelters: 174 beds</li><li>• Shelter Type 1: symptomatic, awaiting test results</li><li>• Shelter Type 2: COVID-19 positive</li><li>• Shelter Type 3 pilot: high risk + referred to PSH</li></ul>
04	Health Screenings + Testing Strategy	<ul style="list-style-type: none"><li>• Public health nurses</li><li>• Based on CDC guidelines</li><li>• Regular testing schedule</li></ul>
05	Centralizing Supplies + Funding	<ul style="list-style-type: none"><li>• PPE distribution</li><li>• Addressing resource gaps system-wide</li><li>• Additional funding and donations</li></ul>

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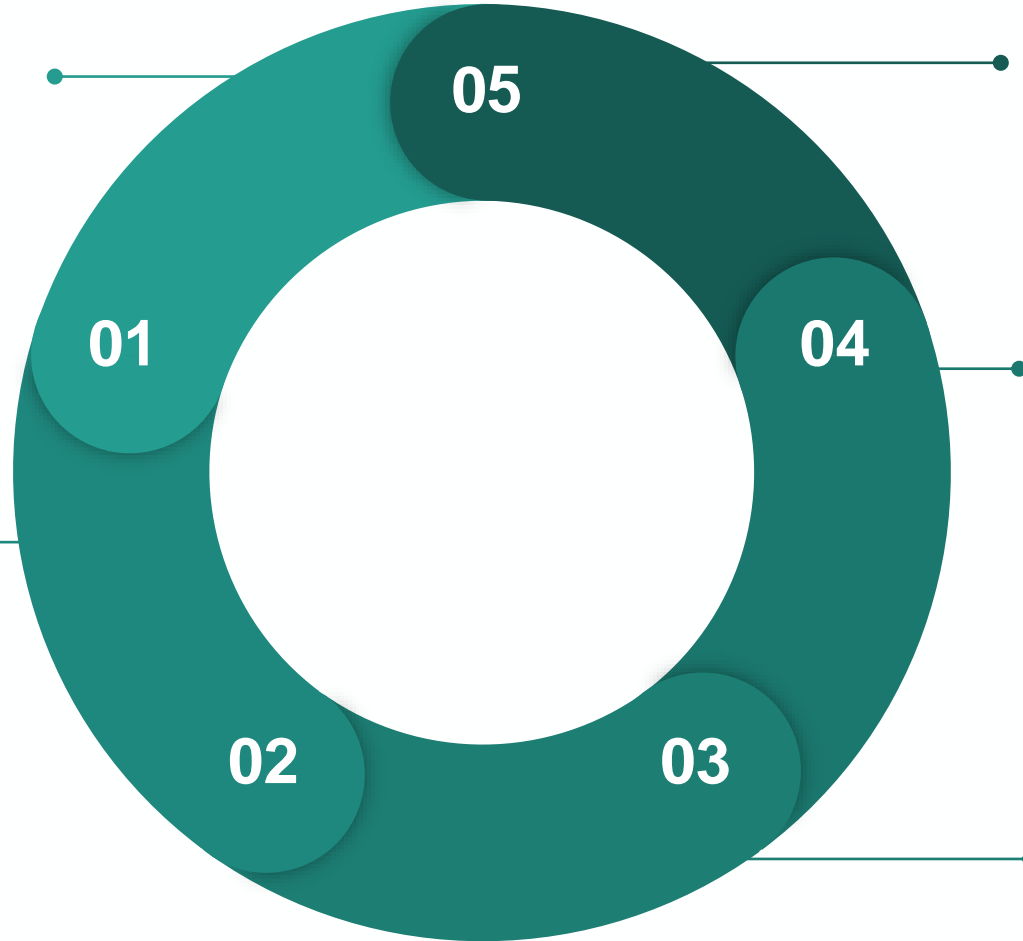
# Innovations

## Sanitation & Hygiene Resources

- CDBG funds
- Set up Google map & printable PDF hygiene/sanitation sites
- Known locations for unsheltered

## Client Incentives

- Private funder
- \$25 gift card for receiving test results
- \$25 per day for staying in isolation shelter



## Telehealth

- Private funder
- Telehealth equipment at each emergency shelter
- Connection to health services and symptom screening

## Frontline Hazard Pay

- Private funder
- Shelter beds + # of staff = \$
- Three month's pay

## Wayne State Partnership

- Private funder
- Testing at shelters
- Tele-remotely serve shelter residents by connecting them with primary health

