

# **OUT WAYNE COUNTY CONTINUUM OF CARE**

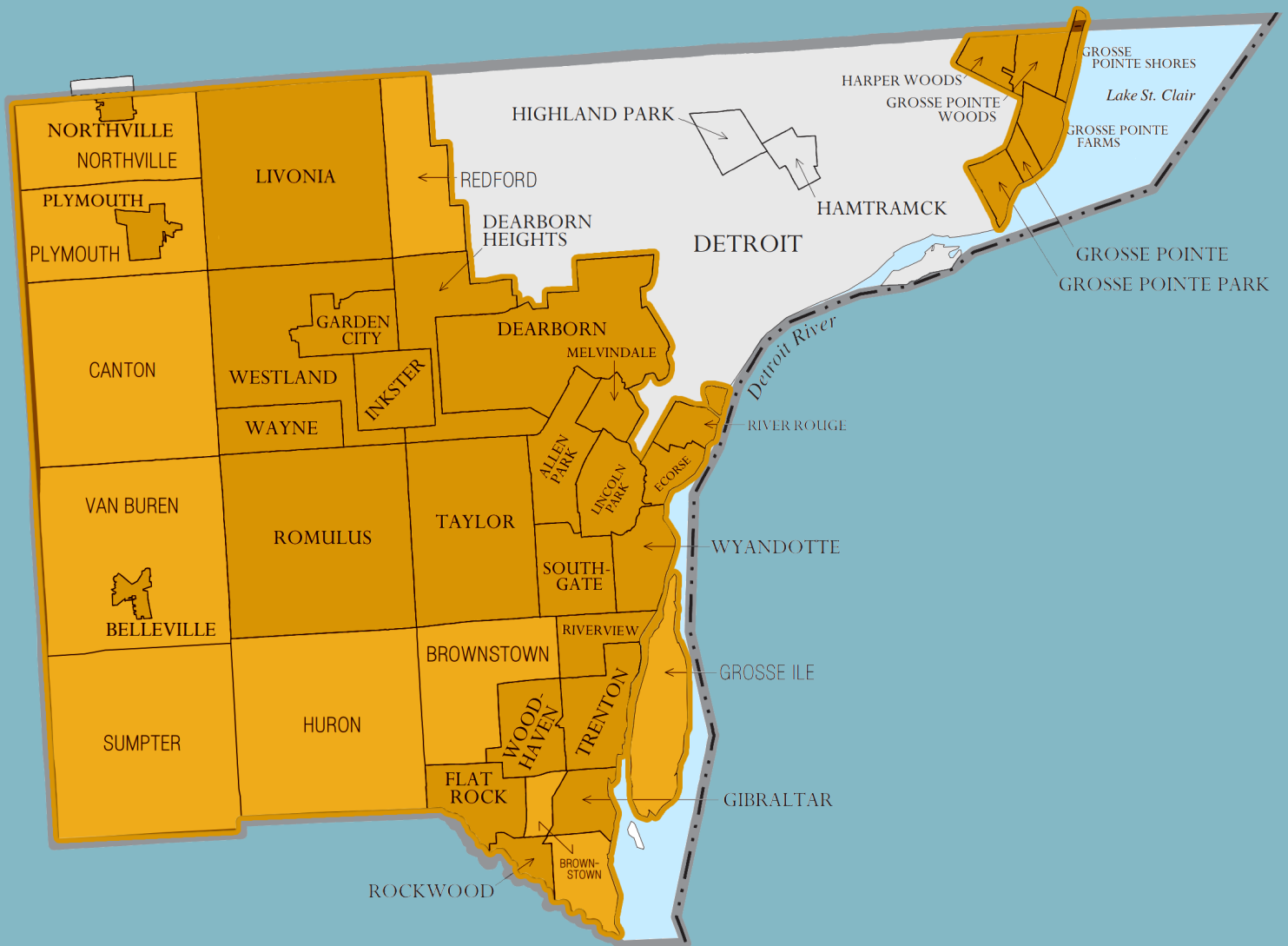
## **2021 GAPS ANALYSIS**

JUNE 2022

# OUT WAYNE COUNTY CONTINUUM OF CARE

## Overview

The Out Wayne County (OW) Continuum of Care (CoC) serves Metro Detroit, Michigan, specifically the 40 Wayne county cities and townships surrounding Detroit. The OW CoC began in 1996 under the name of Out-Wayne County Homeless Services Coalition. It has since grown into a body of service providers, partner organizations, and community members working towards the mission of eliminating homelessness in Out-Wayne County.



# Out-Wayne CoC Organization

Wayne Metropolitan Community Action Agency (Wayne Metro) is the Housing Assessment and Resource Agency (HARA), CoC Lead Agency, Collaborative Applicant, and administers the CoC's Homeless Management Information System (HMIS). Wayne Metro is also home to the CoC's Coordinated Entry (CE) Program. The Out-Wayne CoC has a number of partner agencies, including but not limited to:

- The Salvation Army
- The Department of Housing and Urban Development
- Michigan State Housing Development Authority
- Michigan Department of Health and Human Services
- The Department of Veteran Affairs
- ChristNet Services
- ACCESS
- Neighborhood Legal Services of Michigan
- Community Care Services
- Community Housing Network
- City of Canton, Michigan
- City of Livonia, Michigan
- City of Westland, Michigan
- City of Plymouth, Michigan
- Detroit Housing Commission
- FirstStep
- Lakeshore Legal Aid
- Lincoln Behavioral Services
- Samaritas
- Detroit Wayne Integrated Health Network

# PURPOSE

The primary purpose of performing this Gaps Analysis is to share with the community and members of the Continuum of Care how well the CoC's housing crisis response system is meeting the needs of the community, as well as identify gaps and areas for improvement.

The findings from this report will be used for strategic planning, identifying funding priorities and informing program planning and development. The overall goal of the Analysis is to be a tool used for the improvement of Out-Wayne County's housing crisis response system.

This is the first year the OW Continuum of Care has conducted a gaps analysis. Moving forward, the analysis will be completed annually.

# METHODS

Data for the analysis were pulled from various sources, with the primary HMIS:

- HMIS - Annual Performance Report (APR)
- HMIS - Custom ART Reports
- 2020 Census Demographic Data
- OW CoC Coordinated Entry Data
- Wayne Metro Client Satisfaction Survey
- Feedback from OW CoC's Quality, Performance & HMIS Committee
- HUD System Performance Measures (SPM)

To account for the impact COVID has had on the community and our system, a longitudinal perspective was taken for most data points, looking at years 2019, 2020 and 2021.

# WAYNE METRO PARTICIPANT SATISFACTION SURVEY RESULTS

In early 2022, a Participant Satisfaction Survey was created as part of the exit process for participants served by Wayne Metro's Supportive Housing and Homeless Services (SHHS) department. As of May 5, 2022, five responses were received. Responses had the option being confidential to encourage honest feedback.

In an effort to collect more responses moving forward, it is proposed that a question be added to the HMIS Exit Survey, asking staff to confirm the participant was provided with the survey. While it is optional for participants to complete the survey, we want to ensure all participants have the opportunity to do so.

While a larger response rate is needed to accurately evaluate the level of satisfaction amongst SHHS participants, all five respondents indicated overall satisfaction with the services they received.

<b>Where Did You Receive Services?</b>	
Detroit	60%
Out-Wayne/Wyandotte	40%
<b>How long were you a client with the SHHS team?</b>	
Less than One Year	80%
1 - 2 Years	20%
<b>How long did it take for you to obtain housing once you were enrolled in client services?</b>	
One Month or Less	20%
2 - 3 Months	40%
N/A - already housed when enrolled	40%
<b>Which of the following program elements were most helpful in achieving housing stability? (select all that apply)</b>	
Housing Search Assistance	20%
Landlord Mediation	20%
Rental/Utility Assistance	80%
<b>The case manager I worked with attempted to contact me regularly to address service needs - strongly disagree to strongly agree</b>	
Strongly Agree	100%
<b>I received services in a timely manner - strongly disagree to strongly agree</b>	
Strongly Agree	60%
Agree	40%

<b>I felt listened to and my specific needs were addressed and my choices were honored - strongly disagree to strongly agree</b>	
Strongly Agree	100%
<b>I was involved in creating my housing plan - strongly disagree to strongly agree</b>	
Strongly Agree	80%
Neither Agree or Disagree	20%
<b>Services were provided to me in a professional and courteous manner - strongly disagree to strongly agree</b>	
Strongly Agree	80%
Agree	20%
<b>I felt informed about the process and what to expect from the program throughout my enrollment - strongly disagree to strongly agree</b>	
Strongly Agree	100%
<b>The services provided were focused on housing - strongly disagree to strongly agree</b>	
Strongly Agree	100%
<b>Open Answer: Are there any areas in which Wayne Metro could improve their clients services?</b>	
1 Response: "No"	
<b>Open Answer: Please share any additional comments you have about our supportive services.</b>	
1 Response: "My case manager...was very informative and quick with replies. She answer all my questions. I appreciate that a lot."	



# FEEDBACK FROM OW COC'S QUALITY, PERFORMANCE & HMIS COMMITTEE

Members of the CoC's Quality, Performance and HMIS Committee were asked to gather feedback from coworkers about any gaps they've observed in services, housing and data systems across the CoC. During the committee's meeting on April 28, 2022, the members shared the following:

## PROCESS/ STAFFING

- No formal policies in place for termination or transfer of services
- Appears to be confusion and miscommunication between the Coordinated Entry systems of neighboring CoCs
- High staff turnover impacting capacity and quality of services
- Lack of formalized diversion process and flex funds to meet client needs

## HOUSING

- There is a lack of affordable housing options within the Out Wayne service area, which is increasing length of stays within shelters – this was shared by multiple members of the committee
  - From domestic violence partner: “It’s near impossible for people to get connected and housed within 90 days.”
- Housing options are even more limited for those with barriers such as pets, high utility balances, and there is a general lack of knowledge from clients about how to navigate the rental housing market.

