



Steering Council Meeting Agenda
October 15, 2021 ▫ 8:30 – 10:30 am ▫ Zoom

1. Call to Order/Introductions
 - a. Welcome and Introduction of New Steering Council Members - *5-10 minutes*
2. Approval of the Agenda*
3. Approval of September 17, 2021 Minutes*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda*
 - a. Steering Calendar
 - b. Committee and Initiative Updates
 - c. ESG Financial Assistance Report
 - d. Budget Report: Statement of Activity
 - e. Data Reports: Emergency Shelter Counts Before and During COVID-19
 - f. CoC and ENTF Relationship Recommendation
6. Petitions and Communications
7. Strategic Plan: Q3 and Q4 Rock Updates - *15 minutes*
8. CoC Program Competition Update - *5 minutes*
9. FUSE Update and Next Steps - *5-10 minutes*
10. Advisory Council Update - *10 minutes*
11. Built for Zero Update - *10 minutes*
12. Funding Review Committee Appointment* - *10 minutes - discuss appointment of Wende Randall to Funding Review Committee*
13. Annual Steering Council Election - *10 minutes - current roster included in the packet for reference (pg. 11)*
 - a. Nominating Committee Appointments* - *Steering Council will need to appoint a committee chair and one additional member; 3 other members will be elected at the general membership meeting. Committee Formation Process included in the agenda packet (pg. 12)*
14. Any other matters by Steering Council Member(s)
15. Public Comment on Any Matter (Limit 3 minutes ea.)
16. Adjournment

Next meeting: Friday, November 19th, 2021, 8:30 – 10:30am

* denotes potential action item



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

January

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

February

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

March

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

April

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

May

Strategic Plan Annual Review
Nomination Committee forms

June

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

July

NAEH Annual Conference
System Performance Measures Review
Strategic Plan Update

August

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

September

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

October

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

November

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

December

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



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

Coordinated Entry Committee --

The committee's recommendation for enhancing the Coordinated Entry System was presented to Steering during the September meeting. The group will meet again on 10/12 to discuss next steps and committee structure.

Youth Action Board --

The youth action board has four consistent members attending meetings every other week. On Wednesday, September 22nd, YAB held a 2.5 hour retreat where the CoC structure was introduced, Roberts Rules, the open steering committee seat, and they were invited to attend the monthly youth committee meetings as well. We all enjoyed introducing ourselves so I thought I'd share what they said:

YAB Member 1: Within the last year they have moved three times, this has impacted mental health in different ways, managing mental health has been just as important as finding long term stable housing. Experiencing housing instability has caused them grow up a lot.

Member 2: Stayed in their car for several months before being connected with youth specific resources in grand rapids that led them to find stable housing. Favorite Musician is UMI

Member 3: Found housing with AYA (formerly 3:11) almost 2 years ago. Favorite Musician: Daft Punk

Member 4: When seeking support in Kent County they were told that they did not look like they were homeless. Homeless looks different for each individual. Favorite Music: R&B Mashup

YAB has discussed advocacy, recruitment of other members, expectation for attendance, the "why" behind even having a Youth Action Board, the stigma behind having a lack of stable housing and the importance of sharing with the community that homelessness isn't just a person standing on the street asking for change, there are many types of housing instability.

In future meetings the Youth Action Board hopes to further define rules and expectations for their board, roles, inviting community partners to their meetings to share different projects and receive feedback from the board.

CERA (COVID Emergency Rental Assistance) –

As of September 23rd, 5,197 CERA applications have been received in Kent County. Of those, 2,635 households have been approved and 1,635 are in progress. \$16,168,949 has been distributed and with an average of \$6,136 in assistance distributed per household.

