

Office of Rental Assistance  
and Homeless Solutions

**ESG FY2024-2025 Exhibit 1**

October 1, 2024, to September 30, 2025

**Due: Friday, June 7, 2024**

Emergency Solutions Grant (ESG)

# Purpose and General Instructions

## Purpose

Per federal HUD (Housing and Urban Development) [regulations](#), ESG (Emergency Solutions Grant) funding must be considered in coordination with HUD CoC (Continuum of Care) Program funding and all other sources of funding which provide for similar component services. This Exhibit 1 ensures that MSHDA ESG funding supports this requirement for each CoC and enhances the strategic use of funding for identified needs and priorities. Each CoC will detail its approach to service and funding coordination, partner collaboration, and effective referral processes as a strategic response to identified needs within each homeless crisis response system.

## Instructions

Each CoC must work collaboratively to complete this document in its entirety. Please submit the document and the required attachments to the assigned Homeless Assistance Specialist by the deadline. Submissions will be accepted via email only. The Homeless Assistance Specialist will provide email confirmation of receipt by the stated deadline. Email confirmation only confirms receipt of the sent documents; it does not indicate that a thorough review has been completed. Following review of the submitted Exhibit 1, Homeless Assistance Specialists will provide individualized feedback and/or technical assistance as needed.

## CoC Information

Name of CoC: Grand Rapids Area Coalition to End Homelessness – Grand Rapids/Wyoming/Kent County CoC

Counties Included in CoC: Kent County

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CoC Website: <https://endhomelessnesskent.org>

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Social Media URLs: <https://www.facebook.com/grcoalition/>

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## **CoC Leadership Contacts**

Please provide the following information for key CoC leadership positions:

| <b>Role</b> | <b>Name</b>           | <b>Agency/Organization</b>                      | <b>Phone</b> | <b>Email</b>            |
|-------------|-----------------------|---|--------------|-------------------------|
| Chair       | Elizabeth Stoddard    | Fair Housing Center of West Michigan            | 616-451-2980 | estoddard@fhcwm.org     |
| Co-Chair    | Lauren VanKeulen      | AYA Youth Collective                            | 616-406-3945 | lvankeulen@ayayouth.org |
| Director    | Courtney Myers-Keaton | Grand Rapids Area Coalition to End Homelessness | 616-752-8624 | cmyers-keaton@hwmuw.org |

*Note: The Balance of State CoC must provide a table of representatives participating within each Local Planning Body, attaching additional pages as needed.*

## **Additional CoC Members**

Please attach a roster or participant listing for additional members involved with the CoC. This attachment must include each representative's details as follows:

- **Representative Name:** Full name of the individual.

- **Agency/Organization:** The agency or organization the individual is associated with.
- **Geographic Area Represented:** The area or community the representative serves.
- **Subpopulations Served:** Any specific subgroups the representative focuses on.
- **Contact Information:** Direct phone numbers and email addresses.
- **Stakeholder Group:** The stakeholder group to which the representative belongs, such as Local Government, Public Housing Authorities (PHA), McKinney-Vento School Liaisons, Nonprofit & Faith-Based Organizations, Business/Business Associations, or Individuals with Lived Experience of Homelessness.

*Note: The Balance of State CoC must provide a table of representatives participating within each Local Planning Body, attaching additional pages as needed.*

## **Engaging Individuals with Lived Experience of Homelessness**

Understanding and integrating the perspectives of those with lived experience of homelessness is crucial for the CoC's strategies and operations. This section outlines their roles, the compensation framework, and the process for establishing it.

- **Role and Involvement:** Describe roles, responsibilities, and types of involvement for persons with lived experiences within CoC activities (e.g., meetings, subcommittees).
- **Compensation Details:**
  - **Rate of Compensation:** Specify the rate of pay, hourly rate, or stipend amount for their engagement.
  - **Source of Compensation:** Identify the funding source for these payments (e.g., CoC planning dollars, philanthropic contributions, other grants).
  - **Process for Establishing Payment:** If not currently compensating, outline the steps being taken to establish a compensation plan.

The CoC recognizes the importance of having voices of persons who have experienced or are currently experiencing homelessness to inform the community's response to homelessness. The CoC has 2 held seats on the Steering Council for PWLE. Additionally, there are 2 Action Boards (Youth and Veterans) that are comprised solely of PWLE. The Youth Action Board meets weekly currently and is focused on the implementation of the Coordinated Community Plan to end youth homelessness developed through the Youth Homelessness Demonstration Program.