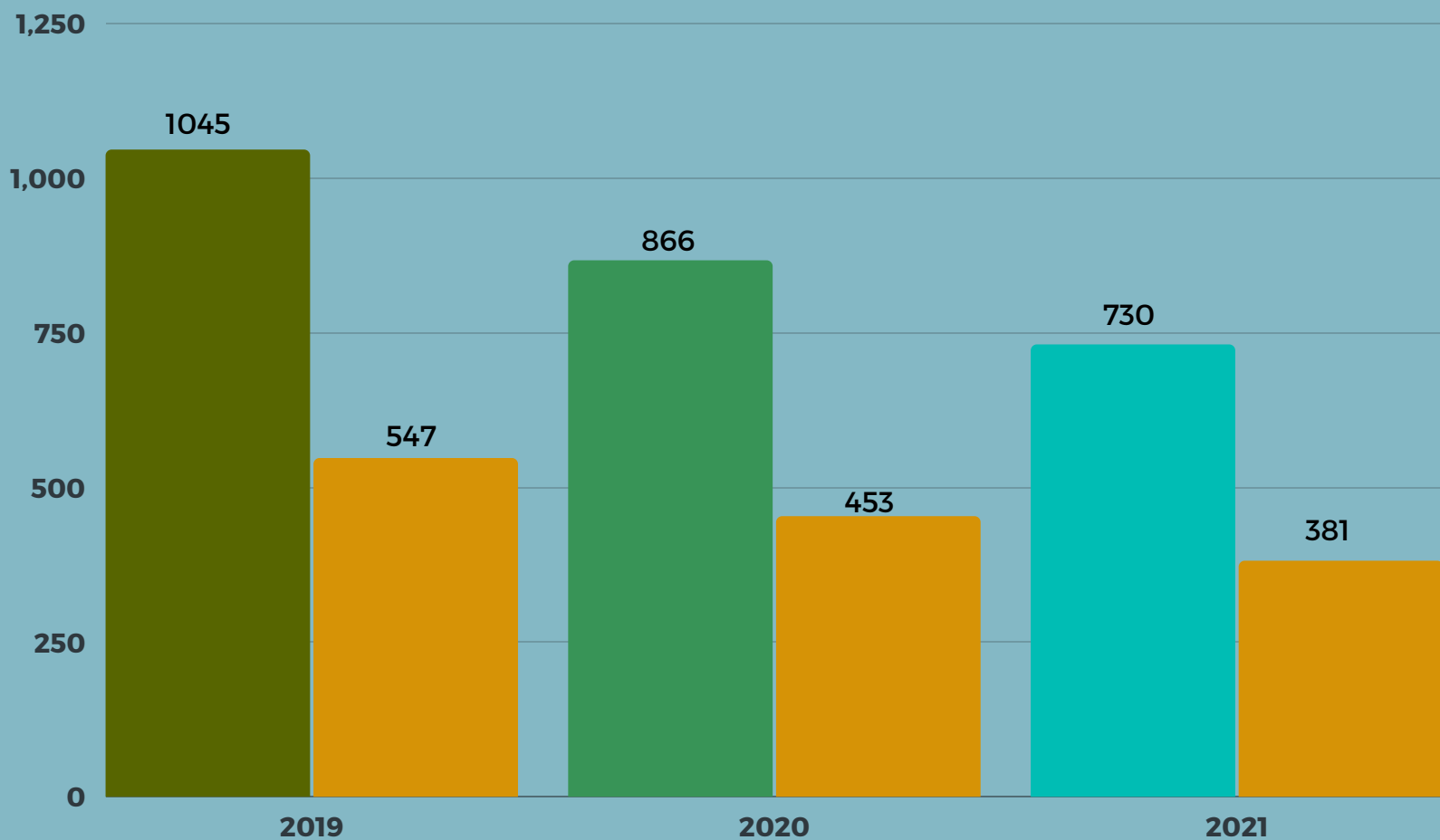
## SHELTER

- The need for shelter greatly outweighs the CoC's capacity
  - Out-Wayne has three shelters: family, singles, and domestic violence
- Family and domestic violence shelters receive calls directly from people seeking shelter stating they do not want to enter other shelters in neighboring CoCs
- Not currently a process in place for keeping people who are on shelter waitlist engaged with services

**DATA: HMIS,  
COORDINATED ENTRY,  
SYSTEM PERFORMANCE  
MEASURES**

# TOTAL PERSONS & HOUSEHOLDS SERVED

According to HMIS APR data, the total number of persons and households served by the Out Wayne CoC between 2019 and 2021 each fell by 30%. One potential explanation for the decrease in persons and households served could be a result of the influx of COVID-related rental assistance that came into OW and surrounding CoCs.



Beginning in April 2020, Wayne Metro received funding through the CARES Act to provide a robust response to the pandemic (rental and mortgage assistance, food assistance, funeral expenses, etc) throughout Wayne County. The Eviction Diversion Program (EDP) quickly followed in Summer of 2020 providing additional rental assistance to households. A few months after EDP ended, the COVID Emergency Rental Assistance Program (CERA) began in Spring 2021 (projected to go through the end of 2022), in all totaling more than \$200,000,000 in funding for rental assistance in Wayne County in a two-year period.

<b>Program and Timeframe</b>	<b>Money Spent</b>	<b>HHs Served</b>
<b>CARES</b> - Spring '20 through Summer '20	\$1,000,000 (rent & mortgage relief)	~600 (OW & Detroit)
<b>EDP</b> - Summer through Winter 2021	\$5,475,254 (OW) & \$2,467,146 (Detroit)	1,502 (OW) & 685 (Detroit)
<b>CERA</b> - Spring '21 through Winter '22	\$83,539,764 (OW) & \$111,279,559.75 (Detroit)	12,356 (OW) & 14,012 (Detroit)

The eligibility requirements for these programs were more flexible than traditional prevention programs – categorical eligibility, higher AMI limits, not requiring an eviction notice, etc – expanding the reach to more households than would usually qualify. Additionally, the amount of rental assistance provided through CERA was unique in its ability to provide up to 18 months of rental assistance, as well as utility assistance and even assist with relocation in cases where a unit was uninhabitable or the tenant was forced to vacate via a Termination of Tenancy.

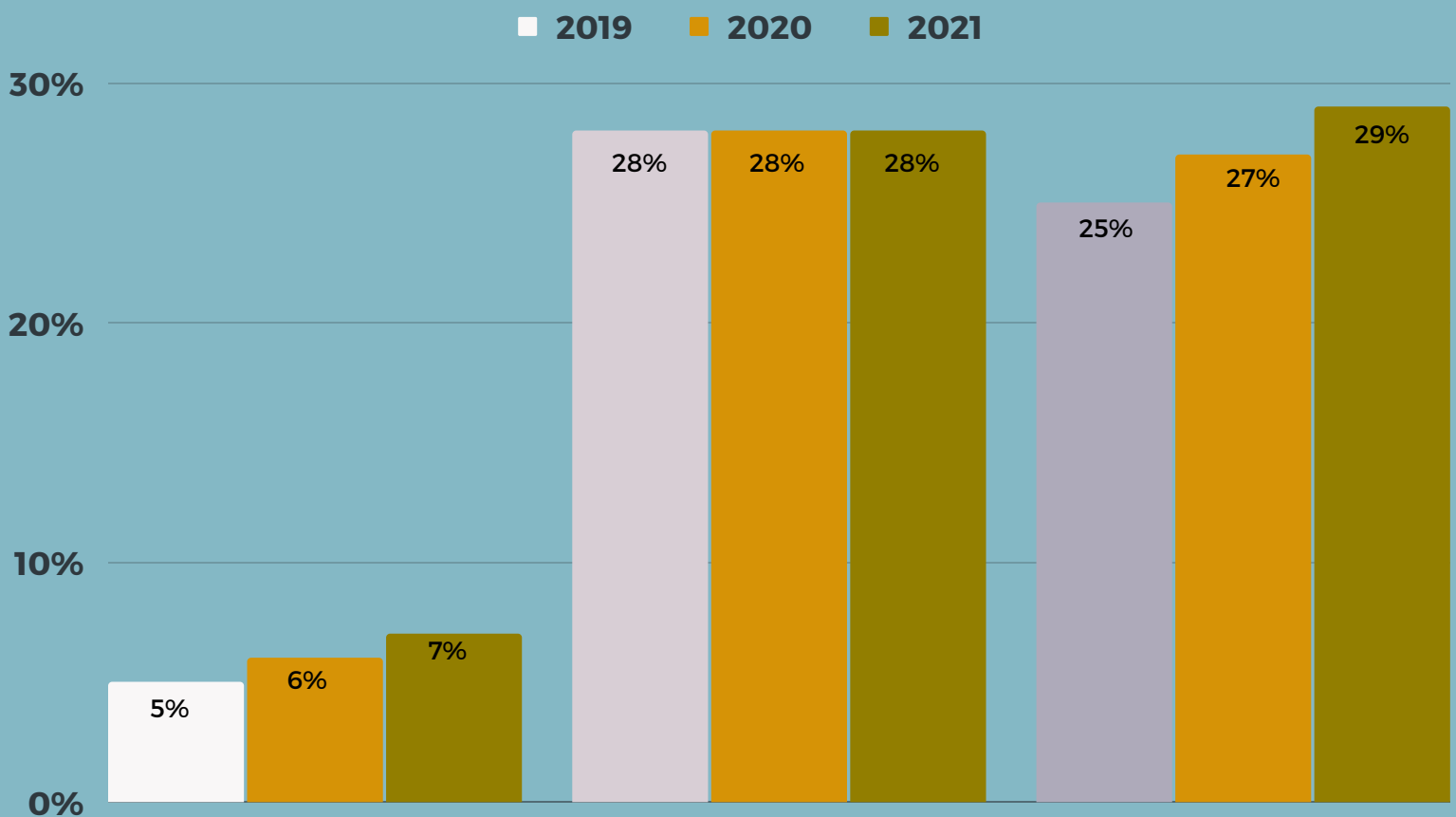
Given the number of households served throughout Wayne County and evictions prevented, it’s likely we see the impact of these programs through decreased inflow into the homeless crisis response system, possibly accounting for the reduction in number of households served between 2019 and 2021.

<b>Average Amount of Assistance Per Household: Out-Wayne</b>	
<b>EDP</b>	<b>CERA</b>
\$3,644	\$6,761

# DEMOGRAPHICS

The number of all persons served with veteran, domestic violence and chronic status all decreased. However, the share of those subpopulations either remained consistent or increased, indicating people belonging to those subpopulations entered or stayed in the system at a rate proportional to or slightly higher than the general homeless population.

