



## STEERING COUNCIL MEETING MINUTES

July 16, 2021

8:30-10:30

|                    |  |                 |         |
|--------------------|--|-----------------|---------|
| Facilitator:       | Karen Tjapkes  |                 |         |
| Meeting Attendees: | <u>Steering members present:</u> Tom Cottrell, Erin Banchoff, Susan Cervantes, Elizabeth Stoddard, Adrienne Goodstal, Victoria Sluga, Karen Tjapkes, Dreyson Byker, Heather Bunting, Scott Orr, Susan Cervantes, Alonda Trammell, Pilar Meyer-Dunning, Cheryl Schuch, Amanda Tarantowski, Hattie Tinney<br><u>Steering members absent with notification:</u> Lauren VanKeulen, Casey Gordon, Rebecca Rynbrandt<br><u>Steering members absent without notification:</u> none<br><u>Community Members:</u> Erik Ryder (HOT), Wende Randall (ENTF), Paul Lobsiger (Hope Network)<br><u>Staff:</u> Courtney Myers-Keaton, Brianne Robach |                 |         |
| Time Convened:     | 8:34AM   | Time Adjourned: | 10:08AM |

|  |   |                      |                   |
|--|---|----------------------|-------------------|
| <b>Approval of Agenda</b>                |   |                      |                   |
| Motion by:                               | Cheryl Schuch   | Support from:        | Adrienne Goodstal |
| Discussion                               | Strategic planning topic will begin at 9:25. Items may be shuffled for timing.  |                      |                   |
| Amendments                               |   |                      |                   |
| Conclusion                               | All in favor, motion passes.  |                      |                   |
| <b>Approval of Minutes</b>               |   | <b>June 18, 2021</b> |                   |
| Motion by:                               | Cheryl Schuch   | Support from:        | Tom Cottrell      |
| Discussion                               | None  |                      |                   |
| Amendments                               |   |                      |                   |
| Conclusion                               | All in favor, motion passes.  |                      |                   |
| <b>Public Comment on Any Agenda Item</b> |   |                      |                   |
| Discussion                               | None  |                      |                   |
| <b>Approval of Consent Agenda</b>        |   |                      |                   |
| Motion by:                               | Dreyson Byker   | Support from:        | Tom Cottrell      |
| Discussion                               | none  |                      |                   |
| Amendments                               |   |                      |                   |
| Conclusion                               | All in favor, motion passes.  |                      |                   |
| <b>Petitions and Communications</b>      |   |                      |                   |
| Discussion                               | None  |                      |                   |
| <b>MSHDA ESG-CV</b>                      |   |                      |                   |
| Discussion                               | <p>The MSHDA ESG-CV funds are a portion of the COVID Relief funds allotted to MSHDA. The CoC originally allocated a percentage of these funds to Mel Trotter (MTM) for their Ionia location which provided additional shelter space to the community. There were specific line items in this allocation that now need to be reallocated. Based on recent conversations around family shelter, MTM offered to reallocate the remainder of the funds (\$75,604) to the community to address family shelter needs.</p> |                      |                   |



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Courtney noted that this reallocation would be in line with past ESG-CV priorities as funds were allocated for family shelter in the first CV funding round.

Cheryl provided an update on the status for family shelter. FEMA funds are not yet available to the County and Family Promise has extended their own funds to cover costs. The hotel has been at capacity for the past few weeks with very few openings. They anticipate returning to the model used prior to the pandemic with only 40 units available on October 1. Courtney noted that previous conversations around family shelter settled with the recognition that 80-90 units each night are needed to meet the true need. Conversations are underway to determine how to meet the need moving forward.

Extended eligibility with CERA funds will help fill the gap as those experiencing homelessness are now eligible to apply. MSHDA has indicated that there needs to be a clear process for distributing these funds. Our community will be starting with a small group of families to solidify the process and will be looking to bring MSHDA into the conversation for support. The families will be prioritized by Coordinated Entry (CE) and will be actively engaged in a housing search with the help of a case manager. The expectation is that they will not be staying in a hotel for more than 90 days. Courtney noted concerns with this 90-day timeline as all partners have indicated that they are struggling to find units. Cheryl thanked all partners for engaging in conversations to problem solve and collaboration to use resources strategically.  
(Hattie left the meeting)