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# Thinking Long Term

- CoC and City Coordination on ESG and ESG-CV:
  - Set shared system priorities through joint statement
  - Revamp RFP, application and scoring
  - Starting conversation about advancing racial equity
- Building and testing new prevention and diversion:
  - Significant investment in prevention and diversion
  - Targeted homelessness prevention
  - Tracking data to learn about population to target better in future



# Housing = Ending Homelessness

- Building system capacity:
  - Provider technical assistance:
    - How to build out budgets to include appropriate staffing and COVID needs
    - Progressive engagement
    - Strategies to decrease length of time from referral to housed
  - New partners enter the homelessness response system
- Increasing communication
  - Monthly situational report
  - Bi-weekly webinars



# Housing = Ending Homelessness

- Focus on HOUSING:
  - Keep people housed – prevention and diversion
  - Beef up case management in shelter
  - Piloting light touch assistance to help households exit shelter quickly (i.e. security deposit, first month rent, etc.)
  - Stronger unsheltered coordination among outreach providers
  - Significant investment in RRH with focus on case management services
  - Piloting referral process between CES and Workforce system and cross system trainings
  - Piloting system-wide landlord engagement project
  - Track HCV and PSH turnovers, referrals, and LOT to housed



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# Terra Linzer's Contact Information

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# Washtenaw Spotlight



## Morghan Bodston

*Human Services Manager*

Washtenaw County Office of Community &  
Economic Development (OCED)

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## WASHTENAW COUNTY

# Office of Community and Economic Development

### Roles

#### Community Action Agency

for Washtenaw County – administrates Community Services Block Grant (CSBG funds)

#### Washtenaw Urban County

20 member jurisdictions who collectively receive and guide use of Community Development Block Grant (CDBG) Home Investment Partnership (HOME) and Emergency Solutions Grant (ESG) funds

#### Continuum of Care

consortium of Homelessness providers, stakeholders, partners and those with lived experience, who guide the homelessness response in the County.

### Mission/Vision

Washtenaw County is stronger when all people are able to fully participate in our community and economy.

- To that end, OCED is committed to stepping out of traditional government roles to drive long-term system changes that increase equity and opportunity.
- Informed by data and resident voices, we deliver services, invest resources, shape public policy, lead initiatives, and amplify the impact of community partners.

# 2020 COC Highlights

**376** People Experiencing Homelessness,  
as of September 30, 2020

↓ **20%**

**2019: 471** People Experiencing Homelessness, as of September 30

**145** Days from assessment to housing  
through of September 30, 2020

↑ **12%**

**2019: 128** Days from assessment to housing

**442** Total People Housed, as of September 30, 2020

↓ **27%**

**2019: 603** Total People Housed, as of September 30

**2** COVID-19 Cases, across all shelter sites in 2020

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# COC COVID Response Timeline

- **Feb**
  - Create triage protocol with Health department for staff and clients
- **April**
  - Shelter Expansion to hotel
- **June**
  - Pivot from Emergency response to permanent Housing with MESG funding RFI
  - Coordinated Entry providers attended diversion training from Cleveland Mediation
- **July**
  - Engage with CSH around systems strategy and CV funding matrix
  - COC Board approved COC racial equity state
- **Aug**
  - Winter Shelter planning
  - \*Launch prevention tool
  - Launch EDP program
- **Sept**
  - Stakeholder Diversion training
- **Oct**
  - RFI for HESG
- **Nov**
  - Warming Centers opening
  - \*Present housing Case management best practices
  - Begin Permanent Housing P/P's work
- **Jan**
  - Launch local Eviction Prevention Program
  - CoC Board Engagement
  - \*Organizational Equity assessment with MNA

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# CV Washtenaw County Funding Matrix

