



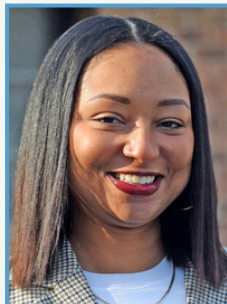
From the Director

This has been a year of transitions at the Continuum of Care. Like many communities across the country, Kalamazoo County is adjusting to life with Covid-19. The influx of resources that poured into communities, no longer exists and the impacts are being felt by all. The CoC continued to apply for Federal and State resources as they were made available.

For the first time ever the federal government provided an opportunity for communities to receive special funding under their unsheltered homelessness grant. Although we did not receive that grant, it shows our commitment to attempt to seek opportunities to bring additional funding into our community.

As some of our grants from the State decreased this year, the CoC was still able to support organizations who would not traditionally have access to state and federal funding through our Mini-Grants. We also had the opportunity to redesign the RentAble program, intended to support ALICE families.

With the completion of a strategic plan, the CoC is working diligently toward realizing our vision for a county where everyone has equitable access to safe, affordable, dignified housing.



Patrese Griffin
Director, Kalamazoo Continuum of Care

Committees and Workgroups

- Allocations & Accountability Committee
- Data Team
- Outreach Coordination Workgroup
- Shelter Committee
- Veterans By Name Committee

CoC Staff

- ▶ **Patrese Griffin,**
Director
- ▶ **Carrie Bosch,**
HMIS Data Administrator



United Way of South Central Michigan
Calhoun | Clinton | Eaton
Ingham | Jackson | Kalamazoo

Strategic Plan

In 2021, a robust three-year strategic plan was developed which includes solid, workable initiatives that guide the CoC staff, Board, and committees.

8 Priority Areas

Planning and Programming

Produce and maintain a new Plan to End Homelessness that serves as a unified framework for Kalamazoo County service providers, developers, units of government in our service area, and funders to reduce homelessness, increase permanent housing, and prevent homelessness

Equity

Embed equity throughout structure and decision-making process

Advocacy

Advocate for policy changes to address system-level causes of homelessness

Data

Improve data collection and utilization

Funding

Maintain and grow funding for services, housing and development

Expertise

Position the Kalamazoo County Continuum of Care as trusted experts regarding the status of homelessness and solutions in Kalamazoo County

Operational Structure

Increase internal capacity and procedures to support a high functioning team capable of transition

Continuum Transparency

Strengthen transparency regarding governance in decision-making for the organization, including what the CoC does and does not do, to maintain continuum support

2022 Highlights

RentAble program was redesigned

One new agency onboarded to HMIS

Deployed a survey of unhoused residents to help inform the Kalamazoo County Housing Plan

Deployed new CoC Equity Results Team to participate in Statewide racial equity strategic planning efforts

Kalamazoo County CoC Board Members

Andrew Chaponda

Open Doors Kalamazoo

Amanda Sutherland

Michigan Works! Southwest

Don Jones

Community Member

Don Roberts

Legal Aid of Western Michigan

Erica Patton

Integrated Services of Kalamazoo

Evelyn Thompson

Ministry with Community

Johnny Anderson

Ministry with Community

Jen Strebs

Kalamazoo County Commission

John Simpson

Kalamazoo Gospel Mission

Kelly Doyle (Co-chair)

CARES Sexual Wellness Services

Laura Lam

City of Kalamazoo

Lee Adams

Upjohn Institute

Michelle Butkiewicz

YWCA Kalamazoo

Michelle Davis

Housing Resources Inc

Robin Greymountain

Kalamazoo Public Schools

Sandy Barry-Loken (Co-chair)

Kalamazoo Community Foundation

Stephanie Hoffman

Evolution Housing and Services

Steve Powell

Community Member

Tiffany Cunningham

Michigan Department of Health &
Human Services

Toni Newell

Catholic Charities Diocese of
Kalamazoo

Zac Bauer

LISC



The Program

RentAble is a pilot program operated by the Kalamazoo County Continuum of care since 2021. The program was designed to increase housing stability by providing security deposit replacement for a target population that is overlooked – renters between 60%-120% Area Median Income with at least one barrier to obtaining housing (criminal background, prior eviction, poor credit, etc.). The program, which was designed to create positive outcomes for both renters and landlords, was primarily funded through the Foundation For Excellence (FFE). Additional funders included the United Way of South-Central Michigan, the Jameel Poverty Action Lab, and QIRA/Hello Rented. The Upjohn Institute for Employment Research and the University of Notre Dame Wilson Sheehan Lab for Economic Opportunities acted as key partners in the initial design of the program and as evaluators.

