



— GRAND RAPIDS AREA —

COALITION TO END HOMELESSNESS



Strategic Plan

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Executive Summary

On behalf of the Grand Rapids Area Coalition to End Homelessness (The Coalition), We are pleased to share our plan to address homelessness in Kent County. This plan was created out of a need to both create a collective vision and plan for addressing homelessness and to adopt an operating system that would equip us to achieve our vision. We are hopeful this effort will provide a shared vision that gets every stakeholder rowing in the same direction that results in meaningful progress towards ending homelessness in Kent County.

The plan is organized into five major sections. The first section, the Compass, was designed to drive clarity of identity and purpose of The Coalition. Throughout the hundreds of hours that were put into this process, many community stakeholders shared they were unclear about the core work and purpose of the Coalition.

The Coalition Compass was created to bring clarity to that confusion and to do it in a format that can be easily referenced, updated and communicated. The HMIS and PIT data section, provides an overview of the significant data findings that informed the 2024 objectives.

The remainder of the plan is made up of objectives to be completed by the end of 2024, the operating system the Coalition will use to make progress quarter over quarter and the priorities that we will focus on in the remainder of 2021 and 2022. The 2024 objectives are focused on strengthening the ability of the Coalition to accomplish its mission and theory of impact.

To make homelessness rare, brief, and non-recurring throughout Kent County by providing community leadership and building capacity through cross-sector systems engagement, collaborative planning, and equity-focused solutions.

We recognize the Coalition isn't the only convener working to address homelessness, and therefore we focused this plan on how we can uniquely leverage our identity and purpose to have the most significant impact on people experiencing homelessness in Kent County.

This plan intentionally prioritizes creating clarity of direction and success criteria that will drive us to reach our desired state. We live in an ever-changing dynamic world and recognize we need a plan that allows us to be adaptive to those changes, while still connecting to a common vision and purpose.

While the way we arrive at our long-term vision may change, the vision itself will remain the same. With this clarity of direction and criteria of success, we can create annual goals and quarterly priorities that allow us to move closer and closer to the vision, while being able to continuously learn and grow. We are thrilled to share this common vision, but we are just as excited to get to work on it. In order to accomplish the vision in this plan we are going to need to leverage the diverse strengths of our community. We invite you to join our efforts in making homelessness rare, brief, and non-recurring in Kent County.

**Karen Tjapkes, Board Chair of the Coalition and
Courtney Myers-Keaton, Director of the Coalition**



Engagement Process



The strategic planning efforts began in November of 2020 when a strategic planning committee was formed and the consulting group, Mission Matters Group (MMG), was selected to help guide the committee through the process. The process kicked off in January, 2021 with MMG reviewing previous plans and reports, HMIS and PIT data. Discovery interviews and surveys began in February and continued through the end of May. Over 50 stakeholders were interviewed and/or surveyed during the process which (rather than and) consisted of individuals from the following groups:

- Social Service Providers
- Local Government Staff
- People with Lived Experience
- Local Foundations
- Business Community
- Community Leaders
- Faith-based Community

The full list of participants that were either interviewed or surveyed are included in the Appendix at the end of the report.

The discovery interviews and surveys sought to understand the perceived role of the Coalition, existing strengths of the Coalition and in the greater community, existing issues and constraints facing the Coalition, and 3-5 year vision and short-term priorities. While there were other topics that made up each discussion, these topics were the areas of focus with each stakeholder. Once the discovery interviews

and surveys were complete, MMG provided a synthesis of the findings with the planning committee and the Coalition general membership. This concluded the discovery phase and shifted the planning committee's focus to developing the strategic plan.

The plan was developed by meeting weekly with the planning committee and collaboratively developing each section. Once significant progress was made, the steering committee and general membership were given opportunities to provide input. That input was worked into the plan as it continued to be developed in an iterative format. The Coalition Compass, 2024 Objectives, and 2022 Goals were the result of that collaborative development process.



The Coalition Compass

Through the discovery interviews, community meetings, and survey analysis, one priority became critically important; In order to achieve the mission and vision of the Coalition, every stakeholder must understand the core identity and purpose of the Coalition to End Homelessness. The Coalition Compass is the result of input from dozens of stakeholders, several meetings with the Steering Council, and two full membership meetings with the entire Coalition.

The Coalition Compass is meant to serve as True North for the Coalition. The aim of the Compass is to be able to quickly align stakeholders and resources around a common direction and vision. It's also intended to drive clarity into the unique identity and purpose of the Coalition. COVID 19 showed every community across the country that the best laid plans must be adaptive and agile. In response to that reality, the Compass establishes identity and direction with the intent of allowing the detailed plans to come together annually and quarterly in a responsive, collaborative, and agile method.

Mission

To make homelessness rare, brief, and non-recurring throughout Kent County.

We provide community leadership and build capacity in our homeless response and prevention systems through cross sector engagement, collaborative planning, education and equity focussed solutions.

Vitals

- Average length of time homeless
- # of people prevented from becoming homeless
- # of individuals and families securing permanent housing
- # of individuals and families returning to homelessness
- # households experiencing homelessness
- Overall equity in each of the above Vitals



Coalition
Compass

Beliefs

- Housing is a fundamental human right.
- The ongoing engagement of and relationship with individuals with lived experience is paramount to lasting change.
- The disproportionality in homelessness is a by-product of systemic inequity: racism continues to perpetuate disparities in critical areas that impact rates of homelessness.
- We must work intentionally against the inequity, bias, and discrimination within the system to create equitable outcomes for people of color.
- All people can be successful in housing, no matter their history with housing or life factors.
- There are no pre-conditions to becoming housed - no classes, treatments, or time requirements are necessary to become "ready" for housing.
- In order to have a greater collective impact on homelessness in Kent County, a thriving central organizing and convening coalition entity is needed.
- While we recognize that affordable permanent housing is essential to addressing homelessness, we must work to continuously build capacity in the entire homeless response system.
- With data, truth is in the eye of the beholder. We understand (rather than accept) data to be imperfect and yet essential to progress.
- We embrace a "both/and" mindset - and believe a collective approach can be greater than the sum of its parts.

Values

Empowering Empathy. We recognize the inherent dignity of all people and believe the first-hand experience of those we serve is essential to our mission.

Inclusive. We are intentional about making our spaces safe and accessible for all people. We seek first to understand, embrace our blindspots, and leverage our differences as fuel for systems-level change.

Dynamic Learners. We are open to new ideas, honor data as fuel for learning, and actively seek to understand the insights of others. We embrace imperfect information and strive to convert insight into action.

Transparent. We are open and honest. We believe transparency accelerates progress, enables authentic relationships, and makes a culture of trust possible.

Intentional Collaborators. We recognize the complexity of our mission and believe our collective impact can be greater than the sum of our individual efforts when we are intentional in how we work together.

Core Capabilities

**Coalition
Health**

**HUD
Optimization**

**Learning
and Action**

**Data
Leadership**

Equity Lens

**Facilitation
and
Engagement**

**Communication
and PR**

**Education
and Resource
HUB**

**Advocacy
and Policy**



The Compass Unpacked

Mission Statement

To make homelessness rare, brief, and non-recurring throughout Kent County.

We do this by providing community leadership and building capacity in our homeless response and prevention systems through cross sector engagement, collaborative planning, education, and equity focussed solutions. As the members of the Coalition created this mission statement the goal was to answer two questions; 1. What is our purpose? 2. How do we uniquely accomplish our purpose? The answer to the first question is to make homelessness rare, brief, and non-recurring. The answer to the second question rose to importance through the discovery process as it became clear that there was a lack of common understanding of the role of the Coalition as a central organizer and convener. In order to drive clarity, the goal was to do more than just align around the “why,” but also the how. While the shorter version of the mission statement may be the part that becomes the most widely known and recognized, it’s essential that the Coalition is able to align around a clear definition of how it ultimately impacts its purpose.

Through the interviews, survey responses, and Coalition membership meetings, respondents shared the following characteristics when asked what it would look like to accomplish the mission statement:

- There is capacity for anyone who is unsheltered to access emergency shelter
- No family ever has to stay in an emergency shelter for more than 14 days.
- The affordable housing stock is able to meet the needs of our community
- Carrying an equity lens across the entire Coalition
- Chronic homelessness is eradicated
- Investing more to prevent people from becoming homeless than we are to rescue them from it
- Formalized collaboration between community leaders that is evidenced by a shared vision and measurement system
- More than just a HUD program - Our Coalition is seen as a high performing community to HUD and also known locally for the strength of our coordination and collaboration.





Beliefs

The beliefs section of the Compass is intended to help all stakeholders understand the most important convictions of the coalition. When these beliefs are plainly known to everyone they will strengthen the common bonds that drive the work of the Coalition. They will also help stakeholders to understand the most important underlying beliefs that inform the vision of the coalition. Lastly, these common beliefs are part of the criteria that should be used when making big strategic decisions. The themes that emerged during the discovery process included:

- The importance of affordable housing as a tool in addressing homelessness.
- The desire for the system of care to be equitable throughout.
- A shared passion to make the system of care equitable for all and to continuously identify inequities and work to dissolve them.
- The conviction that there needs to be a central organizing entity, or small group of central organizers that are helping each individual stakeholder to row in the same direction towards a shared vision.
- The importance of not limiting the work to just permanent housing, but driving learning and improvement throughout the Coalition, including, outreach, emergency shelter, rapid re-housing, prevention, transitional housing and more.
- Data doesn't have to be perfect to be leveraged. It's understood that while there are data quality issues that exist in the HMIS, there is also good Coalition wide data that can be leveraged to drive learning and improvement.

Core Values

Another essential piece of defining the core identity of the Coalition was to establish shared core values among the members. The need to define core values is important for any organization, but even more necessary in coalitions. Since each participant is stepping into a relational dynamic that is different from the organization they primarily work for, they must understand the unique culture and expected behaviors when they enter into that space. Without shared core values at the coalition level, they run the risk of having a few key leaders' organizational values dominate the unofficial culture for the coalition. To define the core values for the Coalition, there was an open session for anyone to participate as well as multiple rounds of feedback that followed. Over 30 different people contributed towards the resulting values. From the onset, there was a high level of alignment in landing the values seen in the Compass.

