



Steering Council Meeting Agenda
July 16, 2021 ▫ 8:30 – 10:30 am ▫ Zoom

1. Call to Order/Introductions
2. Approval of the Agenda*
3. Approval of June 18, 2021 Minutes*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda*
 - a. Steering Calendar
 - b. Committee and Initiative 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-CV – *discuss reallocation of a portion of the MSHDA ESG-CV funds awarded to Mel Trotter to Family Promise*
8. MSHDA ESG FY2021-2022 – *an RFQ was released for our ESG FY2021-2022 allocation from MSHDA. Responses are due 7/23 and will be reviewed by Funding Review on 7/28. Steering Council will need to vote to approve Funding Review's recommendation shortly after as the application is due 7/30*
9. Statement on Encampments* - *this statement was drafted by a small group this Spring to address concerns around growing encampments. The final draft is included in packet and is being brought to Steering Council for approval during this meeting.*
10. Public Announcement of CoC Initiatives

--- Strategic Plan Presentation will begin at 9:55am, all items not discussed by that point will be tabled ---

11. Strategic Plan: CoC Compass and Scorecard* - *the CoC Compass and Scorecard will be shared ahead of the meeting with option to send feedback. Steering Council will be asked to affirm these elements at the 7/16 meeting.*
12. Any other matters by Steering Committee Member(s)
13. Public Comment on Any Matter (Limit 3 minutes ea.)
14. Adjournment

Next meeting: Friday, August 20th, 2021, 8:30 – 10:30am

* denotes potential action item



STEERING COUNCIL MEETING MINUTES - **DRAFT**

June 18, 2021

9:00-10:30

Facilitator:	Karen Tjapkes		
Meeting Attendees:	<u>Steering members present:</u> Tammy Britton (in place of Erin Banchoff), Casey Gordon, Tom Cottrell, Susan Cervantes, Rebecca Rynbrandt (leaving early), Victoria Sluga, Elizabeth Stoddard, Cheryl Schuch, Dreyson Byker, Adrienne Goodstal, Amanda Tarantowski, Scott Orr, Lauren VanKeulen, Alonda Trammell, Karen Tjapkes <u>Steering members absent with notification:</u> Heather Bunting, Erin Banchoff, Melissa Barnes <u>Steering members absent without notification:</u> Hattie Tinney, Pilar Dunning <u>Community Members:</u> Erik Ryder (HOT), Lindsey Reames (GRHC) <u>Staff:</u> Courtney Myers-Keaton, Wende Randall		
Time Convened:	9:01AM	Time Adjourned:	10:29AM

Approval of Agenda			
Motion by:	Tom Cottrell	Support from:	Lauren Van Keulen
Discussion	MSDHA ESG 2021-2022 should state just MSDHA ESG		
Amendments			
Conclusion	All in favor, motion passes.		
Approval of Minutes		May 21, 2021	
Motion by:	Tom Cottrell	Support from:	Casey Gordon
Discussion	None		
Amendments			
Conclusion	All in favor, motion passes.		
Public Comment on Any Agenda Item			
Discussion			
none			
Approval of Consent Agenda			
Motion by:	Cheryl Schuch	Support from:	Tom Cottrell
Discussion	none		
Amendments			
Conclusion	All in favor, motion passes.		
Petitions and Communications			
Discussion			
none			
Action Items		Person Responsible	Deadline
MSHDA ESG			
Discussion			
Courtney announced the release of the MSDHA ESG NOFA. Last year it was determined that an RFQ would be released locally to incorporate any additional services to be included in the allocation. The allocation amount has not yet been provided, so we are not yet able to determine amounts for prevention and RRH. Exhibit 1 is due the same date as the application (rather than previous years			



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when it was due after the application). Steering Council is asked to be looking out for emails for decision-making and information regarding ESG.

The Salvation Army is currently underspending in the area of prevention due to amount and flexibility of CERA funds and is seeking potential ESG reallocation. Steering Council had voted on ESG-CV priorities, so any reallocation will need to be discussed with a potential vote. The allocation for Mel Trotter needs some additional approval due to line-item discrepancies, or funds need to be reallocated. Community Rebuilders Rapid Re-Housing (RRH) spending is light but they will work on projections.