Although RentAble had been active, the program saw significant challenges primarily due to the limited availability of rental units and landlord's resistance in working with a third-party company, rather than tenants with cash on hand for a security deposit.

The Opportunity

Based on these challenges and the small number of households enrolled, the CoC reconsidered whether the program was best serving the needs of the community. The City of Kalamazoo was open to a proposal of an alternative way to use the remaining funds (estimated at \$160,000) to service the same target population. The CoC proposed using the \$160,000 as a flexible funding resource for current or potential City of Kalamazoo residents that meet RentAble eligibility criteria to help them overcome barriers to obtaining or sustaining housing – including application fees, security deposits, rent increases, owed utility costs, etc.

The RentAble program is expected to be relaunched in 2023.

What is CERT?

- CERT stands for CoC Equity Results Team and is part of a larger statewide Initiative created by C4 Innovations Racial Equity Design and Implementation Initiative (REDI) to address inequities and promote equitable practices and outcomes in housing and homeless services across the State of Michigan.
- REDI's goal is to support communities in moving from awareness of racial inequities in their Homeless Crisis Response System to designing and implementing more equitable systems.

Kalamazoo County

CERT Members

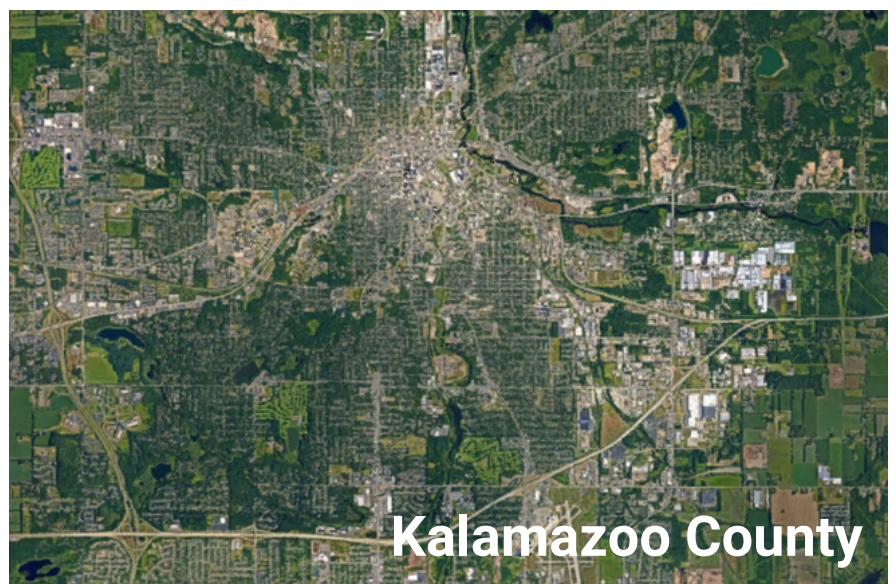
- Renwick Ballew, Gryphon Place
- Noah Silver-Matthews, Open Doors Kalamazoo
- Tammie Natho, Integrated Services Kalamazoo
- Michelle Davis, Housing Resources, Inc.

CoC Equity Results Team (CERT)

C4's REDI approach is anchored by two key frameworks. The first is the Annie E. Casey Equitable Results Framework, which grounds systems change in targeted equity outcomes. The Equitable Results Framework promotes accountability and aims to achieve better outcomes for all while addressing factors that contribute to racial inequities and block access to opportunity.

The second framework is the Adaptive Leadership Framework and tends to the cultural and change management challenges inherent in systems change work. Adaptive leadership is defined as "the activity of mobilizing people to tackle tough challenges and thrive." Adaptive leadership is relational and relevant when working with staff within a specific organization, as well as when working with stakeholders within and across systems and communities to pursue shared commitments.

Each CoC across the state, has a CERT that is responsible for this transformative work. CERT members have the support of a team of consultants from C4 Innovations as well as statewide partners such as MI Campaign to End Homelessness, MI Homeless Policy Council, MI Interagency Council on Homelessness. In 2022, the Kalamazoo CERT team created a county-wide system map and convened listening sessions for individuals with lived expertise in homelessness. This work will help underpin the strategy development work expected to take place in 2023.