The CoC is also in the process of implementing an Advisory Council which will focus on policies, process, and advocacy through an equity lens and allow for more individuals to participate at various levels in CoC planning efforts.

To ensure equitable representation and compensation, the CoC provides a stipend to persons with lived experience participating in scheduled meetings in exchange for their knowledge and expertise. A portion of the CoC's HUD Planning Grant is set aside to cover the costs of stipends as well as a portion of the YHDP Planning Grant, which covers stipends for Youth Action Board participation in planning activities.

The CoC adopted a Stipend Use Guidelines, which was updated September 16,2022 and states the following:

*"The CoC is dedicated to ensuring there is equitable representation and compensation for individuals with lived experience and as such provides a stipend in exchange for their knowledge and expertise.*

#### Meeting Stipends

*The CoC will provide a stipend in the amount of \$35 per hour to advisory body members for participation in scheduled meetings, up to 5 hours per month. Stipends shall be in the form of a gift card.*

#### Consultation

*The CoC will provide a gift card in the amount of \$50 to participants in focus groups or similar activities. Survey participants will be entered into a drawing for a gift card in the amount of \$50.*

*Activity paid from the HUD CoC Planning Grant must adhere to Section 578.39 of the CoC Program interim rules, which states the CoC planning funds may be used for the costs of:*

- *Developing a communitywide or regionwide process involving the coordination of various stakeholders and homeless or formerly homeless individual,*
- *Determining the geographic area that the CoC will serve,*
- *Developing a CoC system,*

- *Evaluating the outcomes of projects for which funds are awarded in the geographic area (including funds awarded under the Emergency Solutions Grants program),*
- *Participating in the Consolidated Plan(s) of the jurisdiction(s) in the geographic area,*
- *Preparing and submitting the application to HUD on behalf of the CoC membership, and*
- *Monitoring recipients and subrecipients and enforcing compliance with program requirements.”*

### **Full CoC Member Meetings**

Complete the chart below for any planned meetings for the full CoC membership body for the FY2024-2025 (10/1/2024-9/30/2025) MSHDA ESG funding period.

*Each CoC (and Local Planning Body within the Balance of State CoC) must provide meeting agendas, minutes, and other pertinent events and information to the assigned MSHDA Homeless Assistance Specialist.*

| <b>Meeting Date</b> | <b>Time</b>      | <b>Location &amp; Address</b>   | <b>Remote Option</b> |
|---------------------|------------------|---|----------------------|
| 10/24/2024          | 9:30am – 11:00am | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWV2UDdKWmhsVjZjdz09">https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWV2UDdKWmhsVjZjdz09</a><br><br>Meeting ID: 863 8079 5110<br><br>Passcode: 326434 | Yes                  |
| 12/19/2024          | 9:30am – 11:00am | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWV2UDdKWmhsVjZjdz09">https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWV2UDdKWmhsVjZjdz09</a><br><br>Meeting ID: 863 8079 5110<br><br>Passcode: 326434 | Yes                  |

|            |                  |   |     |
|------------|------------------|---|-----|
| 02/27/2025 | 9:30am – 11:00am | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09">https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09</a><br><br>Meeting ID: 863 8079 5110<br><br>Passcode: 326434 | Yes |
| 04/24/2025 | 9:30am – 11:00am | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09">https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09</a><br><br>Meeting ID: 863 8079 5110<br><br>Passcode: 326434 | Yes |
| 06/26/2025 | 9:30am – 11:00am | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09">https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09</a><br><br>Meeting ID: 863 8079 5110<br><br>Passcode: 326434 | Yes |
| 08/28/2025 | 9:30am – 11:00am | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09">https://us02web.zoom.us/j/86380795110?pwd=R1N1eFZpWWFmZWN2UDdKWmhsVjZjdz09</a><br><br>Meeting ID: 863 8079 5110<br><br>Passcode: 326434 | Yes |

**CoC Executive Leadership Meetings**

Complete the chart below for any planned meetings for the CoC executive leadership or steering body for the FY2024-2025 (10/1/2024-9/30/2025) MSHDA ESG funding period.

