



Grand Rapids/Wyoming/Kent County – MI 506
Continuum of Care Membership Meeting Agenda
April 29, 2021 ▫ 9:30-11:00 am ▫ Zoom Meeting link:

<https://us02web.zoom.us/j/86785111647?pwd=M1NvL0Y4Nmc5eEhKK21oY05aanBWZz09>

Or dial +1 929 205 6099 Meeting ID: 867 8511 1647, Passcode: 40145

1. Call to Order
2. Approval of February 25, 2021 Minutes*
3. Approval of the Consent Agenda*
 - a. CERA (COVID Emergency Rental Assistance) Funds
 - b. CoC Committee Updates
 - c. Data Reports: Q1 2021 Coordinated Entry Report
 - d. MSHDA Homeless Preference HCV Waiting List
4. Strategic Planning: Process Update and Findings Overview – Mission Matters Group
5. Built for Zero Update
6. Community Partner Announcements and Updates
7. Adjournment

Next Meeting: Thursday, June 24th, 2021, 9:30-11:00am

**indicates potential action item*



CoC MEMBER MEETING MEETING MINUTES - **DRAFT**

February 25, 2021

9:30-11:00am

Facilitator:	Karen Tjapkes		
Meeting Attendees:	Casey Gordon (Kent ISD), Kathy Besaw (Genesis), Hattie Tinney (Grand Rapids Housing Commission), Dave Gantz (Pine Rest), Adrienne Goodstal (Mel Trotter), Sherrie Gillespie (KCCA), Jeffrey King (Community Rebuilders), Lisa Cruden (Family Promise), Hayleigh Deur, Elizabeth Stoddard (Fair Housing Center), Joe Olwig (Mission Matters Group), Karen Tjapkes (Legal Aid), Melissa Hoezee (Fountain Street Church), Abby Seaser, Alisa White, Annemarie McEiheny, Audrey Hutchinson, Becky Diffin (YWCA), Bill Stapleton, Catherine Landers (North Kent Connect), Cathy LaPorte (Salvation Army), Cecilia Rush (VA), Dan Lee, Dorian Williams (Mission Matters Group), Doug Booth (HealthNet), Erin Banchoff (City of Grand Rapids), Emily O'Brien (Salvation Army), Gayle Witham (VA), Irene Kim, Mike Waldron (HOT), Kim (HOT), Dreyson Byker (Community Member), Jameela Maun (Community Rebuilders), Jeffrey King (Community Rebuilders), Jenn Boerman (Grand Rapids Housing Commission), Jennie Compagner (Hope Network), Jinnifer Ortquist, John Wynbeek (Genesis), Julie Cnossen (Arbor Circle), Katie VanHevel (Alternative Directions), Lauren VanKeulen (AYA Youth), Lindsey DeShetler (Salvation Army), Laurie Morse-Dell (GLIDE), Lee Nelson Weber (Community Member), Lyndsey Schab (Alternative Directions), Marcia Patrick (Senior Neighbors), Mary Vann (City of Grand Rapids), Maureen Kirkwood (HealthNet), Melissa Barnes (InterAct), Crystal Nance-Panek (Community Member), Nicole Beagle (MSHDA), Nicole Palmerton, Patrick Buhay (Community Rebuilders), Bryan Holt (Pine Rest), Paul Lobsiger (Hope Network), Rachel Guikema, Shaun Lee (Mission Matters Group), Tammy Yeomans (Community Member), Tammy Britton (City of Grand Rapids), Tom Mulligan, Wende Randall (ENTF), Zach, Monica Light (Flat River Outreach Ministries), Wanda Couch (Grand Rapids Housing Commission) <u>Staff:</u> Courtney Myers-Keaton, Brianne Czyzio Robach		
Time Convened:	9:33	Time Adjourned:	11:01

Approval of Minutes		December 17, 2020	
Motion by:	Lauren VanKeulen	Support from:	Adrienne Goodstal
Amendments	None		
Conclusion	All in favor, motion passes.		
2021 Executive Committee			
Discussion			
Karen introduced the 2021 Executive Committee members:			
<ul style="list-style-type: none">- Chair: Karen Tjapkes of Legal Aid of Western Michigan- Vice Chair Lauren VanKeulen of AYA Youth Collective- Secretary: Adrienne Goodstal of Mel Trotter Ministries- Treasurer: Erin Banchoff of the City of Grand Rapids- Member at Large: Elizabeth Stoddard of the Fair Housing Center of West Michigan			



CoC MEMBER MEETING MEETING MINUTES - **DRAFT**

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Strategic Planning: Introduction and Overview		
Discussion		
<p>In late 2020, the CoC released a Request for Qualifications to select a consultant to facilitate the CoC through a strategic planning process. Mission Matters Group was selected due to their extensive experience with strategic plan development and with CoCs. Shaun Lee, Joe Olwig, and Dorian Williams are in attendance today to share more about themselves and the strategic planning process. They asked the group to reflect on and share their 'why' behind doing this work. Reflections include the importance of all members of the community having access to housing, housing as a human right, a desire for an equitable system, and the ability of the community to work collectively to provide housing for all.</p> <p>Mission Matters will be working with the Coalition to develop a 5-year strategic plan and an implementation plan. Their approach has 3 main components: Clarity, People, and Execution. A lens of clarity to ensure shared understanding between all stakeholders, honoring people is at the center of the process, and preparing for implementation throughout the process to ensure the plan is actionable once it is developed. The process starts with a discovery phase through interviews and surveys. In April and May, they will move into developing the plan through multiple rounds of iteration with multiple opportunities for feedback. The third phase, anticipated for June will be adopting the plan and preparing for implementation. The final step is implementation which will also be iterative.</p> <p>They asked the group to share what they think will be most important to ensuring successful development and implementation of the strategic plan. Responses include clear and actionable goals, cross-sector participation, and involvement of those with lived experience.</p> <p><u>Next steps:</u> Mission Matters is currently in the discovery phase, CoC members should continue to submit surveys and participate in interviews. Updates will be shared at the next full CoC meeting on April 29th. If you have any questions or comments to share, contact Joe Olwig at: joe@missionmattersgroup.com.</p>		
Action Items	Person Responsible	Deadline
Breakout Groups		
Discussion		
<p>The group broke into breakout rooms to discuss the strategic planning process and the following questions. Notes were sent to staff and consultants to inform process.</p> <ol style="list-style-type: none"> 1. After listening to the consultants' plans, what are the 3 top priorities that you feel we should be addressing through this process? 2. Do you have any questions and/or thoughts for the Strategic Planning Committee to consider while moving forward with this process? 3. Once a strategic plan is developed by the Coalition, how can we increase community buy-in? <p>Groups shared the following items as important to the strategic planning processes:</p>		



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9:30-11:00am

- Defining clear roles for all types of organizations and services
- Intentionality with addressing systematic barriers
- Prioritizing those with lived experience in the process
- Looking at evidenced based practices and data driven practices
- A common definition of community when asking community for feedback
- Listening sessions
- Ensuring there is space to have hard conversations
- Conveying a clear and consistent message about the CoC's end goal