Karen asked for a motion to approve this reallocation. **Adrienne provided a motion to approve reallocation of the remaining funds from Mel Trotter to support family shelter needs. Victoria second. In favor: 14 Abstentions: 1 (Cheryl Schuch due to conflict of interest.) Motion passes.**

| Action Items   | Person Responsible | Deadline |
|--|--------------------|----------|
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| <b>MSHDA ESG FY2021-2022</b>   |                    |          |
| Discussion   |                    |          |
| An RFQ was released for a portion of this funding allocation for Rapid Re-Housing and Emergency Shelter. Applications due next Friday (7/23) and Funding Review Committee (FRC) will review proposals on Wednesday, 7/28. Staff will need a quick turnaround vote from Steering to approve the FRC recommendations as the application needs to be submitted on 7/30. Courtney noted that this timeline is tight, but it was difficult to get the Steering approval to release the RFQ due to many folks being out of the office around July 4 <sup>th</sup> . Staff may request an extension for the submission to allow for time to gather MOU signatures as MSHDA has been open to small extensions in the past. |                    |          |
| Action Items   | Person Responsible | Deadline |
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| <b>Statement on Encampments</b>  |                    |          |
| Discussion   |                    |          |
| This statement has been in agenda packet for the past few months but had been tabled due to accommodate strategic planning conversations. The statement encompasses how CoC views  |                    |          |



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encampments, the understanding of why they arise, and how the CoC engages with local municipalities to address encampments. A small group developed the statement to ensure it represented that the CoC puts people first, but also partners with municipalities as appropriate.

In the winter when large encampments were developing, Courtney received media requests and could only speak to how partners engaged with encampments. The statement was developed so staff can take a position as well as address how the CoC and partners engaged with encampments. Victoria indicated that she is thankful to have a statement so all partners and staff working on the ground know where the CoC stands collectively.

**Tom provided a motion to adopt this statement as the CoC's position in regard to encampments.**

**Elizabeth second.** The statement will be posted on the CoC's website with policies and referenced by staff when questions arise. **All in favor, motion passes.** Thank you to the group who drafted this statement.

(Scott left the meeting)

| Action Items | Person Responsible | Deadline |
|--------------|--------------------|----------|
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### Public Announcements of CoC Initiatives

#### Discussion

Courtney shared that there has been conversation around all of the initiatives underway within the CoC over the past few months (strategic plan, Built for Zero, Family Functional Zero, YHDP submission). She thinks we are at a good point to host a community event around the different initiatives and how the CoC coordinates to collaboratively address homelessness in the community. Courtney has had a brief conversation with Chamber of Commerce who indicated that they would be willing support planning an event.

Members supported this type of event given the timing and great work this is occurring. This would also be a chance to share the process with community members and provide opportunities for them to connect with the work. Suggestion to use this opportunity to create buy-in from those who are in the position of providing affordable housing. Cheryl suggested that along with this event, Steering discuss investing in PR and marketing to develop and support messaging around the CoC as well as the current state of homelessness and the importance of community support. Staff will share updates over the past few months as they become available. They are excited to be at this point and hope that an event will propel the CoC's work.

(Pilar left the meeting)

| Action Items | Person Responsible | Deadline |
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### Strategic Planning: Scorecard and Vitals

#### Discussion

Joe and Shaun from Mission Matter are excited to be in attendance to review the work that has gone into strategic planning over the past 6 months. Today, Steering will be asked to affirm the results of the foundational identify work. Mission Matters and the planning committee are working to finalize



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the report with narrative explanation around the core elements. The final plan will be available early August. A lot of work has gone into building the plan, but now it will be important to maintain effort and focus on implementing the plan. We will begin shifting in the implementation phase by adopting tools and resources (compass, scorecard, meeting/planning rhythms, etc.) which will ensure alignment among leadership and stakeholders.

### Compass & Scorecard

The Compass is a 2-3 page strategic orientation tool that defines the CoC's identity (mission, beliefs, values, vitals, capabilities) and include objectives and key results for 2024. Each area has been through multiple rounds of feedback with many groups of stakeholders. The scorecard contains the CoC's 2024 objectives and key results (OKRs), the annual priorities that will help us make meaningful progress towards these OKRs, and vitals. Next steps include identifying leadership for each of the annual priorities.