*The Balance of State CoC must provide a table of meeting dates for each Local Planning Body, attaching additional pages as needed.*

| <b>Meeting Date</b> | <b>Time</b>     | <b>Location &amp; Address</b>  | <b>Remote Option</b> |
|---------------------|-----------------|--|----------------------|
| 10/10/2024          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |
| 11/14/2024          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |
| 12/12/2024          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |
| 01/09/2025          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |
| 02/13/2025          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |
| 03/13/2025          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |
| 04/10/2025          | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand Rapids, MI 49503 | Yes                  |



|            |                 |   |     |
|------------|-----------------|---|-----|
| 05/08/2025 | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand<br>Rapids, MI 49503 | Yes |
| 06/12/2025 | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand<br>Rapids, MI 49503 | Yes |
| 07/10/2025 | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand<br>Rapids, MI 49503 | Yes |
| 08/14/2025 | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand<br>Rapids, MI 49503 | Yes |
| 09/11/2025 | 1:00pm – 2:30pm | Heart of West Michigan United Way –<br>118 Commerce Ave SW, Grand<br>Rapids, MI 49503 | Yes |

### **MSHDA ESG Exhibit 1 Review Meetings**

Specify the meeting(s) at which the FY2024-2025 MSHDA ESG Exhibit 1 was reviewed.

| <b>Meeting Date</b> | <b>Time</b>       | <b>Location &amp; Address</b>   | <b>Remote Option</b> |
|---------------------|-------------------|---|----------------------|
| 05/28/2024          | 10:30am – 12:00pm | Virtual - Join Zoom Meeting<br><br><a href="https://us02web.zoom.us/j/4350176715?pwd=bXZ3THM5Mkd6eUJlOElSK2tmUFZUdz09">https://us02web.zoom.us/j/4350176715?pwd=bXZ3THM5Mkd6eUJlOElSK2tmUFZUdz09</a><br><br><i>Meeting ID: 435 017 6715</i><br><br><i>Passcode: CoC</i> | Yes                  |

CoCs are responsible for identifying and implementing actionable priorities that align with state and federal strategic plans to end homelessness. These include the current [State Action Plan for Michigan](#) and the USICH (United States Interagency Council on Homelessness) [federal strategic plan](#).

- a. Which actionable priorities from the [State Action Plan](#) and the [USICH federal strategic plan](#) has the CoC targeted during FY2023-2024 (10/1/2023-9/30/2024) Please detail at least one accomplishment during this time period.

MI 506 CoC has included each goal listed in the State Action Plan as part of its strategic plan adopted in 2021, which also aligns with the USICH federal strategic plan. The 4 main objectives are:

1. Be a thriving coalition.
2. Use data to drive continuous improvement and systems learning.
3. Strengthen the effectiveness of services and programs.
4. Become the destination and vehicle for change.

As part of those goals, the key results to accomplish include:

- Elevate the role of individuals with lived experience throughout the CoC as evidenced by committee involvement and decision-making input.
- Increase rapid rehousing, permanent supportive housing, and prevention services.

During the 2023-2024 FY, the CoC heavily engaged with the Youth Action Board and other members of the community with lived experience of housing instability and/or homelessness. Their roles have been critical in the development of the Coordinated Community Plan to end youth homelessness for the Youth Homelessness Demonstration Program, the development of the requests for proposals, project selection, and implementation. This work will continue throughout the 2023-2024 FY and will be elevated throughout the CoC as a full Advisory Council is developed, which includes any member of the community with

lived experience, rather than being population specific. The CoC Director is currently working with the Housing Stability Alliance, coordinated through Housing Kent, on the development of a framework for the lived experience council.

Additionally, as part of the overall goal to increase data transparency, the CoC secured funding from local philanthropy to hire a full-time data analyst. This role focuses on the development of public facing dashboards and data storytelling to increase accountability and also provide key insights into gaps. Over the course of the past year, the CoC has had the ability to develop dashboards, coordinate with other systems, such as the Housing Stability Alliance, develop shared metrics, implement a new by-name list report and infrastructure process, and increase ability to respond to data requests/sharing overall.

LSA data will also be used to determine what are the key areas of concern that need to be addressed over the next year.

b. Which actionable priorities from the [State Action Plan](#) and the [USICH federal strategic plan](#) will the CoC target during FY2024-2025 (10/1/2024-9/30/2025)? Why are these priorities important to the CoC, and how will success be measured?

In addition to the above, the CoC is in the process of rolling out a 100 Housed in 100 Days campaign to house chronically homeless individuals. Through this initiative, the CoC will pilot various strategies to increase the amount of affordable housing available for households experiencing homelessness. Some of this strategies include: landlord incentivization, a landlord liaison program, setting aside more housing choice vouchers for unhoused individuals, and increasing PSH support services.