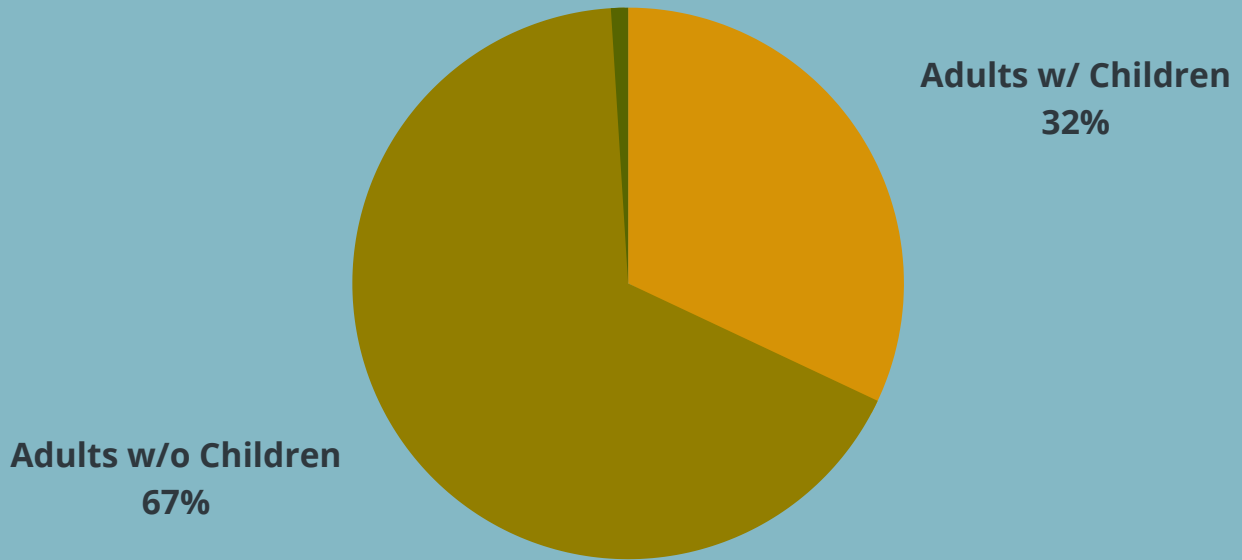
## % OF SUBPOPULATIONS AMONG TOTAL ADULTS SERVED



# HOUSEHOLD TYPE, 2019 - 2021

Unknown/Data Not Collected

1%

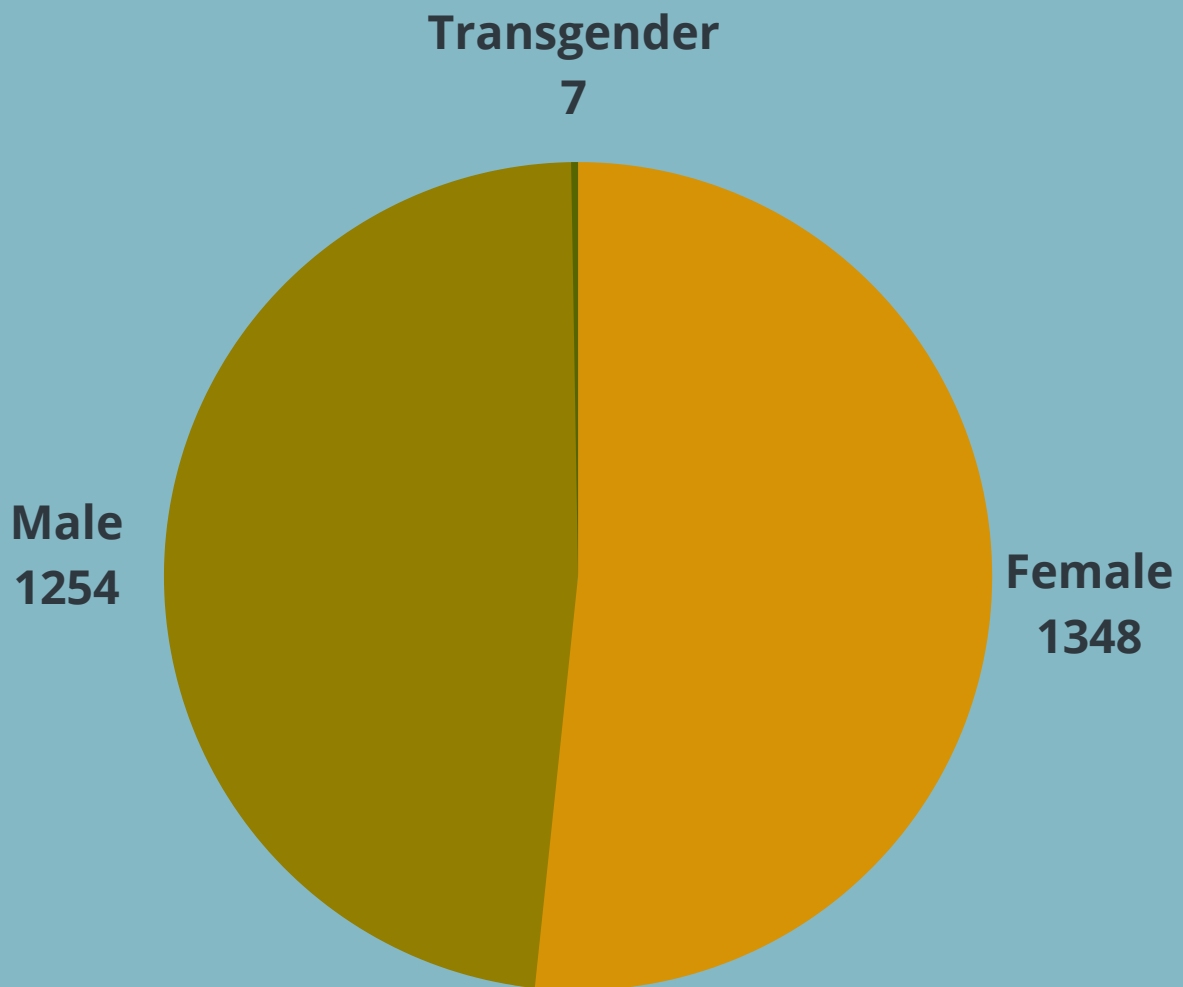


While the majority of households served were adult households without children, a significant (nearly 40%) of the persons served were children under the age of 18.

Ages of Persons Served			
AGE	2019	2020	2021
Under 5	11%	12%	10%
5 - 12	20%	20%	19%
13 - 17	10%	8%	8%
18 - 24	5%	6%	7%
25 - 34	13%	14%	13%
35 - 44	13%	12%	11%
45 - 54	13%	12%	14%
55 - 61	10%	10%	10%
62+	4%	6%	6%

Just over 50% of persons served identify as female, closely followed by people identifying as male (47%). Less than 1% of persons served identify as transgender. While people have the option in HMIS to select a gender identity other than male or female, the options should be expanded to be more inclusive of gender identities beyond male, female and transgender. Further, our HMIS system currently does not collect sexual orientation of people served, so we are currently unable to evaluate to what level our CoC is serving the LGBT community.

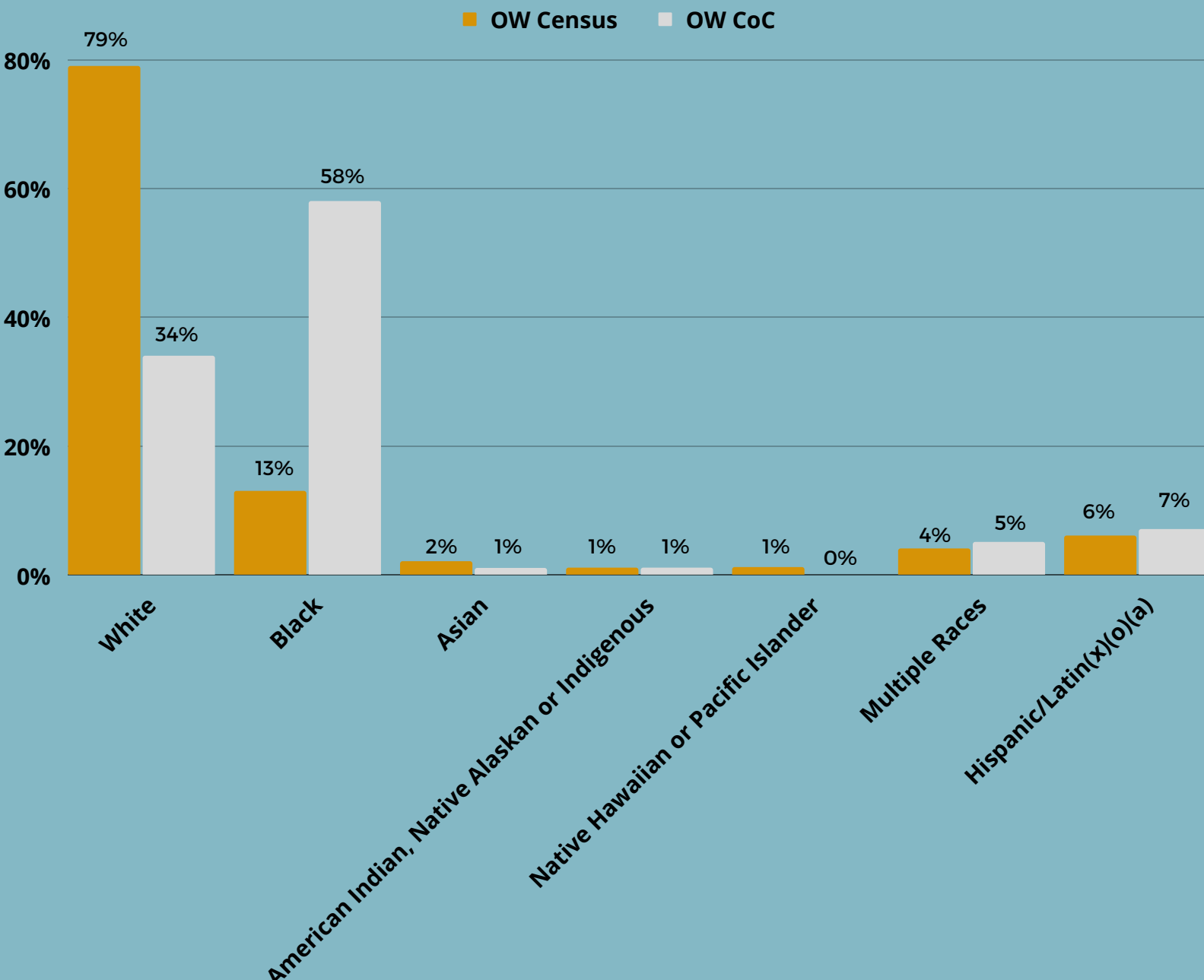
## **GENDER IDENTITY OF PERSONS SERVED, 2019 - 2021**



The majority of those served by our CoC identified as Black, African American or African, followed by a third of people who identified as white. People identifying as more than one race, Asian/Asian American, American Indian/Alaska Native/Indigenous, or Native Hawaiian/Pacific Islander made up the remaining 7% of persons served. People identifying as Hispanic/Latin(x)(o)(a) were 7% of all persons served.

According to 2020 U.S. Census data, only 13% of Out-Wayne County residents identify as Black/African American/African, compared to 58% of the people served by our CoC. Conversely, almost 80% of OW County residents identify as White but are significantly less likely experience housing instability or seek services from the homeless crisis response system. Black residents of Out-Wayne County are overrepresented among those served, making clear the need for to build a homeless crisis response system that centers racial equity.