Cheryl discussed convening a discussion for Coordinated Entry (CE). With tight timeframe, she asked if there is flexibility to allow for some CE changes under ESG-CV reallocation. ESG-CV has longer timeframe for spending, so we would expect other funds to be spent down sooner. Discussion around funding for non-congregate shelter for families. The plan was extended to keep motel for families online to September. Primary funds for hotels came from CARES Act funds from the County and from FEMA (46%). The County has not been paid by FEMA. Family Promise (FP) Board has approved extended funds to support those currently in hotels. FP and Kent County are working to try to extend County funds. If this does not happen, FP will need to shut down hotel for families. FP is already turning people away due to lack of space (need is higher). Reminder that the Governor's rescinding of all COVID-related orders means an end to housing protections. FP capacity will go down to 42 rooms + 10 at hotels (half of current capacity). Suggestion to reconvene Family Shelter Task Force to work on this issue. Some funds that could be reallocated could help families with continuing hotel costs for families. Courtney indicated that the flexibility of CERA funds for prevention means that ESG funds could be shifted for more shelter.

Cheryl noted that she is hearing public officials asking why shelter supports are still needed as COVID vaccination rates are increasing. Over half of individuals in hotel spaces are children who are not able to get the vaccine and often are at higher risk due to other health conditions.

Karen noted that strong reallocation planning is needed for ESG. An amendment will need to be approved once the community develops a plan together. Though it is difficult to have robust discussion via email, there is a sense of urgency and need to move quickly to plan and vote.

Cheryl asked if there are concerns with MSHDA reallocation process in order to amend the allocation. Elizabeth asked if we need to review priorities for the new MSHDA ESG round. Courtney noted that the regular ESG program has different requirements than the CV funding.

Action Items	Person Responsible	Deadline
Youth Homelessness Demonstration Project		
Discussion		



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9:00-10:30

Courtney shared that the NOFA was released; RFQ for Lead Agency provided; one proposal received. Funding Review will be meeting on Monday and Steering will need to vote on the approval of the Lead Agency

Action Items	Person Responsible	Deadline

Statement on Encampments

Discussion

Discussion was on hold due to timeframe of the Strategic Planning effort

Action Items	Person Responsible	Deadline
Move to July Steering Council meeting		

Emergency Housing Vouchers: MSHDA MOU

Discussion

Courtney indicated that the MOU needs to be signed for the MSHDA EHV allocation. She is asking Steering Council to delegate discussion and authority to sign to Executive Committee.

Motion by Lauren VanKeulen to delegate authority to Executive committee to review and approve allocation on EHV's. Second by Adrienne Goodstal. Motion Carries – Approved

Action Items	Person Responsible	Deadline

Strategic Planning Feedback Session

Discussion

Shaun and Joe from Mission Matters attended today's meeting to share an update on the strategic planning process with a focus on alignment, review of goals, implementation approach.

They shared that we are getting close to the end of the planning process. There has been great engagement and range of stakeholders. There was a full CoC meeting presentation on 6/24. They are working through plan refinement and design as well as operating system refinement (tools and systems and rhythms to adopt). A Strategic Plan Kickoff is scheduled for 7/20 3:00pm.

Towards the end of the process, they are embracing a mindset of our ability to implement with actionable tools. The Coalition Compass includes refined Mission (why and theory of impact statement), Beliefs (considerations for decision-making), Values (core behaviors), and Vitals (measurable indicators). The Scorecard highlighted elements that are *always* important to the CoC (as opposed to short-term, annual priorities). Together the Compass and Scorecard will ensure alignment among key leaders.

They indicated that the CoC can expect to go through a "season of adjustment" during first quarter, as the plan is being rolled out with broader community. Attendees reviewed the documents in breakout groups. Questions: What resonates?; What, if anything, might you modify to improve, remove to create focus on other, higher priorities, add to ensure the CoC is achieving the most important things?; Given this set of Annual (17 month) Goals, what should be the CoC priorities?



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Share-out:

Elizabeth noted that a full-time data analyst and access to data stood out as important; need to discuss reallocation process quickly; should we begin to develop a staffing plan for long-term?

Tom shared that these are great objectives, but do we have the infrastructure to do it all? We need to re-evaluate staffing in order to effectively move forward.

Lindsey suggested adding shelter funding as it is critical to have stable support for families and singles needing shelter as they transition to permanent housing; also focus on prevention for getting people as stable as possible as quickly as possible. Cheryl responded that in general, CoC funds are not placed toward shelter, so are we measuring it? There seems to be no priority around shelter unless it is an emergency situation.