CoCs are responsible for ensuring the coordination and strategic implementation of all relevant funding sources to support homeless and housing activities. MSHDA ESG is just one critical resource in this process, and these funds cannot supplant existing resources.

a. Using the tables below, list available funding sources by component (e.g., HUD CoC programs, other state sources, local sources, philanthropic), attaching additional pages as needed.

## **Street Outreach**

| Funding Source                     | Agency/Organization                        | Total Award  |
|------------------------------------|--|--------------|
| MSHDA ESG                          | Pine Rest Christian Mental Health Services | \$88,409.00  |
| City of Grand Rapids SLFRF (ARPA)  | Pine Rest Christian Mental Health Services | \$103,000.00 |
| City of Grand Rapids SLFRF (ARPA)) | Catherine’s Health Center                  | \$240,000.00 |
| City of Grand Rapids SLFRF (ARPA)  | Community Rebuilders                       | \$500,000.00 |
|                                    |  |              |
|                                    |  |              |
|                                    |  |              |

**Emergency Shelter**

| Funding Source  | Agency/Organization  | Total Award |
|-----------------|--|-------------|
| EFSP            | Degage Ministries, ICCF Community Homes, Family Promise of West Michigan, Hispanic Center of West Michigan | \$69,121.00 |
| Kent County ESG | Family Promise   | \$85,000.00 |

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**Homeless Prevention**

| <b>Funding Source</b>         | <b>Agency/Organization</b>  | <b>Total Award</b> |
|-------------------------------|---|--------------------|
| MSHDA ESG                     | The Salvation Army  | \$75,3347.00       |
| EFSP                          | North Kent Connect, Puertas Abjertas, The Salvation Army, Urban League of West Michigan, YWCA | \$90,000.00        |
| Kent County ESG               | Mel Trotter Ministries  | \$25,000.00        |
| City of Grand Rapids HOME-ARP | Family Promise  | \$60,000.00        |
| City of Grand Rapids HOME-ARP | Grand Rapids Urban League   | \$130,000.00       |
| City of Grand Rapids ESG      | The Salvation Army  | \$303,558.00       |

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**Rapid Re-Housing**

| <b>Funding Source</b>          | <b>Agency/Organization</b>      | <b>Total Award</b> |
|--------------------------------|---------------------------------|--------------------|
| HUD                            | Community Rebuilders            | \$2,585,205.00     |
| HUD                            | Grand Rapids Housing Commission | \$159,633.00       |
| HUD                            | Safe Haven Ministries           | \$577,799.00       |
| HUD                            | YWCA West Central Michigan      | \$947,974.00       |
| MSHDA ESG                      | ICCF Community Homes            | \$122,703.00       |
| MSHDA ESG                      | The Salvation Army              | \$115,279.00       |
| City of Grand Rapids HOME      | Community Rebuilders            | \$438,515.00       |
| City of Grand Rapids HOME- ARP | The Salvation Army              | \$312,000.00       |
|                                |                                 |                    |
|                                |                                 |                    |

**Other Components**

| <b>Component</b>   | <b>Funding Source</b> | <b>Agency/Organization</b>              | <b>Total Award</b> |
|--------------------|-----------------------|---|--------------------|
| CoC Planning Grant | HUD                   | Heart of West Michigan United Way       | \$395,557.00       |
| Coordinated Entry  | HUD                   | The Salvation Army                      | \$504,577.00       |
| HMIS               | HUD                   | Heart of West Michigan United Way       | \$138,304.00       |
| PHS                | HUD                   | Community Rebuilders                    | \$3,550,320.00     |
| PHS                | HUD                   | Heartside Nonprofit Housing Corporation | \$580,951.00       |
| TH                 | SLFRF (ARPA)          | Degage Ministries                       | \$232,000.00       |
|                    |                       |   |                    |
|                    |                       |   |                    |

b. For any source of funding that is not currently participating in HMIS and is not a victim service provider, explain why and the plan to have it included in next year’s report.

All agencies providing emergency shelter services enter data into HMIS or a comparable database (victim service providers).

There are many smaller community organizations including churches, neighborhood organizations, and mutual aid networks that provide financial assistance that in some cases could be considered Homelessness Prevention. As these agencies utilize private funding, they are not required to use HMIS and often lack staffing capacity to do so.

c. What is the CoC’s overall strategy for maintaining services when financial assistance is no longer available for a given component (e.g., Homeless Prevention or Rapid Re- Housing)?