## RACIAL & ETHNIC IDENTITIES OF OW RESIDENTS AND OW COC PEOPLE SERVED, 2020

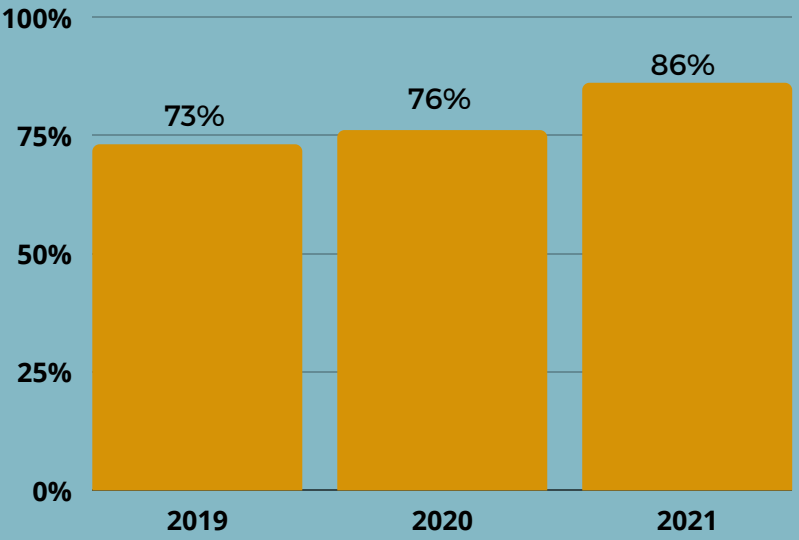




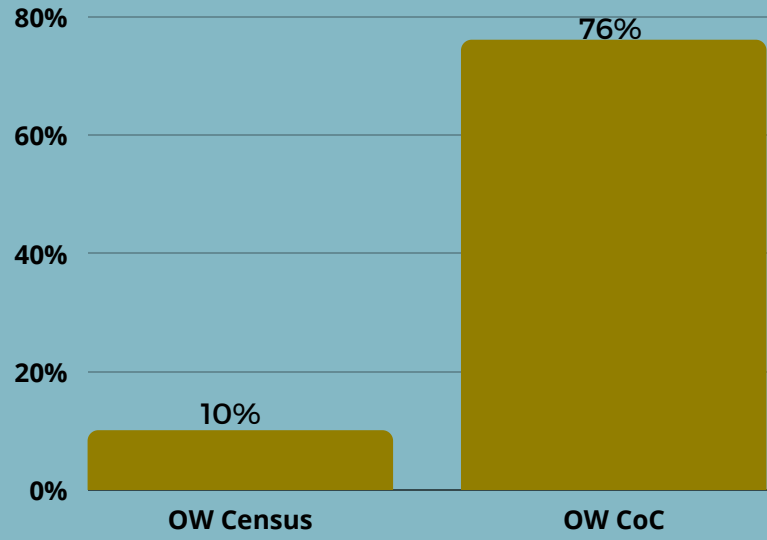
The majority of persons served by our CoC reported living with at least one type of disability, with the percentage increasing steadily over the three year period.

Those living with a disability are also overrepresented within those served by the CoC (76%) compared to Out Wayne County residents (10%). This confirms what many of those working in the homeless crisis response system already know to be true - people living with disabilities are more vulnerable and at risk of experiencing housing insecurity and homelessness. As a CoC, it's imperative we ensure our system is equitably serving and sufficiently supporting those with disabilities so they can achieve long-term housing stability.

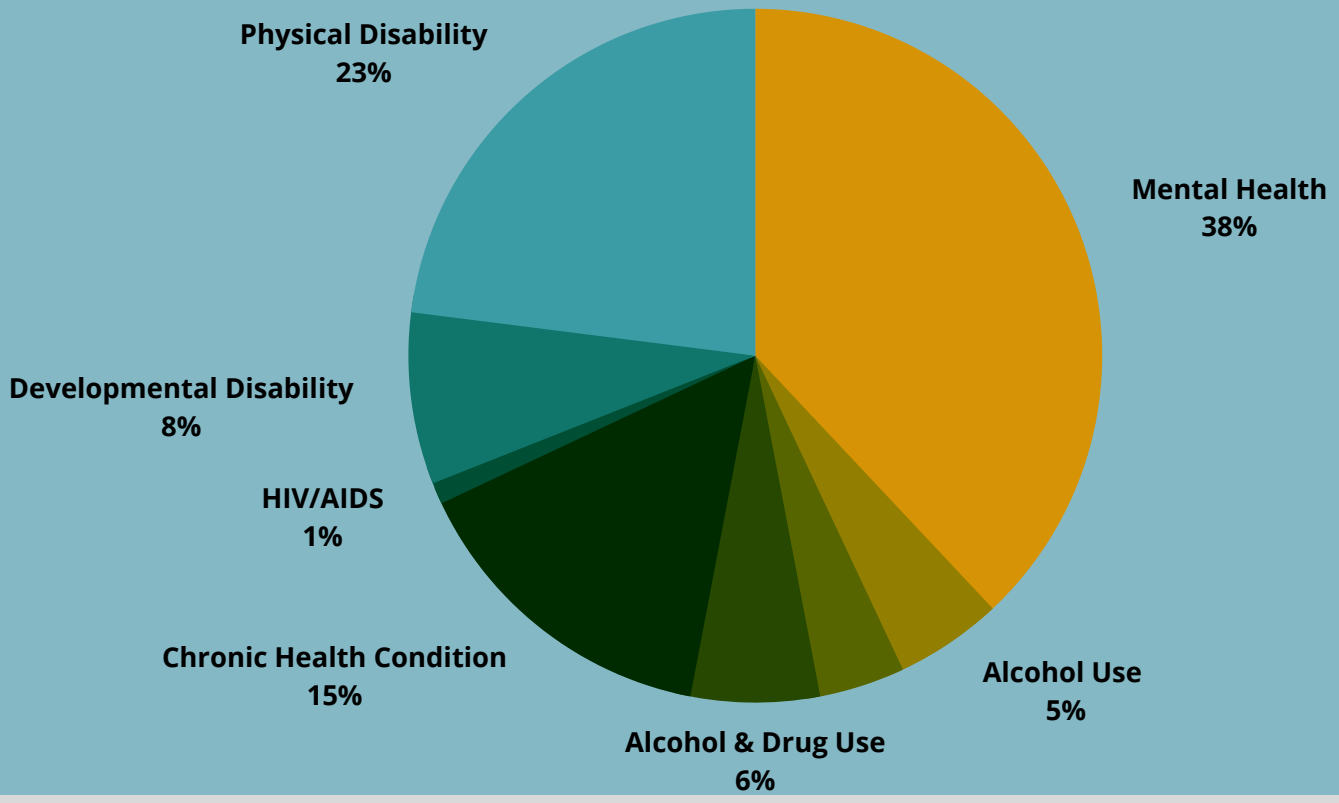
**% OF PEOPLE SERVED WITH REPORTED DISABILITY**



**DISABILITY STATUS OF OW CENSUS AND OW CoC PERSONS SERVED, 2020**

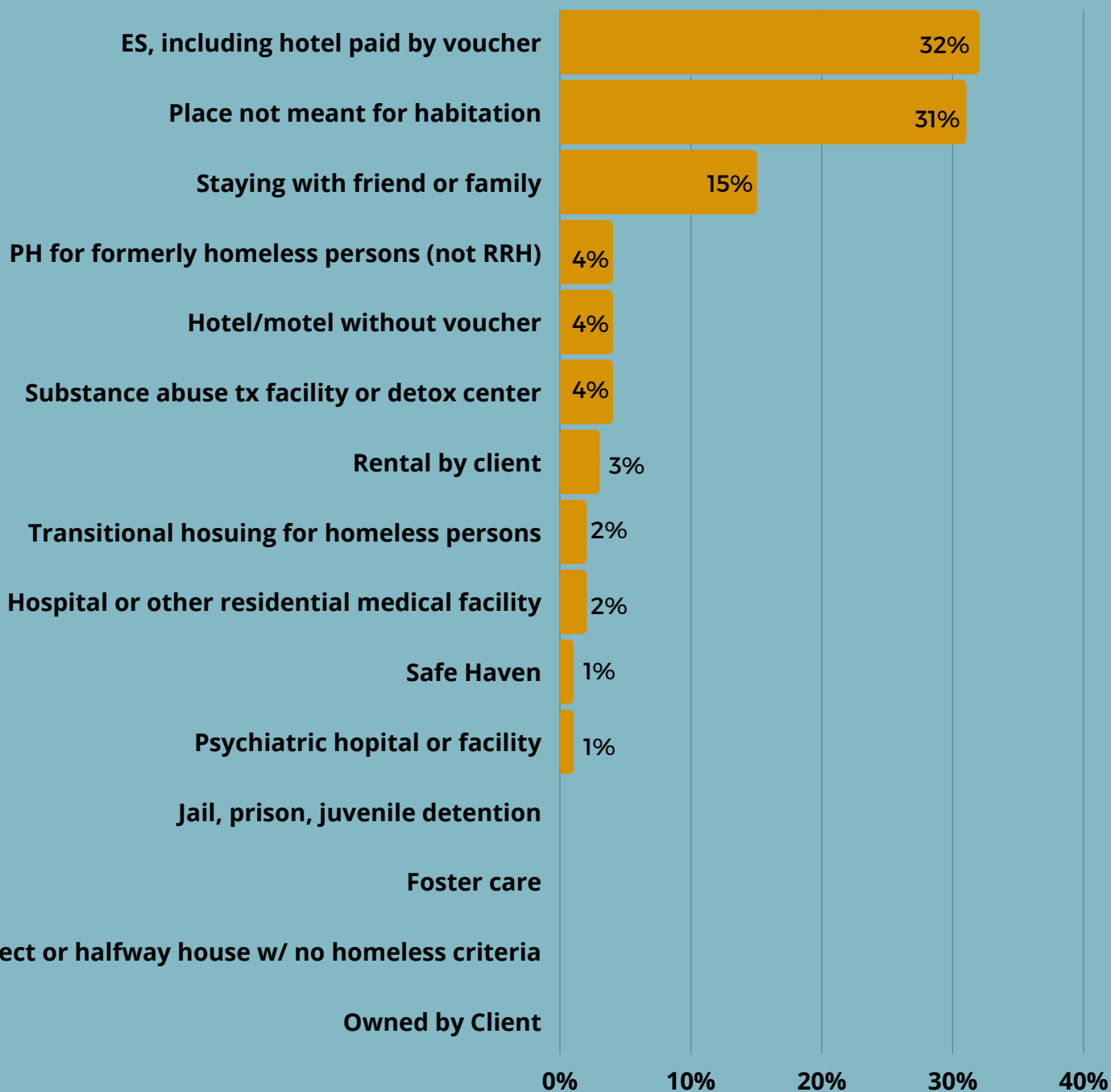


Disabilities related to mental and physical health were the most likely to be reported by persons served. It should be noted that a person is able to report living with multiple types of disabilities.