Tom noted that there are multiple references to equity and inclusion in the compass, but not as robustly represented in the priorities. The plan needs to be more reflective in the actions.

What next:

Transition from planning to preparing for implementation. The ability to execute to drive desired impact will depend on Engagement & Buy-in, Understanding & Alignment, Ownership & Accountability, and an Operating System (tenets, rhythms, and tools).

Action Items	Person Responsible	Deadline

Other Matters from Steering Council members

Discussion

Casey asked where the CoC stands with Coordinated Entry, it would be helpful for a presentation/brief on the reconfigurations, pressure points, and next steps. Tom noted that lots of decision-making is flexing week-to-week due to shifting resources. The larger discussion of structure in general that need to be flushed out. Courtney indicated that progress can be brought back to Steering for presentation and how the group work relates to other initiatives such as Built for Zero, Functional Zero, etc.

Elizabeth shared job opportunities at the Fair Housing Center

Susan – July 8th Food distribution for low income households. Flyers are available to share.

Action Items	Person Responsible	Deadline

Public Comment on Any Item

Discussion

None

Adjourn

Motion by: Victoria Sluga

Support from: Cheryl Schuch



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



Grand Rapids/Wyoming/Kent County CoC – MI 506 Steering Council Committee Reporting – July 2021

Data Analysis Committee –

At its June 2021 meeting, the DA Committee reviewed information to be included in the Strategic Plan currently being developed. At its July meeting, the Committee reviewed the 2016- 2021 PIT Count data and draft report along with the 2020 Annual draft report, including 5-year comparisons - both draft reports describing numbers, demographics, and specific measurements related to homelessness.

Ending Veterans Homelessness & Veterans Action Board –

- The Ending Veteran Homelessness Committee work groups continue to meet monthly and the EVHC larger committee meets quarterly.
- The EVHC completed orientation for several new work group members.
- Public facing dashboards on community level data and USICH criteria & benchmarks remain available and updated monthly.
- Three new members joined the Veteran Action Board this past quarter, and received their full orientation.
- Outreach continues for Veterans not yet connected to a resource and staying at Mel Trotter. There are sufficient Veteran resources available in the community at this time to serve all Veterans experiencing a housing crisis.
- The EVHC discussed utilization of the GRACE Network for Veteran families. The GRACE Network is a group of high performing community service providers, currently consisting of 18 partner organizations. Veteran families receive referrals to address their needs coming from the Social Determinants of Health Assessment. If anyone is interested in learning more about the GRACE Network or providing information on their services, contact Anna Diaz.

Outreach Workgroup –

Currently, the Outreach teams are coordinating a Outreach Collaboration on Butterworth Trail. We are attempting incorporate different services in the community and bring them directly to those that are residing that area. So thank you to the Outreach teams that are involved. Updates will be discussed in the next Outreach Workgroup meeting.

Youth Committee –

Not currently available



Grand Rapids/Wyoming/Kent County CoC – MI 506 Steering Council Initiative Reporting – July 2021

Built for Zero –

The planning team continues to participate in monthly calls with the cohort as well as other learning sessions as applicable. The team has established a bi-weekly meeting schedule to check-in on action items and develop next steps. Recently, team members completed an inventory of providers who would be participating in providing data to a by-name list (BNL) for single adults. Next steps include establishing and communicating the process for this BNL. The group also inventoried the current outreach coverage with the goal of identifying gaps. The inventory will be shared with the Outreach Workgroup to review. The workgroup will also begin to document the processes they use to coordinate among agencies.

CERA (COVID Emergency Rental Assistance) –

2,748 applications have been received. Of those, 851 cases were approved (69%) and 1,212 cases are under review. Over \$5.7M of financial assistance has been provided. The average assistance per household is \$6,899.26. The average assistance paid per week is \$802,351 and 200 new applications are received per week.

We are working with partners like the Hispanic Center and WM Asian American Association to help reach some of the underserved communities and assist them with filling out applications. MSDHA recently released some expanded services we can offer in our community with future rent and potential hotel assistance. We are currently in the planning stages for the roll out of those services.

Family Functional Zero –

This group has been meeting monthly to develop a process to reach functional zero for all families in Kent County through ensuring all families are added to a by-name list (BNL) and connected to a resource. The BNL process has been established. Data is tracked on a regular basis and reviewed by the group at each meeting. Data include entries and exits on the BNL, the number of families on the list, and length of stay. A smaller workgroup has also been meeting to develop a process that ensures families fleeing domestic violence are included in the process. Those interested in engaging with the work can complete a Partnership Agreement form.

