CONTINUUM OF CARE ACTION PLAN TO END HOMELESSNESS THREE YEAR STRATEGIC PLAN
SECOND YEAR PROGRESS REPORT
May 2017

The Grand Rapids Coalition to End Homelessness (CTEH) established the Strategic Plan in April of 2015 with specific goals and targets for the period of 2015-2017. This report outlines progress made during the second year of the Plan showing the correlation of actions undertaken and how they support the overall goals of the CTEH.

SNAPSHOT

64% of targets met (28)

11% of targets in process (5)

25% of targets have little or no progress (11)

- Seeking Federal affirmation that Functional Zero was achieved in Veteran Homelessness
- The one item with "Little or No Progress" was determined to be unmeasurable and need reassessment

🟩 **Completed**	🟨 **In Progress or Not Scheduled to Begin**	🟥 **Little or No Progress**

I. COMMUNITY-WIDE GOALS

Accomplishments
- The CoC in partnership with the Essential Needs Task Force (ENTF) has been involved in and supportive of numerous community conversations and efforts to increase affordable housing.
- The Data Quality Committee created and finalized Data Quality and Monitoring plans early in the year and have been tracking improvement of the community's data collection.

Challenges
- The CoC has not received the Financial Modeling report that was contracted from the Corporation for Supportive Housing (CSH) and expected in October of 2015. Without the report, the first goal of, "ensuring adequate supply of permanent housing resources for target populations" has been difficult to begin without use of the analysis on which to build.
- With respect to the second goal, "ensure high performing programming to support successful exits from homelessness," both creating service standards and reporting on the new HUD benchmarks have proven to take longer than initially projected, although both of these actions are underway.

Recommended Changes:
Reassessment of projected deadlines by the committees responsible for the activity completion.

Goals	Part	Activity	Target Start Date	Target Completion Date	Notes/Barriers/Resources	Primary Responsibility
Ensure adequate supply of permanent housing resources for targeted populations	I.1.a	Complete an analysis that assesses resource availability for each targeted population			The Financial Modeling report draft was completed and presented.	Contracted Agent (CSH)
	I.1.b	Align funding to address identified gaps by reviewing analysis and make recommendations for programmatic shifts to meet the need	Mar 2016		Conversations begun at Steering Council with a recommended new workgroup.	Funding Review Committee & Steering Council
Ensure high performing programming to support successful exits from homelessness	I.2.a	The Coalition will work to ensure programs to end homelessness are high performing by providers reporting outcomes on HUD benchmarks			An Ad-Hoc Data Analysis group was formed and will be creating reports to track progress toward meeting benchmarks and any other reports deemed necessary.	Housing and Service Providers, Steering, Executive & Funding Review Committee
	I.2.b	Providers will update Service Standards for each service		June 2017	The Rapid Rehousing (RRH) standards are complete, Permanent Supportive Housing (PSH) will follow.	Housing and Service Providers, Steering Council

		component type in the community				
	I.2.c	Data Quality committee will work toward improving data reports according to the Data Quality and Monitoring plans			New plan in place and being implemented.	Housing and Service Providers, Data Quality Committee
Support efforts in the community to maintain and increase affordable housing	I.3.a	Engage in community planning efforts supporting policy change to increase affordable housing		On-going	Revisit measurement.	Coalition Staff & Steering Council
	I.3.b	Routinely inform CoC Membership of efforts within the community to increase housing affordability		On-going	Add column to CoC communications, staff reports	Coalition Staff & Essential Needs Task Force Director

SYSTEM-WIDE PERFORMANCE MEASURES

II. PERFORMANCE MEASURE 1: REDUCE THE NUMBER OF PEOPLE WHO EXPERIENCE HOMELESSNESS

Accomplishments
- The CoC was able to increase the level of funding available to end homelessness this year with the addition of $93,000 specifically for rapid re-housing and prevention of homelessness for Veterans from the Michigan State Housing Development Authority.
- HUD CoC Program funding awards were announced and the community's Annual Renewal Demand amount increased by approximately $300,000.
- Staff has been involved in the Prisoner Reentry Steering Committee within the community and reliance on temporary housing in motels has reduced, with permanent housing in the community increasing in use.
- CoC staff have engaged with mental health and medical providers to discuss accessing services and exploring new sources of housing revenue during the course of the year.