'Snapshot' of Homelessness

On February 23, 2022, the Kalamazoo County CoC worked with shelter and outreach providers to conduct a count of the people experiencing literal homelessness in our community – those residing in emergency shelter and transitional housing programs, as well as unsheltered individuals residing in places not meant for human habitation. On the same night, we took an inventory of the programs in our community that provide homeless households with shelter, transitional housing, and permanent housing. While not representative of the extent of homelessness throughout an entire calendar year, combined the Point-in-Time Count and Housing Inventory Count create a “snapshot” of homelessness and our ability to offer shelter and housing supports.

The Point-in-Time Count and Housing Inventory Count are required by the Department of Housing and Urban Development (HUD) and are conducted by communities across the country, generally in the last 10 days of January. In 2022, Kalamazoo County and many other communities across the country conducted the Count in February in response to the growing number of COVID-19 cases caused by the Coronavirus Omicron variant.

Who is Counted?

The U.S. Department of Housing and Urban Development’s (HUD’s) definition of “homeless,” for the purpose of the Point-in-Time Count, includes two main types of homelessness:

- **Unsheltered:** Individuals or families whose primary nighttime residence is a public place not meant for human habitation, including places like:
 - Tents
 - Cars
 - Parks & camping grounds
 - Abandoned buildings
 - Bus or train stations
- **Sheltered:** Individuals or families residing in a place dedicated to serving people who would otherwise be unsheltered, including:
 - Emergency shelters
 - Transitional housing programs

*This does not include individuals or families who are doubled-up, couch surfing, paying for their own hotel or motel, or in other precarious housing situations.

Point-in-Time Count

Following guidance from HUD, the CoC elected to use a geographical sampling approach to count individuals experiencing unsheltered homelessness to increase COVID-19 safety and account for capacity limitations among homeless service providers. This geographic sampling approach allowed us to count the number of unsheltered people in some areas of the county in order to determine an estimate of the extent of unsheltered homelessness across the entire county. In order to select areas to count, the county was divided into smaller subareas based on the predicted amount of unsheltered people in those areas. Counting activities took place in subareas with the highest density of unsheltered individuals, as well as randomly selected subareas expected to have a moderate or low number of people experiencing unsheltered homelessness.

People experiencing sheltered homelessness were counted in partnership with our shelter and transitional housing providers, who routinely collect information on guests in their programs for our Homelessness Management Information System (HMIS) or, in the case of domestic violence providers, a comparable database.

On this single night, a total of 488 persons were counted as literally homeless. 364 of these persons were sheltered (318 in an emergency shelter program; 46 in a transitional housing program) and 124 were unsheltered. While this represents an increase of those in emergency shelter from 2021, emergency shelter stays are still decreased from pre-pandemic levels – mostly due to fewer women and children seeking shelter.

Historically, the Point-in-Time Count has represented only 10-30% of individuals who are known to experience literal homelessness throughout the entire calendar year, based on data from homeless service providers captured in our HMIS. Annual Homeless Count data for 2022 is forthcoming.

Point-in-Time Count

▶ In total, 216 of the 364 sheltered persons were adults with no children in the household, including 15 young adults aged 18-24.

▶ There were 40 family households comprising of 143 persons: 98 children under the age of 18, 7 young adults aged 18-24 including 6 parenting youth, and 38 adults over the age of 24.

▶ An additional five children were in households not accompanied by an adult over the age of 18, including one parenting youth and their child.

▶ No children under the age of 18 were found to be living in an unsheltered situation, but 5 of the 124 adults were youth aged 18-24.

Housing Inventory Count

In total, 1033 homeless or formerly homeless individuals were served by homeless service providers on the night of the Point-in-Time Count across 33 shelter and housing programs. This includes the 364 literally homeless persons served by emergency shelters and transitional housing programs counted in the Point-in-Time Count, as well as 669 individuals who were homeless before receiving permanent housing supports through programs designed to house homeless persons. Of these, 127 persons were housed through a rapid rehousing program providing short-term rental supports, 403 persons were housed through a permanent supportive housing program providing long-term rental assistance and supportive services, and the remaining 139 individuals were housed through another permanent housing program targeted towards homeless households.

A total of 626 emergency shelter beds were available, with just over 50% (318 beds) in use. This represents a 44% increase in available shelter beds from 2021, when capacity was significantly reduced due to social distancing measures put in place during the height of the COVID-19 pandemic. Included in the 626 total emergency shelter beds are beds in shelter programs serving households fleeing domestic violence, unaccompanied children, as well as homeless families and adult-only households, with beds available on the night of the Point-in-Time Count for all household types.