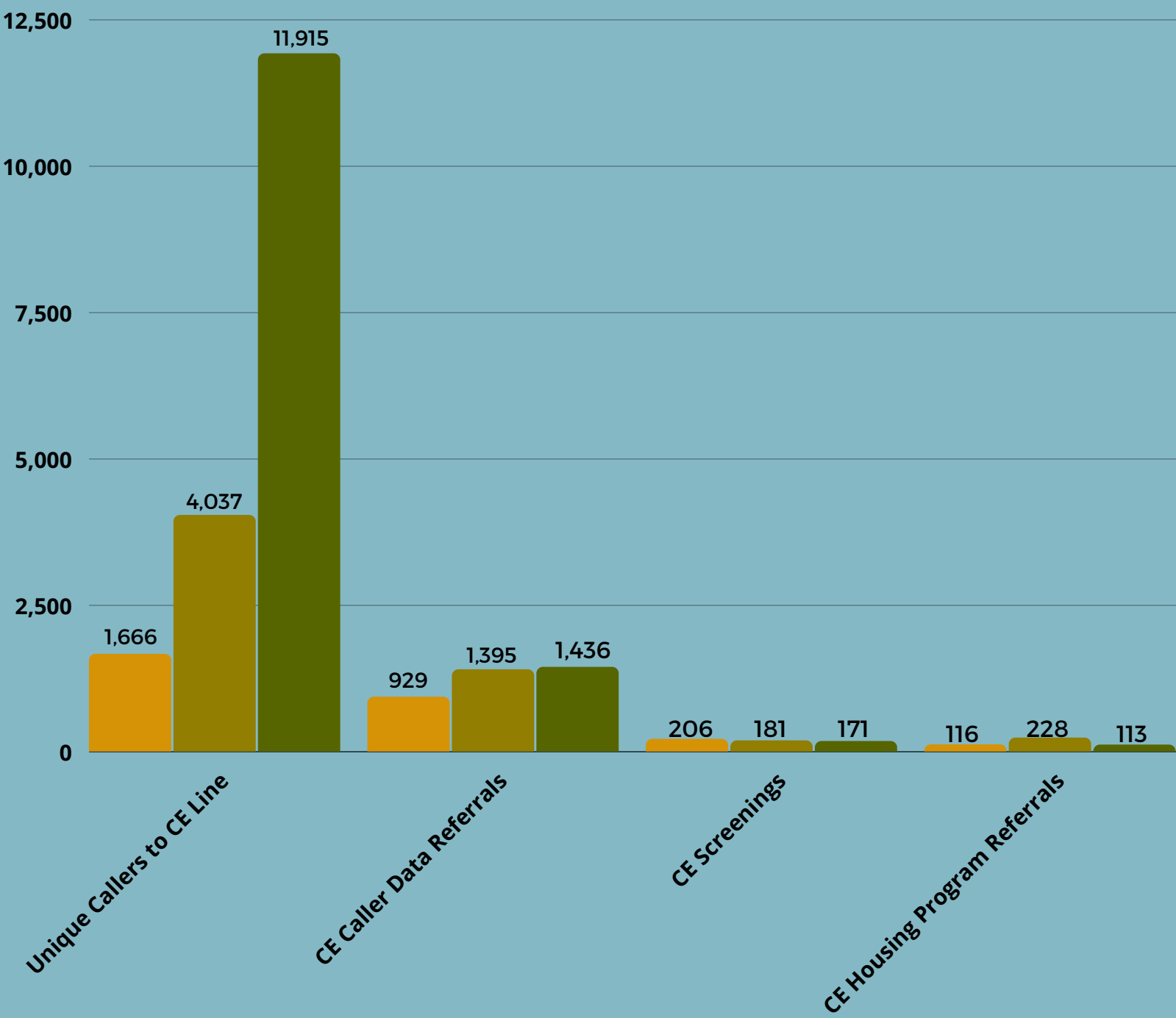
About two-thirds of people served were literally homeless prior to entering the housing crisis response system, either coming from emergency shelter or a place not meant for human habitation. Another third of people entered the system from staying with friends or family.

## PRIOR LIVING SITUATION OF PEOPLE SERVED, 2019-2021

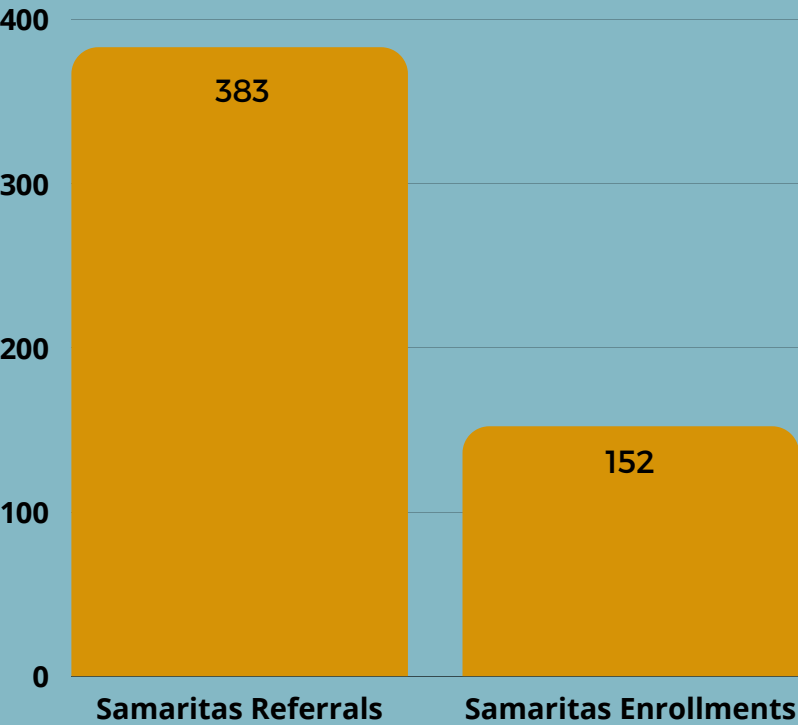


The chart below shows how many people moved through OW’s Coordinated Entry (CE) System. There are four access points to the OW CE system – CE Phone Line, street outreach/PATH, walk-ins, and community partner referrals. The vast majority of people access CE through Wayne Metro’s CE Phone Line. The drastic increase in callers to the CE Phone Line in 2021 was due in large part to the CERA program, as callers would mistakenly access the CE Phone Line when trying to reach CERA Phone Line.

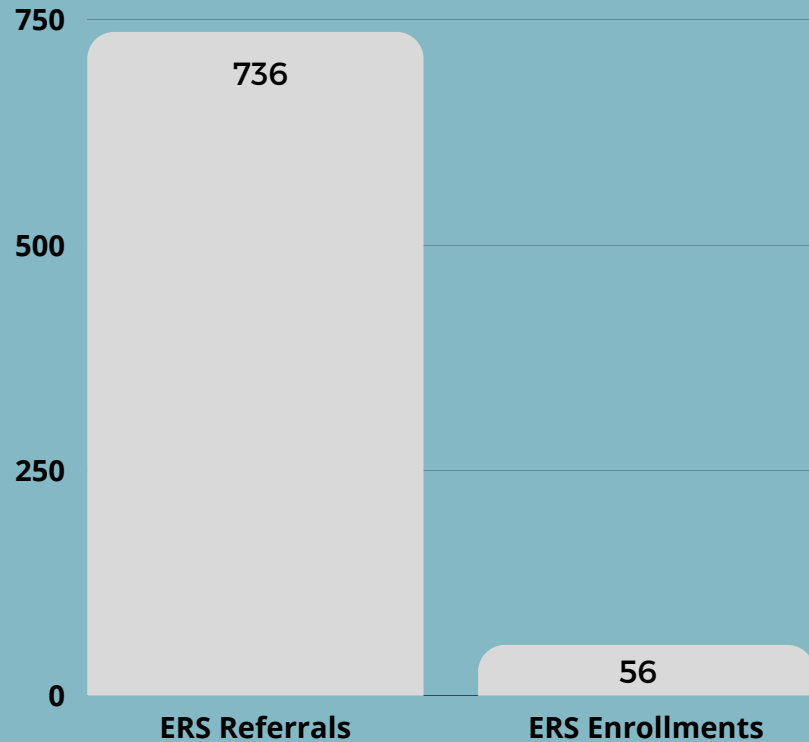
There is also a significant discrepancy between the number of callers to the CE Phone Line – when even accounting for those seeking CERA assistance - and how many of those callers received a referral to homeless prevention or shelter (CE Caller Data Referrals), and from there even fewer receiving a CE Screening to be placed on the By Names List to be referred to a housing program. This is an area for improvement for the Coordinated Entry system.