Action Items	Person Responsible	Deadline
CoC Updates		
Discussion		
<p><u>Funding Updates:</u></p> <p><i>CERA (Coronavirus Emergency Relief Assistance) Funds</i> – It is estimated that the community will receive \$38.5M for rental and utility assistance. United Way will be the fiduciary. KCCA and Salvation Army will be hiring around 20 case workers each to process applications. Conversations continue to ensure a smooth process. MSHDA is developing an online application process. Applications will be available in multiple languages and paper copies will also be available. After all details are finalized, there will be clear messaging around the application process, eligibility, contact information.</p> <p>The funds are currently being held up in the state legislature as part of the budget negotiations, even though they have been allocated for this specific purpose. 65% of funds must be spent down or committed by September 30th, the longer funds are held up, the less time agencies are able to get funds to community members. There is a good advocacy opportunity. Talking points from MCAH have been shared in the weekly CoC newsletters.</p> <p><i>FY2020 CoC Program Funds</i> – All projects were renewed for FY2020. There was not a program competition due to the pandemic. If agencies have not heard from their HUD CDP representative about grant agreements, they should expect to hear from them soon. The Coordinated Entry project discussed last fall was renewed. The CoC's Planning grant amount also increased for FY2020 which increases the amount of match needed. Steering Council and Finance Committee have been discussing ways to increase match funds. There has not yet been news on what the FY2021 Program Competition will look like. Staff are planning and preparing for a 'normal' program competition</p> <p><u>CoC Committee Updates:</u></p> <p>Staff shared the dates and times of upcoming meetings. Steering Council recently decided to re-engage the Family Homelessness Task Force to address flow through the system for families.</p> <ul style="list-style-type: none"> - Youth Committee: Friday, February 26th 9:30-10:30am - Family Homelessness Task Force: Tuesday, March 2nd 10:00-11:00am - Coordinated Entry Committee: Tuesday, March 2nd 2:00-3:00pm - Data Analysis Committee: Thursday, March 11th 2:00-3:30pm 		



CoC MEMBER MEETING MEETING MINUTES - **DRAFT**

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If you would like invitations for any of these committee meeting, please contact Brianne (brobach@hwmuw.org)

Jeffrey King shared an update from the Ending Veterans Homelessness Committee. The committee completed orientation for new partners in January. They also began interviewing members for the Veterans Action Board. Larger committee meetings are held quarterly, and workgroups meet monthly. Data dashboards also available on Community Rebuilders website. If you are interested in getting involved, contact Jeffrey (jking@communityrebuilders.org) or Anna Diaz (adiaz@communityrebuilders.org).

Built for Zero Update:

This topic was discussed at the last CoC meeting and was delegated to Steering Council. Courtney received positive feedback from other communities around their participation. As a result, Steering Council decided to move forward. Staff will be meeting with Built for Zero staff tomorrow to discuss the process and whether our community is a good fit for this spring's cohort.

Data Reports:

Emergency Shelter Counts:

Courtney overviewed data on the number of individuals and households staying in emergency shelter since the onset of the pandemic. She noted that flow through the system has stagnated in some places. Providers have shared that has been difficult for households to find available affordable housing and to access natural supports. Staff and providers are working to address issues related to flow, especially in the family space. Staff are hoping to engage with landlords through those who already have existing relationships in the next month. If you are interested in participating with the outreach campaign to landlords, please connect with Courtney (cmyers-keaton@hwmuw.org) or Brianne (brobach@hwmuw.org).

Coordinated Entry Report:

Each quarter, Salvation Army's HAP develops a report with the number of calls and referrals from that quarter. In Q4 of 2020, HAP received 3839 calls, the majority of which were call back inquiries or updates. They are hoping to update the format of this report over the next few quarters.

Draft FY2020 System Performance Measures:

The draft system performance measures are for October 1, 2019 – September 30, 2020. Measures will be submitted to HUD and finalized by HUD over the next few months. The draft measures do not include numbers from the prior fiscal year, but staff will request these numbers and share an updated draft report in the CoC newsletter once available.

Draft PIT Count Numbers

Draft numbers from HMIS, domestic violence agencies, and the unsheltered count show 969 individuals experiencing homelessness in Kent County on the night of January 27th which is an increase from 2020 numbers. Numbers still have to go through several data quality checks before being finalized and approved by HUD. This year's unsheltered count was observational which is a change



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from the survey-based approach that has been used in previous years. Unsheltered numbers lower than expected, especially based on a count this summer which identified over 100 individuals staying outside in the City of Grand Rapids. Winter weather and the removal of an encampment site downtown in December after which some folks moved into shelter and others may have moved to avoid being displaced again may be leading to lower unsheltered numbers.

Action Items		Person Responsible	Deadline
Community Partner Announcements and Updates			
Discussion			
Elizabeth Stoddard shared that the Fair Housing Center of West Michigan will hold its Fair Housing Workshop Series virtual this year on April 22, 2021 featuring a keynote from George Lipsitz. Learn more at: http://www.fhcwm.org/lws			
Adjourn			
Motion by:	Tammy Yeomans	Support from:	Cathy LaPorte



CERA Funding

Courtney Myers-Keaton – CoC Director



COVID Emergency Rental Assistance

Background info

CERA vs EDP (Eviction Diversion Program)

- CERA is longer period of rental assistance – including future rental payments and utility assistance
 - CERA can pay for utilities and internet assistance
 - Notice to quit not required for CERA, only requires any past-due notice from landlord
 - Tenant must attest to COVID hardship
 - Significantly more funds available through CERA (currently ~\$38.5M vs ~\$2.8M)
-

RENTAL BENEFITS

- Up to 50%AMI – eligible for up to 12 months of assistance, which can include up to 3 months of future rent assistance. After 3 months, tenant would have to reapply. (15 months max assistance)
- 50-80%AMI - eligible for up to 10 months of assistance, which can include up to 3 months of future rent assistance
- After 3 months expires, can re-apply for additional 3 months if necessary for housing stability. Maximum of 6 months for future rent.
- Rent limited to 150% FMR, tenant responsible for anything above the 150%
- Can cover up to \$400 of late fees – landlord required to waive late fees that are over \$400
- Can cover up to \$150 of court costs

**Benefits subject to change throughout grant period. Please see www.Michigan.gov/cera for most up-to-date information.*

INTERNET BENEFITS

- Internet included as other housing expense.
 - HH must submit recent internet statement or bill and indicate that they want assistance with internet
 - If households use cell phone plan for a hot spot, could not receive stipend since is paying for cell phone
 - Households eligible for internet stipend of \$300 (to cover \$50/mo for 6 months)
 - Payment would be made directly to the tenant (do not have to coordinate with utility providers) as a stipend in one lump sum.
-

UTILITY BENEFITS

- Can apply for utility assistance alone for renter households
 - Covers electric, any type of heating, water/sewer, and trash (only if bundled with water/sewer)
 - Households under 50%AMI may get addt'l \$500 if needed to fully pay arrearages
 - Maximum one-time payment
 - 1-2 persons: \$1500, with up to \$300 of that as credit towards future bills
 - 3-4 persons: \$2000, with up to \$500 credit
 - 5+ persons: \$2500, with up to \$500 credit
-

ADDITIONAL INFO: TENANT ELIGIBILITY/LOCAL PROCESS

www.Michigan.gov/cera

www.KentRentHelp.org

PRIMARY COMMUNITY PARTNERS

- The Salvation Army
 - Kent County Community Action
 - Heart of West MI United Way - Lead
 - Hispanic Center of West MI
-

APPLICATION PROCESS

- Online portal launched by MSHDA.
 - 877-ERA-KENT
 - Both tenant & LL can initiate application process
 - Paper applications also available
 - Information about local process can be found at www.kentrenthelp.org
 - Applications and documents can be emailed to kent.rent@usc.salvationarmy.org
-

Walk-In Assistance

- **The Salvation Army**

- 1215 Fulton St E, Grand Rapids, MI 49503
- Monday through Friday, 8:30am – 4:30pm

- **Kent County Community Action**

- 121 Franklin St SE Ste 110, Grand Rapids, MI 49507
- Monday through Friday, 8 AM to 5 PM

- **Hispanic Center of West Michigan** *(Spanish speaking assistance available)*

- 1204 Grandville Ave SW, Grand Rapids, MI 49503
 - Monday through Friday, 9am to 12 PM and 1:30 PM to 5 PM
-

MARKETING

- Billboards
 - Postcards
 - Rack cards
 - Flyers - <http://bit.ly/CERAKent>
 - If you would like flyers or materials – please fill out the following form:
<https://forms.gle/5G3G1n63ndnpRnQY6>
-

Q&A



Questions?

gperez@hwmuw.org
cmyers-keaton@hwmuw.org

Data Analysis (March) –

The Data Analysis committee has reviewed annual and 4th Quarter data in February and March, drafting a one-page summary of selected data points with comparisons across one quarter, 12 months, and 24 months (included in the following document). The committee has also developed an agency survey to gather data regarding system outcomes, and equity-focused data where available.