Coalition Vitals

To gain alignment as well as shape the long-term objectives and annual priorities, the Coalition defined a set of essential metrics as key indicators of success and sustainability. Measured annually in perpetuity the Vitals serve as the foundation to defining success year over year. To create even more focus, the Coalition has prioritized five key outcomes it will work to positively impact, which it will refer to as the "Top Vitals". These Top Vitals define the most important outcomes the Coalition will always be working to positively impact. The Top Vitals provide a lens through which leaders can make strategic decisions. With each new opportunity Coalition leadership should ask, "Will it make a positive impact on our Top Vitals?"

Top Vitals

Number of Households experiencing homelessness:

When reviewing the past 5 years of data, the overall number of people experiencing homelessness has been fairly steady between 8,500-9,000 per year. The number of people becoming homeless for the first time, however, has increased steadily each year.

Average length of time homeless:

Most people experiencing homelessness have experienced severe trauma prior to becoming homeless. Additionally, the experience of being homeless in itself can be traumatizing. Once individuals and families become homeless the goal is to help them effectively transition to a positive permanent destination as quickly as possible. When reviewing the data, the number of people that are homeless for over a year has been increasing steadily for the last 5 years.

Number of people prevented from becoming homeless:

The best way to avoid the trauma of becoming homeless is to prioritize funding to keep people in stable housing. It's also the most efficient from a resource allocation perspective. In reviewing the data, it was found that there was equitable housing outcomes by race, and yet the number of Black individuals that enter the homeless service system each year are 4-5 times over-represented year over year. Targeting prevention funds could offer a significant tool to slow that trend.

Number of Individuals and Families securing permanent housing:

The most significant outcome the Coalition is working to positively impact is helping individuals and families to secure permanent housing. HUD and other funding sources have prioritized this outcome as the most important one to achieve. Additionally there is plenty of evidence that with (rather than from) a stable place of permanent housing, people can more effectively address substance use, mental health, securing employment and more.

Number of Individuals and Families returning to homelessness:

Helping people experiencing homelessness to secure permanent housing is not where the work ends for the Coalition. In addition to offering rent and utility assistance through prevention efforts, the Coalition should monitor this metric in order to target support and aid in a way that works to help keep people from returning to homelessness.

Equity in each of the Top Vitals:

The coalition is committed to tracking and working to ensure racial equity in each of the five vitals above.

Unlike the 2024 Objectives, which are time-bound, the Coalition is always pursuing improved performance against its Vitals. Each year, the Coalition will set an annual target for each of the Vitals. In addition, as part of the strategic planning process and vision for 2024, the Coalition has set a 2024 target for each vital. Along with the Strategic Objectives and Key Results, these targets help to shape the Vision of the Coalition for the next three and a half years.

Scorecard

The Coalition's Top Vitals exist in coordination with a complimentary and more comprehensive set of vital metrics that further define success for the Coalition. The organization of this set of metrics is referred to as the Coalition's Scorecard and will provide the Coalition with a broader view of its aspirations and results. The Scorecard should be reviewed quarterly and annually to ensure a shared understanding of performance across the Coalition and enable 'vital-informed' learning and improvement. As of the date of the release of this plan, a scorecard has been developed and adopted.

Core Capabilities

In each discovery interview, respondents were asked to describe what capabilities a thriving Coalition would need. This question arose out of the lack of clarity of the role of the Coalition. While many respondents generally understood the role of the Coalition, they didn't understand what its boundaries were. The core capabilities arose from an understanding of both the current and desired areas of leadership stakeholders would like the Coalition to fulfill. Many of the key results in the OKRs are focussed on strengthening each of these core capabilities. The capabilities listed in the Compass can be organized into the following groupings:

- HUD Optimization: All agreed that maximizing HUD CoC Program funds is essential for Kent County.
- Continuous Learning through data analysis and review: The Coalition has quite a bit of data in the HMIS, but the trends and performance of the Coalition isn't that well known. While there are some healthy rhythms that exist, offering more regular and transparent sharing of data in HMIS will strengthen the position of the Coalition as a central convener.
- Convening and Facilitation: Bringing the existing stakeholders together and adding new ones into the Coalition through engaging meetings, reviewing rhythms, and planning sessions. Being a resource hub that is seen as THE one-stop for best practices and emerging models that are positively impacting people experiencing homelessness.
- Advocacy and Equity: There was a strong desire to strengthen the ability to advocate on behalf of people experiencing homelessness and in particular for people of color facing inequities in the system of care.

HMIS and PIT Data Review

In order to develop the Vision and Strategic Objectives for 2024, MMG engaged in a review of PIT and HMIS data to establish and understand the overall number and complexity of people experiencing homelessness in Kent County. In order to set realistic scorecard metrics and targets, it's important the Coalition understand the key data trends of the last 5 years. The following section outlines the findings from the data review.

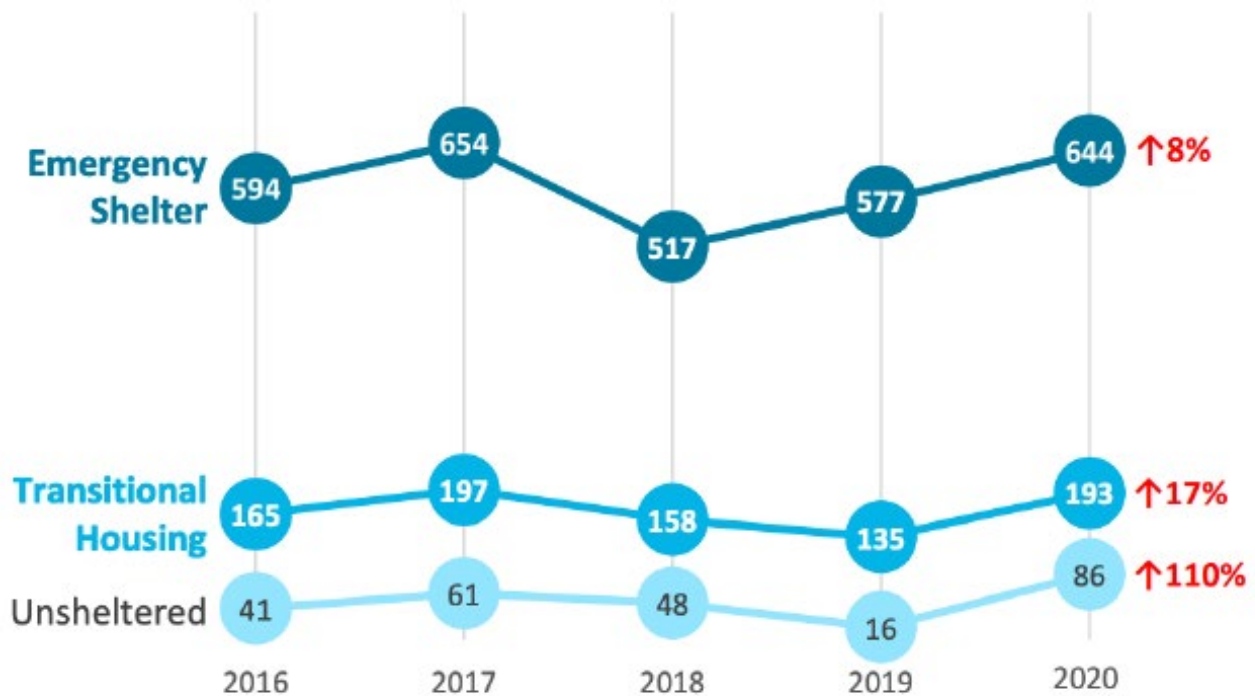
How many people are experiencing homelessness in Kent County?

The point in time (PIT) count has grown from 800 to 923 over the last five years. While the PIT count is a useful metric to help understand the number of people experiencing homelessness on any given night, it's more important to understand the number of people that experience homelessness over the course of an entire year. Over the last five years, the number of people experiencing homelessness has averaged 8,681 annually. Below are trends of both the PIT counts and the number of people experiencing homelessness over the course of a year, as indicated by data pulled from the Homeless Management Information System (HMIS)

Point in Time Counts (2016-2020)



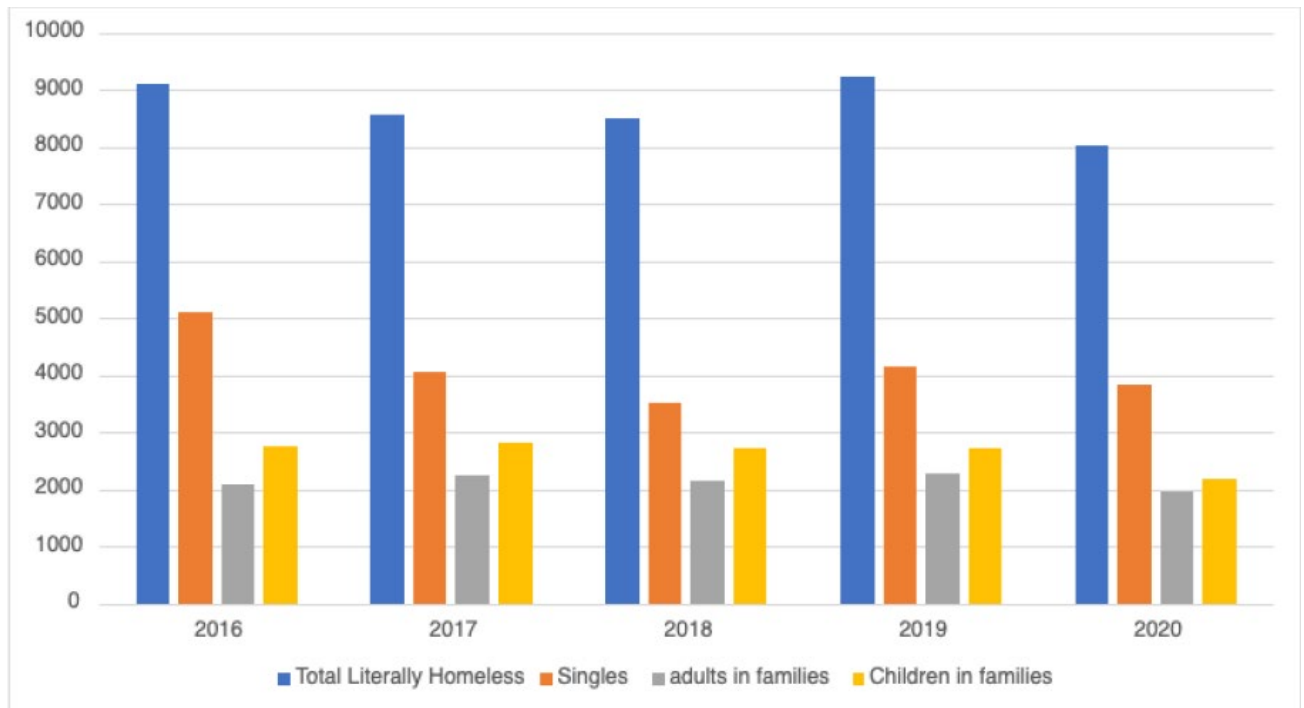
PIT counts by emergency shelter, transitional housing and unsheltered (2016–2020)



