



Steering Council Meeting Agenda  
June 18, 2021 ▫ 9:00 – 10:30 am ▫ Zoom

1. Call to Order/Introductions
2. Approval of the Agenda\*
3. Approval of May 21, 2021 Minutes\*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda\*
  - a. Steering Calendar
  - b. Committee Updates
  - c. ESG Financial Assistance Report
  - d. Budget Report: Statement of Activity
  - e. Data Reports: Emergency Shelter Counts Before and During COVID-19
  - f. Strategic Priorities and Goals
6. Petitions and Communications
7. MSHDA ESG FY2021-2022
8. Youth Homelessness Demonstration Project
9. Statement on Encampments\*
10. Emergency Housing Vouchers: MSHDA MOU\*

*--Feedback Session will begin at 9:25am, remaining discussion items will be tabled at this point--*

11. Strategic Planning Feedback Session – Mission Matters
12. Any other matters by Steering Committee Member(s)
13. Public Comment on Any Matter (Limit 3 minutes ea.)
14. Adjournment

Next meeting: Friday, July 16<sup>th</sup>, 2021, 8:30 – 10:30am



## STEERING COUNCIL MEETING MINUTES - **DRAFT**

May 21, 2021

8:30-10:30

Facilitator:	Karen Tjapkes		
Meeting Attendees:	<u>Steering members present:</u> Karen Tjapkes, Casey Gordon, Tom Cottrell, Dreyson Byker, Susan Cervantes, Elizabeth Stoddard, Heather Bunting, Amanda Tarantowski, Melissa Barnes, Adrienne Goodstal, Hattie Tinney Cheryl Schuch, Rebecca Rynbrandt, Erin Banchoff, Victoria Sluga, Lauren VanKeulen, Alonda Trammell, Pilar Meyer-Dunning <u>Steering members absent with notification:</u> Scott Orr <u>Steering members absent without notification:</u> <u>Community Members:</u> Michelle VanDyke (United Way), James Geisen (DHHS) <u>Staff:</u> Courtney Myers-Keaton, Brianne Czyzio Robach		
Time Convened:	8:32	Time Adjourned:	10:31

Approval of Agenda			
Motion by:	Tom Cottrell	Support from:	Adrienne Goodstal
Discussion			
Amendments	None.		
Conclusion	All in favor, motion passes.		
Approval of Minutes		April 16, 2021	
Motion by:	Tom Cottrell	Support from:	Cheryl Schuch
Discussion			
Amendments	None.		
Conclusion	All in favor, motion passes.		
Public Comment on Any Agenda Item			
Discussion			
None.			
Approval of Consent Agenda			
Motion by:	Adrienne Goodstal	Support from:	Tom Cottrell
Discussion			
Amendments	None.		
Conclusion	All in favor, motion passes.		
Petitions and Communications			
Discussion			
Data Analysis Committee would like for Steering to consider investing in someone to consider building out an annual report with racial equity focus. Given the current involvement with the strategic planning process, it likely makes sense to wait for the completion of a strategic plan.			
Action Items		Person Responsible	Deadline
Budget Review			
Discussion			
The budget was approved by Steering Council in March, but at that point staff were still in the process of identifying match. An updated budget as submitted with the packet. The CoC was recently awarded Kent County CDBG funds which will cover match goal for the next fiscal year. The Built for Zero			



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program fee (divided over 4 years) will also cover match. Staff still plan to implement a process for Steering Council members to track their time as allowable to help provide longevity for match. The CoC budget can be updated at any time via Steering approval. However, the budget presented in March was approved by Heart of West Michigan United Way's (HWMUW) Board of Directors prior to additional match being identified, so future Statements of Activity will vary slightly as they are based on the HWMUW budget. **Victoria motioned to approve the budget as presented. Hattie seconded. All in favor, motion passes.**

Budget notes: The Associate position is budgeted for 1.0FTE starting July 1 and the HMIS Support position is budgeted for 1.0FTE starting October 1. Staffing recommendations that come out of strategic planning may shift these plans slightly. 'Other Professional Fees' are set aside to be used for implementation of strategic plan recommendations.

Action Items	Person Responsible	Deadline

### Isolation Update

#### Discussion

A letter on behalf of the CoC was recently sent to the Kent County Administrator and County Commission Chairperson requesting that Kent County remains in the role of ensuring isolation space is available for those who cannot safely isolate on their own. Over the past year, the County has provided partnership and expertise through several iterations of isolation. However, there is concern that planning for additional iterations continues to happen at the last minute. In addition, there have been philosophical differences in the roles of the County and shelter providers during a pandemic.