Karen thanked Mission Matters for all their work in developing these tools based on feedback from the CoC and community. She asked Steering to affirm the work and the Compass and Scorecard as the CoC's strategic plan moving forward. **Cheryl offered a motion to affirm these documents as the Coalition's strategic plan. Tom second.** Tom noted that the vitals do not have a metric around equity and inclusion though equity has been a focus of conversation at the CoC for the past few years, he feels equity should be prominent in the vitals. Shaun noted that one OKR is defining an "equity index" measure and then committing to measuring this regularly. In addition, there is an equity lens beneath the scorecard measures. Cheryl and Alonda agreed with Tom. Cheryl indicated that equity should be spoken to throughout the work. Courtney noted that these are living documents, equity can be elevated so that it is immediately visible as a priority for anyone reading the documents. Equity will be included as a vital on the first page of the compass. Tom thanked the team for this consideration and noted that the compass an education and marketing tool as much as a guiding document.

Courtney indicated that these OKRs and goals will be replacing the strategic priorities and goals which served as the CoC's guide throughout the pandemic. Many of those elements have been incorporated into this plan, though some items were added, removed, or prioritized differently.

**All in favor, motion is approved**

### Implementation

The plan has been affirmed, but it is not final, instead it is alive. Mission Matters shared a few tools that will help support implementation of the plan:

- Meeting rhythm set to monitor, review, refine, and define annual goals and quarterly rocks. Will occur on an annual, quarterly, and bi-weekly basis
- Conceptual tools (frameworks, methodologies, etc.)
- Technological tools (to streamline process, create transparency, track data, etc.)

Quarterly rocks are the things that are most important to achieve each quarter to implement the strategic plan and achieve annual goals. Attendees reviewed the rocks for this quarter and considered how Steering and CoC members support or lead some of these areas as the CoC works to address and increase capacity.



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### Next Steps

- Register to attend the kickoff on 7/20 at 3:00 - [click here to register](#)
- Report with narrative around the plan will be shared early August
- Contact Joe or Shaun with any questions or concerns

Joe thanked everyone for all their time, hard work, and feedback throughout this process.

| Action Items | Person Responsible | Deadline |
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### Other Matters from Steering Council members

#### Discussion

Mel Trotter - Adrienne shared that until further notice, all ES units for women will be at Degage. MTM will be providing staff support as well. Programming will continue to be held at MTM during the day. If there are questions, connect with Adrienne. Cheryl thanked MTM for being strategic and collaborative with this new structure which will hopefully increase capacity for family shelter.

KCCA - Susan shared that with their HOME funds, they partnered with LINC UP and have 7 townhomes at 36<sup>th</sup> and Jefferson available for purchase for families. Families must be at or below 80% AMI and qualify for a mortgage, KCCA then subsidizes the mortgage (15 year, 0% interest). Homes will also be available in Cedar Springs area next month and more will be built next year. KCCA also received HOME funds from ARP. They will be addressing how to allocate this money in a forum, but do not have all the parameters yet, they do know that the focus is homelessness. In addition, they just provided ESG-CV funds to Family Promise to support family shelter.

Erin asked about EHV referrals. The Salvation Army staff are no longer on the call to speak to the MSHDA/Community Housing Advocates allocation. Courtney noted that there have been questions from the Grand Rapids Housing Commission around referrals for their allocation. These vouchers were prioritized for those who were experiencing chronic homelessness. Most of this list went to MSHDA allocation. There have been conversations around expanded prioritization for the next pull for the allocation, possibilities that were discussed include: recommendations for National Alliance to End Homelessness (NAEH) presentations, identifying those in RRH who would be better suited for PSH, and prioritizing families who have used RRH more than once for this resource. A threshold would need to be developed for the last option, but recidivism, length of time and number of times homeless would be key. Victoria attended recent NAEH webinars and finds it exciting and validating to hear that our community is mirroring dialogues at a national level. She also suggested considering housing stock when discussing prioritization. Staff will include recent NAEH resources in the newsletter. Courtney indicated that our community quickly finalized the MOU compared to other communities, but may have been more time to discuss the prioritization process.

Karen shared that the MI legislature recently passed substantial reforms that broadened expungement laws. Legal Aid is hiring an attorney to process expungements and have been focusing on outreach to community members. If agencies are working with folks who have barriers due to older convictions, please contact Legal Aid for support.

### Public Comment on Any Item



GRAND RAPIDS AREA  
COALITION TO END  
HOMELESSNESS

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|----------------|----------------|---------------|--------------|
| Discussion     |                |               |              |
| None           |                |               |              |
| <b>Adjourn</b> |                |               |              |
| Motion by:     | Victoria Sluga | Support from: | Tom Cottrell |