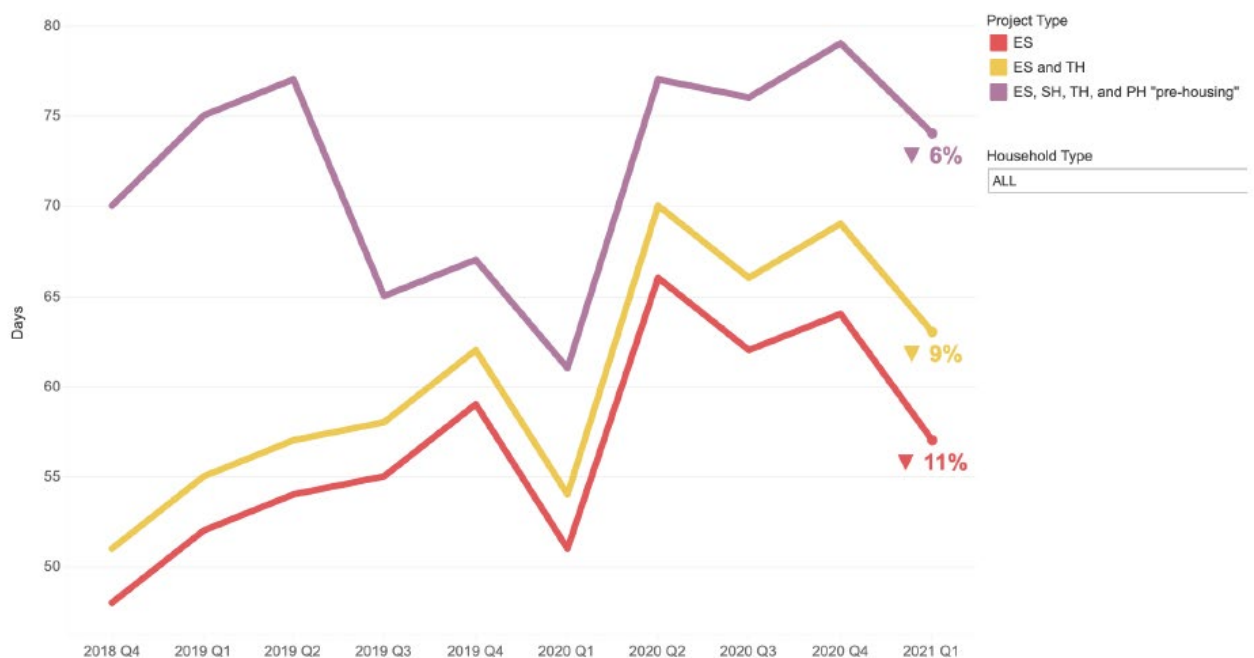
Key PIT Takeaways:

- The number of people who meet the definition of chronically homeless, meaning they have experienced homelessness for at least one year – or repeatedly – while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability, has tripled in the last 5 years
- The number of people who are unsheltered has doubled in the last five years
- Although not shown in the charts above, the data review revealed that Black individuals and families are significantly overrepresented. While they make up about 10% of the population in Kent County, they consisted of 36% of the homeless population in the 2020 PIT.
- 2020 PIT revealed an all-time high of 923 homeless persons

Total people experiencing homelessness annually in HMIS: The following graph shows the total number of people experiencing homelessness each year. These numbers represent unduplicated counts.

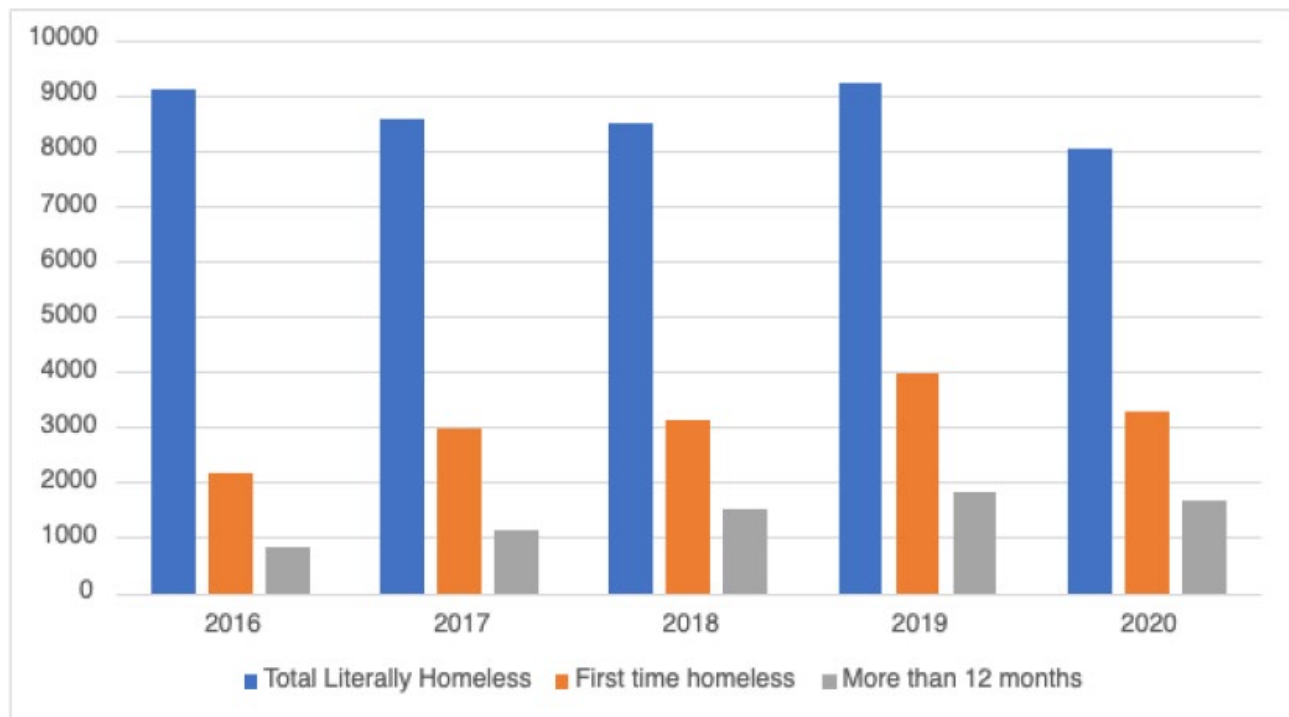


Average length of time homeless: While there have been shifts from quarter to quarter, the average length of time homeless has increased in all program types over the last two years. Program types shown here are Emergency Shelter (ES), Transitional Housing (TH), Supportive Housing and Permanent Housing (PH). Note that the down arrow only represents the trend from the last two quarters, not the overall trend from the last 8 quarters.



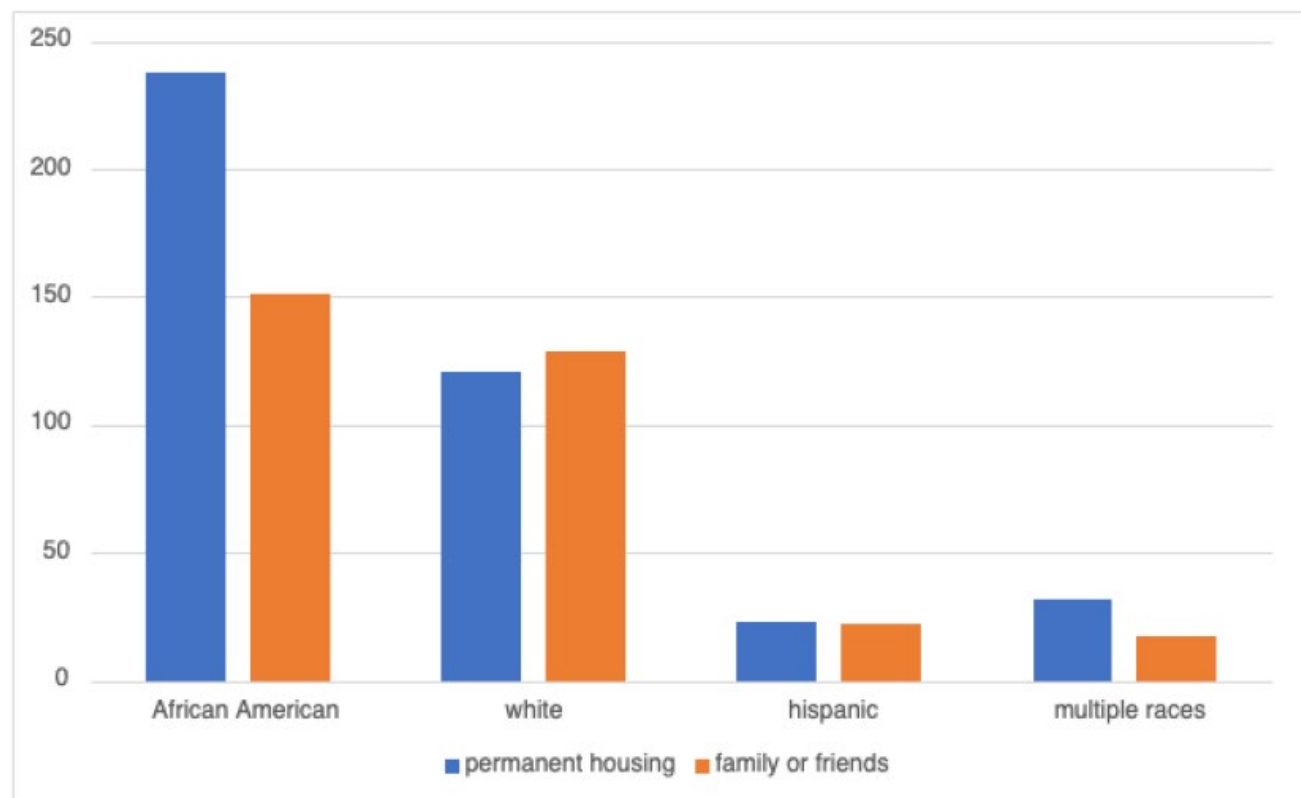
First Time Homeless and People Experiencing Homelessness for more than 12 months:

While the overall number of people experiencing homelessness has been relatively steady, the number of people experiencing it for the first time as well as those experiencing it for 12 months or longer has been increasing year over year.