Yesterday was the last day of intakes at facility currently contracted for isolation. Kent County Administration has not yet indicated whether they will fund another facility. This is concerning as data shows that not everyone staying at the isolation facility is coming from the homeless response system (about half are coming from the health care system or from a doubled-up situation where they are asked to leave until no longer contagious). In addition, federal funding for isolation activities have been allocated to counties and states, not CoCs or non-profits. Agreement that non-profits should not be burdened with isolation costs, especially for those coming from outside of the system. Mel Trotter (MTM) has a facility with support services in place that they are willing to operate. Youth can be served at the location, and Family Promise has identified a location for families. However, if funding is not provided by Kent County does not cover costs, MTM will not be able to provide isolation for those who are not in the homeless response system.

Agreement that it would be important to develop systems of response for future public health emergencies after current isolation needs are met. Funding is available through the American Rescue Plan for forward planning around public health strategies, including isolation. It would be important to have the CoC and shelter providers as part of these conversations, the Emergency Operations Centers would also be a helpful connection.



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Conversation around next steps. Staff have yet to receive a response to the letter. As of yesterday, there no intake for those in need of isolation unless they are coming from the shelter system. Shelters are informing their partners in the health care space of the change in process but are not the liaison to hospital leadership. Suggestion for CoC leadership to attend a County Commission meeting and indicate during public comment that CoC and providers are willing and ready to continue partnership in planning. Suggestion to include the fact that many families are doubled up, and with children under 12 unable to be vaccinated as of now, doubled up families with kids are among the least protected populations. Kent ISD data may help inform.

Thank you to the leadership of shelter providers, the CoC, and others who have been working ensure that those experiencing homelessness had a safe space to stay in isolation.

Action Items	Person Responsible	Deadline

### **City of Wyoming Ordinance Update**

#### Discussion

Over the last month, there has been behind the scenes work around a proposed ordinance and slated to vote by the Wyoming City Council regarding to the amount of time an individual can occupy parked vehicles. This topic was removed from their agenda and CoC representatives have had further conversation with the City of Wyoming around direct impact this law would have on individuals experiencing homelessness. The City is considering ways to limit the ordinance to address specific situations and/or plans for how to address circumstances as they arise prior to moving into the enforcement area. They will share an updated draft of the proposal before it goes back to the City Council for consideration.

Rebecca indicated that this proposed ordinance seemed to be an attempt to be efficient with an overarching law without recognition of unintended consequences. She appreciates the dialogue and education that has occurred around impacts.

Action Items	Person Responsible	Deadline

### **Coordinated Entry Redesign Request**

#### Discussion

The item was added to the agenda as informational for Steering Council members. The request was forwarded to Steering and will be brought to the Coordinated Entry (CE) Committee for discussion. This also ties into conversation around restructuring the CE Committee and some population-specific committees to ensure the right groups and individuals are present for conversations. Tom noted that when developing the recent CE policies, the committee recognized the need to be nimble as landscape changes. To him, this seems to be a natural evolution of the committee.

Action Items	Person Responsible	Deadline

### **Emergency Housing Vouchers MOU**

#### Discussion



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42 Emergency Housing Vouchers were allocated to the Grand Rapids Housing Commission. They are being rolled out rapidly and an MOU is being developed. The Charter requires the Steering Council has the final vote on MOUs. Staff ask that Steering delegate this authority to Executive Committee to as a quick turnaround time is required.

**Dreyson moved to delegate to Executive Committee the authority to approve an MOU with Grand Rapids Housing Commission related to the Emergency Housing Vouchers. Cheryl second. In favor: 17 Opposed: 0, Abstain: 1 (Hattie Tinney due to conflict of interest), Motion passes.**

Action Items	Person Responsible	Deadline
<b>Data Analysis Committee Request</b>		
Discussion		
Discussed under Petitions & Communications.		
Action Items	Person Responsible	Deadline
<b>Statement on Encampments</b>		
Discussion		
Tabled due to time.		
Action Items	Person Responsible	Deadline
<b>Strategic Planning Feedback Session</b>		
Discussion		
Joe Olwig and Shaun Lee from Mission Matters attended to share an update on strategic planning.		
<u>Process to Date</u>		
The process started with alignment in January, followed by the discovery phase with surveys and interviews encompassing February and March and continuing as needed. From April and moving forward, Mission Matters has been in the iterative plan development phase, bringing updated items to the planning group weekly. They anticipate a few rounds of feedback with larger groups and a strategic plan kickoff/launch in July.		
Their process uses the agile strategy approach which includes action-oriented approach, placing importance on defining success, and ensuring the plan is coordinated with an organizational operating system. As a result of this approach, the planning process has pivoted due to items that arose in discovery (defining core values, coordinating with other community initiatives, defining core capabilities, redesigning organizational operating system). They recognize that this has been a long process with all the work to establish the core identify of the CoC but would anticipate that future planning processes will be much quicker as they can look to an already established identity.		
<u>Emerging Identify – Coalition Compass</u>		
This document is a strategic orientation tool with points to the purpose of the Coalition and provides direction and clarity. The document will also serve as a guide, decision-making frame, and		