Recommendation: In March, the Data Analysis committee recommended to the Steering Committee that a meeting be arranged with MSHDA to discuss data quality and related issues.

Ending Veterans Homelessness Committee & Veterans Action Board (March) –

- The Ending Veteran Homelessness Committee work groups continue to meet monthly and the EVHC larger committee meets quarterly.
- Community level dashboards and outcomes from the By Name List are available for public review on Community Rebuilders' website and are updated monthly.
- Veteran Action Board applicants will complete orientation in April.
- Veteran families are able to receive services through the G.R.A.C.E. Network. The Network cooperatively manages consumer needs and utilizes a shared resource bank among Community Based Organizations. Needs, referrals, and outcomes are tracked and Veterans are able to be connected to appropriate resources, including healthcare, nutrition, education, and economic stability.
- A new resource is available to Veterans through the SSVF grant. The Health Care Navigator provides strengths based services to Veterans that include connecting them to VA health care benefits or community health care services.
- A new project serving Veterans started in January 2021 called Beautifully Home, funded by Kent County Veteran Services. Veterans are able to receive emergency housing assistance, household starter packages, and technology assistance with the goal of empowering the Veteran to achieve safe and affordable housing.

Outreach Workgroup (March) –

The Outreach Workgroup has reviewed the information that was collected during PIT count. We have discussed the things that worked and are in the process of figuring out ways we can do better. In our next meeting these discussions will continue. There are no major updates.

Youth Committee (March) –

Paige Putans from DHHS recently attended to give an overview of the Foster Youth to Independence Tenant Protection Voucher program. 25 vouchers are available through September 2021 and 25 more vouchers available Oct 2021-Sept 2022. Through this program Grand Rapids Housing Commission (GRHC) can request vouchers for up to 36 months for youth (18-24) who were involved with the foster care system and are experiencing homelessness or at risk of homelessness. Supportive services are also available, but involvement is optional.



Grand Rapids/Wyoming/Kent County CoC – MI 506
Steering Council Committee Reporting – March and April 2021

Youth Committee cont'd (March) –

Q1 goals

1. Revitalize Youth Action Board
2. Connect with Coordinated Entry

Recent Action Steps

- Research Successful action board models
- Review learnings from staff who helped with the previous youth action board
- Collect feedback from previous action board members
-

Youth Functional Zero List as of 03/09/2021: 91 Unsheltered Youth, 18 Sheltered, 109 Total Youth reporting homelessness in Kent County.

Coordinated Entry Committee (April) –

The Coordinated Entry Committee has met twice since the last Board Report, (the April meeting was rescheduled to a later date). The February meeting was a follow-up meeting with guests from Washtenaw County based on the FUSE (Frequent User System Engagement) discussed by the CE Committee in January. Avalon Housing and Washtenaw County have been working with their local FUSE project and utilizing multidisciplinary case conferencing. Our CE's team goal was to learn from their experience as we begin to design our own integrated approach addressing homelessness with single adults and youth. Critical to the process includes:

- Use of by-name lists to keep consumer needs salient
- Keeping the distinction between policy/procedure issues and specific individual solutions conversations
- Ensuring that the correct people are at the table (those that can take action and know the consumers)
- Agreements to keep the conversations focused on solutions and grounded in values
- Have patience with the process, as it can take months to evolve into what works in our community---described to us as "failing forward"

The March meeting was focused on determining the next steps for our local community regarding the initiation of case conferencing. We note that the Veterans group has a model that is very effective for them. We are also aware that the Built for Zero initiative may help to shape our process.

The use of the Community Housing Connect screening tool and engagement of Solutions Specialist has been in place for several weeks now. There still need to be some tweaks to the overnight response, but generally households seem to be connected quickly to Solution Specialists, with at least some resource provided. We still need to evaluate the process from the consumer side, taking into account their level of satisfaction, and consider capacity of the system as currently designed to move to serving individuals and integrating outreach.



Grand Rapids/Wyoming/Kent County CoC – MI 506
Steering Council Committee Reporting – March and April 2021

The utility of the VI-SPADT was also discussed, as the local prioritization tool. There is general agreement that it is not desired or particularly meaningful or useful, but it does remain the tool of choice for MSHDA and remains a requirement for funding.

Data Quality Committee (April) –

Over the past months, Daniel Gore, HMIS Administrator has used Basecamp to keep the committee abreast of HMIS-related issues and report submissions.

Youth Action Board (April) –

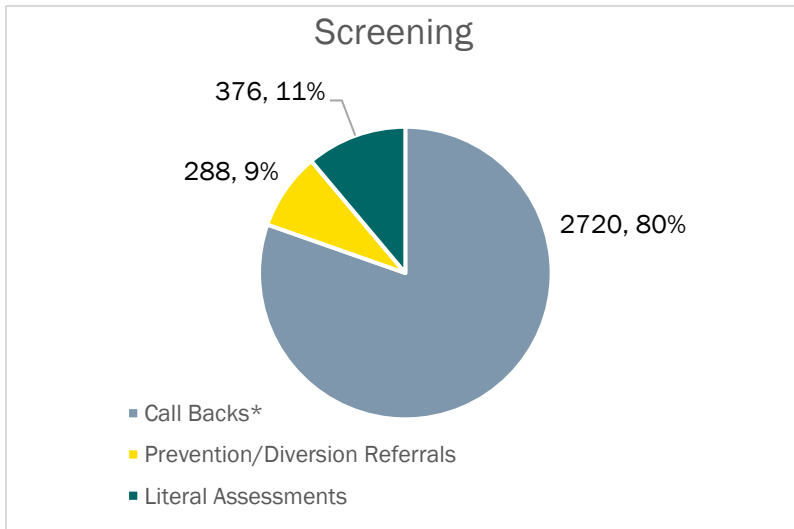
Not currently meeting due to COVID-19



The Salvation Army Social Services
Housing Assessment Program (HAP)

COORDINATED ENTRY SYSTEM REPORT
QUARTER 4- JANUARY FEBRUARY MARCH 2021

SCREENING



3,384 Total Calls

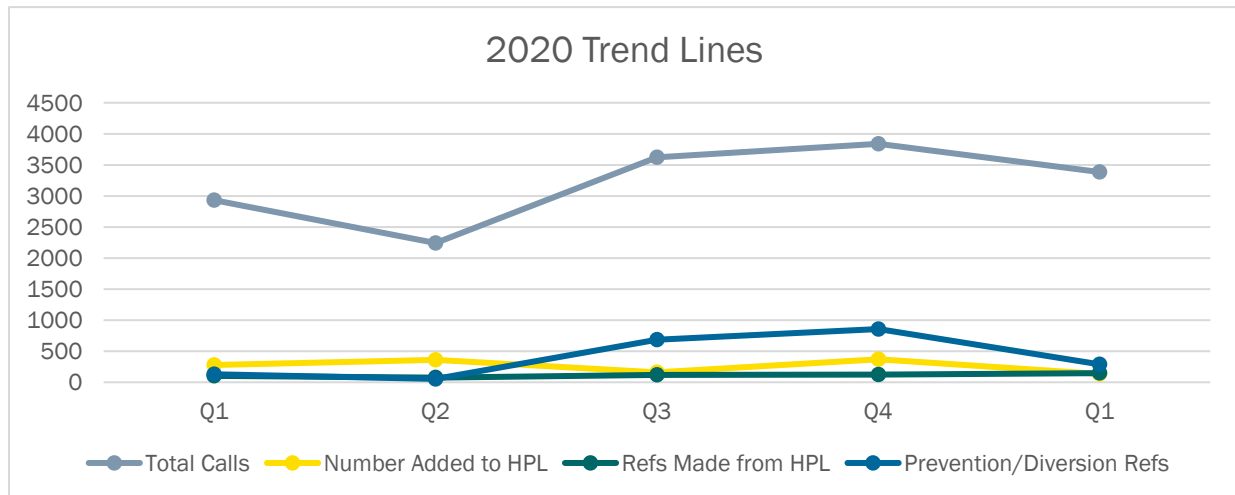
**down 1.1% from Q4*

147 RRH/PSH openings

228 referrals sent for RRH/PSH

175 Accepted referrals

**follow ups, status inquiries, situation updates*



ASSESSING HOUSING PRIORITY LIST (HPL)