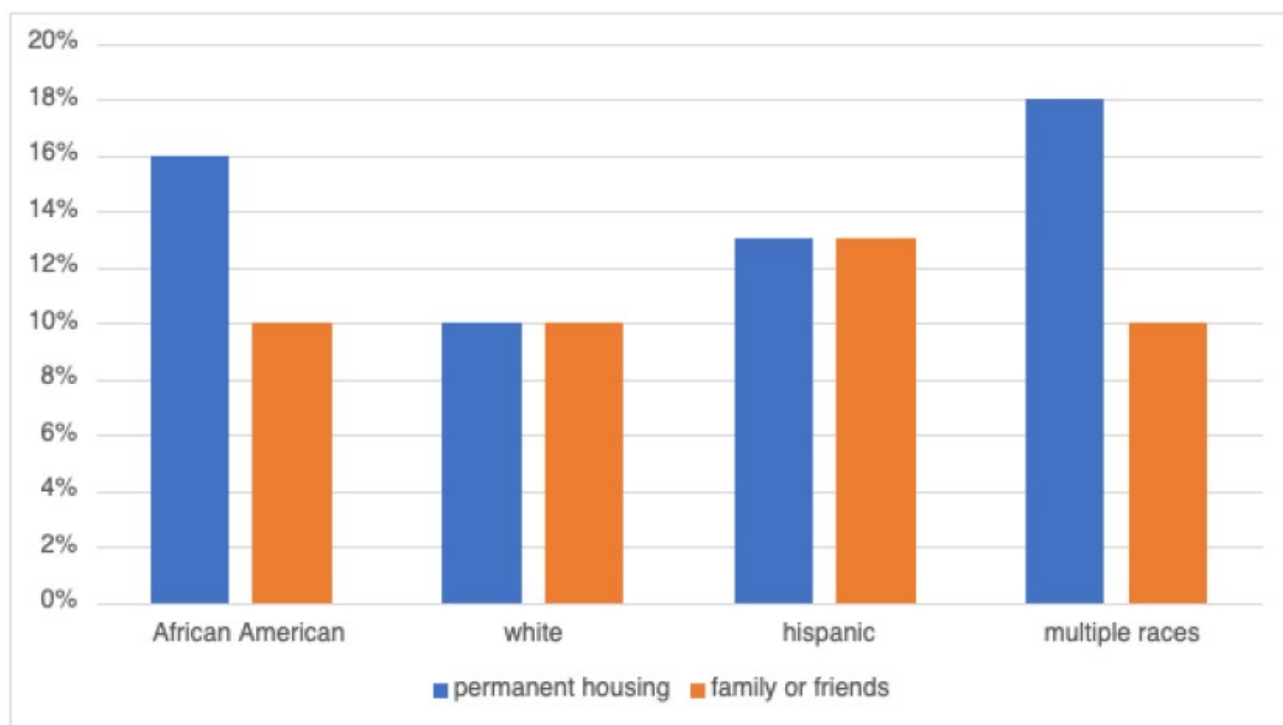
Number of Permanent Destinations by Race- October, 2019 - September 2020:

The graph below shows the number of households, by race, that transitioned to either permanent housing or to family and friends. Both are considered as permanent destinations upon exiting from their HMIS program enrollment.

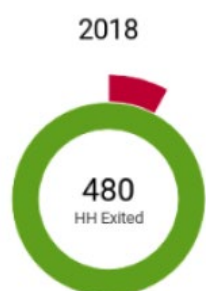


Permanent Housing Destination as a % of total exits by race/ethnicity (households)

October, 2019 – September 2020: When considering positive exits as a percentage of total exits, 26% of exits for Black households were to permanent destinations compared to 20% for white households. Additionally, 7.9% of all Black households exited to permanent destinations compared to 8.6% for white individuals.



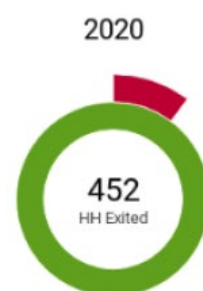
Returns to Homelessness– 2018–2020: The top graphics below show the overall number of people returning to homelessness over the last three years. The figures below consider people that have exited to permanent housing or to friends and family and then returned to homelessness.



8%
Returned after Exits to
Permanent Destinations
38 of 480 HH



11%
Returned after Exits to
Permanent Destinations
74 of 646 HH



10%
Returned after Exits to
Permanent Destinations
46 of 452 HH

Key Findings from HMIS Data Review :

- While the average length of time homeless saw some positive trends in the fourth quarter of 2020, and first quarter of 2021, the average length of time is still 20% higher than it was 2 years ago. When talking to service providers the feedback was that during the first half of 2020, clients remained in emergency shelter and transitional programs longer than normal due to the impacts of COVID
- The total number of people experiencing homelessness over the course of a year has been relatively stable, but the number of people experiencing it for the first time and also remaining homeless for longer than 12 months rose for four years straight before 2020.
- The impact of COVID on 2020 data must be considered. The overall number of people experiencing homelessness as well as sub-populations were down in HMIS, but that is likely to be more a symptom of organizations having less capacity than there being an actual decrease in people experiencing homelessness.
- When reviewing returns to homelessness by household type, families (adults with children) were far less likely to return to homelessness than adults only or unaccompanied children
- When looking at permanent housing destinations defined as permanent housing or friends and family, results were consistent by race and ethnicity. The percentages of people that transitioned to permanent housing were very similar across each racial and ethnic group.

A Note about Access to Data:

Currently the Coalition doesn't have access to raw HMIS data. As a result, it is limited to analyzing the results of existing HUD reports and HMIS dashboards. This creates limitations in the type of data queries that can be pulled locally. For example, although the number of transitions to permanent housing can be seen, it is difficult to obtain historical data broken down by key demographics such as race. In order to access this information, an inquiry to the Michigan Coalition Against Homelessness (MCAH) was sent. They are working to create a data warehouse that will be available sometime between Q3 and Q4 in 2021. One of the goals of the data warehouse is to allow local Coalitions to analyze performance outcomes by key demographics, such as race and ethnicity. It should be noted that while the structure of a state-wide HMIS offers some advantages in its ability to report on data throughout the state and reduce overhead expenses, it creates limitations by restricting autonomy and access to data at each individual Coalition.

Data review of Race and Ethnicity:

It's been widely known that Black individuals and families are overrepresented among people experiencing homelessness when compared to the overall population in Kent County. In PIT counts they are overrepresented by 3-4x and in the HMIS by 4-5x, depending on the year. A 2020 report by The Housing Stability Alliance made this issue clear if it wasn't already. While it's known that inequity in broader social systems clearly exist and are causing the overrepresentation, how Black individuals and families fare within the homeless service system is less clear. In order to apply the appropriate solutions, The Coalition must clearly distinguish between the causes that are leading to the over-representation and how likely they are to attain positive outcomes based on race. The housing outcomes data provided earlier in this section offers a snapshot of what that analysis should look like. In addition to reviewing performance data by race and ethnicity, there should also be regular analysis of equity of access to programs, services, and financial resources. That analysis should include coordinated entry, case management support, access to benefits, and success by program type and more. To increase program efficacy, it is recommended that people of color and people with lived experience serve in decision making and leadership roles and in each program type. Cultural competence will be critical to the recovery and prevention process.

Structure of the Coalition

During the discovery process, it became clear that many stakeholders were unclear about the role and overarching purpose of the Grand Rapids Area Coalition to End Homelessness (Coalition). This is due in part to the complexity of the organizational system in which the Coalition finds itself. Made up of over 40 member agencies and led by a Steering Council of 21 volunteer-based leaders, the Coalition functions much differently than your average organization. Leaders have done an excellent job defining the current state of governance using the Coalition's Governance Charter. Unfortunately, even the most effective seasons of implementation of the Governance Charter have proven to fall short.

Coalition members including those in leadership roles on various committees consistently cite issues with the complexity of the charter, the pace of decision making, the frequency of role transitions, and the lack of capacity to take action and make meaningful progress against priorities. Externally, stakeholders regularly expressed a lack of clarity about who leads the Coalition, what they should expect from Coalition 'leadership', and how decisions are made within the Coalition. Shared amongst both members and external partners was a lack of clarity around the Coalition's core capabilities, a lack of confidence in the Coalition's ability to steer collective efforts within the current governance structure, and the speed and efficacy in which the Coalition is able to make progress through collaborative process and consensus.

Historically, the Coalition has been structured as a subcommittee of the Essential Needs Task Force (ENTF). The Heart of West Michigan United Way is the current fiduciary agent. However, recently there has been conversations within the Coalition about the nature of the formerly established partnership with ENTf. Between the perceived relationship of it nesting underneath ENTf and the commingled budgets, it has been difficult at times for the CoC to be seen and treated as a lead convener in the homeless response and prevention system. This partnership should be clearly defined and the governance documents of the CoC should be adjusted so that the CoC is empowered and is consistently seen as a lead convener.



Additionally, when compared to other Coalitions of similar size, the Coalition is understaffed. When using the metrics of HUD funding, size of the metro area, and number of people experiencing homelessness, the size of the dedicated staff is significantly less. Considering the size of Kent County, the Coalition has done well in securing over \$7 million funds annually from HUD. Due to the administration and reporting requirements that come with being good stewards of annual funding of this size, it has created an environment where HUD's priorities become the primary focus. In order to expand beyond the vision of HUD and fulfill the objectives created in this plan, the Coalition will need to increase the size of its staff. More details on this will be forthcoming in the Annual plan portion of the plan.