- Upcoming Meetings: July 20th and August 24th at 10:00, contact Brianne for a calendar invitation
- Orientation: July 28th at 2:00, contact Brianne for a calendar invitation

Youth Demonstration Project –

AYA Youth Collective was selected to serve as the lead agency for this opportunity. Staff are in the process of finalizing the grant application and will include input from youth with lived experience. Staff anticipate submitting the application on or around July 21st and are excited at the possibility of being selected as a YHDP community!

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)
MSHDA										
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%			
City of Grand Rapids										
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

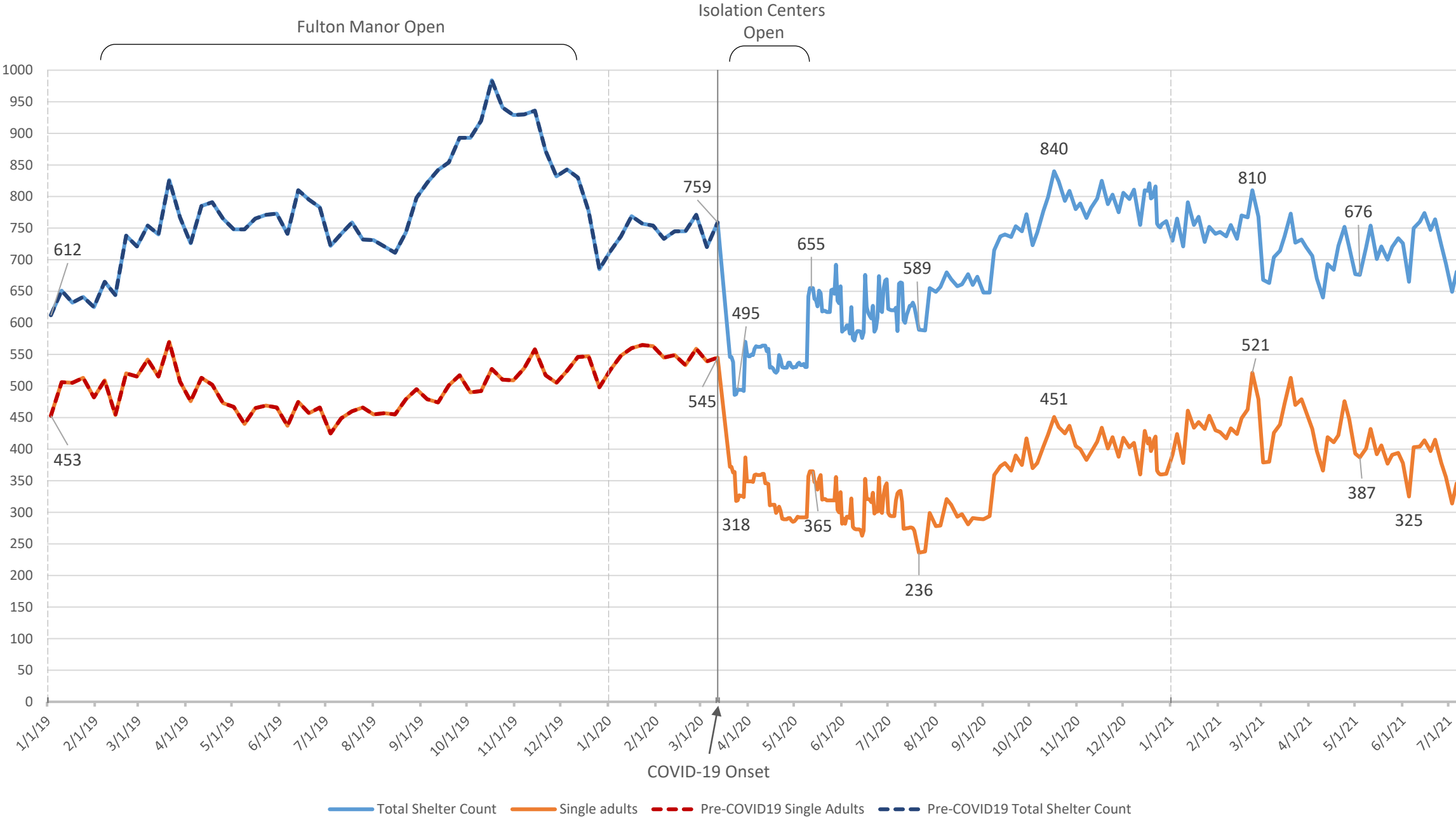
Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served (if applicable)
City of Grand Rapids										
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.