### FAMILY SHELTER REFERRALS & ENROLLMENTS, 2021



### SINGLES SHELTER REFERRALS & ENROLLMENTS, 2021

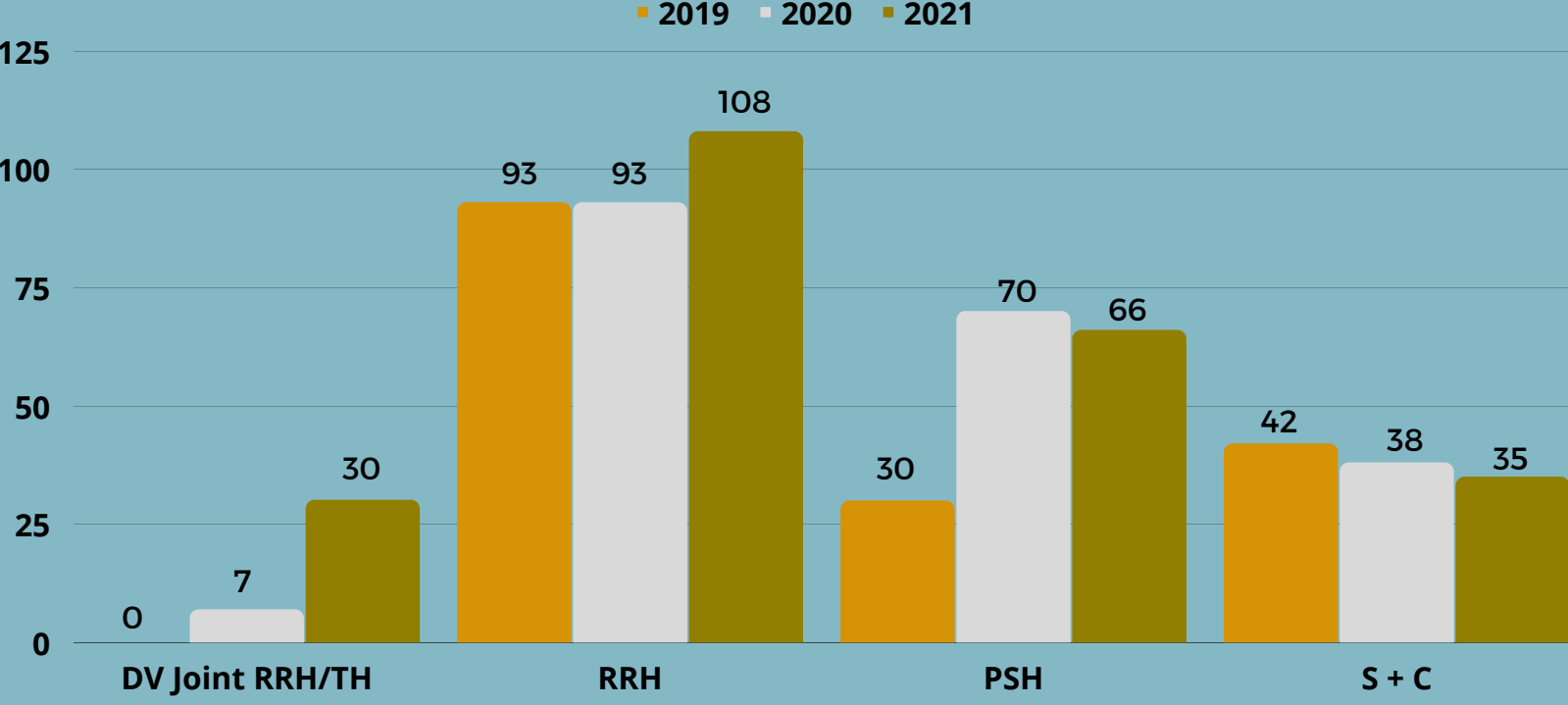


The need for shelter in Out Wayne County greatly outweighs its availability making it difficult for those who need shelter in our community to access it. There are three shelters for the entire Out Wayne service area providing a total of 102 beds – one for single adults (29 beds), one for families (51 beds), and one for people experiencing domestic violence (22 beds). In 2021, only 40% of referrals to the family shelter were enrolled and for singles only 7%.

Out Wayne Housing Inventory Count			
PROGRAM TYPE	2019	2020	2021
ES	67	109	75
PSH	637	624	651
RRH	214	119	267
SH	10	10	10
TH	38	38	40
<b>TOTAL</b>	<b>966</b>	<b>900</b>	<b>1043</b>

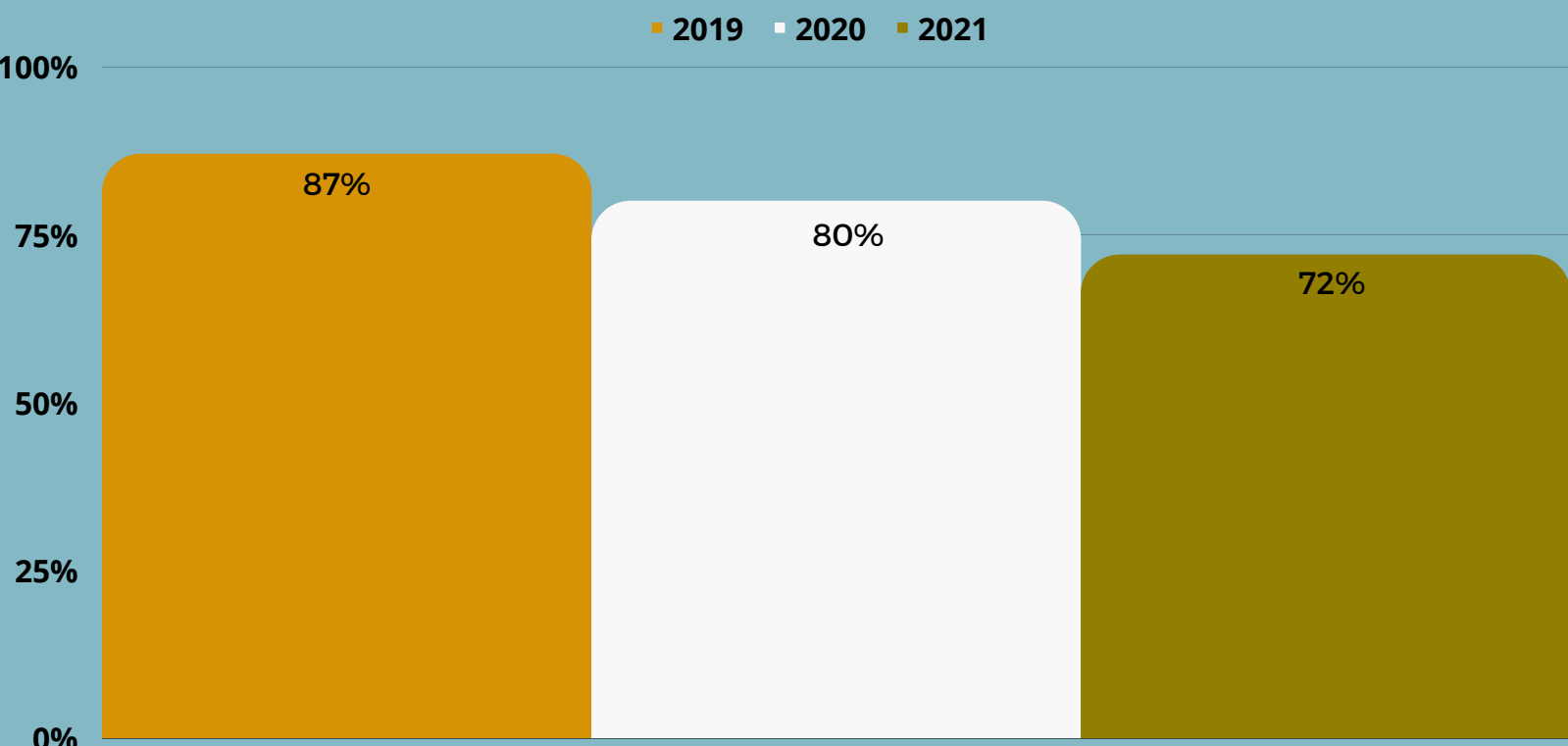
The total number of households active in housing programs increased each year, made possible by the addition of the DV Joint RRH/TH program. RRH consistently served the largest share of persons in a housing program.

### # HHS ACTIVE BY HOUSING PROGRAM TYPE



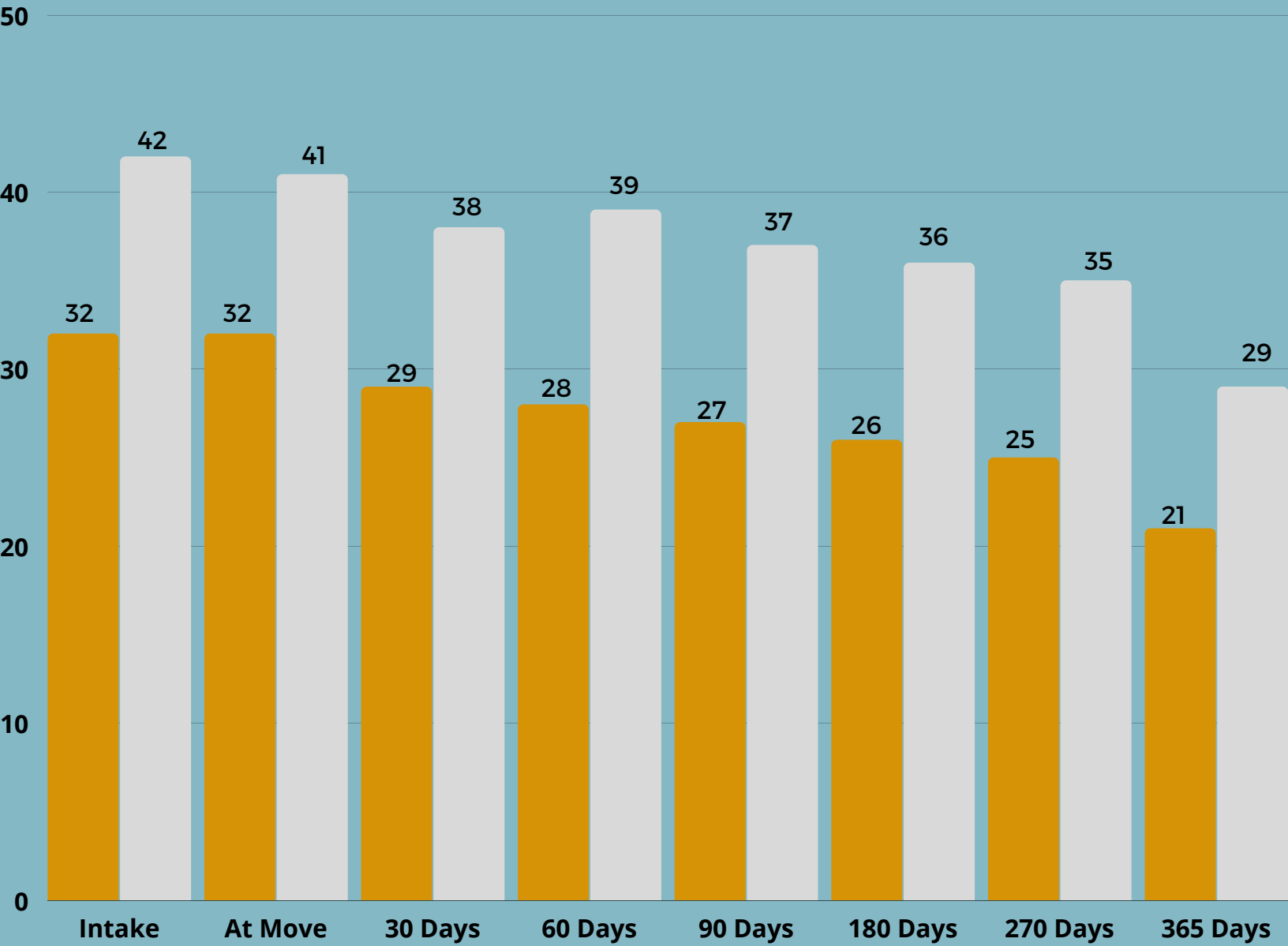
A majority of total persons served moved into housing, however the percentage decreased by 7-8% each year. As we heard from the CoC members, even with the influx of COVID-relief funding and additional resources, the housing market has tightened and it has become increasingly difficult to locate affordable housing units within the service area.