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accountability tool once finalized and implemented. Members reviewed the document and provided feedback and thoughts. [Draft document](#)

### Emerging Vision – Coalition Vitals & Objectives and Key Results

The vision is comprised of Coalition Vitals (vital to mission and measured year over year) and Objectives and Key Results, or OKRs (more detailed quarterly and annual goals ~~which have } on with~~ seasonality). Vitals will be broken down into measures on a coalition scorecard. The OKRs combine goals with a clear definition of success that combined will accomplish the objective. The time period for the vision was set for 3.5 years (end of 2024) based on feedback from discovery process. Members reviewed the [Draft document and started to complete the feedback form](#).

### Next Steps

Continue to offer feedback through the Google form: <https://docs.google.com/forms/d/e/1FAIpQLSd-EneMHu6mNaj3FB6kBD4G4wCYArIk3QQDAENsX817K-XC3w/viewform>. The planning team will continue to iterate on the OKRs over the next few weeks. Reach out to Joe ([joe@missionmattersgroup.com](mailto:joe@missionmattersgroup.com)) or Shaun ([shaun@missionmattersgroup.com](mailto:shaun@missionmattersgroup.com)) or staff at any point with questions or feedback.

Action Items	Person Responsible	Deadline
<b>Other Matters from Steering Council members</b>		
Discussion		
KCCA has 91,000 masks and other PPE equipment for any agency if needed. Please email Susan to coordinate pick up or delivery.		
Action Items	Person Responsible	Deadline
<b>Public Comment on Any Item</b>		
Discussion		
None.		
<b>Adjourn</b>		
Motion by:	Erin Banchoff	Support from: Adrienne Goodstal



GRAND RAPIDS/WYOMING/KENT COUNTY  
STEERING COUNCIL ANNUAL CALENDAR  
Updated August 2020

**January**

Steering Committee Orientation  
Executive Officer Elections  
Point in Time Count  
Draft Budget Presentation  
Steering Council Annual Conflict of Interest  
Forms Completed

**February**

City of Grand Rapids Emergency Solutions Grant  
Application  
Strategic Plan Update  
Reallocation Discussion  
Budget Approval

**March**

Data Quality Committee Report  
Strategic Plan Progress Review  
CoC and ESG Mid-Term Monitoring

**April**

LIHTC Developer Presentations to Steering  
(October Round)  
Point in Time Count Submitted to HUD  
Budget Review

**May**

Strategic Plan Annual Review  
Nomination Committee forms

**June**

Steering Council Funding Process Review  
Governance Charter Recommended Changes to  
CoC membership  
Open Call for New CoC Members  
PIT Data Released

**July**

NAEH Annual Conference  
System Performance Measures Review  
Strategic Plan Update

**August**

HUD CoC Program Funding Vote (Anticipated)  
System Performance Measures Reported to CoC  
CoC, Fiduciary, HARA MOU for ESG Execution

**September**

Data Quality Committee Report  
MSHDA Emergency Solutions Grant Application  
HUD CoC Program Application Due (Anticipated)  
PIT Planning Begins

**October**

LIHTC Developer Presentations to Steering  
(April Round)  
Governance Charter Review, including ENTF  
relationship affirmation & Fiduciary MOU

**November**

Strategic Plan Progress Review  
Staff Evaluations Initiated by Fiduciary  
Strategic Plan Update

**December**

Steering Council elections (at CoC meeting)  
Staff Evaluations Concluded by Fiduciary  
Budget Preparation Begins

### **Coordinated Entry Committee –**

There are multiple shifts occurring within Coordinated Entry procedures currently. Over the last two months, the team has focused on evaluating our initial steps toward change and looking to the future.