The CoC will work with local agencies and funders to ensure needs are met for individuals.

a. Explain how the CoC tracks expenditure rates of MSHDA ESG funding:

CoC and fiduciary staff work with subrecipients to evaluate and report on expenditures. Heart of West Michigan United Way staff regularly submit Financial Status Reports (FSRs) to MSHDA and also make recommendations on if funding needs to be reallocated if funds are not being expended expediently. In addition, the CoC’s Steering Council regularly reviews an ESG Financial Assistance Report that identifies the status of ESG-funded activities.

b. Explain how the CoC tracks expenditure rates of HUD CoC Program funding:

As part of the community’s local CoC Program Competition application process, program providers are required to provide expenditure rates, supported by screenshots from the eLOCCS system. Providers’ rate of expenditure are scored in project applications.

c. In the last completed federal fiscal year, what was the CoC’s total federal award (i.e., Annual Renewal Demand), and how much was expended?

| Total Federal Award | Total Expended | Balance |
|---------------------|----------------|---------|
|                     |                |         |

a. *Marketing strategy:* Where did the CoC post the application for local organizations to be considered for ESG funding (CoC website, meeting minutes, etc.)?

The CoC's Steering Council is a 21-member board with cross-sectoral representation and held seats for local municipalities, the HARA, and



members with lived experience. As a body, they vote on priority areas and determine the appropriate action steps to allocate funding. Once funding priorities have been determined, the CoC issues a Request for Qualifications (RFQ) to all CoC members. These documents are distributed via email to the full CoC membership and are posted on the CoC website. The Funding Review Committee scores and reviews applications and then provides a final recommendation to Steering for approval. The Steering Council then serves as a check and balance through a final vote of the Funding Review Committee's recommendation.

- b. *Criteria used to determine funded organizations:* How many agencies did your CoC fund last year, and how many applied for funding? Aside from what the NOFA outlines, are there additional parameters the CoC applies when choosing which and how agencies get funded?

The CoC's Steering Council determines funding priority areas based on priorities in the CoC's strategic plan and community need. After the application period closes, applications are reviewed by the CoC's Funding Review Committee, which is comprised of community members not affiliated with organizations receiving CoC funding. The committee reviews applications and selects proposals to recommend for funding based on alignment with priorities and community needs, agency performance, and capacity. Committee decisions are presented to and approved by the Steering Council.

- c. How does the application and selection process ensure fairness of funding and avoidance of conflicts of interest?

Funding Review Committee is composed of members who represent non-funded agencies and are appointed by the Steering Council. The committee reviews applications and selects proposals to recommend for funding. Per the CoC's Conflict of Interest Policy, committee members must complete the Conflict of Interest Disclosure form detailing any possible conflicts of interest. The Funding Review Committee will then review disclosures and vote if they would require an exception or bar the individual from serving on the committee.

Steering Council members are also required to complete a Conflict of Interest Disclosure form and abstain from voting on any matters in which

they have a real or perceived conflict of interest. Agencies are also able to submit an appeal if they believe their application was scored incorrectly or there was improper application of HUD or CoC rules and regulations.

- a. Emergencies often arise outside business hours. What is the CoC's plan for responding to after-hours requests for assistance? Which partners play a significant role in addressing these needs, and how are referrals supported for continued assistance when business hours resume?

When emergencies arise outside of business hours, United Way's 211 serves as the first point of contact. 211 staff are trained to connect households to other emergency services, including ES and such as referrals for persons fleeing or attempting to flee, domestic violence, sexual assault, or stalking, or human trafficking.

Providers serving these populations (Arbor Circle for unaccompanied minors and the YWCA and Safe Haven for those fleeing domestic violence) are available 24 hours a day. United Way's 2-1-1 service partners with The Salvation Army's Housing Assessment Program (HAP) to ensure after-hours emergency response. 211 connects households experiencing homelessness to HAP's on-call staff for support and connection to emergency shelters based on need and availability. Households are provided information on how to complete an assessment via phone or in-person during business hours or online via Community Housing Connect.

What is the CoC's plan for responding to requests for assistance during business hours if the agency must close due to an emergency such as inclement weather, illness, etc.? Which partners play a significant role in addressing these needs, and how are referrals for continued assistance supported?