86 singles added to HPL*

156 families added to the HPL**

48 chronic singles

**Use of the VI-SPADT tool is used to screen for resources*

***Use of COVID Prioritization tool is being used to screen for high/low risk*

Region 4
Number of Homeless on MSHDA HCV WL 4/13/2021

Please see below the number of individuals on the Homeless Preference Waiting List for your county compared to the number of homeless reported or added to the Homeless Preference Waiting List during August, and the number of individuals the Housing Agent has pulled from the Homeless Preference Waiting List as of April 13, 2021.*

***NOTE: These are ‘moving’ numbers. It may appear a housing voucher is vacant (not leased), however it may be ‘under contract’ – i.e. the household is looking for a rental unit. A household has 60 days to locate housing. The HARA would have to check with the MSHDA Housing Agent for precise information. ALL service providers in the community - this is a great opportunity to focus efforts on helping households in locating housing! You may have access to leads that others are not aware of.**

County	# Added to HP List in March of 2021	# of Homeless on Homeless Preference List	# Pulled by Housing Agent in March	MSHDA Voucher Allocation	MSHDA Voucher Lease-Up
Allegan	5	3	0	200	192
Barry	2	7	0	76	74
Ionia	12	14	0	87	71
Kent	64	252	0	1,336	1,245
Lake	7	8	0	24	23
Mason	8	11	0	58	46
Mecosta	8	12	0	130	115
Montcalm	4	5	0	104	76
Muskegon	22	19	0	520	460
Newaygo	5	8	0	106	100
Oceana	1	9	0	26	24
Osceola	0	0	0	42	36
Ottawa	16	88	0	391	391

Tips for keeping your waiting list full:

- Work with/at local shelters so that chronically homeless people are entered onto the waiting list;
- If there are zero shelters in your county, speak to your MSHDA Homeless Assistance Specialist regarding counting doubled-up as homeless (for purpose of placement on the HCV waiting list);
- Work closely with your Housing Agent to know when/where turnover is occurring;
- **Ask your Housing Agent about their pull ratio.** Do they pull two names for every vacant voucher available—or three names, or four? Compare that to your ‘waiting list’ numbers.

- Direct persons who are experiencing homelessness or may qualify for the homeless preference to the HARA agency in your community.
- Work with your Housing Agent to help locate persons or identifying housing options.

Housing Agent Contact Information

Allegan, Kent and Ottawa:

Sandra Burky, Community Housing Advocates

1362 84 th Street, SW Byron Center MI 49315	Ph: (616) 277-1272 Fax: (616) 277-1520	Robin Acton robin@hcv.comcastbiz.net or sandy@hcv.comcastbiz.net	Monday – Thursday Walk-Ins 9:00 am – 5:00 pm Friday – 9:00 am – 2:00 pm
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Lake, Ionia, Mason, Mecosta, Montcalm, Newaygo, Osceola and Oceana:

Molly Bopp, Community Management Associates

203 S Third Ave # 1 Big Rapids MI 49307	Ph: (231) 796-8883 (877) 796-8883 Fax: (231) 796-1242	Staff@cma-inc.org	Monday – Thursday 9:00 am – 4:00 pm Friday 9:00 am – 12:00 pm
311 W Broadway # 11 Mt Pleasant MI 48858	Ph: (231) 796-8883 (877) 796-8883 Fax: (231) 796-1242	Staff@cma-inc.org	Tuesday- Thursday 9:00 am – 4:00 pm

Barry and Muskegon:

Christina Shepard, Pine Grove Housing Services

5040 Meredith St Portage, MI 49002	Ph: (269) 343-7230 Fax: (888) 779-8933	info@pinegrovehs.com	Tuesday & Thursday 9:00 am – 3:00 pm Wednesday 9:00 am – 5:00 pm
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Intro to Built for Zero

April 20, 2021

COMMUNITY
SOLUTIONS

Agenda

Welcome, Introductions	10 minutes
Community Solutions and Built for Zero	15 minutes
Definitions, Benchmarks, and Competencies	15 minutes
Programming Structure	15 minutes
Questions and Next Steps	5 minutes

Introductions (in the chat box)

- Name
- Community
- Role
- A question you hope gets answered today

Community Solutions & Built for Zero



Our Story



Rosanne Haggerty founds **Common Ground Community**.^{*} Over the next 20 years, the organization creates nearly 3,000 more homes, assisting more than 4,500 people. But despite the success of these buildings in ending homelessness for their residents, **overall homelessness continued to rise** in New York City.



The group that would become the Community Solutions team launches the **Street to Home Initiative** in NYC, rallying organizations to reduce street homelessness in the 20-block Times Square area by 87% in two years.



The **100,000 Homes Campaign**, (2010-2014) was launched to help U.S. communities find homes for 100,000 of the most vulnerable people experiencing homelessness. 186 communities helped 105,580 Americans find housing. Yet, at the Campaign's end, no community has ended homelessness.



Creation of **Community Solutions**.