The CE team as built in a “Coordinated Entry Concerns” standing item into the agenda in order to address any unanticipated issues that arise as new strategies are put in place. Over the last month, it has been identified that the prioritization process for housing resources for families has not worked as planned. A family by-name list would help to alleviate inequities in access to resource, and the Family Functional Zero workgroup was identified as the best place to address this concern in the long-term. The interim plan is to return to more routine use of the evaluation tools that were previously agreed upon. A ad hoc workgroup was established to clarify procedures.

As implied above, a Family Functional Zero team is being developed. Its direct link and incorporation into Coordinated Entry is unclear at the moment.

Members of the CE team are involved in Built for Zero onboarding and make up our BFZ cohort. The focus of the BFZ cohort will be on chronic homelessness. The foundation of BFZ strategies is the effective management of a by-name list.

In June the CE Committee had a report out on the functionality of the ongoing by-name list for youth pilot. This has resulted in effective coordination with HAP and allowed for direct-service agencies to coordinate effectively around particular youth.

Committee members have also been kept informed regarding the Built for Zero initiative, MSHDA’s position regarding the VI-SPADT, and the status of the Emergency Housing Vouchers through MSHDA and the Grand Rapids Housing Commission.

The level of change that is occurring and is planned to occur may result in a restructuring of the CE committee and process. How population-specific workgroups focused on management of by-name lists will be coordinated and how the FUSE project will be incorporated into this process remains unresolved. The thinking around process of utilizing Housing Resource Specialists and Supportive Solutions Specialists continues to evolve. Our capacity to make best use of HMIS and other technology remains at issue. The nature of assessment tool(s) and the shifting of available resources pose both challenges and opportunities. The CE committee committed to a formal process of updating our process and design to align better with new knowledge and best practice strategies.

### **Data Quality Committee –**

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 –**

Not currently meeting due to COVID-19



## ESG Financial Assistance Report - DRAFT REPORT

Reporting as of 4/15/2021

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served (if applicable)
<b>MSHDA</b>										
ESG - Community Rebuilders	10/1/2020 - 9/30/2021	\$176,000	\$151,360	RRH	50%	\$6,647.29	4%			
ESG - The Salvation Army	10/1/2020 - 9/30/2021	\$170,351	\$26,000	Outreach, Prevention, RRH	50%	\$32,911.56	19%	8		
ESG-CV - Community Rebuilders	1/1/2021 - 9/30/2022	\$181,722	\$128,678	RRH	19%	\$0.00	0%	15		
ESG-CV - Family Promise	1/1/2021 - 9/30/2022	\$412,800	\$0	Shelter	19%	\$208,933.60	51%	156		Families
ESG-CV Mel Trotter	1/1/2021 - 9/30/2022	\$129,834	\$0	Shelter	19%	\$54,220.47	42%			
ESG-CV - Pine Rest	1/1/2021 - 9/30/2022	\$103,200	\$0	Outreach	19%	\$21,014.43	20%	130-150		
ESG-CV - The Salvation Army	1/1/2021 - 9/30/2022	\$188,688	\$89,927	Prevention, RRH	19%	\$0.00	0%			
<b>City of Grand Rapids</b>										
ESG - Community Rebuilders	7/1/2020 - 6/30/2021	\$123,960	\$72,000	RRH	75%	\$71,776.09	58%	24	24	
ESG - Grand Rapids Urban League	7/1/2020 - 6/30/2021	\$94,300	\$69,000	Prevention	75%	\$71,065.26	75%	23	25	
ESG - The Salvation Army	7/1/2020 - 6/30/2021	\$82,354	\$57,854	Prevention/ Eviction Diversion	75%	\$37,415.43	45%	28	8	
ESG-CV - Arbor Circle	11/1/2020 - 12/31/2021	\$59,488	\$0	Outreach	40%	\$8,892.00	15%	50	13	
ESG-CV - Community Rebuilders	11/1/2020- 7/31/2022	\$460,302	\$0	Shelter	24%	\$28,776.50	6%	70	25	Geographically Targeted
ESG-CV - Community Rebuilders	11/1/2020- 7/31/2022	\$1,548,000	\$897,840	RRH	24%	\$40,049.86	3%	75	38	Geographically Targeted

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Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served (if applicable)
City of Grand Rapids										
ESG-CV - Degage Ministries	11/1/2020 - 12/31/2021	\$65,000	\$0	Shelter	40%	\$29,213.00	45%	390	126	
ESG-CV - Mel Trotter Ministries	11/1/2020 - 12/31/2021	\$200,000	\$0	Shelter	40%	\$196,557.00	98%	3,700	1,536	
ESG-CV - The Salvation Army	1/1/2021 - 12/31/2021	\$511,428	\$358,028	Prevention/ Eviction Diversion	25%	\$64,649.01	13%	115	26	Third Ward
Kent County										
ESG	information requested but not provided									
ESG-CV - information not available	information requested but not provided									

**Notes**  
 \*MSHDA reports are submitted quarterly  
 \*\*City of Grand Rapids payment requests are generally monthly and performance reports quarterly.