A total of 70 beds were available in transitional housing programs, with approximately 66% (46 beds) in use. These beds were reserved for households fleeing domestic violence (36 beds), households headed by unaccompanied youth under the age of 24 (22 beds) and homeless veterans (12 beds).

What is HMIS?

The Homeless Management Information System (HMIS) is our Continuum of Care's local system designed to collect client-level data on the provision of homeless services. When all community partners use HMIS to capture data on their homeless clients, we can use this data to:

- Better coordinate client care between agencies
- Examine and improve system performance
- Inform community-level planning
- Meet funder reporting requirements

State and Federal Funding Summary 2022

MSHDA Emergency Solutions Grant FY 2022-2023

The Emergency Solutions Grant (ESG) is intended to help households quickly regain permanent housing after experiencing a housing crisis or homelessness. Funds can be used for homelessness prevention, street outreach, emergency shelter, rapid-rehousing, and HMIS. ESG is a federal entitlement-based program; funds are provided by the U.S. Department of Housing and Urban Development (HUD) to the Michigan State Housing Development Authority (MSHDA), and then awarded to the Continuum of Care based on a formula. During the local funding process, the Continuum of Care collaborates with local partners to determine funding priorities and select sub-grantees to receive the funds.

Total Allocations: \$485,820

STREET OUTREACH

Integrated Services of Kalamazoo
\$29,802

RAPID RE-HOUSING

Housing Resources, Inc
\$202,188

HOMELESSNESS PREVENTION

Housing Resources, Inc.
\$104,843

EMERGENCY SHELTER

- Catholic Charities Diocese of Kalamazoo: \$34,762
- Integrated Services of Kalamazoo: \$50,330

HMIS

- Housing Resources, Inc: \$30,000
- Catholic Charities Diocese of Kalamazoo: \$4,104
- Integrated Services of Kalamazoo: \$1,288

*Administrative costs: Housing Resources, Inc.- \$22,475 & Integrated Services of Kalamazoo- \$5,898

HUD 2022 Continuum of Care Program Grant

The U.S. Department of Housing and Urban Development's Continuum of Care Program Competition is designed to promote a community-wide commitment to the goal of ending homelessness. Agencies can apply for funding for transitional housing, rapid-rehousing, joint transitional housing and rapid rehousing, permanent supportive housing, and coordinated entry projects. The total amount of funding the CoC is eligible to receive is determined by formula and includes renewal funding, CoC planning costs, and opportunities to receive bonus funding for new projects. The amount of funding *received* is determined by performance on a Collaborative Application submitted by the Continuum of Care. During the local funding competition, the CoC ranks projects to be prioritized for funding and submits this information to HUD as part of the Collaborative Application.

In 2022, the CoC received funds to renew existing permanent supportive housing programs.

PERMANENT SUPPORTIVE HOUSING (\$1,664,094)

- Integrated Services of Kalamazoo (\$1,054,220)
- Housing Resources, Inc. (\$609,874)

PLANNING GRANT (\$50,127)

- United Way of South Central Michigan

FUNDING SOUGHT (\$167,091)

- YWCA Kalamazoo, for transitional and rapid rehousing. Awards not yet announced.

Continuum of Care Mini Grants

The CoC Mini grant process is a low-barrier local funding stream available to all CoC members and partnering organizations, to help address housing system gaps and support individuals and families in Kalamazoo County experiencing housing crisis. The funding stream follows a trust-based grant-making process. This approach not only speeds up the application and allocations process but encourages grantees to be innovative and creative in addressing specific needs of a population served. The Mini Grants are made possible by generous funders including the Stryker Johnston Foundation and City of Kalamazoo's Foundation for Excellence.

Total Disbursed in 2022: \$53,500

Agency	Funded Activity	Funds Awarded	Populations Served
Catholic Charities Diocese of Kalamazoo	Youth Independent Living	\$15,000	Homeless Youth, ages 17-21
Hope Thru Navigation	Hoteling for local isolation and quarantine	\$10,000	Unhoused/unsheltered individuals who have tested positive for Covid-19 and/or positive individuals in emergency shelter who cannot be isolated on site.
Hope Thru Navigation	Temporary assistance for unhoused	\$12,000	Individuals in Kalamazoo County who are unhoused or in housing crisis and need assistance with temporary shelter or securing permanent housing.
Integrated Services of Kalamazoo	Vital documents for unhoused residents	\$1,500	Unhoused individuals in Kalamazoo County
Integrated Services of Kalamazoo	Day Warming Center Support	\$15,000	Unhoused individuals in the City of Kalamazoo