### % OF PERSONS SERVED WHO MOVED INTO HOUSING



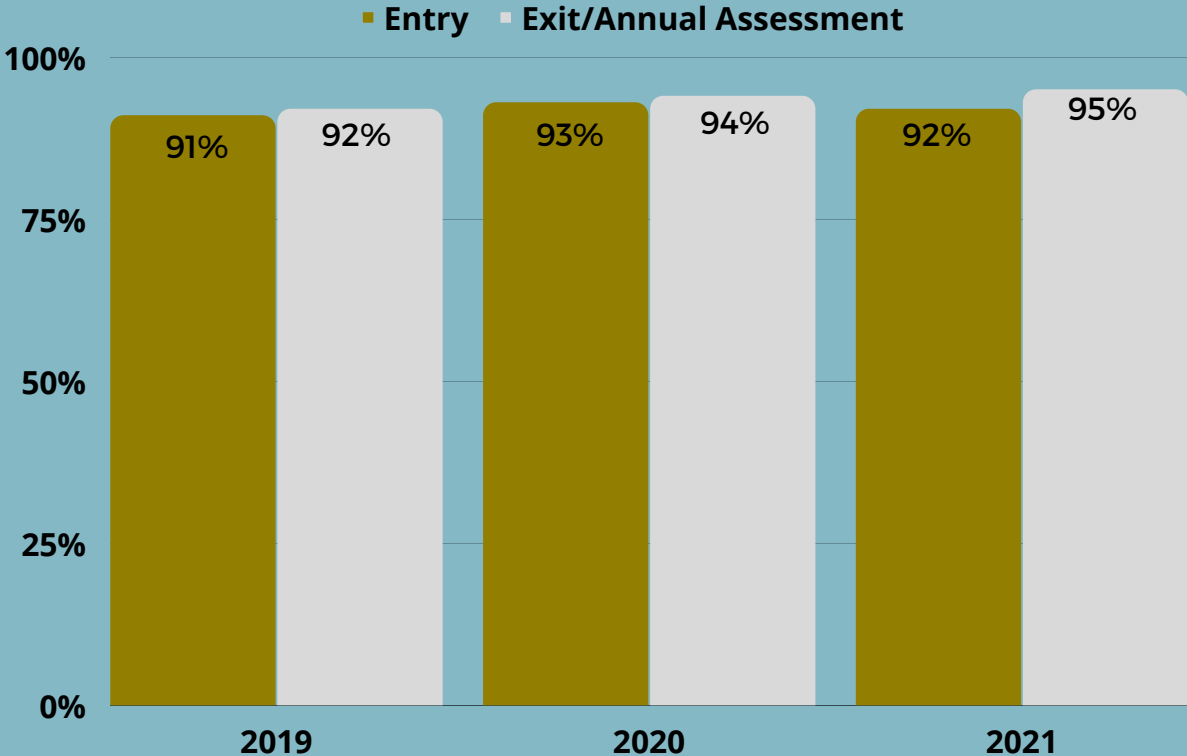
The SPDAT/F-SPDAT is an assessment tool from OrgCode that is administered throughout a person’s time in a housing program to help assess acuity and measure housing stability, with a higher score indicating a higher acuity. The SPDAT is administered upon intake into a housing program, at move-in, and then at regular intervals after move-in. The chart below shows an overall decline in SPDAT and F-SPDAT scores from Intake to 365 days after move-in, indicating reduction in acuity and increased stability for persons in housing programs.

### AVG F-/SPDAT SCORE ACROSS SERVICE PERIOD, 2019-2021

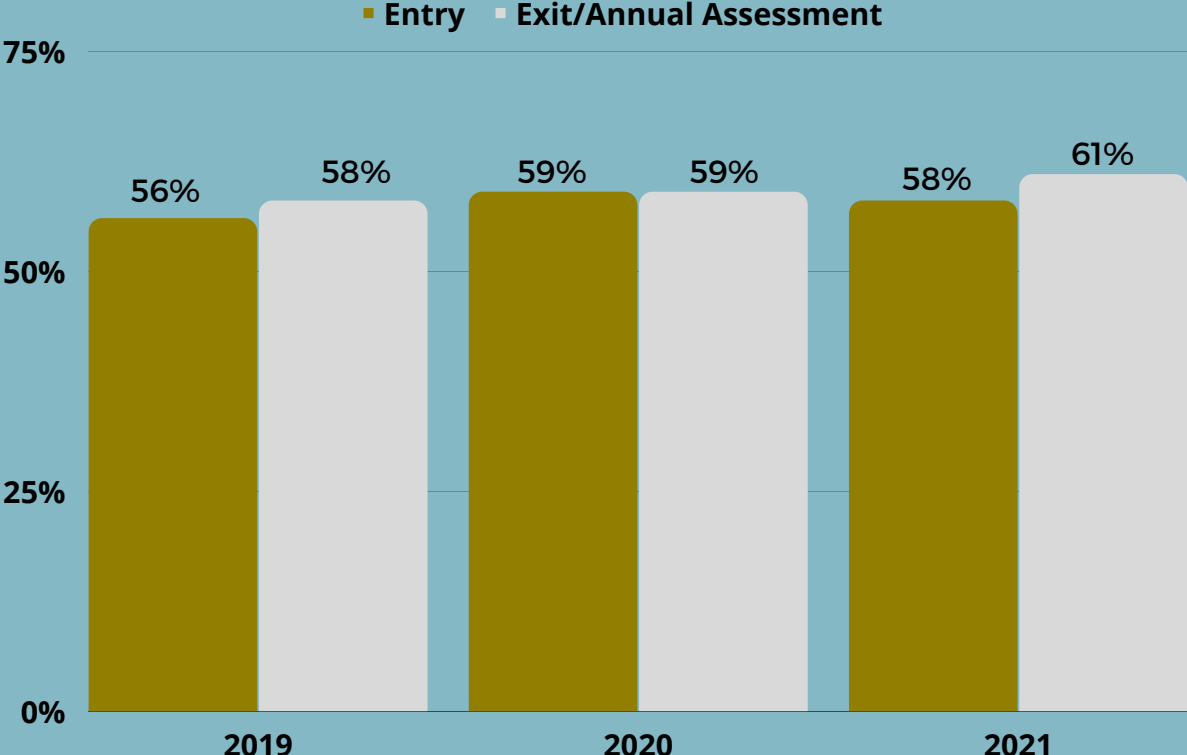


According to APR data, nearly all persons served entered with health insurance and a little over half entered with at least one form of non-cash benefits. Both categories saw marginal increases in leavers and stayers having benefits.

### % OF PERSONS SERVED WITH HEALTH INSURANCE AT ENTRY AND THEN AT EXIT (LEAVERS)/ANNUAL ASSESSMENT (STAYERS)

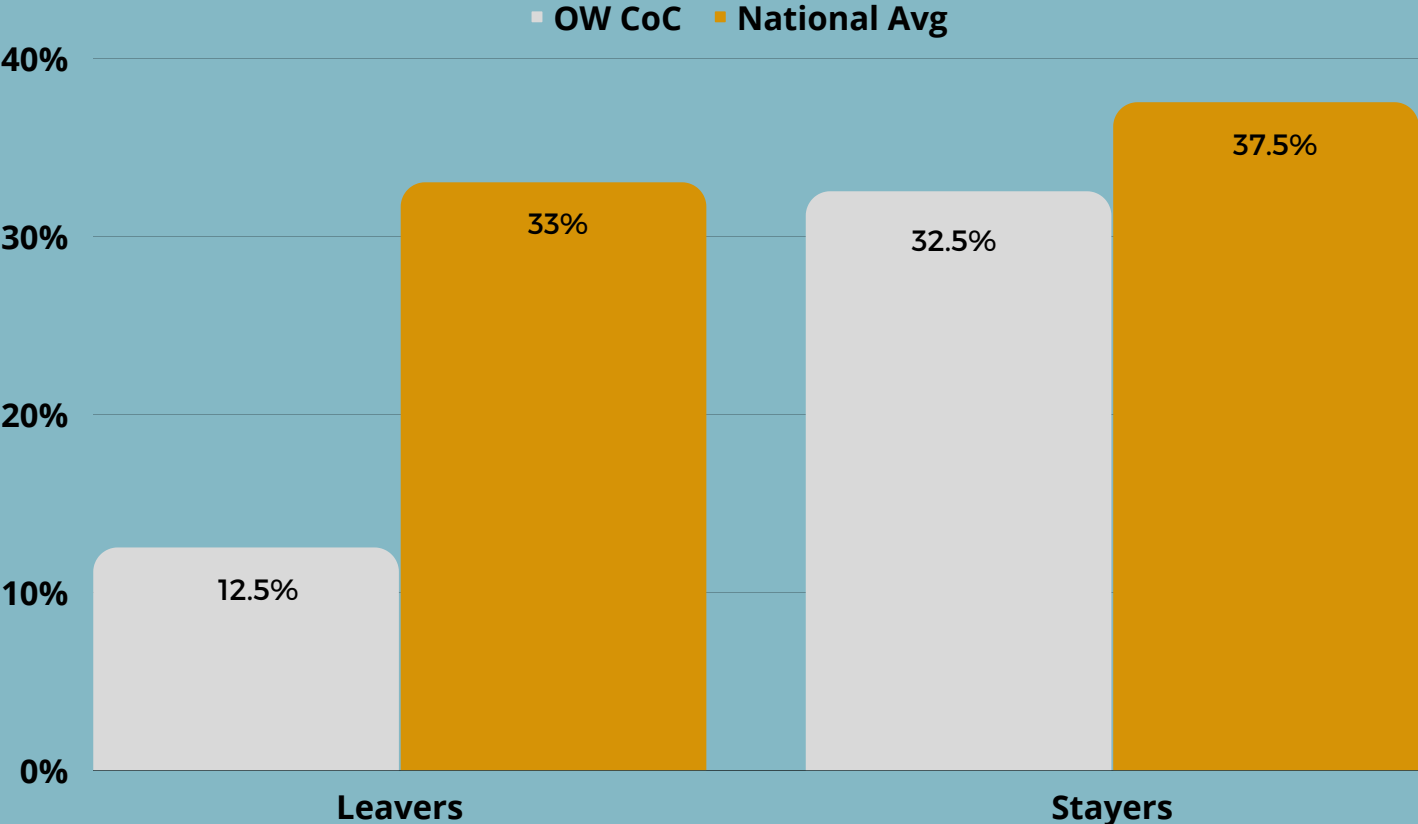


### % OF PERSONS SERVED WITH NON-CASH BENEFITS AT ENTRY AND THEN AT EXIT (LEAVERS)/ANNUAL ASSESSMENT (STAYERS)



According to System Performance Measures (SPM) data, only 12.5% of persons who left the system (Leavers) in 2021 increased their income from time of entry, considerably less than the national average of 33%. However, about a third of people who remained in the system in 2021 (Stayers) had increased their income, which is more in line with the national average.