## CoC FYTD April Statement of Activity

	Admin (HWMUW)	MSHDA ESG	GR CDBG	Wyoming CDBG	HUD - CoC Program Funds	Kent County CUNP-HMIS Match	HMIS (Sal. Army)	TOTAL Actual	Annual Budget	Budget adjustments for CoC	Updated Annual Budget	Budget Remaining	% Remaining	Notes
City of Wyoming CDBG	\$ -	\$ -	\$ -	\$ 4,305	\$ -	\$ -	\$ -	\$ 4,305	\$ 5,000	\$ -	\$ 5,000	\$ 695	14%	
City of GR CDBG	-	-	13,671	-	-	-	-	13,671	20,000	(4,000)	16,000	2,329	15%	
HUD Planning	-	-	-	-	156,680	-	-	156,680	175,334	4,000	179,334	22,654	13%	
Salvation Army HMIS	-	-	-	-	-	-	61,755	61,755	78,412	-	78,412	16,657	21%	
Kent County CUNP	-	-	-	-	-	12,256	-	12,256	18,224	-	18,224	5,968	33%	
MSHDA ESG - Passthrough	-	136,759	-	-	-	-	-	136,759	244,478	-	244,478	107,719	44%	1
HWMUW	7,691	-	-	-	-	-	-	7,691	16,885	-	16,885	9,194	54%	
<b>TOTAL REVENUE</b>	<b>\$ 7,691</b>	<b>\$ 136,759</b>	<b>\$ 13,671</b>	<b>\$ 4,305</b>	<b>\$ 156,680</b>	<b>\$ 12,256</b>	<b>\$ 61,755</b>	<b>\$ 393,117</b>	<b>\$ 558,333</b>	<b>\$ -</b>	<b>\$ 558,333</b>	<b>\$ 165,216</b>	<b>30%</b>	
Personnel Costs	\$ 2,334	\$ -	\$ 12,373	\$ 3,927	\$ 99,632	\$ 6,601	\$ 3,775	\$ 128,642	\$ 189,954	\$ -	\$ 189,954	\$ 61,312	32%	2
Professional Fees	1,100	-	-	-	38,750	1,500	55,000	96,350	67,458	10,822	78,280	(18,070)	-27%	3
Community Inclusion Activities	-	-	-	-	123	-	-	123	13,322	(8,322)	5,000	4,877	37%	
Supplies/Equipment/Printing	-	-	-	-	1,178	-	509	1,687	600	-	600	(1,087)	-181%	
Copying	-	-	-	-	-	-	-	-	600	-	600	600	100%	
Conferences/Travel	-	-	-	-	655	-	-	655	5,365	(4,100)	1,265	610	11%	4
Meetings	-	-	-	-	350	-	-	350	1,200	-	1,200	850	71%	
Technology (meeting service subscription)	-	-	-	-	912	-	-	912	1,000	-	1,000	88	9%	5
Parking/Transportation	131	-	159	-	1,742	609	71	2,712	4,825	-	4,825	2,113	44%	
Grant Passthrough	-	131,483	-	-	-	-	-	131,483	234,998	-	234,998	103,515	44%	1
Miscellaneous	-	-	-	-	908	216	-	1,124	-	1,600	1,600	476	N/M	6
Indirect	4,126	5,276	1,139	378	12,430	3,330	2,400	29,079	39,011	-	39,011	9,932	25%	
<b>TOTAL EXPENSES</b>	<b>\$ 7,691</b>	<b>\$ 136,759</b>	<b>\$ 13,671</b>	<b>\$ 4,305</b>	<b>\$ 156,680</b>	<b>\$ 12,256</b>	<b>\$ 61,755</b>	<b>\$ 393,117</b>	<b>\$ 558,333</b>	<b>\$ -</b>	<b>\$ 558,333</b>	<b>\$ 165,216</b>	<b>30%</b>	
<b>Revenue Over(Under) Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