Challenges
- This area again relies in part upon the completion of the Financial Modeling report to inform funding decisions, and the delay in receiving that report has delayed some actions.
- The action "establish a baseline measurement of households assessed for services facing imminent homelessness who later report being literally homeless" is not something the system has capability to measure or will likely be able to measure soon.
- Providing training on housing planning for discharge planners has been curtailed by a lack of CoC funding for this activity. Instead staff and other key stakeholders have met with groups to give basic system overview training.
- Some systems, such as Foster Care, do not have permanent housing that is successful a particular amount of time post-program exit as outcomes for which they are responsible, making alignment much more difficult.

Recommended Changes
- Reassessment of projected deadlines to be set by the committees that are responsible for the activities' completion.
- Reevaluation of the action in II.1.b. to eliminate or replace with a measurable step.
- Consideration of community training needs in allocation of future CoC Planning funds, or additional sources of funding.

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Reduce number of households moving from imminent risk of homelessness to homeless	II.1.a	Explore community sources and strategies to increase amount of funding available	☐	☒		☐	May 2016	Strategies to increase or maintain funding to projects and infrastructure are being actively pursued by Coalition committees.	Steering Council
	II.1.b	Establish a baseline measurement of households assessed for services facing imminent homelessness who later report being literally homeless	☐	☐		☒		Goal should be revisited, no current way to track.	HMIS Users Group
	II.1.c	Become a High Performing Community (HPC) as defined by HUD so that more funding can serve Category 2 households.	☐	☒		☐		Data Analysis Committee has not focused on measures necessary to reach HPC designation.	Data Analysis Committee
Work with other systems to prevent homelessness	II.2.a	Work with Prisoner Reentry to improve permanent housing outcomes within MI Depart of Corrections Prisoner Reentry program.	☒	☐	On-going	☐		Prisoner Reentry has severed contract with motel, looking to permanent community based rental housing. Look to provide ongoing training and support	Reentry Service Providers
	II.2.b	Increase coordination between foster care and homeless service providers to ensure transition plans are sustainable for youth and prevent homelessness after benefits expire	☐	☒		☐		MOU secured and coordination underway with CPS.	Steering Council
	II.2.c	Provide housing planning assistance training for providers planning discharge for consumers from medical, mental health, foster care and reentry systems		☒		☐		Existing training is offered to community members with interest in increasing skills.	Steering Council

III. PERFORMANCE MEASURE 2: REDUCE THE NUMBER OF UNSHELTERED HOUSEHOLDS

Accomplishments

- Verifying the level of emergency shelter for youth under 18 was quickly accomplished through partnership with Arbor Circle and can be regularly reassessed.
- The largest emergency shelter provider sought out input from youth providers to create new space for youth aged 18-24.
- All shelters and the Central Intake and Referral agency have taken steps to serve families as they present without breaking the family members up.

Challenges
- Working across systems to identify the most vulnerable and in need of housing has been helpful, but not having appropriate housing resources readily available lessens the effectiveness of this work.
- Individual shelter programs have taken on some of these challenges, but there has not been coordination of the efforts through the CoC with all shelter providers.

Recommended Changes
- Reassessment of projected deadlines to be set by the committees that are responsible for the activities' completion.
- Form a group to coordinate conversations around emergency shelter and connections to permanent housing.