In the event when the Housing Assessment Program (HAP) or another agency is closed during business hours, agency leadership notifies the CoC and United Way's 211. The CoC notifies partners as appropriate, utilizing committee listservs and via the weekly community resource newsletter. Households are provided information on how to complete an assessment via phone or in-person once business hours resume. The Community Housing Connect assessment portal remains available online for households to complete an assessment at any time.

- b. Describe the CoC's plan and practice for warming and cooling needs during times of extreme weather conditions.

Prior to an extreme weather event, CoC staff, shelter providers, community partners and the HARA will proactively communicate around the community's needs to identify where and when the warming and cooling centers will be open. Once availability has been determined, hours will be posted publicly by both the CoC and shelter providers and shared with 2-1-1 and the broader public via multiple local email listservs and social media.

- a. How does the CoC ensure collaboration within its membership to address overlapping needs? Please include examples from education, employment, health care, criminal justice, etc. What shared learning takes place regarding the Coordinated Entry System and best practices, like trauma-informed care?

The CoC's Steering Council (the governing body) holds seats for employees from the Cities of Grand Rapids and Wyoming as well as Kent County. This arrangement allows the CoC to have direct and regular communication with the largest local government entities in the region. Elected Steering Council members represent homeless service providers and different sectors that interface with the homeless response system include education, health care, legal, and domestic violence. CoC partners closely with other local systems conveners including those that focus on equity, workforce development, transportation, food and nutrition, and energy efficiency, which allows for a broad community reach to ensure diverse stakeholder engagement.

Through participation with the Frequent Users Systems Initiative (FUSE) initiative, CoC partners have collected data regarding local criminal justice, police & fire systems, CMH data, MDHHS - Medicaid data + ER visits. The Homeless Outreach Team through the City of Grand Rapids and Mel Trotter Ministries both have contracts with network180 (Community Mental Health Authority) to have recovery coaches embedded in their agency staff.

The CoC hosts several learning opportunities for partner agencies to share information on community processes and best practices. The CoC's June general membership will feature a training on best practices related to trauma-informed care when serving victims and survivors of domestic violence. The training will be facilitated by a local victim services provider, Safe Haven Ministries. Training topics for meetings later in 2023 include an overview of the chronic homelessness definition and the community's by-name list process, best practices around landlord engagement, best practices for engaging with individuals with lived

experience, and training on the purpose of Move Up vouchers and the process to utilize these vouchers.

In addition, the CoC plans to host an in-person housing navigation training in summer of 2023 which will feature information on connecting individuals to Mainstream Benefits.

Upcoming webinars include training on the intersection of racism and homelessness, the intersection of the LGBTQ+ community and homelessness, and an overview of the grant application process and requirements when applying for local and state funding.

Additional training opportunities around best practices from local, state, and federal partners are shared with partners in the CoC's weekly newsletter.

- b. Each ESG-funded agency is responsible to have a grievance and appeals policy that is documented and available to any program participant. What is the CoC's current process for fielding concerns from community members and program participants regarding service delivery?

The CoC's Coordinated Entry Policy lays out a process for consumer grievances related specifically to Coordinated Entry related policies, decisions, services, or activities. Under the policy, the consumer shall submit a complaint to the CoC's CE Committee. Following the submission of the complaint, the provider agency has 3 business days to submit any additional documentation. The CE Committee, or ad-hoc group, will review documentation and attempt to mediate a solution. If no mutually agreeable resolution is reached, the CE Committee will make a final decision to resolve the grievance. If a provider agency or consumer is dissatisfied with the resolution by the CE Committee, either can request review by the CoC's Steering Council.

In the event a grievance is received regarding an agency's internal policies, services or activities, the CoC will refer the grievance to the appropriate agency for resolution under the agency's grievance policy.

- a. Which process(es) is utilized by the CoC to support referrals from the Coordinated Entry System to available permanent housing resources? Processes can include By-Name Lists (BNL), case conferencing groups, assessment tools, etc.

The CoC uses by-name lists for several different populations - veterans, families, chronic, and youth. BNLs allow the community to identify, in real time, the households experiencing homelessness in each population. Referrals to permanent housing resources are made to the most vulnerable households on the BNL with length of time homeless used as a tiebreaker when needed. Case conferencing is currently in place for the chronic BNL via the Built for Zero initiative and for the youth BNL via youth service providers.