**Fund Balance @ 10/31/20** 8,000  
 Strategic Planning Costs -8,000  
**Fund Balance @ 04/30/21** -

### Notes:

- Passthrough grant
- CoC budgeted staff time:
  - 1 FTE - Courtney - CoC Coordinator/ Program Manager (84% HUD Planning, 11% City of GR CDBG, 3% City of Wyoming CDBG, 2% HMIS)
  - .77 FTE - Brianne - Administrative Assistant (CoC- 74% HUD, 13% GR CDBG, 13% CUNP)
  - .20 FTE - Wende - Program Director ( 41% HUD, 16% GR CDBG, 11% Wyoming CDBG, 18% HMIS, 14% HWMUW). Revised to .10 FTE
  - Staff Total 1.87 FTE. Revised to 1.77 FTE

Note: Brianne is a full time employee, who spends 77% of her time on CoC and 23% of her time on ENTF administration.

### 3. Professional fee budget includes:

HMIS Consultant fee + Travel expenses \$66,000  
 Strategic planning (HUD Planning) \$9,780

### 4. Conf/Travel budget includes:

HMIS travel amd mileage & HUD Planning conference expenses

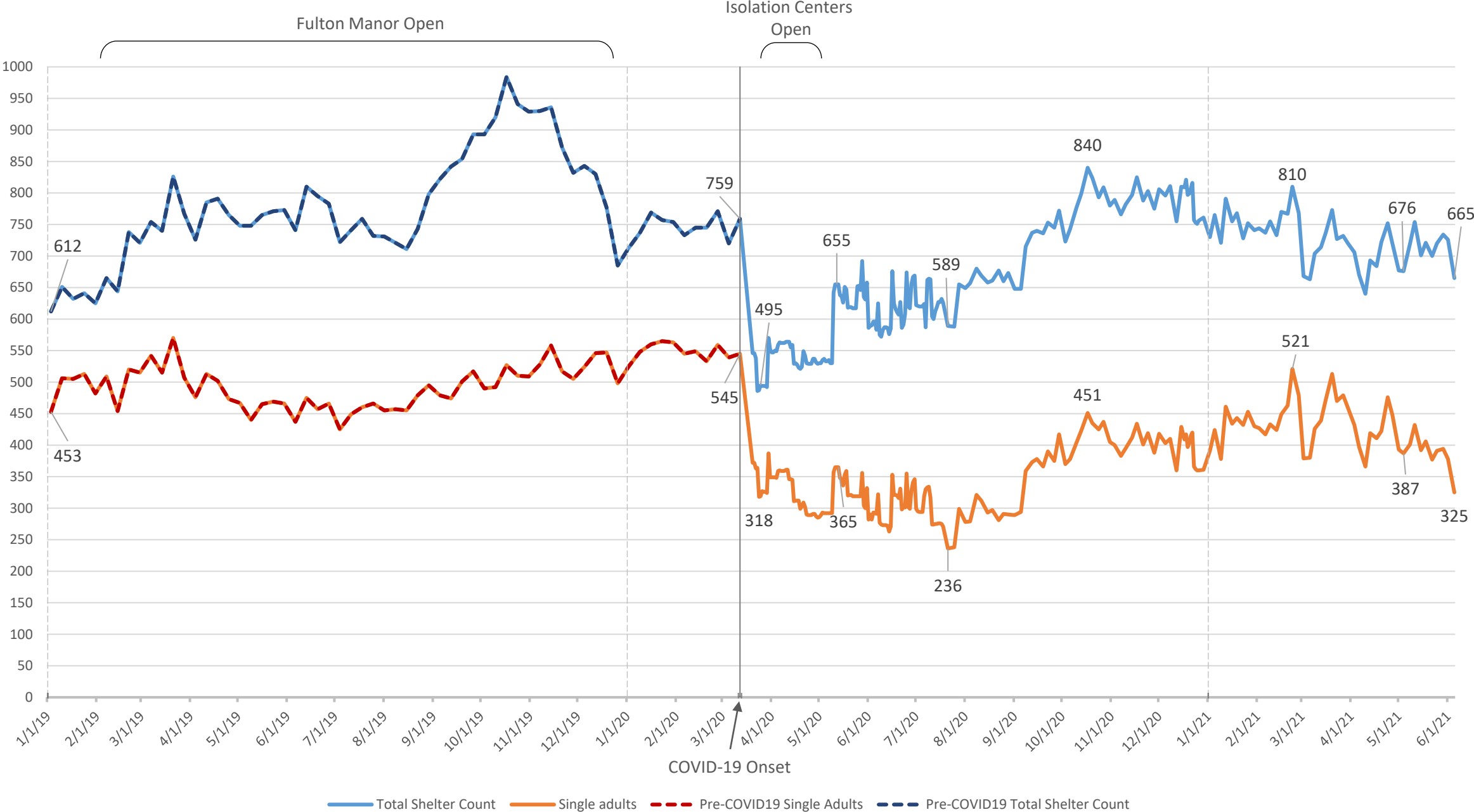
### 5. Technology budget includes:

Meeting service subscription-Go To Webinar

### 6. Misc actual expenses: PIT count expenses

# Emergency Shelter Counts Comparison: Before and During COVID-19

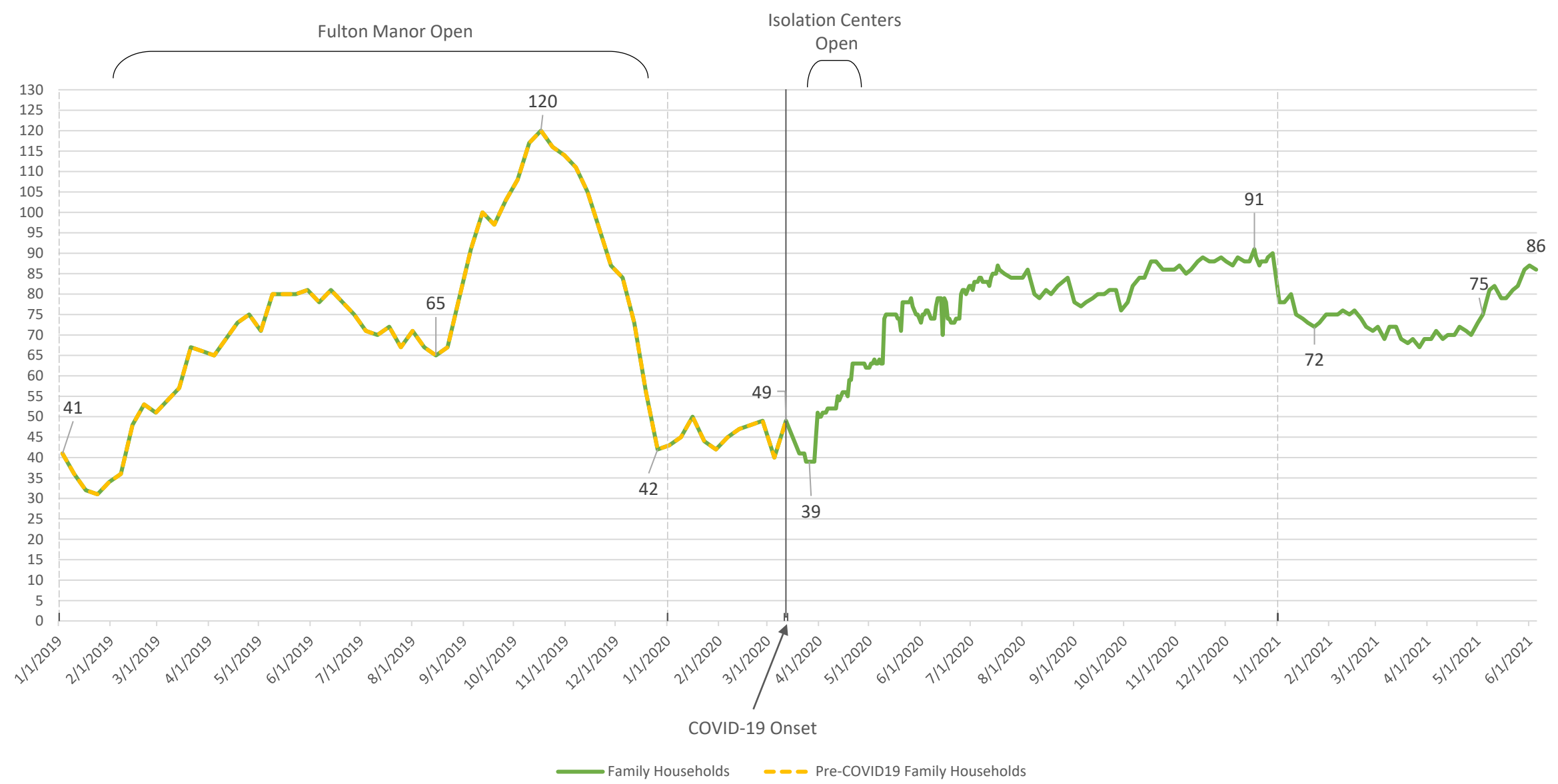
Number of individuals in emergency shelter – 1/1/2019 to 6/5/2021



<sup>1</sup>All emergency shelter data pulled from Kent County's Homeless Management Information System (HMIS).  
<sup>2</sup>Data does not include currently information from organizations who do not use HMIS, staff continue to work to include this data.