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Ensure access to shelter that meets the household's needs	III.1.a	Work with providers to ensure plans are in place to ensure adequate shelter space to house households as they present, with no conditions on marital status, genders, or ages	☐	☒		☐		Required by new funding source, DHHS ESP	Shelter Providers
	III.1.b	Within system gaps analysis, assess capacity of shelter available for youth under 18 and strengthen if necessary	☒	☐	Dec 2015	☐		In place, on going	Youth Shelter Provider
	III.1.c	Form a workgroup to explore safe emergency shelter best practices for youth aged 18-24	☒	☐	Dec 2015	☐		Youth homelessness workgroup has all partners in conversation. Best practice information is shared in this forum. On going	Shelter Providers, Youth Service Providers
	III.1.d	Work with providers to establish standards to ensure shelters serve persons regardless of gender identity, mobility impairments, religious affiliation or other characteristics	☐	☒	Dec 2015	☐		Required by new funding source, DHHS ESP	Shelter Providers
Increase resources available for	III.2.a	Conduct a system analysis to understand need for resource components (i.e.	☐	☒	Dec 2015	☐		The Financial Modeling report draft was completed and presented	Contracted Agent (CSH)

Housing First interventions		rapid re-housing, permanent supportive housing, transitional housing, etc.)						
	III.2.b	Increase the number of Housing First programs in the community using multiple methods of realigning and maximizing existing funds and securing new	☐	☒	On going	☐		PSH Connections, County HOME, and Diversion funding were added.	Steering Council, Funding Review
Target frequent service users for supportive housing options	III.3.a	Work with medical providers, law enforcement and missions to create a plan to identify Frequent Users of emergency services and target for assessment to determine prioritization for permanent housing, and plan for those who are not prioritized through other system resources	☐	☒	June 2016	☐		Has seen many starts and stops. Largest barrier is a lack of housing resources for anyone identified in this way.	Coordinated Assessment, Steering Council
Ensure those unable to stay in emergency shelter have safe alternatives	III.4.a	Connect mental health, law enforcement and medical providers to access Housing First interventions for high risk individuals	☐	☒	Oct 2015	☐		Shelters have worked to prioritize high risk individuals for quicker intake and assessment, which would be a better, preventative approach to this goal. Action step should be reevaluated.	Outreach, Shelter Providers
	III.4.b	Create service standards that include processes for consumers with concerns about services received	☐	☒	Oct 2015	☐		Required by new funding source	Housing providers
Increase number of outreach efforts that result in completed housing assessments	III.5.a	Coordination between Outreach workers in the community to work towards Housing First across fields	☒	☐		☐	April 2016	Training of Outreach completed. Revisit goal to account for measurement capabilities	Outreach

IV. PERFORMANCE MEASURE 3: REDUCE THE LENGTH OF TIME HOUSEHOLDS EXPERIENCE HOMELESSNESS

Accomplishments

The HARA has partnered well with shelters to identify long-term stayers and prioritize them for housing.

Challenges
▪ Here again the Financial Modeling report should be relied upon to guide conversations regarding funding alignment.
▪ More PSH is needed to house the long-term shelter stayers.

Recommended Changes
- An appropriate committee should reevaluate item IV. 2.a for viability.
- The measurement of action item IV.2.b. should be stated more clearly.