The table below compares different Coalitions across the United States. One thing that stands out is that Kent County has the 2nd lowest dedicated staffing ratio, when considering the number of staff by PIT Count. Only Ft. Worth had a lower ratio. Additionally, the Coalition has done a good job leveraging HUD funds. Considering the size of the metro area and number of people experiencing homelessness, Grand Rapids is receiving an above average allocation of HUD funds. Again, the issue here is that administering the annual application and compliance process that comes with the more than \$7 million in funding is a significant administrative load. The comparison to other Coalition's tells a story that if Kent County is to achieve the vision in this plan, it will need to add dedicated Coalition staff. Ideally, it would do that through a new funding source, and not go even deeper into one funding stream.

	Population Size	PIT Count	Total CoC HUD Funding	HUD Planning Grant	Staff Size	Staff to PIT ratio	Funding per FTE
El Paso CoC	951,000	1339	\$3,104,413	\$171,710	4	335	775,853
Ft. Worth CoC	1,987,789	2028	\$15,424,000	\$397,819	5	406	3,084,800
Jacksonville, FL CoC	1,504,980	1452	\$5,789,520	\$171,461	7	207	827,074
San Antonio, CoC	2,550,960	2932	\$10,330,000	\$370,878	15	195	688,667
Austin CoC	2,227,083	2506	\$11,012,000	\$303,244	14	179	786,571
Asheville-Buncombe, NC	460,000	547	\$1,817,250	\$65,121	2	274	908,625
Suburban Cook County	5,150,233	1000	\$13,923,633	\$413,954	12	83	1,160,303
Miami-Dade	2,717,000	3560	\$35,333,463	\$1,123,780	19	187	1,859,656
Dallas CoC	5,200,345	3722	\$18,595,000	\$593,436	18	207	1,033,056
Washtenaw County	363,837	274	\$6,606,529	\$83,213	5	55	1,321,306
Grand Rapids CoC	1,077,370	923	\$7,452,219	\$206,850	2.5	369	2,980,888
Averages					9.5	227	1,402,436

Coalition Vision: 2024 Strategic Objectives

The 2024 strategic objectives define the vision for the Coalition. These four objectives were the most important areas of focus throughout the discovery and iterative development process. Using the Objective and Key Result format, the intent is to balance the big, inspirational goals (objectives) with the clear measurable results that define success for each objective (key results). Each of these four objectives and key results were carefully selected to drive clarity on where the Coalition is headed over the next 3+ years, while still offering flexibility to define the details annually and prioritize key results to focus on each quarter.

Objectives

- **Objective 1:** Be a Thriving Coalition.
- **Objective 2:** Use Data to Drive Continuous Improvement and Systems Learning.
- **Objective 3:** Strengthen the Effectiveness of our Services and Programs
- **Objective 4:** Become the Destination (Education/Resources) and Vehicle for Change (Advocacy).



Objective 1: Be a Thriving Coalition

- Increase the size of the staff to be at least equal to Coalitions with similar PIT counts, metro population and HUD funding amounts.
- Increase racial diversity in the Executive Committee and Steering Council to be representative of the people being served.
- Thriving partnership with Kent County, the cities of Grand Rapids and Wyoming, United Way, ENTFF and the HSA as evidenced by regular meetings and open communication.
- Establish a Coalition Advisory Council that is representative of the population served.
- Elevate the role of individuals with lived experience throughout the Coalition as evidenced by committee involvement and decision making input
- Adopt and begin regular reviews of a Coalition Scorecard
- Using the Compass and OKRs as a reference point, set measurable, shared Quarterly and Annual goals
- Maximize HUD Continuum of Care program funds as evidenced by year over year improved annual application scores and increased funding

While none of the objectives are more important than the others, the need to bring clarity to the role of the Coalition and to build capacity in its ability to have a greater impact was raised by nearly every stakeholder. Therefore, this objective is listed as the first one to help demonstrate the importance of building capacity and overall health in the Coalition if it is to achieve the rest of the objectives. It should be noted that the Coalition has already taken an important step in creating clarity in its role in developing the Compass. While it's just the beginning of the process, the entire membership of the Coalition came together to define these core identity elements through the process of developing this strategic plan. This newly adopted shared identity will provide a strong foundation to build upon.

One key result that should be prioritized is increasing the capacity of the Coalition staff. The staff size of 2.5 people has made it difficult for them to focus on more than administering HUD funds. Based on an analysis of other Coalition's, the staff should grow by 2-3 people over the next 12 months. The new staff should have specialized focus in data leadership, project management, and advocacy.

Another key area of focus in becoming a thriving coalition will be to more intentionally incorporate the voices of people with lived experience into each key decision making and planning group. Establishing an advisory council that also has representation at the Steering Council will ensure that the perspective of people with lived experience is incorporated at regular decision making and planning rhythms. Given that Black households make up close to half the amount of people experiencing homelessness, they should be represented proportionally. While leaders have done an excellent job defining the current state of governance using the Coalition's Governance Charter, modifications are recommended to further clarify and improve coalition operations.

Achieving this objective along with each of the subsequent OKRs outlined in this plan will require tremendous discipline and a systematic approach to execution. In the midst of a fast-paced, ever-changing work environment, coalition health will hinder and plans will fail without an intentional approach to execution - one that works against the more traditional and bureaucratic method of operating. While the Coalition's Governance Charter defines a fairly comprehensive set of norms, expectations, and structures on which the Coalition runs, complexity surrounding the collaborative, interdependent nature of the work of the Coalition must be addressed. This will be achieved by working to simplify, clarify, and continuously improve the Coalition's Governance Charter and overall operating system. This will involve a redesign to a handful of the current structures guiding how the Coalition works, including a refined set of operating rhythms to ensure the Coalition routinely monitors and responds to what it learns about performance and the changing environment.

While this plan will be a key resource, providing direction for stakeholders to align around, the Coalition should recognize that there are other lead conveners and organizing entities who are focusing on positively impacting homelessness in Kent County. In order to increase the effectiveness of available resources and ensure efficiency of efforts, the lead conveners should commit to meeting regularly. Those groups could include but not be limited to the Coalition, Kent County, the Cities of Grand Rapids and Wyoming, the Heart of West Michigan United Way and The Housing Stability Alliance.

Lastly, in order to achieve the goals in this plan, the Coalition must implement an operating system that allows the set annual goals and quarterly priorities. Additionally, the Coalition should set up core weekly and bi-weekly rhythms to work through key issues that arise, monitor progress towards quarterly priorities and review key data. Adopting these core rhythms and tools will make all the difference in the ability of the Coalition to successfully achieve the key results for each objective. More details about the operating system and implementation plan are explained towards the end of this report.

The culture of the Coalition should develop into one that can't imagine making key decisions without including the people with lived experience.

Objective 2: Use data to drive continuous improvement and systems learning.

- Execute Annual Data Review, Analysis, and Retrospective rhythm 3/3 years with Steering Council
- Execute Quarterly Data Review, Analysis, and Retrospective rhythm each quarter for 3/3 years with the Steering Council.
- Review HMIS data quality elements that influence the annual HUD Coalition application and proactively alert program funding recipients to needed data quality improvements
- Hire full-time Data Analyst by Jan. 2022
- Gain direct access to HMIS data warehouse by Dec. 2021
- Implement and report on equity index by programs quarterly beginning June 2023.
- Publish annual CQI (continuous quality improvement) artifact (3/3) highlighting the action taken and resources acquired as a result of the Coalition's data analysis and continuous improvement rhythms.
- Initiate and sustain bi-annual (5/5) data sharing across major social service systems including HMIS, criminal justice systems, hospital systems, education, and child welfare systems by end of 2022.

To drive continuous learning, the Coalition needs to build capacity in its ability to review and analyze community level data. The two most significant barriers that have kept the Coalition from proactive regular data analysis and review are lack of staff and lack of access. The Coalition has a part-time contracted resource to help administer HMIS. This staff support has been helpful in submitting key HUD reports and overall administration, but if the Coalition is to strengthen its data leadership capability it will need to add at least one full-time person. A full-time staff position would be able to not only increase the resources available to improve data quality for HUD reports, but also in helping the Coalition to gain insights into their own scorecard trends. Additionally, the Coalition needs to gain access from the Michigan Coalition Against Homelessness to its data through a data warehouse so they have autonomy to develop custom reports and queries.

With more resources and direct access the next step will be to implement regular data review and sharing rhythms. In addition to monitoring the data elements and outcomes that have been prioritized by HUD, the Coalition should focus on monitoring the metrics it has prioritized in the scorecard as well as progress towards the key results identified in this plan. It will be critical to be able to regularly review progress towards targets and measurable goals at least quarterly. One area of focus should be helping to educate the Coalition Membership on each of the scorecard metrics. In several discovery interviews it became clear that there wasn't a common understanding of the number of people that experience homelessness over the course of the year. There should be a handful of metrics that everyone knows and trusts. Regular review of a scorecard and trends will go a long way in building trust in the data and shared understanding in the breadth and scale of each metric.

Another area of focus should be on creating the reports needed to regularly access this information. Once those reports have been developed, the Coalition can then move to regular reviews of prioritized scorecard targets. While developing these reports may seem like a simple step, it should be noted that due to the complexity of one state-wide HMIS system, creating these reports and gaining access to the needed data may take longer than desired. This is an additional barrier that most Coalitions don't face.

Given the overrepresentation of Black individuals and families among people experiencing homelessness, the Coalition should also focus on reviewing and analyzing equity in access to services and programs as well as performance in programs. A priority should be to regularly review program enrollments by race/ethnicity and if there are inequities in program types to then focus outreach efforts to the subpopulations that are missing opportunities. Additionally, reviewing how each subpopulation is performing in each program type will also be important in efforts to drive equity. Regularly reviewing both access and performance will help equip the Coalition with the information needed to make key service delivery and outreach shifts that work to improve equity.