# Emergency Shelter Counts Comparison: Before and During COVID-19

Number of family households in emergency shelter – 1/1/2019 to 6/5/2021



<sup>1</sup>All emergency shelter data pulled from Kent County's Homeless Management Information System (HMIS).  
<sup>2</sup>Data does not include currently information from organizations who do not use HMIS, staff continue to work to include this data.



## Grand Rapids/Wyoming/Kent County CoC – MI506 Strategic Priorities and Goals

<b><i>Explore and address root causes of racial inequity in the homelessness response system</i></b>	
<b>a. Outputs</b>	
i.	Coordinate review of disaggregated data with Data Analysis Committee.
ii.	Collaborate with the Housing Stability Alliance to identify root causes of racial disparities in the system
iii.	Perform a gaps analysis to identify where additional resources are needed
iv.	Use data in meaningful way to identify disparities
<b>b. Indicators</b>	
i.	Prioritize the mitigation of root causes of racial disparities into the upcoming strategic planning process
ii.	Test recommended strategies to decrease disparate outcomes
<b><i>Increase access to and supply of permanent housing</i></b>	
<b>a. Outputs</b>	
i.	Outreach campaign to private landlords regarding program participation, forms of rental housing assistance, Housing Choice Vouchers, etc.
ii.	Coordinate with organizations not receiving CoC funds and/or not currently engaged
<b>b. Indicators</b>	
i.	Increase in the number of households accessing permanent housing
ii.	Decrease in the number of households experiencing homelessness
<b><i>Improve Coordinated Entry System</i></b>	
<b>a. Outputs</b>	
i.	Utilize Coordinated Entry for prevention resources
ii.	Increase transparency around available housing resources and eligibility criteria
iii.	Strategic pairing of an appropriate housing resource at the time of crisis bed intervention
iv.	Increase staff/capacity for individualized assessment and case management and/or increase support for those experiencing unsheltered homelessness
<b>b. Indicators</b>	
i.	Coordinated approach for consumers to access prevention resources established
ii.	Updated Coordinated Entry Policy adopted by Steering Council
iii.	Reduce length of time homeless from baseline of beginning of March (onset of pandemic)
iv.	Process established to share available resources and made publicly available (i.e. public google doc/resource dashboard made available)



## **Grand Rapids Area Coalition to End Homelessness**

### **Statement on Encampments**

Ending homelessness means people are housed in healthy, safe environments, and protected from the elements and unsanitary and other potentially life-threatening conditions. The Grand Rapids Area Coalition to End Homelessness, which operates as the regional Continuum of Care (CoC), supports solutions to ending homelessness using a housing first approach. The CoC's strategic priorities are to increase access to permanent housing resources, reduce the number of individuals experiencing unsheltered homelessness, and decrease the overall average length of time a person is homeless. The CoC understands limited housing resources, including limits on emergency shelter space, and systemic and situational barriers may lead to the establishment of, or increase in, encampments. There are various reasons a person may stay in an encampment, and the CoC supports an individual's choice in determining solutions to ending their homelessness.

Health and safety concerns may arise at an encampment that pose significant risks to individuals and the community when unsanitary and blighting conditions exist. The CoC works to connect individuals experiencing homelessness, including those staying in encampments, to housing resources through coordinated, trauma-informed engagement, care, and referral services. This is done in partnership with agencies that conduct street outreach with persons experiencing unsheltered homelessness.

Street outreach staff build relationships and rapport with unsheltered individuals in an effort to better meet their unique needs. Outreach providers engage closely with community partners and systems to ensure unsheltered individuals are prioritized for housing resources as they become available, while developing individualized housing plans to facilitate long-term housing stability.

The CoC is committed to actively engaging with area municipalities to respond to the needs of persons living in encampments. The CoC stands ready to partner with municipalities to provide its expertise in trauma-informed care, leveraging connections to persons with lived homeless experience, and providing safe, timely, appropriate, and community resource-affiliated engagement and referral services for persons experiencing homelessness before the clearance and closure of an encampment.

The CoC serves as a bridge between our neighbors experiencing homelessness and local municipal public safety services, social service providers, and health agencies to support continuation of services to homeless individuals, safeguard established relationships, and ensure services are not paused or severed due to displacement.