May, 2021																			
	MSHDA	HUD	HMIS, TSA	HWMUW (Match)	City of GR CDBG (Match)	City of Wyoming CDBG (Match)	KCUNP	Total CoC	Annual Budget	Budget adjustments for CoC	Updated Annual Budget	Budget Remaining	% Remaining	Notes	Comments on vs budget				
HWMUW (Match)	-	-	-	11,200	-	-	-	11,200	16,885	-	16,885	5,685	34%						
MSHDA	430,927	-	-	-	-	-	-	430,927	244,478	-	244,478	(186,449)	-76%	1					
City of GR CDBG (Match)	-	-	-	-	14,597	-	-	14,597	20,000	(4,000)	16,000	1,403	9%		Reduction in Wende's time				
City of Wyoming CDBG (Match)	-	-	-	-	-	4,535	-	4,535	5,000	-	5,000	465	9%						
HUD	-	175,370	-	-	-	-	-	175,370	175,334	4,000	179,334	3,964	2%						
KCUNP	-	-	-	-	-	-	16,666	16,666	18,224	-	18,224	1,558	9%						
HMIS, TSA	-	-	67,251	-	-	-	-	67,251	78,412	-	78,412	11,161	14%						
TOTAL REVENUE	430,927	175,370	67,251	11,200	14,597	4,535	16,666	720,546	558,333	-	558,333	(162,213)	-29%						
Total Personnel Costs	-	107,661	3,966	2,058	13,298	4,118	7,036	138,139	189,954	-	189,954	51,815	6%	2					
Community Inclusion	-	76	-	-	-	-	-	76	13,322	(8,322)	5,000	4,924	81%						
Professional Fees	-	48,047	60,000	4,300	-	-	4,800	117,147	67,458	10,822	78,280	(38,867)	-112%	3					
Grant Passthrough	415,651	-	-	-	-	-	-	415,651	234,998	-	234,998	(180,653)	-65%	1					
Office Supplies	-	127	-	-	-	-	-	127	600	-	600	473	89%						
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	0%						
Equipment Exp	-	1,061	480	-	-	-	-	1,541	-	-	-	(1,541)	0%						
Printing/Copying	-	6	-	-	-	-	-	6	600	-	600	594	89%						
Postage	-	-	29	-	-	-	-	29	-	-	-	(29)	0%						
Conferences	-	655	-	-	-	-	-	655	5,365	(4,100)	1,265	610	91%	4					
Visitor Parking	-	-	-	-	-	-	-	-	-	-	-	-	0%						
Meetings	-	350	-	-	-	-	-	350	1,200	-	1,200	850	85%						
Mileage	-	-	-	-	-	-	-	-	-	-	-	-	0%						
Parking	-	1,743	75	228	149	-	943	3,137	4,825	-	4,825	1,688	54%	2	Dropped parking passes for all except Wende				
Dues	-	912	-	-	-	-	-	912	1,000	-	1,000	88	19%	5					
Recruiting	-	20	-	-	-	-	216	236	-	-	-	(236)	0%						
Miscellaneous	-	888	-	-	-	-	-	888	-	1,600	1,600	712	68%	6					
Indirect	15,276	13,824	2,701	4,614	1,150	417	3,671	41,652	39,011	-	39,011	(2,641)	23%						
TOTAL EXPENSES	430,927	175,370	67,251	11,200	14,597	4,535	16,666	720,546	558,333	-	558,333	(162,213)	-29%						
Revenue Over(Under) Expenses	-	-	-	-	-	-	-	-	-	-	-	-							
Fund Balance @ 10/31/20	8,000																		
Strategic Planning Costs	-8,000																		
Fund Balance @ 05/31/21	-																		
Notes:																			
1. Passthrough grant																			
2. CoC 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).																			
Staff Total 1.89 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 exper	\$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