ESG Financial Assistance Report - DRAFT REPORT

All data as of 6/30/2021

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served (if applicable)
MSHDA										
ESG - Community Rebuilders	10/1/2020 - 9/30/2021	\$176,000	\$151,360	RRH	75%	\$46,452.12	26%	25+	not currently collected	
ESG - The Salvation Army	10/1/2020 - 9/30/2021	\$170,351	\$26,000	Outreach, Prevention, RRH	75%	\$127,447.76	75%	212	not currently collected	
ESG-CV - Community Rebuilders	1/1/2021 - 9/30/2022	\$181,722	\$128,678	RRH	29%	not available	n/a	15+	not currently collected	
ESG-CV - Family Promise	1/1/2021 - 9/30/2022	\$412,800	\$0	Shelter	29%	not available	n/a	156	not currently collected	Families
ESG-CV Mel Trotter	1/1/2021 - 9/30/2022	\$129,834	\$0	Shelter	29%	not available	n/a	100	not currently collected	
ESG-CV - Pine Rest	1/1/2021 - 9/30/2022	\$103,200	\$0	Outreach	29%	not available	n/a	130-150	not currently collected	
ESG-CV - The Salvation Army	1/1/2021 - 9/30/2022	\$188,688	\$89,927	Prevention, RRH	29%	not available	n/a		not currently collected	
City of Grand Rapids										
ESG - Community Rebuilders	7/1/2020 - 6/30/2021	\$123,960	\$72,000	RRH	100%	\$123,960.00	100%	24	45	
ESG - Grand Rapids Urban League	7/1/2020 - 6/30/2021	\$94,300	\$69,000	Prevention	100%	\$94,300.00	100%	23	37	
ESG - The Salvation Army	7/1/2020 - 6/30/2021	\$82,354	\$57,854	Prevention/ Eviction Diversion	100%	\$82,354.00	100%	28	26	
ESG-CV - Arbor Circle	11/1/2020 - 12/31/2021	\$59,488	\$0	Outreach	64%	\$24,482.00	41%	50	38	
ESG-CV - Community Rebuilders	11/1/2020-7/31/2022	\$460,302	\$0	Shelter	38%	\$175,364.71	38%	70	28	Geographically Targeted
ESG-CV - Community Rebuilders	11/1/2020-7/31/2022	\$1,548,000	\$897,840	RRH	38%	\$218,716.79	14%	75	38	Geographically Targeted

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served (if applicable)
City of Grand Rapids										
ESG-CV - Degage Ministries	11/1/2020 - 12/31/2021	\$65,000	\$0	Shelter	64%	\$65,000.00	100%	390	139	
ESG-CV - Mel Trotter Ministries	11/1/2020 - 12/31/2021	\$200,000	\$0	Shelter	64%	\$200,000.00	100%	3,700	1,994	
ESG-CV - The Salvation Army	1/1/2021 - 12/31/2021	\$511,428	\$358,028	Prevention/ Eviction Diversion	50%	\$218,816.84	43%	115	26	Third Ward
Kent County										
ESG 18	8/10/18-12/31/20	\$136,428	\$126,196	Prevention/ Hotel/Motel Vouchers	100%	\$85,836.00	63%	34	24	
ESG 19	7/01/19 - 6/30/21	\$149,297	\$138,100	Prevention/ Hotel/Motel Vouchers	100%	\$89,758.00	60%	49	32	
ESG 20	7/01/20 - 6/30/22	\$154,368	\$142,790	Prevention/ Hotel/Motel Vouchers	50%	\$0.00	0%	45	0	
ESG-CV	4/01/20 - 9/30/22	\$1,643,522	\$1,479,169	Prevention/ Hotel/Motel Vouchers	48%	\$6,020.05	0.4%	231	1	

Notes

*MSHDA reports are submitted quarterly

**City of Grand Rapids payment requests are generally monthly and performance reports quarterly.

FS CoC
August, 2021

Year to Date

	Total CoC (includes Match Funding)	Annual Budget	Budget Remaining	% Remaining	Notes
HWMUW (Match)	1,778	17,000	15,222	90%	
MSHDA	60,366	595,851	535,485	90%	
City of GR CDBG (Match)	3,105	20,000	16,895	84%	
City of Wyoming CDBG (Match)	783	5,000	4,217	84%	
HUD	30,545	201,927	171,382	85%	
CUNP	1,807	19,593	17,786	91%	
HMIS - TSA	7,263	82,355	75,092	91%	
NPTA	670	-	(670)	N/M	
TOTAL REVENUE	106,316	941,726	835,410	89%	
Personnel Costs	26,341	208,228	181,887	87%	1
Community Inclusion	-	1,500	1,500	100%	
Professional Fees	13,600	90,250	76,650	85%	
Grant Passthrough	59,124	573,870	514,746	90%	2
Office Supplies	16	100	84	84%	
Printing/Copying	-	100	100	100%	
Conferences	370	8,190	7,820	95%	
Meetings	-	505	505	100%	
Mileage	-	668	668	100%	
Parking	509	3,383	2,874	85%	
Miscellaneous/Technology	-	1,477	1,477	100%	
Indirect	6,356	53,455	47,099	88%	
TOTAL EXPENSES	106,316	941,726	835,410	89%	
Revenue Over(Under) Expenses	-	0	0		