Family households access CE and are assessed through Community Housing Connect, a web-based portal. Families are connected to a resource, often a staff member who works to resolve their episode of homelessness through problem-solving, diversion, and safety planning. Literally homeless families are referred to housing resources from the BNL based on dynamic prioritization which considers the anticipated need and available resources in any given month. The Family Functional Zero workgroup uses system case conferencing to identify and mitigate system barriers that are impacting ability to flow through the system from access to referral.

In addition, Kent County is participating in the Frequent Users Systems Engagement (FUSE) initiative. Data on criminal justice involvement and hospital use has been collected from state and local partners to identify frequent system users. Frequent users are flagged in HMIS and are considered as part of the prioritization process. A workgroup has been meeting to determine how to integrate FUSE criteria into prioritization for Permanent Supportive Housing resources.

b. Please confirm if the CoC has established a BNL for any of the target populations listed below. Include the current count of individuals for each specified list.

| Target Population    | BNL Created | Current Number       |
|----------------------|-------------|----------------------|
| Veterans             | Yes         | Waiting for response |
| Chronically Homeless | Yes         | 107                  |

|          |     |     |
|----------|-----|-----|
| Youth    | No  | N/A |
| Families | Yes | 359 |

c. If the CoC has established a BNL as specified in question b, please explain how the CoC is tracking the progress of the populations identified on the BNL. Detail the following aspects:

- How is the CoC adding clients to the list?
- How are clients pulled from the list and referred to housing resources?
- Describe the process for tracking the outcome of each referral.
- How often does the BNL group meet?
- Provide a list of group members and their organizations.

Kent County reached functional zero for the veterans population in 2017. a by-name list (BNL) is maintained for the veteran population; the Ending Veterans Homelessness Committee continues to meet regularly to ensure functional zero benchmarks continue to be met.

The CoC is participating with Built for Zero, a national initiative to reach functional zero for chronic homelessness. Through participation with this cohort, the CoC can track progress through a monthly data dashboard which tracks chronic BNL data including number of actively homeless, inflow, and outflow. The CoC meets bi-weekly to case conference for chronically homeless individuals on the BNL.

Recently, the CoC adopted a new BNL report developed by Community Solutions that includes all populations and can be filtered by subpopulation. The CoC has been refining the infrastructure for this process for chronic and will expand to Youth by the end of the summer 2024 and to all populations by 2025.

## **10. SSI/SSDI Outreach, Access, and Recovery (SOAR)**

- a. Name the SOAR case managers serving your CoC geographic area.

| Name | Agency/Organization | Contact Info |
|------|---------------------|--------------|
|      |                     |              |
|      |                     |              |
|      |                     |              |
|      |                     |              |
|      |                     |              |
|      |                     |              |
|      |                     |              |

2023 Exhibit 1 Info

|          |                  |                              |
|----------|------------------|------------------------------|
| Kquiana  | Griffin-Knowling | Community Rebuilders         |
| Paris    | Weisman          | Community Rebuilders         |
| Jennifer | Price            | Community Rebuilders         |
| Megan    | Iams             | Covenant House               |
| Mayra    | Diaz Rodriguez   | Kent County Community Action |

|          |            |  |
|----------|------------|--|
| Noelia   | Garcia     | Kent County Community Action                             |
| Eric     | Turkaleski | Grand Rapids Housing Commission                          |
| Erin     | Shibley    | Grand Rapids Housing Commission                          |
| Eulondon | Reeves     | Grand Rapids Housing Commission                          |
| Alicia   | Beene      | ICCF Community Homes                                     |
| Salman   | Shafi      | Mercy Health   |
| Daniel   | Baker      | Network 180  |
| Bryan    | Holt       | Pine Rest Christian Mental Health Services - StreetReach |
| Kate     | Stowell    | Pine Rest Christian Mental Health Services - StreetReach |
| James    | Schuen     | Pine Rest Christian Mental Health Services - StreetReach |
| Victoria | Sluga      | Pine Rest Christian Mental Health Services - StreetReach |



|         |            |  |
|---------|------------|--|
| Melonie | Cooper     | Pine Rest Christian Mental Health Services - StreetReach |
| April   | Moore      | Pine Rest Christian Mental Health Services               |
| Charli  | Lee        | Spectrum Health  |
| Amanda  | Briggs     | Veterans Affairs Administration                          |
| Hillery | Ross-Furse | Health Project/Mercy Health                              |

b. What efforts are being made to grow the number of SOAR applications completed?