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Increase resources available for permanent housing in the community, including rapid re-housing and permanent supportive housing	IV.1.a	Conduct a system analysis to understand need for resource components (rapid re-housing, permanent supportive housing, etc.)	☐	☒	Dec 2015	☐		The Financial Modeling report draft was completed and presented	Contracted Agent (CSH)
	IV.1.b	Increase the number of housing units and projects using Housing First in the community using strategies to maximize and realign existing funds as well as secure new	☐	☒		☐		Process underway. Two large PSH projects have made preliminary steps to take referrals from Coordinated Entry.	Funding Review, Steering Council
Ensure the Coordinated Assessment system connects households to resources effectively	IV.2.a	Referrals are made to program openings within 48 hours of the opening notification to HAP	☐	☒		☐		This goal recommended to be revisited. Target is close in RRH but does not allow time to contact chronically homeless persons waiting for referral	Coordinated Assessment
	IV.2.b	Increase number of permanent housing units available for referral	☒	☐	On Going	☐		Measurement should be clarified. On-going, two large PSH projects have made preliminary steps to take referrals from Coordinated Entry, however other projects were lost to funding losses	Funding Review; Steering Council
Target long term stayers (longer than 30 days) in emergency shelters for housing assessments	IV.3.a	HAP coordination with emergency shelters to improve numbers of households connected to housing	☒	☐		☐	On Going	Processes created with HAP Outreach and MTM staff. Has been continually revisited and improved upon.	Outreach, Emergency Shelter Providers, Service Providers, HAP
V. PERFORMANCE MEASURE 4: REDUCE THE NUMBER OF TIMES ANY HOUSEHOLD EXPERIENCES HOMELESSNESS									

Accomplishments: Although behind the initial deadline, the rapid rehousing service standards are near completion and will be fully aligned with national best practices.									
Challenges: Committees to own this work should be better identified.									
Recommended Changes: Target dates should be reevaluated from original plan to reflect current realities.									
Goals	**Part**	**Activity**	**In Place**	**In Progress**	**Target Date**	**Not Begun**	**Start Date**	**Notes/Barriers/Resources**	**Primary Responsibility**
Update service standards for community RRH and PSH to ensure best practices are used in all housing services	V.1.a	Work with service providers to identify best practices and establish agreed-upon, updated community standards of practice	☐	☒	June 2017	☐		The Rapid Rehousing (RRH) standards are complete, Permanent Supportive Housing (PSH) still must be updated.	Steering Council
Ensure shelter exits are driven by securing permanent housing and not to meet deadlines of stays	V.2.a	Develop Coordinated Assessment processes to address issues of extended shelter stays	☐	☒		☐	July 2017	Chronic homeless efforts focusing on long term homelessness and prioritizing those individuals and families for housing,, however resource availability is a barrier	Chronic Homeless Workgroup
Increase households' ties to support systems and natural supports	V.3.a	Ensure service standards include referrals and service delivery with a goal of continuity post-exit	☐	☒	June 2017	☐			Steering Council
Prevent unstable exits from permanent housing resources, e.g. temporary employment, loss of voucher due to absence from housing (when return is known)	V.4.a	Identify ways households might lose vouchers and advocate for change on those that would strengthen stability	☐	☐		☒		Advocacy for change in PHA regulations	Steering Council
	V.4.b	Coordinate with the Workforce Development sub-committee to improve employment income for consumers	☐	☒		☐			ENTF and Steering Council
Reduce unsuccessful exits from permanent supportive	V.5.a	Support flexibility in the system to allow for program changes if resource was not a good fit	☐	☐		☒	July 2017		Housing and Service Providers

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
housing, such as eviction	V.5.b	Provide forum for service providers to share best and promising practices in support services	☐	☐		☒		There may not be wide spread support for this activity any longer, a committee should determine if this forum is still necessary.	Housing and Service Providers

VI. PERFORMANCE MEASURE 5: INCREASE THE PERCENTAGE OF HOUSEHOLDS EXITING TO PERMANENT HOUSING

Accomplishments: Move Up Vouchers were successfully obtained from MSHDA.

Challenges: A lack of funding for staffing supports has proven a barrier in these non-traditional funding pools, i.e. funding often wants to pay for only rental assistance and not the support of staff to get people in, or keep people in this housing.

Recommended Changes: New assignment to responsible committee(s).