Fund Balance @ 10/31/20	8,000
Strategic Planning Costs	(8,000)
Fund Balance @ 05/31/21	-
Add:	
HWMUW Grant Fund	6,600
Fund Balance @ 08/31/21	6,600

Notes:

1. CoC staff time:

1 FTE - Courtney - CoC Program Manager

'(79.9% HUD Planning, 6.7% City of GR CDBG, 4.4% City of Wyoming CDBG, 2.5% HMIS, 1% HWMUW, 5.5% CUNP)

1 FTE - Brienne - Administrative Assistant (CoC- 90% HUD, 10% GR CDBG)

.01 FTE - Wende - Program Director (.4% CUNP, 1% HWMUW).

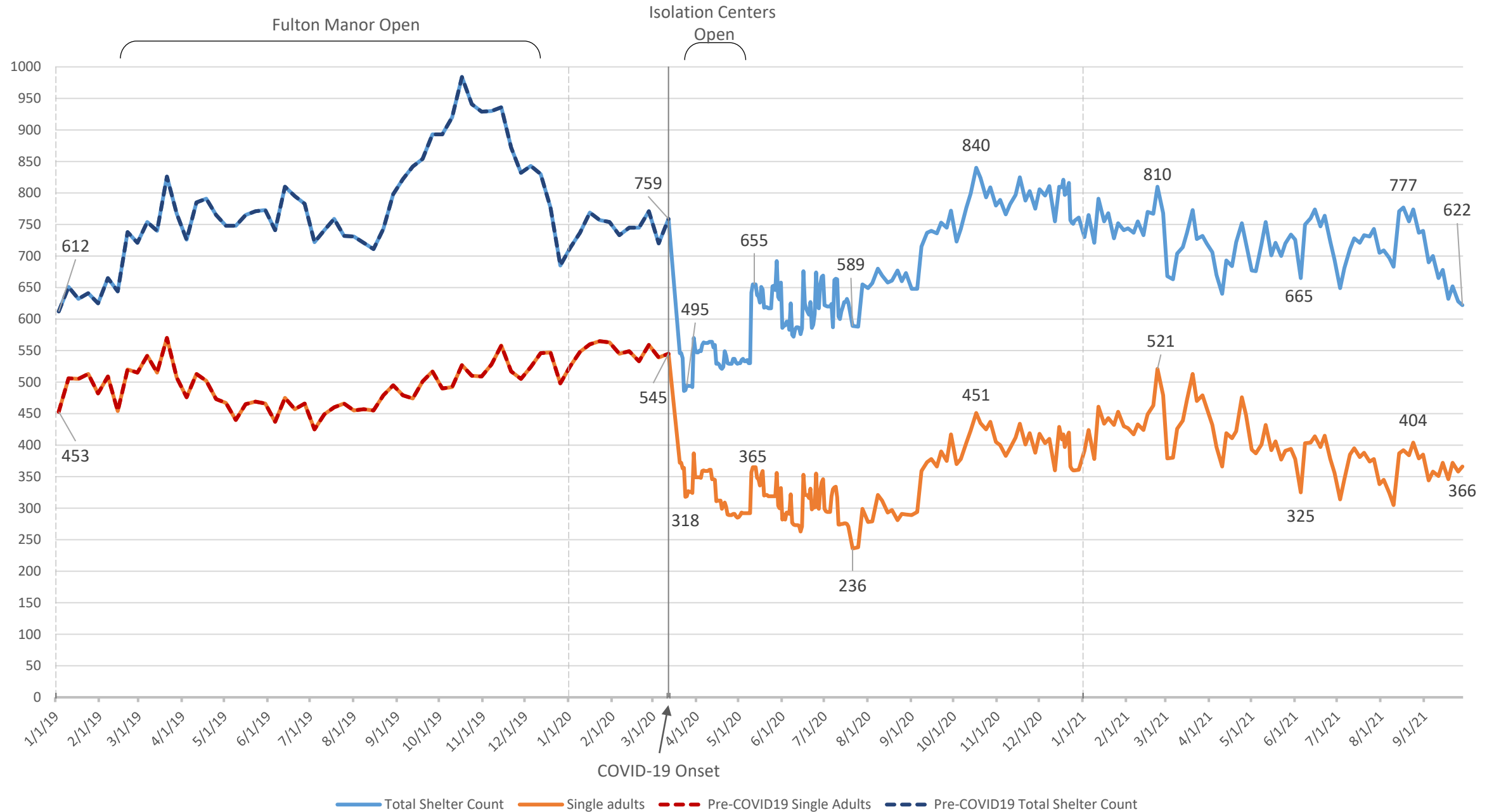
Staff Total 2.01 FTE

Note: Personnel budget includes 1 PT HMIS Support as well. Currently outsourced.

2. Passthrough grant

Emergency Shelter Counts Comparison: Before and During COVID-19

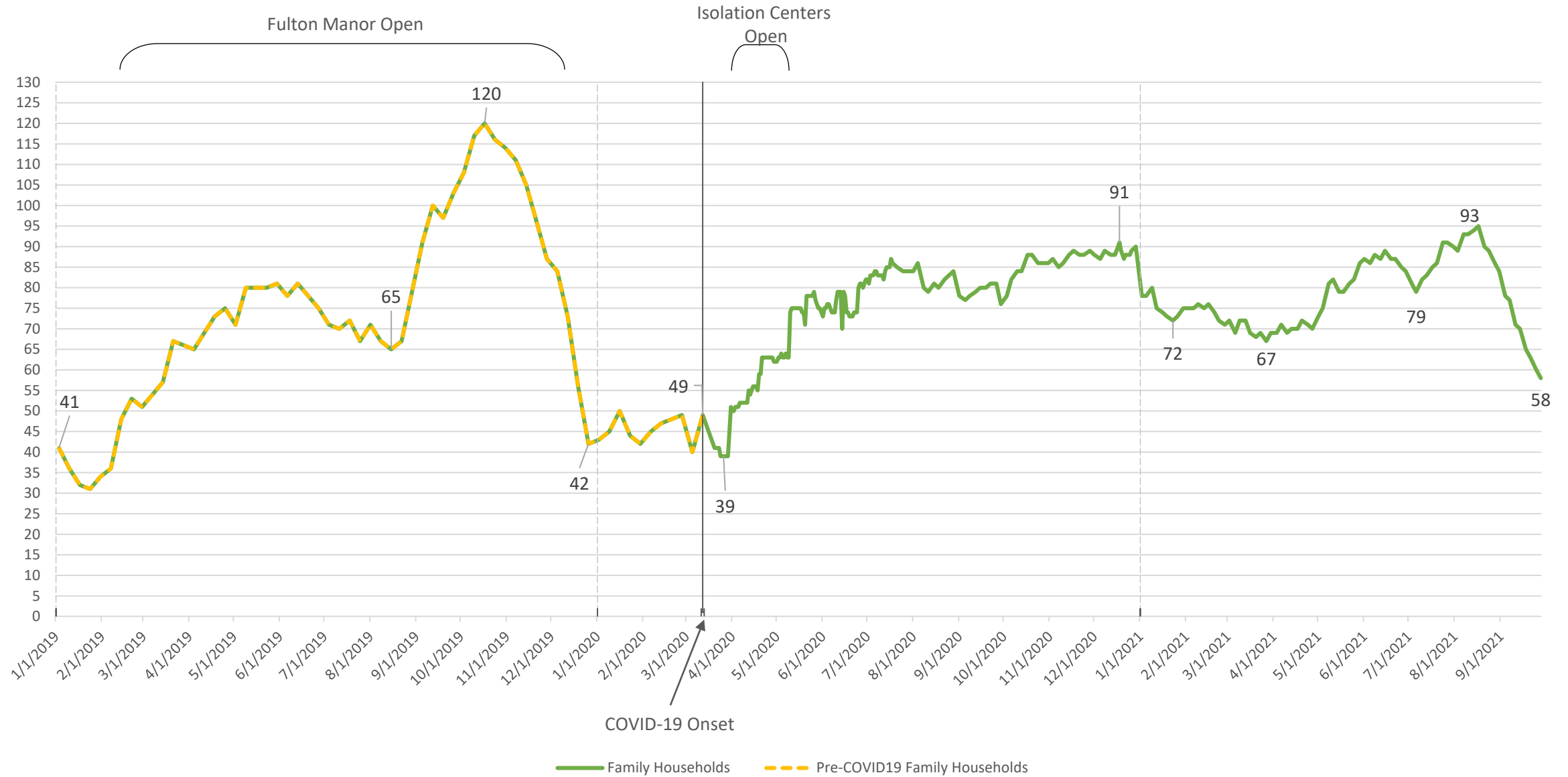
Number of individuals in emergency shelter – 1/1/2019 to 9/28/2021