## CARES Act Funding Allocated to Washtenaw County

Funding Source	Washtenaw Co. Award Amount	Award Date	Activities that Funds will Support	Grantees	Remaining Funds to be Allocated
HUD ESG-CV (Round 1)	\$643,403	April 2020	<ul style="list-style-type: none"> <li>• <b>Rapid Re-Housing Rental Assistance</b> for Individuals Experiencing Literal Homelessness – \$442,344</li> <li>• <b>Homelessness Prevention (EDP #1) Assistance</b> – \$73,035</li> <li>• <b>Barrier Busters</b> – \$25,000</li> <li>• <b>Administration</b> – \$25,736</li> </ul>	Avalon Housing HAWC/Sal Army Washtenaw County OCED	\$77,288
HUD ESG-CV (Round 2)	\$1,794,203	June 2020	TBD based on community needs assessment	TBD	\$1,794,203
MSHDA ESG-CV (Round 1)	\$843,265	June 2020	<ul style="list-style-type: none"> <li>• <b>Homelessness Prevention (EDP #1)</b> (including direct financial assistance to clients and legal services) – \$591,879</li> <li>• <b>Rapid Re-Housing Case Management &amp; Rental Assistance</b> – \$217,656</li> <li>• <b>Administration</b> – \$33,730</li> </ul>	Avalon Housing HAWC/Sal Army Legal Services (LSSCM) Washtenaw County OCED	\$0
MSHDA ESG-CV (Round 2)	TBD	TBD	TBD based on community needs assessment	TBD	TBD
CDBG-CV	\$1,267,964	April 2020	<ul style="list-style-type: none"> <li>• <b>Expanded Emergency Shelter</b> – \$250,000</li> <li>• <b>Mortgage Assistance</b> – \$100,000</li> </ul>	SAWC Washtenaw County OCED	\$917,964
CSBG-CV	\$802,491	April 2020	<ul style="list-style-type: none"> <li>• <b>Rental Assistance and Unmet Needs</b> – \$185,000 to Barrier Busters Fund</li> <li>• <b>Non-Profit Capacity Building</b> – another \$200,000 has been dedicated but not</li> <li>• <b>Other Program and Admin Activities</b></li> </ul>	Washtenaw County OCED Barrier Busters Fund	\$0
MSHDA-Coronavirus Relief Fund (CRF)	\$1,612,700	July 2020	<ul style="list-style-type: none"> <li>• <b>State Eviction Diversion Program (EDP #2)</b> – staffing, eviction prevention financial assistance, and admin</li> </ul>	HAWC/Sal Army Washtenaw County OCED	\$0
<b>Total</b>	<b>\$6,964,026</b>				

# Current Request for Funding Information (RFI) Funding Priorities

1. Community Housing Navigator (to serve clients system-wide)
2. Diversion / Housing Problem Solving
3. Housing Choice Voucher Retention
4. RRH Expansion
5. Hotel/Motel Vouchers for Winter Shelter for Families and Single Adults
6. Youth Specific Services (Prevention, Diversion, RRH)

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# Prevention Tool Pilot: Implementation

## Process

- Intended to respond to existing inequities in the housing and homelessness system, as well as the disparate impact of COVID-19 in Washtenaw County
- Evidence based tool, based on research among families in New York city in 2014, and continued use in other cities and states, and using local data to address known inequities in the county
- Prioritizes households that are most likely to enter homelessness, or who will be most difficult to rehouse

## Outcome

- Launched in early August and used by HAWC for the Eviction Diversion Program
- Adjusted based on feedback from clients, staff, and community partners
- Suspended on September 25 to allow all community members to access these funds, which are the most flexible
- Will be used for ESG Prevention

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# Long Term System Focus

- Equitable Best Practices for Permanent Housing
  - RRH providers working on protocols for RRH extension and program exiting
  - Triage process for face to face case managing (to be shared with COC providers and other human services agencies)
- COC Board activation and engagement
  - Retreat for Board member scheduled for January
  - Engage larger community stakeholders around diversion and housing first policies
- Intentional Equity overlay
  - COC sponsored MNA equity assessment for COC providers
  - White leaders anti racist study group
  - Anti racist peer learning group





Winter Shelter Approaches	Happening in Other MI Communities	Happening in Washtenaw
Leasing congregate and non-congregate sites (dorms, commercial properties) for emergency shelter	✓	
Modifying existing shelter space (social distancing, plexiglass, improving HVAC systems)	✓	✓
Identifying day shelter locations	✓	✓
Securing night-time shelter sites	✓	✓
Utilization of hotel/motels for prioritized populations	✓	✓
Maximizing Diversion	✓	✓

# Lessons Learned:

*The Master's tools will never dismantle the master's house*  
**-Audre Lorde**

- More involvement from Community Partners, the better.
  - Created Providers only bi-weekly check-in and listserv including health department, VA, and DHHS
  - Everyone has expertise, everyone has power
- Use community advocates to move the work.
  - Be as transparent as possible, barriers, needs, successes.
- Keep track of/Document innovative ideas
  - No idea is a bad idea... however, there is such a thing as bad timing ;)
- Lived experience should drive decisions, data should support lived experience...
  - If it doesn't or you don't know, you're doing it wrong.



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# Morghan Boydston's Contact Information

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# Questions & Answers



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# Thanks for joining the session!