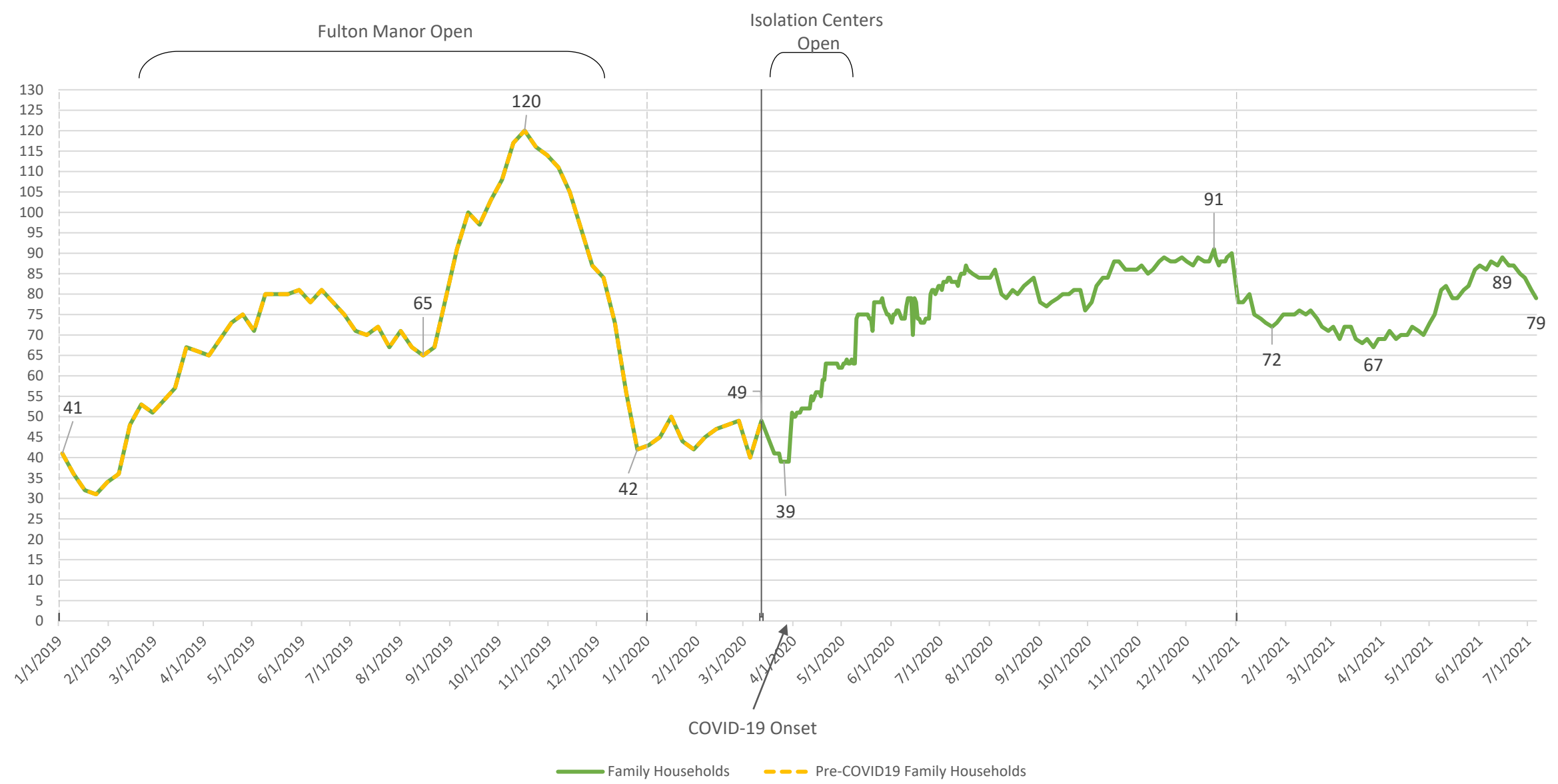
Number of individuals in emergency shelter – 1/1/2019 to 7/6/2021



¹All emergency shelter data pulled from Kent County's Homeless Management Information System (HMIS).
²Data 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 7/6/2021



¹All emergency shelter data pulled from Kent County's Homeless Management Information System (HMIS).
²Data 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

<i>Explore and address root causes of racial inequity in the homelessness response system</i>	
a. Outputs	
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. Indicators	
i.	Prioritize the mitigation of root causes of racial disparities into the upcoming strategic planning process
ii.	Test recommended strategies to decrease disparate outcomes
<i>Increase access to and supply of permanent housing</i>	
a. Outputs	
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. Indicators	
i.	Increase in the number of households accessing permanent housing
ii.	Decrease in the number of households experiencing homelessness
<i>Improve Coordinated Entry System</i>	
a. Outputs	
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. Indicators	
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.