**Community Solutions is not affiliated with Common Ground, which now operates under the name "Breaking Ground."*

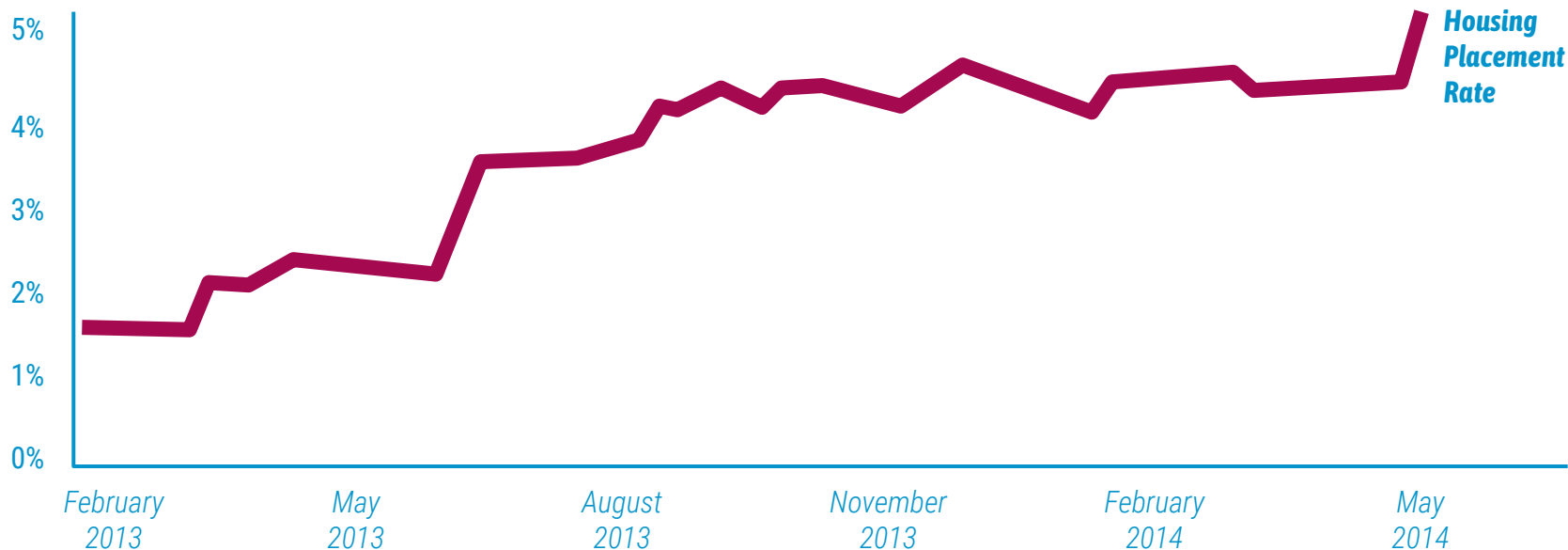


Launch of **Built for Zero**, that asks a new question: what does it take to count down to zero people experiencing homelessness?

12 communities have reached milestone for ending homelessness known as functional zero.

The Key Lesson of 100K Homes

The 100,000 Homes Campaign proved that communities could increase their housing placement rates, but this did not automatically reduce homelessness.



Our Story



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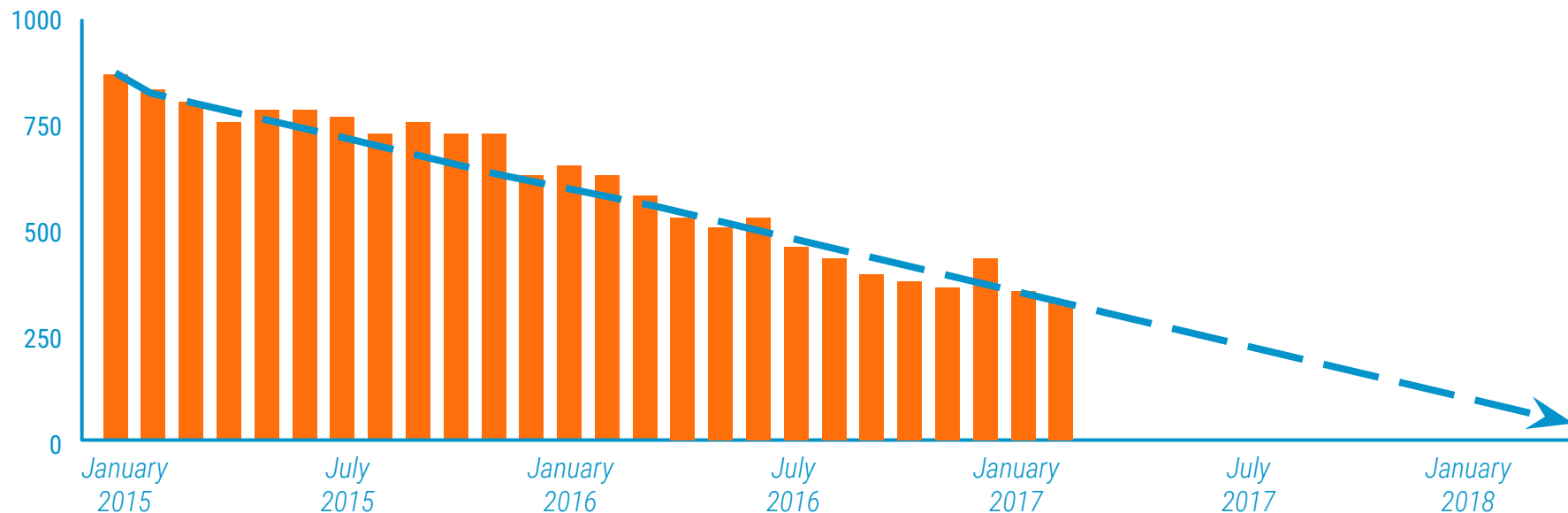


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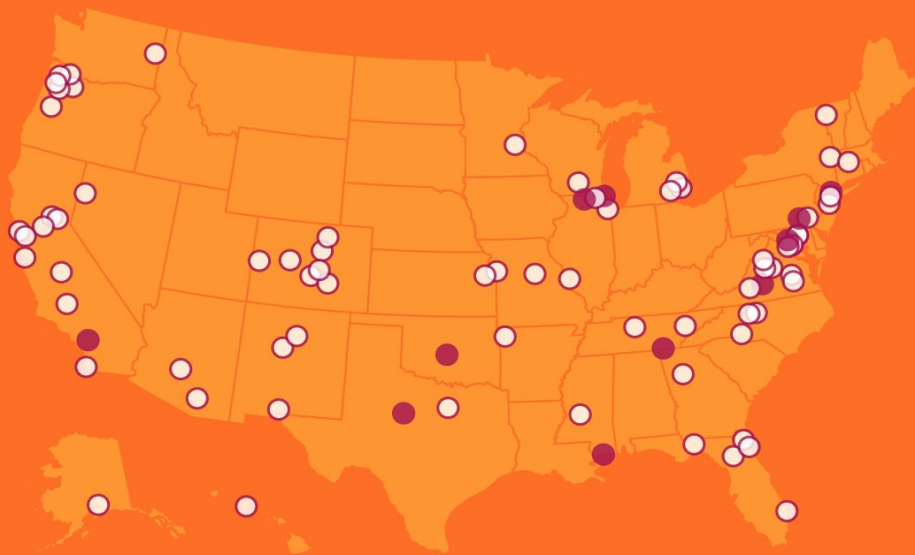
The Challenge of Counting Down

Built for Zero is designed to help communities **count down to zero** — a more complex challenge that requires a clearly defined end state for communities to shoot for.



REAL RESULTS.

A data-driven movement is redefining what is possible in ending homelessness.



84

communities are **participating**
in Built for Zero

SHOW THE LIST >

13

communities have **ended**
veteran or chronic
homelessness

126,964

individuals housed by Built for
Zero communities since 2015

46

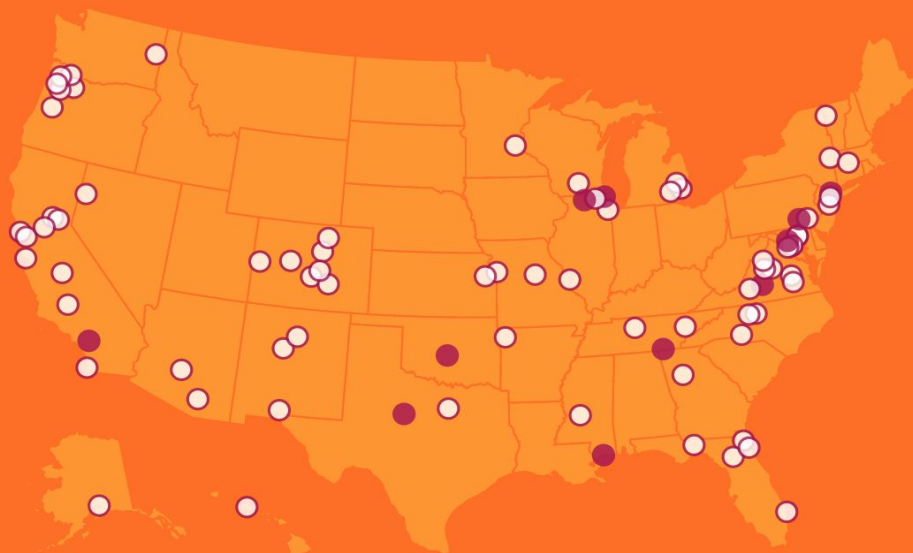
communities have achieved a
measurable reduction

80

communities have achieved
quality real-time data

REAL RESULTS.