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Create opportunities for successful exits from permanent supportive housing	VI.1.a	Implement a "move up" plan to Housing Choice Vouchers for consumers no longer in need of additional housing supports	☒	☐		☐		Contract with MSHDA and TSA signed 1/2016. Vouchers being used and reported back to MSHDA	PSH Providers
Increase successful exits from housing programs	VI.2.a	Explore unsuccessful exits across program types and use lessons learned to strengthen programs and system through a workgroup of providers to share information on unsuccessful leavers	☐	☐		☒	2017	Needs to be incorporated into work of Data Analysis as part of a CQI process	Data Analysis

VII. PERFORMANCE MEASURE 6: IMPROVE EMPLOYMENT RATE AND INCOME AMOUNT

Accomplishments: No due date was set for VII.3.a., however, an initial meeting was held that helped identify areas of need in other systems to better interface with each other.

Challenges: Many sub-committees are at a stage of improving internal practices to better partner externally in the future.

Recommended Changes: Revisit this section for responsible committees and target dates.

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Increase collaboration with other ENTF subcommittees and their programs	VII.1.a	Explore collaboration opportunities with each sub-committee	☐	☒	On Going	☐		Staff part of goal setting sessions for ENTF	ENTF, Steering Council

Updated 5/14/2018

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Improve numbers completed and outcomes for SSI &SSDI Outreach, Access and Recovery (SOAR) applications	VII.2.a	Participate in planning efforts for SOAR and increase numbers of applications completed and approved for the community annually	☒	☐	On Going	☐		Increased collaboration between SOAR and CoC, including incentive built into CoC local application	Service Providers and SOAR Lead
Increase households' income through employment or accessing benefits	VII.3.a	Coalition staff will provide information on referrals to employment and mainstream benefits; service providers will work to improve income for each household	☒	☐	On going	☐		Workforce development is working on a system by which housing and other systems can better refer to their many programs. Trainings have been presented at CoC meetings on increasing mainstream benefits	Service Providers

VIII. PERFORMANCE MEASURE 7: INCREASE THE NUMBER OF UNITS DEDICATED TO CHRONICALLY HOMELESS

Accomplishments: The training of Outreach staff on chronic homelessness status and documentation was accomplished this year.

Challenges: Funding to continue training is limited.

Recommended Changes: Revisit this section for responsible committees and target dates.

Goals	Part	Activity	In Place	In Progress	Target Date	Not Begun	Start Date	Notes/Barriers/Resources	Primary Responsibility
Improve targeting of existing units to highest priority households	VIII.1.a	Develop mechanisms for increasing turnover for those no longer in need or desirous of housing with support services (Move Up, HCV, Portable PBV) (see 4.1.a.)	☒	☐		☐		Move Up in process, could be expanded to other PHAs	PSH Providers, Housing Commissions
	VIII.1.b	Ensure the HUD Prioritization of Chronically Homeless Households guidelines are followed in the process of prioritization for housing resources.	☒	☐		☐		Policy in place	Steering Council, Coordinated Assessment
Ensure chronic homelessness numbers are accurately measured	VIII.2.a	Educate community Housing and Service Providers on chronic homeless definition and documentation	☒	☐		☐		Outreach training provided. Additional training available for futures needs	Housing and Service Providers

	VIII.2.b	Review current chronic homeless designations for accuracy	☒	☐		☐		In progress by Chronic workgroup, on going task	Housing and Service Providers

SYSTEM COORDINATION COMMITTEE

Accomplishments
- The System Coordination Committee has worked to give shape to the structure of the plan and work through the deadlines and what work must be taken to accomplish the goals.

Challenges
Most members of the System Coordination Committee are not involved directly with the work being done on the goals in the committees responsible for them. It has become staff's role to bridge between this committee and the others.

Recommended Changes
- The plan be broken into documents for each committee to track and report their progress and to keep plan items on their agendas.
- To improve effectiveness and coordination, the System Coordination Committee is recommended to be comprised of the Chairperson of each committee assigned responsibility for plan implementation.
- Addition of recommendations from the Cloudburst Report, such as a communications goal and indicators and an indicator specific to Housing First.
- Update the goal for ending Veteran homelessness to match the federal goal of 2016 and chronic homelessness to 2017.