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

Emergency Shelter Counts Comparison: Before and During COVID-19

Number of family households in emergency shelter – 1/1/2019 to 9/28/2021



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

Clarification on Relationship between the Coalition to End Homelessness and the Essential Needs Task Force

Background

The Coalition to End Homelessness has its roots in the Kent County Essential Needs Task Force (ENTF), which was established in 1982. ENTF was Kent County's first coordinated approach to ensuring that the basic needs of residents were met. Initial areas of focus being addressed by ENTF included housing, food, and utilities, and later expanded to incorporate the transportation and economic and workforce development systems. In 1995, when the U.S. Department of Housing and Urban Development required that any community receiving homeless assistance funding form a collaborative Continuum of Care (CoC/the Coalition), the ENTF committee on housing was a natural fit. The Grand Rapids/Wyoming/Kent County Continuum of Care goes by the name "Grand Rapids Area Coalition to End Homelessness." A collaborative effort resulting in the 2004 "Vision to End Homelessness" shifted our community's focus from managing the problem through crisis intervention to one focused on finding permanent housing and long-term solutions with needed support services. It also increased our capacity for data collection and analysis, centralized the referral system for those in need, and nearly doubled the amount of permanent, supportive housing in the area. ENTF leadership partners (coordinated as part of various staff roles at community organizations) and CoC staff worked side by side over the years to broaden understanding of county-wide needs, inform funding and strategy-level decisions, and implement collaborative initiatives.

Though CoC staff functions had been handled by various community organizations, in 2013 Heart of West Michigan United Way became the fiduciary agency and employer of record. Additionally, in 2014, the Governance Committee of ENTF established the ENTF Director as a full-time position, also housed at United Way. Since that time, the ENTF Director role and the CoC staff and elected leadership positions have continued the legacy of guiding the systems-level housing and basic needs strategies in Kent County. Amid this, developments of decision-making structures and priorities within each body occasionally resulted in confusion or disagreement about roles and areas of purview.

Recent relationship shifts

The current Coalition to End Homelessness Governance Charter states, "The CoC is committed to collaboration wherever possible to accomplish its stated goals to end homelessness. The Essential Needs Task Force (ENTF), a broader community effort to coordinate the response to basic needs and strengthen communications across systems in Kent County is one such effort that the CoC is committed to participation in." For several years, this included assuming the role of the ENTF Housing Committee.

There have been particular challenges and/or concerns noted by community members in the CoC assuming the aforementioned role, including:

- Differing governing structures as HUD requires that CoC's have their own governance charter and governing body.
- A shared budget with different grants funding each entity, which may create administrative burdens and/or challenges in making financial decisions as it relates to either entity.

- Perceived and/or real limitations of ENTF's Housing Committee capacity related to only the work of the CoC.

The ENTF 2020 Strategic Design and Implementation Plan process recognized that, while both groups have aligned missions and exist in partnership, it would be necessary to collaborate to develop a clarified understanding of the roles each would play in the broad Housing system. ENTF's Action and Advocacy tasks include:

- *Define relationships between ENTF and the convening organizations within the housing continuum.*
- *Based on the defined relationships, develop strategies to engage in the housing continuum work.*

Furthermore, the Coalition has also identified through its 2021 strategic planning process, the need to clearly define its partnership with ENTF. The Coalition's Strategic Plan report notes:

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.