A data-driven movement is redefining what is possible in ending homelessness.



84

communities are participating
in Built for Zero

[HIDE THE LIST >](#)

★ *Communities that have ended chronic and / or veteran homelessness*

Albuquerque, NM
Anchorage, AK
Arlington County, VA ★
Atlanta, GA
Bakersfield/Kern County, CA
Baltimore City, MD
Baltimore County, MD
Bergen County, NJ ★
Burlington/Chittenden County, VT
Central Virginia, VA ★
Charlotte-Mecklenburg, NC
Charlottesville, VA
Chattanooga/Southeast Tennessee, TN ★
Chester County, PA
Clackamas County, OR
Clark County, WA
Colorado BoS Fremont County, CO
Colorado BoS Mesa County, CO
Colorado BoS Pueblo, CO
Colorado BoS Roaring Fork, CO
Columbia-Boone County/Missouri Balance of State, MO
Cook County, IL
Detroit, MI
District of Columbia, DC
El Paso City and County, TX
Eugene, Springfield/Lane County, OR
Fairfax County, VA
Fayetteville/Northwest Arkansas, AR
Fort Worth/Arlington/Tarrant County, TX
Fresno/Madera County, CA
Greater Kansas City Coalition to End Homelessness, MO
Guilford County, NC
Gulfport/Gulf Coast, MS ★
Honolulu, HI
Jackson/Rankin, Madison Counties, MS
Jacksonville-Duval, Clay Counties, FL
Kansas BoS Douglas County, KS
Lake County/North Chicago, IL ★
Lancaster City & County, PA ★
Madison/Dane County, WI
Marin County, CA
McHenry County, IL
Metro Denver, CO
Mid-Willamette Valley Homeless Alliance, OR
Middlesex County/Coming Home, NJ
Minneapolis/Hennepin County, MN
Montgomery County, MD ★
Nashville/Davidson County, TN
Nassau, Suffolk Counties, NY
Nevada County, CA
Newark/Essex County, NJ
Norman/Cleveland County, OK ★
North Central Florida, FL
Northern Colorado, CO
Phoenix/Mesa/Maricopa County, AZ
Pikes Peak, CO
Placer County, CA
Pontiac/Royal Oak/Oakland County, MI
Richmond/Contra Costa County, CA
Richmond/Henrico, Chesterfield, Hanover Counties, VA
Riverside City & County, CA ★
Roanoke City & County/Salem, VA
Rockford/Winnebago, Boone Counties, IL ★
Sacramento City & County, CA
Saint Johns County, FL
San Diego City & County, CA
Santa Fe City, NM
Spokane City and County, WA
Springfield, MA
St. Louis City/St. Louis County, MO
Tallahassee/Leon County, FL
Tennessee Valley, TN
Texas Balance of State - Abilene, TX ★
Tucson/Pima County, AZ
Virginia Balance of State - Petersburg, VA
Virginia Balance of State - Valley Homeless Connection, VA
Washington County, OR
Washoe County, NV
Washtenaw County, MI
Watsonville/Santa Cruz City & County, CA
West Palm Beach/Palm Beach County, FL
Western Virginia, VA
Winston-Salem/Forsyth County, NC
Yamhill County, OR

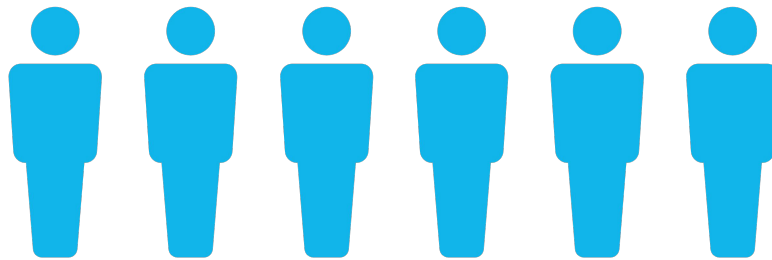
Built for Zero Methodology

Committing to
a clear end state

Functional Zero for Veterans



**# Actively
Homeless Veterans**



**6-Mth Avg. Housing
Placement Rate**

**Built for Zero communities use the Built for Zero standard for ending veteran homelessness, a single measure that provides a higher, more measurable bar than the federal criteria and benchmarks. We eagerly support communities in meeting the criteria and benchmarks on their way to the BfZ standard.*

Functional Zero for Chronic Homelessness



**# Actively
Homeless**

≤

**0.1% of all
homeless
individuals**

or

3 people*

**Whichever is greater*

In development...

Functional Zero definitions for:

- Families
- Youth
- All single adults
- All homelessness

**Whichever is greater*

What questions do you have?

Designing for **Change**



Technical vs. Complex Problems

Technical



Complicated



Complex



Mindsets



Growth Mindset. We don't yet know how to solve the problem. That doesn't mean we can't figure it out!



Embrace Failing Forward. Test a hypothesis, embrace failure (quickly), and iterate/improve based on what we learned.



Bias Towards Action. Just start! Remember, life is what happens when we're busy making 10 year plans to end homelessness.

Behaviors for Solving Complex Problems



DATA ANALYTICS

Is your community using data to make decisions?



HUMAN-CENTERED (CO-)DESIGN

*Is your community getting the feedback it needs to be effective?
Designing with service users?*



QUALITY IMPROVEMENT

Is your community testing and evaluate ideas with objective data to measure progress toward a clear aim?



FACILITATION and MEETING DESIGN

Does your community use meetings effectively and do these meetings allow people to innovate collaboratively?

A note about “fun”

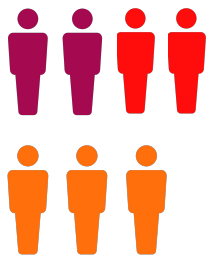


What questions do you have?

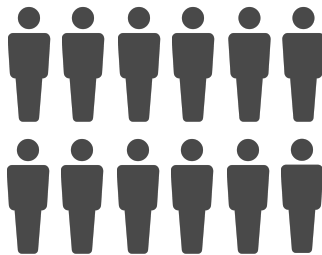
What we'll work on

Data!

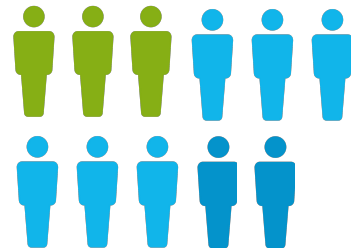
INFLOW



ACTIVELY HOMELESS



OUTFLOW



INFLOW:
Newly identified



INFLOW:
Returned from housing



INFLOW:
Returned from inactive



OUTFLOW:
Housing placements



OUTFLOW:
Moved to inactive

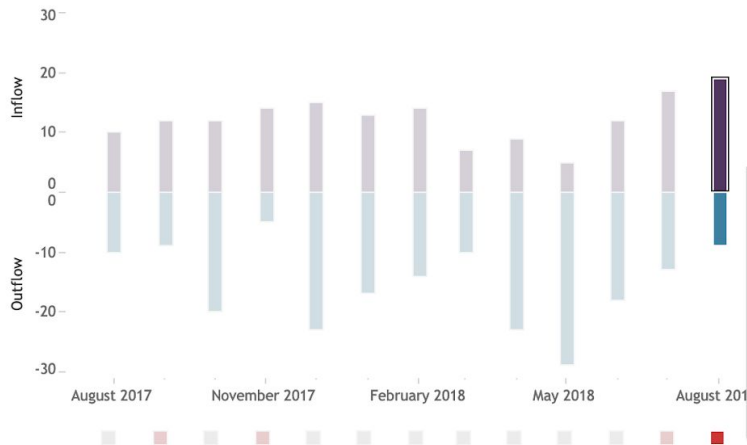


OUTFLOW:
No longer meets population criteria

We turn those data points into this...