Objective 3: Strengthen the Effectiveness of our Services and Programs

- Understand and connect the most vulnerable individuals and families to appropriate housing and resources, leveraging the Frequent Users Systems Engagement (FUSE) initiative and Outreach Team's relational knowledge.
- Leverage Built for Zero to achieve functional zero for chronic homelessness by the end of 2024
- Achieve functional zero for families by the end of 2024
- Make significant progress towards achieving functional zero for youth
- Increase current Prevention Services funding by at least 10% more than the benchmark (average of 2019 & 2020) annually.
- Increase permanent supportive housing beds by 30%
- Increase rapid re-housing funding by 50%
- Establish an agreement with the Housing Commission that empowers the Coalition to prioritize who receives homeless preference vouchers.
- Develop, publish, and maintain a list of property owner partners who have demonstrated they are willing to work with people transitioning from homelessness
- Identify and achieve annual goals for the Equity Index in 3/3 years beginning in 2022.
- Improve the effectiveness of Coordinated Entry as evidenced by a thorough evaluation, implementation of recommendations, and ongoing annual performance monitoring



The number of people experiencing chronic homelessness has been steadily increasing over the last five years. In order to identify who is the most vulnerable and connect to appropriate care, the Coalition should support and provide leadership to implement a FUSE initiative. The purpose of conducting a FUSE initiative is to break the cycle of homelessness for individuals with complex medical and behavioral health challenges. Identifying the potential cost savings of intentionally connecting individuals who have been the highest users of public systems also provides an opportunity to raise additional funds from new stakeholders.

The importance of the role of coordinated entry can't be understated. As the single point of entry into all the programs and services available to those experiencing homelessness, its ability to make accurate and equitable referrals is critical. Since coordinated entry is a relatively new function in the Coalition, there should be a formal analysis of its effectiveness in order to identify any changes needed to drive performance improvement. The Coalition should analyze the effectiveness of Coordinated Entry annually.

Homelessness is a dynamic problem, so the end state for solving it needs to be dynamic, too. Functional zero is a milestone that indicates a community has measurably ended homelessness for a population — and that they are sustaining that end. Reaching and sustaining functional zero is in service of building a future where homelessness is rare overall, brief, and nonrecurring. To achieve functional zero, a community must have fewer people (within a subpopulation) experiencing homelessness than it can routinely house in permanent housing in a single month. This measures whether communities have built systems that can achieve and sustain functional zero, even if new individuals in the subpopulation experience housing crises over time. The goal by the end of 2024 is to reach functional zero for both chronic homelessness and families.

Many of the key results in this objective are focused on increasing resources for permanent housing programs. In order to successfully help individuals rapidly transition from homelessness to permanent housing, additional funding will be needed. The Coalition will also need to prioritize building relationships with property owners and landlords, establishing trust that they will continue to support individuals that move into their units. Securing additional homeless preference vouchers will also help to provide affordable housing options. As additional homeless preference vouchers are secured, how they are accessed should be transparently understood to all.

With the number of people becoming homeless for the first time increasing year over year, the Coalition should focus efforts to slow down the flow of incoming individuals, through increased prevention funds. If the Coalition can work to keep people from becoming homeless in the first place, they can help individuals and families to avoid potentially traumatizing events. Additionally, it's much more cost effective for social service systems to help people maintain their homes than it is to care for them while they are homeless and help them transition back to permanent housing.

Recommendation F (p. 45-46) from the 2015 Cloudburst Report contains many priorities that are still as important in 2021 as they were back then. These strategies should be considered in pursuit of achieving objective three. In many ways, this plan is the next step of those recommendations. The additional details related to objective three that should be considered as annual and quarterly priorities are brought into focus. The details can be found in appendix B at the end of this report.

Objective 4: Become the Destination (education/resources) and Vehicle for Change (advocacy).

- Establish a vehicle (program) to proactively advocate for policy change and resource acquisition, including quarterly reporting on progress, by June 2022
- Adopt norms and expectations for the advocacy arm of the Coalition in alignment with Coalition Compass by June 2022.
- Implement quarterly, public facing data reporting and communications rhythm by December 2021 - sharing strengths, areas for improvement, and opportunities.
- Honor the triumphs of those with lived experience, intentionally focusing on stories that support the vision of the Coalition, through quarterly spotlight in the Coalition's public facing communication - 10/10 quarters beginning June 2022.
- Publish and strategically communicate "Education Brief" and Annual Report or equivalent with all of Kent County during 3/3 years beginning 2022 - reaching 10,000 viewers annually.
- Expand public dashboards that are updated quarterly offering insight into system performance and expanded key outcomes
- Ongoing research of promising practices across the country that gets shared with the Coalition annually for the purpose of informing strategic decisions and annual planning.



Strengthening the ability of the Coalition as an advocate and resource hub was selected as the final objective because few people outside the Coalition understand the root causes of homelessness or what resources are needed to help people escape it. Even within the Coalition, much of the historical discussion has centered around HUD funding and compliance. However, there have been a handful of examples in Kent County in which the Coalition has stepped into advocating for policy change and seen an incredible impact. With better access to data and regular review rhythms, there is a real opportunity to bring new stakeholders to the table through advocacy and education.

Due to lack of margin and limited data to utilize, advocating on behalf of people experiencing homelessness hasn't happened consistently. With increased staff, better data review rhythms, and programs and services that are having a greater impact year over year, the Coalition should prioritize advocacy. By sharing data trends that state both the case for the need and highlight the programs that are having the greatest impact, new stakeholders will come to the table, increasing and diversifying support. A key to this objective will be building the strength to regularly develop and release public-facing reports, including quarterly and annual briefings.

In addition to being a lead advocate, there is also a desire among all the stakeholders to have a central place to find examples of the most effective tools and programs in addressing homelessness. For example, with the goal to assess the effectiveness of coordinated entry, many communities around the country are working on the same challenges. When the Coalition becomes a resource hub, it can share examples of how communities have reviewed their coordinated entry models and what the results of the review were. Many communities are finding creative solutions that draw upon their unique strengths and assets. While it rarely works to copy and paste exact models in other communities, there is tremendous opportunity to take elements of working models and programs and customize them appropriately for Kent County. In order to do this effectively, the Coalition needs to build capacity and then dedicate time and resources to learning from what's working in the rest of the country. With that knowledge, they can then share the most promising practices they discover.

Implementation Plan

2022 Annual Plan

To ensure there is traction made towards achieving the vision in this plan, the following 12-18 months goals have been developed. Each of the goals aligns with the 2024 Strategic Objectives and will be monitored on an ongoing basis during Quarterly and Annual review rhythms. Given the timing of this strategic planning process, the Coalition will complete a modified annual review process at the end of 2021 at which point they will refine and recommit to the Annual Priorities below.

Annual Priorities (Aug 21 - Dec 22)	2024 OKR Alignments
<ul style="list-style-type: none"> ● Increase HUD Coalition Program application score from 165 to 180 ● Adopt a Coalition Coalition Health Scorecard to assess key indicators of coalition engagement, efficiency, and effectiveness ● Drive structural clarity and autonomy for the Coalition in its relationship with ENTFF and the United Way that results in a reputation as a clear lead convener and strengthened relationships with HSA, ENTFF, and UW. ● Increase Coalition membership from 50 to 70, focusing on diversifying stakeholder representation ● Elevate the role of individuals with lived experience through Committee Representation and the launch of the Coalition Advisory Council 	Be a Thriving Coalition.
<ul style="list-style-type: none"> ● Secure funding to hire a full-time Data Analyst by Jan. 2022 ● Revamp and execute quarterly analysis and prioritization rhythm in 5/5 quarters beginning Oct 2021 ● Gain direct access to the Michigan Coalition Against Homelessness Kent County HMIS data warehouse by Dec. 2021. ● Launch revamped monthly Data Analysis meeting beginning in Jan. 2022 that includes formal review protocol of Coalition Scorecard. ● Launch data-sharing process with at least 3 major systems by May 2022. 	Use data to drive continuous improvement and systems learning.
<ul style="list-style-type: none"> ● Establish a process and framework for Families, Chronic and Youth to reach f0 or achieve significant reductions by 2024.* ● Demonstrate evidence of making significant progress towards f0 for Families, Chronic, and Youth by Dec 2022. ● Sustain at least 80% funding for Prevention Services using 2020 as a baseline. ● Adopt and launch the Equity Index to formally evaluate access and outcomes through the lens of equity. ● Evaluate Coordinated Entry and begin implementing findings by June 2022. ● Complete an annual review of Coordinated Entry in 2021 and 2022 	Strengthen the Effectiveness of our Services and Programs.
<ul style="list-style-type: none"> ● Launch formal advocacy practice that defines key/common policy positions and proactively advocates for policy change and resource acquisition. ● Implement quarterly, public facing data report and communication by December 2021 - sharing strengths, areas for improvement, and opportunities. ● Publish 2021 and 2022 Coalition Brief and Annual Report 	Become the Destination (education/resources) and Vehicle for Change (advocacy).

*Functional zero is a milestone that indicates a community has measurably ended homelessness for a population — and that they are sustaining that end. Reaching and sustaining functional zero is in service of building a future where homelessness is rare overall, and brief when it occurs.

The Implementation Roadmap

To ensure the Annual Goals and Quarterly Rocks are resourced, monitored, and relentlessly pursued, there must be a clear schedule to review progress. In mapping out the when, what, and where, we build the core operational activities such as monitoring and prioritization into the fabric of our meeting rhythms - striving to make these critical activities more automatic. The roadmap below captures an overview of this work.