### % OF THOSE WHO INCREASED INCOME IN 2021



According to SPM data, the average length of time people spent in Emergency Shelter, Safe Haven, and Transitional Housing in OW’s system trended up over the three years, which appears to be consistent with the national average. Additionally, people spent about half of the time in OW’s system than the national average.

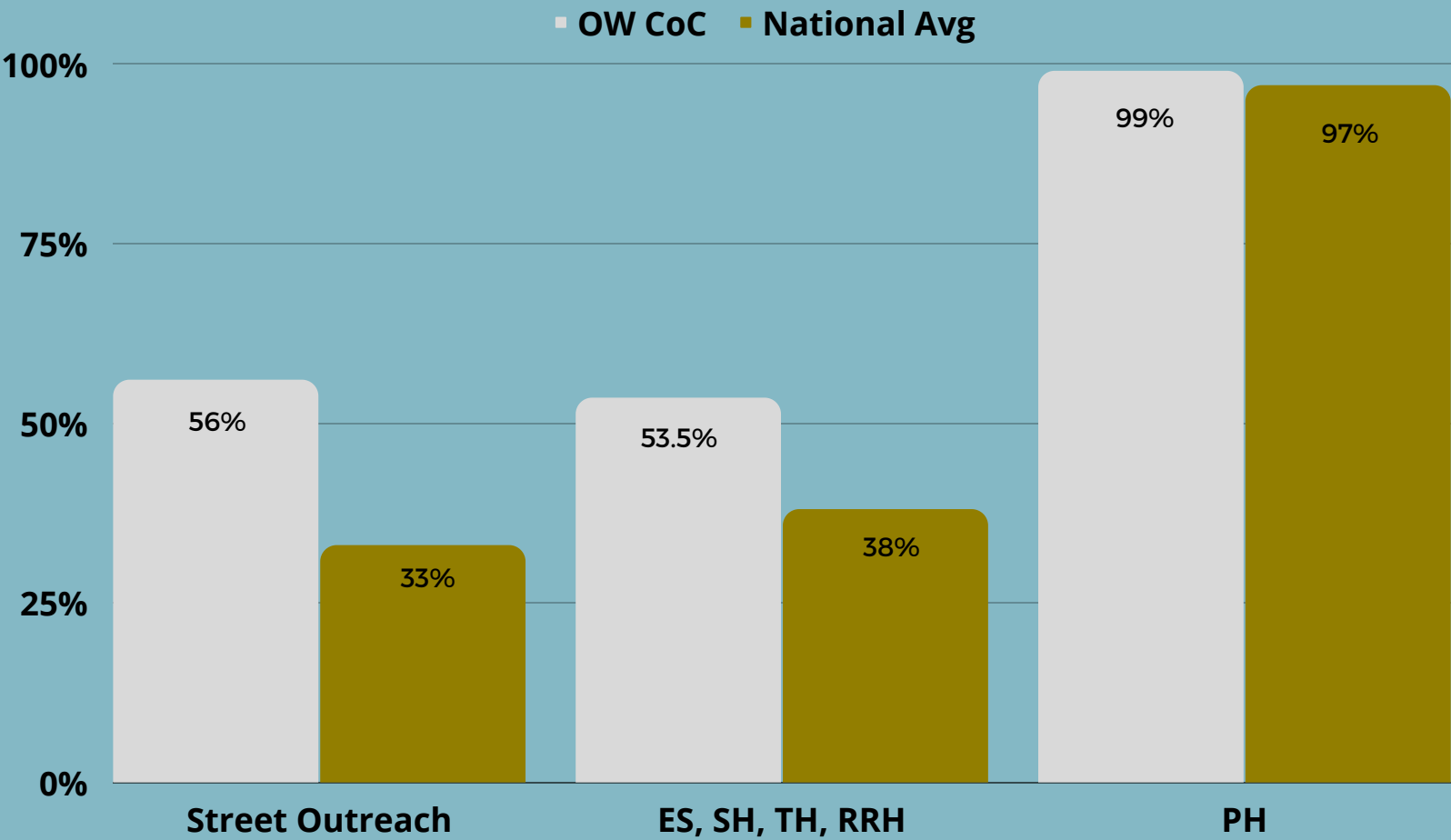
Avg Length of Stay (In Days) In ES, SH, TH			
Reporting Area	2019	2020	2021
OW CoC	78	91	121
National Avg	156	193	n/a



According to SPM data, OW CoC performed better than the national average in each program type for percentage of successful exits. However, only half of exits from Street Outreach (SO), Emergency Shelter (ES), Safe Haven (SH), Transitional Housing (TH) and Rapid Rehousing (RRH) resulted in successful exits.

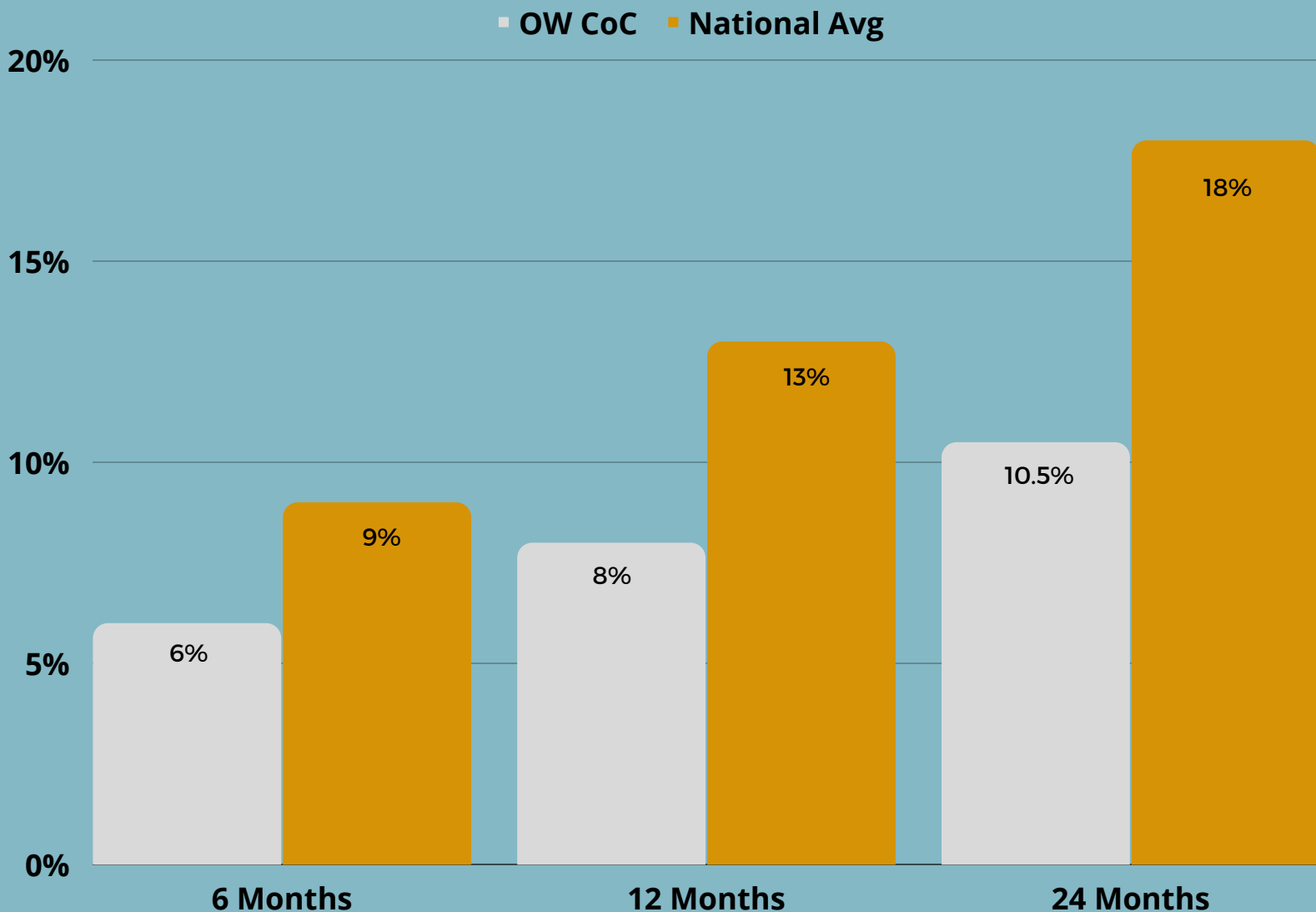
- **Street Outreach** – successful exit is considered any exit to temporary (shelter or transitional housing) destinations or permanent destinations
- **ES, SH, TH, RRH** – households who exit to permanent housing destinations
- **Permanent Housing (PH) Projects** – retain permanent housing project or exit to permanent housing destinations

### % OF SUCCESSFUL EXITS BY PROGRAM TYPE IN 2021



System Performance Measure “Returns to Homelessness” looks at the percentage of those who exited the system to a permanent housing destination who returned to homelessness within a 6, 12 or 24 month period. The OW CoC performed better in this area than the national average, however more research should be done to identify factors that led to the returns so the CoC can move towards making homelessness rare, brief and one time.

### **% OF RETURNS TO HOMELESSNESS BY LENGTH OF TIME SINCE EXIT IN 2021**



# KEY FINDINGS AND RECOMMENDATIONS

- Influx of COVID-related rental assistance likely had significant impact on decreasing inflow into the homeless crisis system over the last three years
- Tight housing market has resulted in a lack of affordable housing, making it difficult for people served to find housing and leading to increased shelter stays
- Options for gender identity within HMIS are limited and should be more expansive so people are better able to self-identify.
- Sexual orientation needs to be collected within HMIS so the CoC is able to assess how well it is serving the LGBTQ+ community.
- People who identify as Black, African American, or American are overrepresented in our CoC, highlighting the need for the CoC to create a system that centers racial equity. The CoC is currently working towards this effort through engaging in Built for Zero, C4/MCTEH's Racial Equity initiative, and engaging People with Lived Experience with Homelessness as consultants through the CoC's CSBG-D Innovation Grant to help shape and re-design the CoC's homeless crisis system.

# KEY FINDINGS AND RECOMMENDATIONS CONTINUED

- The Coordinated Entry system needs to be re-designed so there is not such a significant discrepancy between how many people first access the system and receive a housing intervention. Work is currently taking place to streamline the referral process from access points to Coordinated Entry so everyone who makes contact will be connected to a Supportive Services Specialist to receive a Coordinated Entry screening and subsequently connected to Diversion, Prevention, or be placed on the By Names List to be referred to a housing intervention.
- The need for shelter is much greater than the CoC's capacity and increasing shelter beds and capacity should be a priority.
- For the most part, the CoC SPM's were better or similar to the national average. However, there is still room for significant improvement around helping households increase access to income & non-cash benefits and increasing successful exits from Street Outreach and ES, SH, TH and RRH.