It was apparent through both the Coalition and ENTF's planning processes that there is community agreement to better define the nature of the relationship and how each entity engages with the other's work. **Moving forward, the partnership between the Coalition to End Homelessness and ENTF is understood through the following:**

- Both ENTF and the Coalition to End Homelessness are committed to cross-sectoral engagement and value the interconnectedness of systems strategies. This will be manifested in frequent communication, regarding but not limited to, community needs and resources across various systems, changes and trends, as well as appropriate alignment and mutual support of strategies and initiatives.
- ENTF and the Coalition to End Homelessness will each serve as Lead Convening Partners (in designated systems) and will share data, advocacy efforts, and learning opportunities.
- ENTF will continue as Lead Convener and strategy facilitator for multiple essential needs systems such as Transportation, Food & Nutrition, Energy Efficiency, Economic & Workforce Development, and (new) Digital Inclusion subcommittees.
- The Coalition to End Homelessness will be recognized as the Lead Convener and strategy facilitator for the Homeless Response system, including leading County-level planning, and the coordination and submittal of the Consolidated Application to HUD.
- ENTF will explore a modified role in the housing system, performing one or more of its functions of expertise (Data & Understanding, Action & Advocacy, Community Learning, and Connecting), as a means of complementing the work of the Coalition and other groups along the housing spectrum.
- Community partners actively engage in both entities and are able to inform one another's discussions and decisions.
- Both entities sit within Heart of West Michigan United Way and the personnel structure for the Coalition is part of the ENTF team. There are distinct budgets and responsibilities for staff.

Coalition to End Homelessness
Steering Council roster

First	Last	Title	Organization	Term End
Casey	Gordon	Supervisor of Special Populations	Kent Intermediate School District	Dec-21
Dreyson	Byker	Community Member	n/a	Dec-21
Elizabeth	Stoddard	Director of Advocacy	Fair Housing Center of West Michigan	Dec-21
Hattie	Tinney	Interim Executive Director	Grand Rapids Housing Commission	Dec-21
Holly	Wilson	Director of Client Services	Safe Haven	Dec-21
Scott	Orr	District Manager	Kent County DHHS	Dec-21
Tom	Cottrell	Chief Programming Officer	YWCA	Dec-21
Jose	Salinas	Recovery Coach	network180	Dec-21
Mark	Contreras	Medical Director	Catherine's Health Center	Dec-21
Cheryl	Schuch	CEO	Family Promise	Dec-22
Lauren	Van Keulen	CEO	AYA Youth Collective	Dec-22
Victoria	Sluga	Manager of Homeless and Housing Services	Pine Rest	Dec-22
Adrienne	Goodstal	VP of Community Engagement and Advocacy	Mel Trotter	Dec-23
Alonda	Trammell	Director of Supportive Services	Dwelling Place	Dec-23
Karen	Tjapkes	Director of Litigation	Legal Aid of West Michigan	Dec-23
Erin	Banchoff	Community Development Manager	City of Grand Rapids*	N/A
Rebecca	Rynbrandt	Director of Community Services	City of Wyoming*	N/A
Susan	Cervantes	Director	Kent County* Community Action	N/A
Victoria	Arnold	Kent County Social Services Director	The Salvation Army / HARA*	N/A
		Community Member	Youth Action Board*	N/A
		Community Member	Veterans Action Board*	N/A

*permanent, non-rotating member organizations

Members who were appointed to fill a vacant seat will be up for election at the end of the calendar year



Nominating Committee Formation Process

From CoC Governance Charter (pgs. 6-7)

The Nominating Committee is comprised of five individuals, including three CoC members and two members of the Steering Council who are not currently serving as officers. ... The Nominating Committee is formed to serve for two years.

1. The Steering Council selects a Steering Council member to chair the Nominating Committee and selects one additional Steering Council member to serve on the committee
2. The Continuum of Care members elect Nominating Committee members by the following process:
 - a. A minimum of three weeks in advance of a scheduled Continuum of Care meeting, candidates to serve on the Nominating Committee are sought through distribution of a message to all Continuum of Care' voting representatives of record;
 - b. A written ballot is distributed to voting representatives at the Continuum of Care meeting; each qualified voting representative can vote for three candidates;
 - c. Votes are tallied and the three candidates receiving the highest number of votes serve on the Nominating Committee;
 - d. In the event of a resignation from the committee, the Executive Committee shall appoint a member to serve until the next election.