When	What	Where
October 15, 2021	<ul style="list-style-type: none"> Review Q3 Rock Performance Monitor Annual Goal Progress Finalize Q4 Rocks 	Steering Council Meeting
October 2021	<ul style="list-style-type: none"> Review Q3 Rock Performance Align on Annual Goal Progress Align on Q4 Rocks 	Full Coalition Meeting
January 21, 2022	<ul style="list-style-type: none"> Review Q4 Rock Performance Monitor Annual Goal Progress Refine Annual Goals* Finalize FY22-Q1 Rocks 	Steering Council Meeting
January 2022	<ul style="list-style-type: none"> Review Q4 Rock Performance Align on Annual Goal Progress and Refinement Align on FY22-Q1 Rocks 	Full Coalition Meeting
April 15, 2022	<ul style="list-style-type: none"> Review FY22-Q1 Rock Performance Monitor Annual Goal Progress Finalize FY22-Q2 Rocks 	Steering Council Meeting
April 2022	<ul style="list-style-type: none"> Review FY22-Q1 Rock Performance Align on Annual Goal Progress Align on FY22-Q2 Rocks 	Full Coalition Meeting
July 15, 2022	<ul style="list-style-type: none"> Review FY22-Q2 Rock Performance Monitor Annual Goal Progress Finalize FY22-Q3 Rocks 	Steering Council Meeting
July 2022	<ul style="list-style-type: none"> Review FY22-Q2 Rock Performance Align on Annual Goal Progress Align on FY22-Q3 Rocks 	Full Coalition Meeting
October 21, 2022	<ul style="list-style-type: none"> Review FY22-Q3 Rock Performance Monitor Annual Goal Progress Draft Annual Goals for FY23 Finalize FY22-Q4 Rocks 	Steering Council Meeting

October 2022	<ul style="list-style-type: none"> ● Review FY22-Q3 Rock Performance ● Align on Annual Goal Progress ● Align on FY22-Q4 Rocks 	Full Coalition Meeting
January 20, 2023	<ul style="list-style-type: none"> ● Review FY22-Q4 Rock Performance ● Review Annual Goal Performance ● Adopt Annual Goals for FY23 ● Finalize FY23-Q1 Rocks 	Steering Council Meeting
January 2023	<ul style="list-style-type: none"> ● Review FY22-Q4 Rock Performance ● Align on Annual Goal Performance ● Align on FY23 Annual Goals ● Align on FY23-Q1 Rocks 	Full Coalition Meeting

This process has also resulted in new tools that can be used to easily onboard stakeholders to the core identity and vision of the Coalition as well as equip the Coalition to implement the plan and measure progress towards achieving it. Defining the strategic objectives for the next three years was essential, but with the adoption of a coalition operating system the likelihood of realizing the vision has been greatly increased. The last year and half has shown us that we live in a dynamic ever-changing world, and therefore need tools and resources that equip us to adjust course quickly. With the adoption of the Compass, Scorecard, and coalition operating system, the tools and resources are in place to do just that.

While much progress has already been made, the fact remains that the work continues to fall largely on the shoulders of volunteers. In order to achieve the ambitious OKRs in this plan, it will require more dedicated staff. The comparison to other Coalitions clearly paints a picture that the Kent County Coalition is under-resourced for the size and complexity of the work it is taking on. Efforts have already begun to add a full-time data analyst, but the staff will likely need to grow by an additional two resources beyond that. Until the staff size reaches 5-6 people, the Coalition will need to carefully consider each quarterly priority it commits to based on the capacity it has to achieve them. It should be noted that capacity concerns emerged as a recurring theme throughout this process. It is important that the aspirations of the Coalition are equally paired with the capacity needed to achieve them.

Near-term Initiatives in Progress	
	Clarify, define, and communicate partnership with ENTf.
	Design and communicate the purpose, role, and timeline for implementating the emerging Advisory Council.
	Seek funding to hire a full-time Data Analyst (in conjunction with United Way).
	Gain direct access to the MCAH (Michigan Coalition Against Homelessness) Kent County HMIS data warehouse.
	Begin evaluation of the Coordinated Entry model.
	Develop and communicate a plan for publishing a 2021 Coalition Brief and Annual Report.

Conclusion

At the beginning of this process the primary objective was to develop a shared vision and plan that the entire Coalition could adopt and collaboratively work to achieve over the next three years. Our hope is that this plan does just that, but also addresses much more. The discovery process revealed that the need to drive clarity in the foundational identity and mission of the Coalition was just as important as developing a strategic plan. As a result, the Coalition came together to clarify its mission, shared beliefs, core values, and most vital metrics. Additionally, the Coalition defined the strengths and capabilities that would be needed to accomplish this refreshed mission and vision. All of these elements came together in the creation of the Coalition Compass.

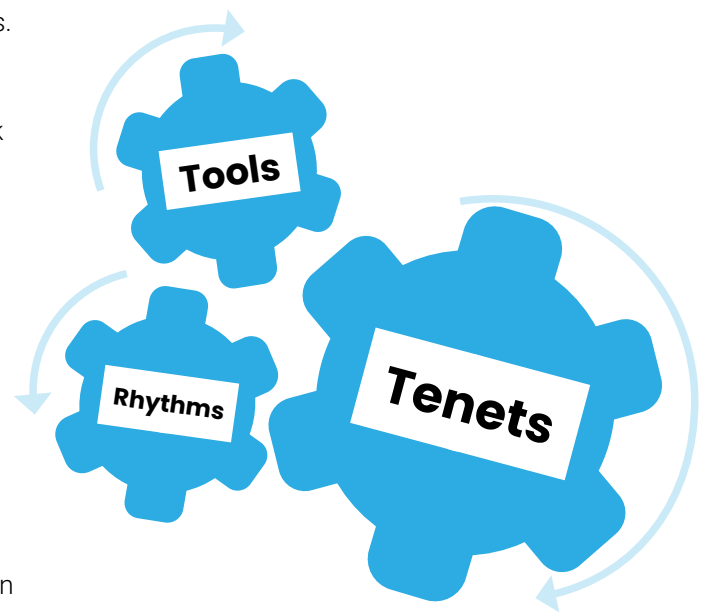
The planning committee dedicated dozens of hours to developing the Compass and strategic plan, working closely with the hired consultants and also facilitating and gathering input from the entire Coalition. The result was a regular planning rhythm that resulted in high collaboration, increased ability to gain consensus, and the ability to prioritize goals. In fact, as a result of these collaborative planning rhythms, the work has already begun. With one eye on the 2024 vision and one eye on current issues, the Coalition was able to immediately begin identifying the most important near-term priorities to be addressed. The following near-term initiatives are already in progress.

The Coalition Operating System

Realizing the Vision of the Coalition and achieving the 2024 Strategic Objectives and Key Results outlined in this plan will require a disciplined and systematic approach to execution. Oftentimes the strategic planning process concludes when the plan has been approved. The trouble is that without an intentional approach to implement, plans fail. What's more, when organizations follow a traditional, more bureaucratic method of operating they run into the unrelenting force of a fast-paced, ever-changing environment. Adding more complexity to the execution is the collaborative, interdependent nature of the Coalition's work. In order to deliver on the Mission of making homelessness rare, brief, and nonrecurring, the Coalition must upgrade its current approach. This will involve a redesign to the foundational structures and rhythms on which the Coalition currently operates. With a redefined set of operating norms and routines, the Coalition will be better equipped to monitor performance and respond to the changing environment.

This section outlines the 'Coalition operating system' on which the Coalition will implement the Strategic Plan. The system is made up of a set of core tenets, rhythms, and tools that aim to bring clarity, alignment, and accountability to the Coalition. When implemented with fidelity, the organizational operating system will create the ongoing, coalition-wide focus required to achieve our 2024 Objectives.

- **Tenets:** the operational norms and principles guiding our work and on which the systems enabling our work have been designed
- **Rhythms:** the set of essential and routine activities enabling the systematic and disciplined execution of core operational actions, actions like data analysis, prioritization, goal monitoring, resourcing, problem solving, and accountability
- **Tools:** the technical resources and codified practices used to streamline process and encode success within every rhythm



Working in alignment with the existing Governance Charter, The coalition has developed a set of foundational Tenets, Rhythms, and Tools to support the implementation of our Strategic Plan. These are considered to be a starting point for what will become a more refined operating system over time. Adjustments to the operating system will occur in real-time and will be more formally evaluated and improved upon on an annual and quarterly basis. By starting with a lean version of the operating system, the coalition can take a more agile approach.

Rhythms

The following rhythms represent a set of high impact and recurring activities that are geared towards ensuring progress towards implementing the strategic plan. These activities include goal setting, data analysis, setting priorities, and working through key issues that arise. The table below shows the three foundational rhythms that will be put in place to facilitate strategic plan implementation. Each rhythm is anchored by a recurring meeting that is set to help monitor progress, review performance and set the focus for the next cycle.

Rhythm	Focus	Frequency
The Annual	<ul style="list-style-type: none"> Monitor: 2024 Objectives and Key Results Review: Annual Goals Refine: 2024 Objectives and Key Results Define: Next Year's Annual Goals 	Annually
The Quarterly	<ul style="list-style-type: none"> Monitor: Annual Goals Review: Quarterly Rocks (priorities) Refine: Annual Goals Define: Next Quarter's Rocks (priorities) 	Quarterly
Strategic Plan Monitoring Team Meeting	<ul style="list-style-type: none"> Monitor: Quarterly Rocks Review: Key Action Items Refine: Quarterly Rocks Define: Key Action Items 	Bi-weekly

Tools

The Coalition's Tools represent a handful of technical resources and codified practices used to streamline processes and encode success within every rhythm. Tools can be both conceptual and technical. A conceptual tool calls on a proven framework or codified practice and applies it to part of the Coalition's organizational operating system. A technical tool leverages a form of technology to enhance or streamline a key activity or rhythm. Combined, the two serve as the great accelerator of strategic work. Below you will find the foundational tools the Coalition will use in launching the Strategic Plan.

Conceptual	
OKR Framework	The definition of "OKRs" is "Objectives and Key Results." It is a collaborative goal-setting tool used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.
Big Rocks	Big Rocks are priorities and represent the most important things to achieve in a given time period. By clearly defining the Big Rocks and proactively scheduling them into plans, teams make it possible to prioritize the most important work.

Technical	
Google Sheets	We will use Google sheets as the collaborative tool for progress monitoring, we enable an accessible, transparent, and agile approach to facilitating the review and monitoring of Annual Goals and Quarterly Rocks.
Trello	We will use a Trello board to facilitate the execution of key meetings and monitoring rhythms. This tool will enable a more transparent, consistent, and action-oriented approach to plan implementation and progress monitoring.