Alisha Pennington is a SOAR Navigator working to promote SOAR activities as well as provide training, recruitment, and monitor SOAR processes. She attends CoC meetings for Kent County and has been connecting with existing practitioners and other key stakeholders in the Kent County area. She plans to begin hosting meetings for all Kent County SOAR providers which will provide opportunity to explore local SOAR efforts, gaps in accessibility, challenges related to implementation, and allow for networking between community partners and SOAR partners at SSA and DDS One barrier that has been identified is lack of funding available to support SOAR activities.

**11. Grant Compliance and Performance Review**

a. Does the CoC have a grant compliance and performance committee to ensure compliance with MSHDA ESG requirements, including expenditures, timely FSR submissions, reporting, etc.? If yes, list the CoC members(outside of the fiduciary), their contact information, dates and times of meetings. If no, what steps does the CoC take to ensure compliance? For additional information, please visit MSHDA’s Policy and Procedures website [here](#).

The CoC does not have a specific grant compliance and performance committee. However, CoC staff, Heart of West MI United Way Finance team members, and the Funding Review committee members all have a role in ensuring that compliance and grant performance are on track.

ESG subgrantees with funds for Rapid Re-Housing are expected to follow the Service Standards for Rapid Re-Housing in the community. ESG subgrantees with funds for Street Outreach are expected to follow the community's Outreach Policy which functions as service standards. ESG subgrantees with funds for Emergency Shelter or prevention will be expected to follow service standards for each respective program once they are finalized.

Heart of West Michigan United Way staff are in regular communication with subgrantees regarding quarterly progress and expectations. The fiduciary begins to closely monitor subgrantee records in the third quarter of the fiscal year to ensure quality program performance for the year.

- b. How does the CoC address performance concerns with a MSHDA ESG subgrantee (both financial and outcome performance)?

The CoC's Steering Council regularly reviews a quarterly ESG Financial Assistance Report that identifies the status of ESG-funded activities. CoC and fiduciary staff additionally work with the MSHDA subrecipients to evaluate and report on project performance for MSHDA ESG funding. Heart of West Michigan United Way staff regularly submit Financial Status Reports (FSRs) to MSHDA and also make recommendations on if funding needs to be reallocated if funds are not being expended expeditiously.

- c. Which performance indicators are reviewed regularly by the CoC? How does the CoC effectively manage performance issues as identified?

The CoC's Data Analysis Committee is responsible for regular review of multi-level data to evaluate system level progress toward ending homelessness. CoC staff, with support from the HMIS System Administrator, compile and present the data to the committee and CoC Steering Council for discussion and planning. This includes metrics such as length of time homeless, returns to homelessness, change in overall number of persons experiencing homelessness over time, and racial equity metrics. Reports include a quarterly CoC Dashboard (generated from LSA data), annual PIT and HIC submissions, System Performance Measures, and the MCAH Warehouse Core Demo report.

In regards to ESG-funded projects, the CoC's Funding Review Committee is in the process of developing a standard review template that will be submitted on a quarterly basis and include narrative of the projects' success, challenges, expenditure rates, LOT enrolled in project, exits to positive destinations, LOT from referral to move-in, and returns to system. This allows for the CoC to identify areas of concern proactively and engage agencies in mitigation and improvement strategies.

## **12. Racial Demographics and System Performance Measures**

Ensuring system outcomes that are effective and racially equitable within homeless services starts with establishing a basic understanding of the CoC's racial demographics and overall System Performance Measures, as defined by HUD. Inclusion of the following reports within the Exhibit 1 is intended to prioritize their review and discussion by the membership of each CoC.

- a. What does the CoC's ongoing commitment to supporting CERT (CoC Equity Results Team) look like? Provide a few examples of outcomes/results of the team's work.

The CoC Equitable Results Team (CERT) has diverse membership inclusive of frontline staff, partners with lived expertise, racial equity champions, and system leaders. In fall of 2022, the group hosted listening sessions for current and formerly homeless individuals to gather qualitative data on the homeless response system and suggestions for improvement. Recently, the team undertook a system-mapping project in conjunction with Housing Kent, another local systems convenor. Using these tools plus a quantitative review, a racial equity strategic plan with action items and corresponding metrics will be developed through an equity-focused committee. The CoC is also committed to ensuring ongoing review of Coordinated Entry policies, including referral outcomes through assessment and prioritization to prevent and eliminate further disparities.