Monthly Inflow & Outflow

Red square at bottom indicates Inflow exceeded Outflow



INSTRUCTIONS

Select your community from the drop-down menu below and use filters to adjust the data. You'll be able to see additional information by hovering over the charts.

NOTE: Numbers reflect self-reported community data (submitted using the form below).

Got questions? Email us at [support@shiftsignal.com](#)

Chattanooga/Southeast Tennessee CoC | August 2018

Inflow: 19

Outflow: 9

Breakdown of Inflow

% Returned to Active from Housing 26.3%

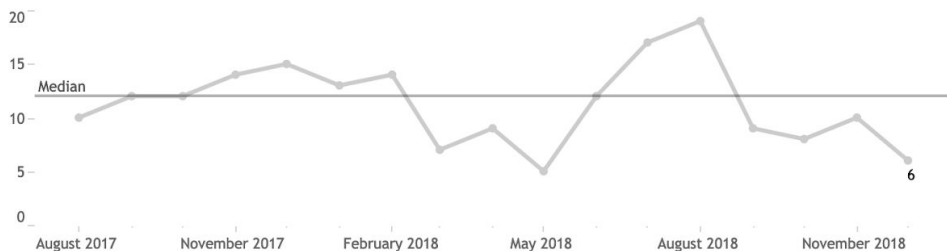
% Returned to Active from Inactive .. 0.0%

% of Total Newly Identified 73.7%

Inflow exceeded Outflow

Inflow Total

Use drop-down at right to adjust metric displayed



Select Time Range

August 2017

December 2018

Select Metric to Display

Inflow Total

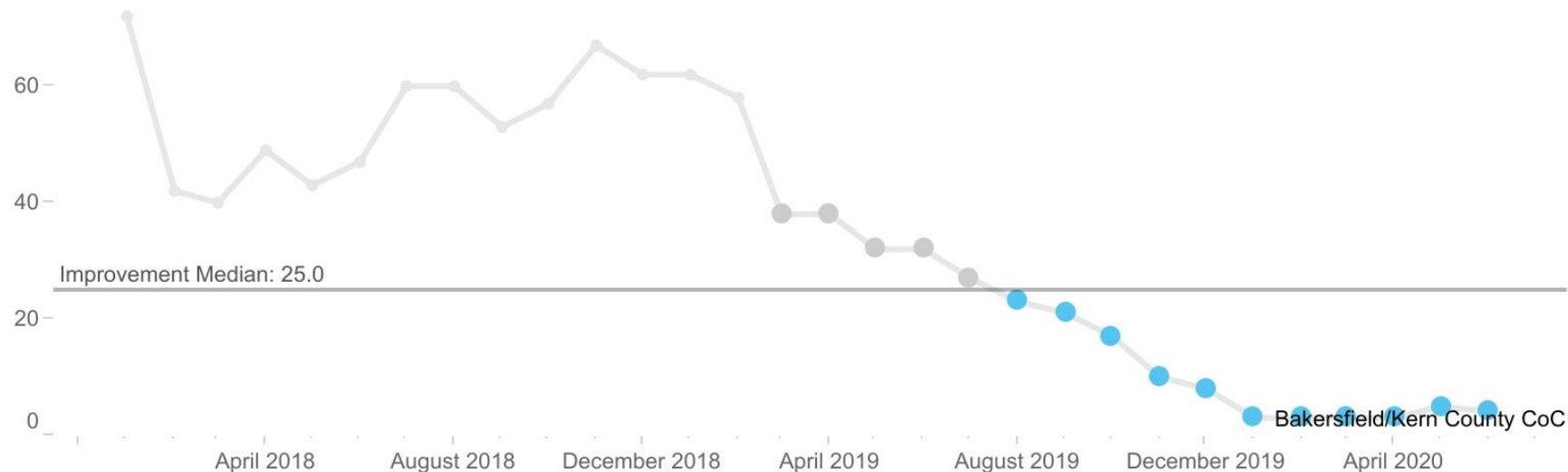
Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

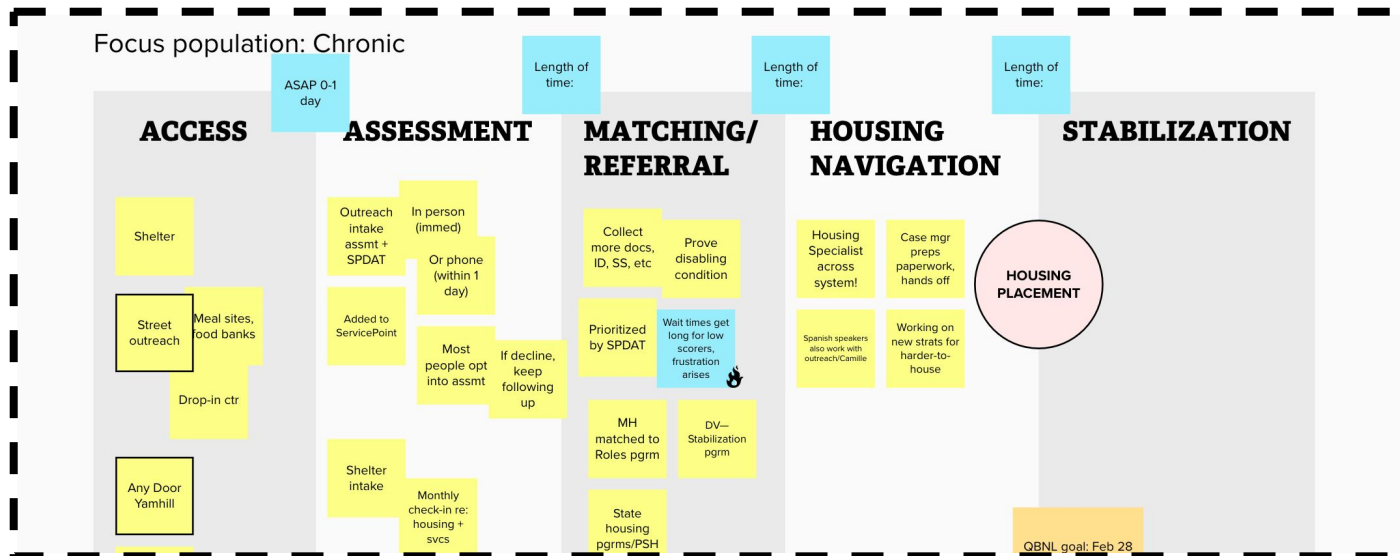
And this...

Actively Homeless

Monthly Chronic data with signal indicators for Shifts



Coordinated Entry...



...including

BY NAME LIST SCORECARD RESULTS: ALL SINGLE ADULTS

INSTRUCTIONS

Use the radio buttons right to switch between viewing the most recent scorecard result or historical data. The By-Name List Scorecard results represent a self-evaluation of your community's data infrastructure. Got questions? Email us at bfzdatasupport@community.solutions.

 Answered Yes

 Answered No

Show Scorecard

- ☐ Most Recent Scorecard
☒ All Scorecard Results

Account Name

Virginia Balance of State - Petersburg

ALL SINGLE ADULTS

VETERAN

CHRONIC

	Oct 2018	Nov 2018	Jun 2019	Oct 2019
	6	16	17	28
1A				
1B				
1C				
2A				
2B				
2C				
3A				
3B				
3C				
4A				

...including

BY NAME LIST SCORECARD RESULTS: ALL SINGLE ADULTS

INSTRUCTIONS

Use the radio buttons right to switch between viewing the most recent scorecard result or historical data. The By-Name List Scorecard results represent a self-evaluation of your community's data infrastructure. Got questions? Email us at bfzdatasupport@community.solutions.