Appendix

- I. Participants and Key Stakeholders
- II. Cloudburst Recommendation on Housing Goals
- III. Glossary of Terms and Concepts

I. Participants and Key Stakeholders

First	Last	Organization	Strategic Planning Committee	Interview	Core Values Session
Daniel	Baker	Network180	No	No	Yes
Erin	Banchoff	City of Grand Rapids	Yes	Yes	Yes
Vera	Beech	Community Rebuilders	No	Yes	Yes
Connie	Bohatch	City of Grand Rapids	No	Yes	No
Tammy	Britton	City of Grand Rapids	No	No	Yes
Brian	Bruce	Dwelling Place	No	No	Yes
Dreyson	Byker	Community Advocate	No	Yes	Yes
Susan	Cervantes	Kent County Community Action	No	No	Yes
Amber	Clingman-Drop	AYA Youth Collective	No	Yes	No
Jennie	Compagner	Hope Network	No	NA	Yes
Tom	Cottrell	YWCA	No	Yes	No
Lisa	Cruden	Family Promise	No	No	Yes
Rebecca	Diffin	YWCA	No	No	Yes
Pilar	Dunning	Salvation Army	No	Yes	No
Lynne	Ferrell	Frey Foundation	No	Yes	No
Stephanie	Gingerich	LINC UP	No	No	Yes
Adrienne	Goodstal	Mel Trotter	Yes	Yes	Yes
Casey	Gordon	Kent Intermediate School District	No	No	Yes
Bryan	Holt	Street Reach	No	Yes	No
Joe	Jones	City of Grand Rapids	No	Yes	No
Tanesha	Jordan	Safe Haven Ministries	No	No	Yes
Christina	Keller	Cascade Engineering	No	Yes	No

Ryan	Kilpatrick	Housing Next	No	Yes	No
Jeffrey	King	Community Rebuilders	No	Yes	Yes
Salvador	Lopez	KConnect	No	Yes	No
Joshua	Lunger	Grand Rapids Chamber of Commerce	No	Yes	No
D.L.	McKinney	AYA Youth Collective	Yes	Yes	No
Korey	Mills	AYA Youth Collective	No	Yes	No
Courtney	Myers-Keaton	Coalition	Yes	Yes	Yes
Lee	Nelson Weber	Community Advocate	Yes	Yes	Yes
Hilary	Ortiz	Health Network of Western MI	No	NA	Yes
Pam	Parriott	DeVos Foundation	No	Yes	No
Wende	Randall	Essential Needs Task Force	No	Yes	No
Magdalena	Rivera	East Hills Council of Neighbors	No	No	Yes
Brianne	Robach	Coalition / ENTFF	Yes	Yes	Yes
Deanna	Rolffs	Community Advocate	No	Yes	No
Erik	Ryder	City of Grand Rapids	No	No	Yes
Rebecca	Rynbrandt	City of Wyoming	No	Yes	No
Emily	Schichtel	Heart of West Michigan United Way	No	No	Yes
Cheryl	Schuch	Family Promise	No	Yes	Yes
Johanna	Schulte	City of Grand Rapids	No	No	Yes
Rachel	Scott	Rockford Construction	No	Yes	No
Diana	Seeger	Grand Rapids Community Foundation	No	Yes	No
Victoria	Sluga	Pine Rest	No	Yes	Yes
Elizabeth	Stoddard	Fair Housing Center of West Michigan	Yes	Yes	No
Berniz	Terpstra	Inner City Christian Federation	No	No	Yes
Vincent	Thurman	LINC Up	No	Yes	No
Karen	Tjapkes	Legal Aid of West Michigan	Yes	Yes	Yes
Lauren	Van Keulen	AYA Youth Collective	Yes	Yes	No
Michelle	VanDyke	Heart of West Michigan United Way	No	Yes	No
Alisa	White	LINC Up	No	No	Yes
Toni	Wolford	Job Corps	No	No	Yes
John	Wynbeek	Genesis Non-Profit Housing	No	No	Yes

II. Cloudburst Recommendations on Housing Goals

The following is an excerpt from pages 45 and 46 of the Cloudburst Evaluation Report completed in December of 2015. This report assessed the impact and progress of the Grand Rapids and Kent County Vision to End Homelessness (Vision).

F. EXPAND AND INTENSIFY FOCUS ON HOUSING-BASED SOLUTIONS TO HOMELESSNESS.

Recognizing that the ultimate solution to homelessness is increasing access to affordable and sustainable housing, the community should review and consider recommendations embedded in the *Housing Market Analysis* report developed and submitted as an adjunct to the *Vision* assessment (see *Appendix C*). Included in those recommendations are the following suggested strategies:

1 Enhance community capacity to use available rental housing for persons and families exiting homelessness

- a) *Continue emphasis among housing/homeless services providers on Housing First and Rapid Re-Housing strategies.*
- b) *Continue efforts to expand access to rental subsidies and rent assistance supports to make available housing affordable and sustainable.*
- c) *Increase access to rental units that will accept Housing Choice Vouchers and other HUD-funded rent subsidies (e.g., Rapid Re-Housing and CoC Leasing Assistance) by expanding collaborations linking local Public Housing Authorities, the Rental Property Owners Association, and community services providers.*
- d) *Maintain priority on homelessness prevention.* When affordable units are scarce, there is an additional premium for helping households maintain the housing they already have, as they may have extreme difficulty finding another unit, especially after an eviction.

2 Increase the supply of PSH units, recognizing that many occupants will need to reside in these units for the indefinite future.

- a) *Build dialogue between property owners and service providers* to better address concerns that have historically limited collaborations. As suggested above, engage both housing and service providers in joint 'Housing First' trainings, to ensure common understanding of the model and to ensure fidelity.
- b) *Offer project-based vouchers to developers of tax credit based or other subsidized housing in desirable locations,* thereby increasing availability of units with walkable connections to jobs, services, and amenities.
- c) *Create 'mainstreamed' housing settings environments* by developing projects where 25 percent or fewer of the units are PSH units and are integrated with other individual or family housing.
- d) *Continue the evaluation of the adequacy and efficacy of on-site supportive services* – including addressing quality/intensity of services array, hours of operation, appropriateness of supports, provision of space for on-site service coordination and delivery; reprogramming CoC funding to provide necessary supports for PSH residents; enhancing relationships between service providers and property management; and adoption of shared management models that involve qualified service coordination agencies in front-of-house property management responsibilities.
- e) *Focus on measures to ensure the success of those who can 'graduate' from their PSH unit thereby opening up units for new entrants* - including identifying tax credit units and voucher support for persons leaving PSH units; facilitating access to follow-up supportive services for persons who have recently left PSH units, as needed; exploring use and/or resolving issues with 'move up' housing vouchers from MSHDA; and working with employers to provide 'van pool' or other transit services supports at shift changes for those transitioning from PSH units to housing that is not located on transit lines.

3 Enlist, expand, and support the substantial capacity and potential of both nonprofit and for-profit developers in the production of affordable housing accessible to households exiting homelessness.

- a) *Coordinate efforts of the Coalition with those of the Grand Rapids Great Housing Strategies initiative, as a means to more fully support the development of affordable units.* For example, the Zoning Ordinance already allows accessory dwelling units in single-family neighborhoods, encouraging mixed-use buildings (with housing on the upper floors) in commercial districts, and promoting infill development by permitting small homes on narrow lots.
- b) *Engage developers in conversations that help identify and clarify ways that local governments can remove barriers and provide incentives to encourage development of more affordable units – especially those at the lower end of the cost scale.*
- c) *Attract investment in projects developed with LIHTCs, relying on supports that may include: providing HOME funds to fill gaps; setting aside land bank parcels in strategic locations at below market costs for affordable housing; expediting permitting and/or approval of ordinances to approve Payment in Lieu of Taxes (PILOTs); and working with the MSHDA LIHTC QAP to allow transit-oriented development as an alternative to its 'Walk Score' requirement.*
- d) *Enact inclusionary zoning requirements to ensure that a portion of new units developed are affordable, and ensuring that 'affordable units' are developed in a range of unit-types with affordability at various income levels.*
- e) *Review and consider recommendations in the CSH Report on Financial Modeling for Assuring Housing Targeted to Ending Homelessness.*

The assessment process undertaken by the Cloudburst Team revealed a clear desire on the part of the Grand Rapids community to continue making progress toward its ultimate goal of preventing and ending homelessness. The community's achievements over the past decade demonstrate a depth of creative energy, resilience, and resourcefulness that holds promise for sustained success. The recommendations referenced here are shared simply as means of providing an organizing framework for the community's consideration as it moves forward in its efforts to advance the historical and still relevant aims of the *Vision*. Working together, key stakeholders might well apply these as useful principles toward continuing cultivation of a comprehensive, robust, data-driven, housing-centric and performance-oriented system of homeless response, both in the near and long-term future.

III. Glossary of Terms and Concepts

- A. **Coalition Compass:** a strategic orientation tool summarizing the coalition's identity, long-term direction, and short-term focus. By defining 'true north' for the Coalition, the Compass creates clarity and alignment on the most essential parts of the coalition's identity. In practice, the Compass is used as a guide, a decision-making frame, and an accountability tool.
- B. **Coalition Health Scorecard:** a tool used to assess key indicators of coalition engagement, efficiency and effectiveness; a measure of the overall internal health of the coalition.
- C. **Coalition Vitals:** a set of essential metrics that define success year over year, measured annually; in perpetuity; indicators of the most vital components of missional success and sustainability.
- D. **CE - Coordinated Entry:** a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs

- E. CoC - Continuum of Care:** a program promoting community-wide commitment to the goal of ending homelessness. The program provides funding for efforts by nonprofit providers and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness. The program promotes access to and effects utilization of mainstream programs by homeless individuals and families. The program optimizes self-sufficiency among individuals and families experiencing homelessness.
- F. HMIS - Homeless Management Information System:** a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.
- G. HUD - U.S. Department of Housing and Urban Development:** HUD provides housing support and uplifts communities; the sponsor and fiduciary of the CoC program.
- H. Equity Index:** a composite indicator or compound measure that aggregates multiple indicators. This is to be developed by the CoC and will measure the racial and ethnic equity across a handful of unique indicators. These indicators may include but will not be limited to the CoC's Vitals.
- I. PIT - Point-in-Time Count:** an annual count of people experiencing homelessness on a single night in the last 10 days in January. The U.S. Department of Housing and Urban Development (HUD) requires its Continuum of Care (CoC) grantees to conduct an annual count of sheltered homeless persons.
- J. OKR - Objectives and Key Results:** a collaborative goal-setting tool used by teams to set challenging, ambitious goals with measurable results. OKRs enable progress monitoring, create alignment, and encourage engagement around measurable goals.
- K. Scorecard:** a tool for monitoring progress toward and performance against the coalition's goals and priorities. The Scorecard is made up of 4 core sections: 2024 OKRs, Vitals, Annual Priorities, and Rocks.



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Grand Rapids Area



— GRAND RAPIDS AREA —

**COALITION TO END
HOMELESSNESS**

Thank you.