 Answered Yes

 Answered No

Show Scorecard

- ☐ Most Recent Scorecard
☒ All Scorecard Results

Account Name

Virginia Balance of State - Petersburg

ALL SINGLE ADULTS

Oct 2018 Nov 2018 Jun 2019 Oct 2019

6

16

17

28

1A				
1B				
1C				
2A				
2B				
2C				
3A				
3B				
3C				
2D				

VETERAN

CHRONIC

...and

Built For Zero.

COMMUNITY SOLUTIONS

THE APPROACH

PROGRESS

NEWS & EVENTS

COVID-19

RESOURCES

CASE CONFERENCING TOOL BANK

November 5, 2020

Action-oriented case conferencing can become the engine of your system to end homelessness. BFZ communities are using these tools to house clients faster, and by-name lists are reducing. What's more, when you improve your case conferencing practice, you transform your team culture for mutual collaboration and support. Pick a resource and try changes at your next meeting. Use the [Case Conferencing Tally Sheet](#) to measure if your change is an improvement.

...and

Built For Zero.

COMMUNITY SOLUTIONS

THE APPROACH

PROGRESS

NEWS & EVENTS

COVID-19

RESOURCES

CASE CONFERENCING TOOL BANK

November 5, 2020

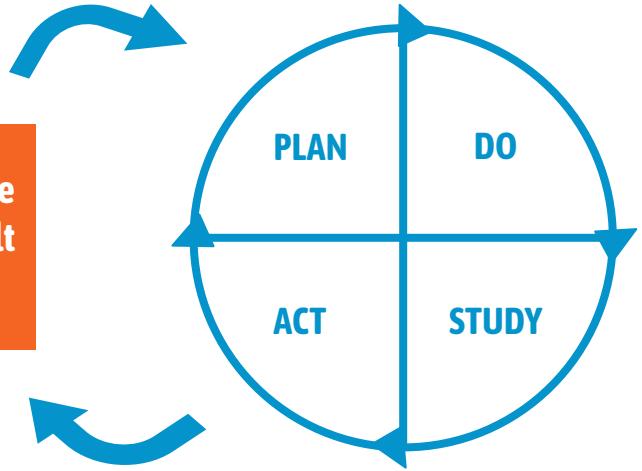
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Quality Improvement

What are we
trying to
accomplish?

How will we know a
change is an
improvement?

What change can we
make that will result
in improvement?



*The Model for Improvement was developed by **Associates in Process Improvement** and taught to us by the **Institute for Healthcare Improvement**. Thank you!*

First Six Months

Improvement System Shaper!

First Six Months

Improvement System Shaper

Objectives:

- Develop ability to report seven data points monthly
- Work on your by-name list, assess and improve its quality
- Improve the coverage of your system by bringing in non-participating providers and improving your outreach system
- Improve your case conferencing practice, making it action and outcome oriented
- Practice quality improvement methods, begin running small tests of change (PDSA's)

What questions do you have?

Program Structure



If the world were normal...



Action Cycle:

- Setting a goal
- Making changes to your system and tracking progress toward that goal
- Coaching program



Learning Session:

- In person
- Cross-team learning
- Celebrating milestones
- Regrouping to set the next goal
- Releasing new thinking / content



Virtual Learning Session



May 18-20, 12:00-5:00 ET



Learning Session:

- Cross-team learning
- Releasing some new thinking about ending homelessness across populations
- Presentations from federal partners and other thought leaders
- Celebrating community milestones
- A good Learning Session to come in on!

Action Cycle Programming

M1, W1

Big group:

Delivering common content, e.g. addressing unsheltered homelessness

M1, W2

"Work product"

e.g.. inventory your system, identify gaps

M1, W3

Small group:

Share barriers and best practices based on work product

M2, W1

Big group

M2, W2

"Work product"

M2, W3

Small group

Other Training opportunity

Other individual or group exercises

Trainings

Exercises

Work Product Example

Provider Participation Inventory

Provider Participation Inventory			Percent of Total By-Name Data in HMIS	Estimated Quality of Provider
#REF!			86.67%	High
Providers	Provider Type	Current Participation Evaluation	Estimated Households Served	Subpopulation
List your community's homeless services providers below. All homeless services providers should be identified on this list.	Indicate whether "Homeless Services Provider", "Institution" or "Other" below	Provide your best estimate of the quality of the provider's data into your current system. Is it comprehensive, accurate and reliable? Use a confidence rating of high, medium or low.	What is your estimate for the number of households experiencing homelessness being served by this provider?	Indicate subpopulation served restricted.
	Homeless Services Provider ▾	High ▾	20	
	Homeless Services Provider ▾	High ▾	20	
	Homeless Services Provider ▾	High ▾	18	
	Homeless Services Provider ▾	High ▾	6	
	Homeless Services Provider ▾	Medium ▾	1	
	Homeless Services Provider ▾	Low ▾	16	

After the first six months...

M1, W1

**Same-ish
structure,
different
content**

M1, W2

Working on
reducing
length of
time?

M1, W3

Doing a deep
dive on case
conferencing?

M2, W1

Continuing to
strengthen the
foundations of
your system?

M2, W2

Working on
a final surge
toward FZ?

M2, W3

Time Commitment

Expect to spend about 3 hours / month on the phone with us, and 1-2 hours working on projects with your team.

Improvement team roles

- Improvement Lead
- Data Lead
- Sponsor/Senior Leaders
- Private-Public Funding lead
- Emergency Response Lead
- Key Improvers/Team Members

Who is likely filling those roles

CoC Representative / Key Leader: Person overseeing federal funding related to ending veteran and chronic homelessness

City or County Leader: Person who can wield the influence of a local government executive's office to generate convening power

Local measurement lead responsible for collecting and sharing data: Person with data administrator access and the ability to aggregate and report monthly system performance data

Priority!

These leaders matter most because they control key leverage points

People Overseeing Programs Specifically for Veterans

This may be (but isn't limited to):

VAMC Homeless Program Managers Person overseeing ending veteran homelessness for the medical center as well as VA funded programs.

HUD-VASH Program Manager Person overseeing the HUD-VASH Program for the Medical Center

VA Outreach/Social Workers First responders working directly w homeless vets

SSVF/GPD Program Operators Person overseeing the operation and use of SSFV and or GPD resources at a community based organization

Veteran Service Provider Representatives - Person critical to efforts to end homelessness because of the role they play in the community or the position they hold at a community based organization focused on ending veteran homelessness.

Housing Authority Representatives - Person that oversees the VASH Program from the local Housing Authority.

People Overseeing Programs Specifically for high-need/chronically homeless individuals

This may be (but isn't limited to):

Homeless Service Providers - Person that represents a local organization serving people experiencing chronic homelessness.

Street Outreach Program Administrators - Person that represents an organization leading outreach and engagement of people experiencing chronic homelessness.

Permanent Supportive Housing Providers - Person that represents an organization that operates a portfolio of permanent supportive housing units.

Housing Authority Representatives - Person that represents a local housing authority's voucher program that is preferred or specific to people experiencing homelessness.

What questions do you have?

Next Steps



Next steps

- **Probably...**

- ...another check-in with just your team in April to talk about big picture goals
- ...an email with a quick questionnaire to get you set up in our system

- **Definitely...**

- ...hold the dates for the Learning Session: May 18-20, 12:00-5:00 ET
- ...register when registration opens in a few weeks.
- ...look out for more information about the Improvement System Shaper cohort, beginning the first week of June.
- ...**email us if you have any questions - gnigon@community.solutions**

A stylized illustration featuring a light blue sky with soft, pinkish-white clouds. In the upper center, a bright orange sun is partially obscured by a cloud, with thin yellow rays emanating from it. The bottom right corner shows a stylized city skyline with buildings in shades of blue and white. The overall aesthetic is clean and modern.

Thank You

COMMUNITY
SOLUTIONS