

# KENT COUNTY AMERICAN RESCUE PLAN ACT (ARPA)

## *Funding Proposal Catalog*

---

**DISCLAIMER:**

*The information in this document is an initial assessment of the proposal submission. The assessment for each project is based only on the information that was provided in the proposal submission.*





## **Notes:**

*The contents of this catalog are organized alphabetically by project theme.*

*Within each theme, projects are organized by "lowest risk" to "highest risk" according to U.S. Treasury Guidelines.*

*Projects were given a randomized number ID and will not be listed in numerical order.*

# **TABLE OF CONTENTS**

**Affordable Housing**

**Arts and Culture**

**Broadband**

**Business Grants**

**Community Center**

**DEI**

**Disability Services**

**Education**

**Energy and Environment**

**Food and Nutrition**

**Government Services**

**Homeless Support**

**Hospitality**

**Immigrant Services**

**Lead**

**Medical Care**

**Mental Health**

**Parks and Recreation**

**Public Safety**

**Roads and Transportation**

**Rockford Ice and Turf**

**Senior Citizens Support**

**Substance Abuse**

**Water and Sewer**

**Workforce Development**

**Youth Support**

***\*Internal County Projects***







# ABOUT THIS CATALOG


The following pages include 319 community project proposals and 13 internal County projects submitted for the Kent County American Rescue Plan Act funds. Each project has the same outlined information that was provided by proposal submitters via the online proposal submission. Proposals were collected between May 20, 2022, and July 15, 2022.


The only information included that the submitter did not provide are the project theme and the rankings/notes for Eligibility, Sustainability, Feasibility, and Impact. The added elements will look like this in the project proposal:

**Project Theme:** Mental Health




**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

*Impact is based upon how many people will benefit from the project*

Guidehouse Ranking Notes			
 Eligibility	 Sustainability	 Feasibility	
<i>Clearly aligned with U.S. Treasury Guidelines (related to COVID, project is in a QCT, etc.)</i>	<i>Has a clear strategy to support itself after ARPA funding</i>	<i>Project can be completed by 2026</i>	
<i>Alignment with U.S. Treasury Guidelines is not clear but may be possible</i>	<i>Project may be able to support itself after ARPA funding</i>	<i>Project may be completed by 2026</i>	
<i>Clearly not eligible under U.S. Treasury Guidelines</i>	<i>Project cannot support itself after ARPA funding</i>	<i>Project cannot be completed by 2026</i>	

These scores and comments were provided by Kent County's ARPA consultant, Guidehouse. Guidehouse's ranking is based on the funding requirements outlined in the Coronavirus State & Local Fiscal Recovery Funds Final Rule published by the U.S. Department of the Treasury.

***The information in this document is an initial assessment of the proposal submission. The assessment for each project is based only on the information that was provided in the proposal submission.***

01



# AFFORDABLE HOUSING





# PROJECT #168

## Kent County Equitable Housing Initiative



### Identify the need for the proposed project

Everywhere you look in Kent County you see housing shortages and an imbalanced housing market. The Covid-19 pandemic has exacerbated our market imbalance and today we have sky high housing value appreciation, low housing inventory, limited rental vacancies, and a slowing new construction market. Kent County needs more housing that is affordable to low- and moderate-income workers. The Kent County Permanent Housing Coordinating Council (KCPHCC) is a 32-year-old association of trusted nonprofit affordable housing developers. KCPHCC members have conducted extensive community engagement efforts, reflected together on decades of programmatic experience, and completed a thorough review of available data regarding the housing market in Kent County. ARPA provides Kent County a once-in-a-generation opportunity to significantly alleviate the need for affordable housing in our community. Affordable homeownership in Kent County matters. A 2022 study completed by the National Association of Realtors indicated that nearly all home buyers across races/ethnicities surveyed agree homeownership is still the "American Dream." Homeownership is the most utilized path to create generational wealth. It's good for the economy and for employers and it contributes positively to the physical and social health of households and neighborhoods. According to a study funded by the Robert Wood Johnson Foundation, housing stability is one of the best-researched social determinants of health. The study pointed to housing interventions for low-income people as a strong means to improve health outcomes and decrease health care costs. The ongoing housing crisis is negatively impacting the health of our county residents and adding stress to our health systems, which are still dealing with the fallout from the pandemic. Current sources and programs that fund the production of affordable homeownership are inadequate to meet the need. According to the Kent County Housing Needs Assessment, our county needs 5,301 homeownership units that are affordable to low-moderate income households. Using limited current public funding programs and philanthropic sources, KCPHCC members have built a combined 70 new homes for sale to low-income working families in the last 3 years. Funding this request would empower KCPHCC to provide the community with at least 211 homeownership units by the end of 2026. In recent years, homeownership has become even more unattainable for working households. GRAR reports that May 2022 home prices in Kent County were up 66% when compared with the data from 5 years ago, with an average sale price of \$344,718 while wages have increased only 35% over the same period of time according to HUD. According to the National Low Income Housing Coalition's 'Out of Reach 2021 Report', it would take someone working full-time at a rate of twice Michigan's minimum wage of \$9.65/hour to afford a fair market rent two-bedroom apartment in Kent County. A strong economy requires a healthy, available and local workforce. Funding this initiative will preserve or create 386 affordable rental housing units for Kent County's workforce.

### Brief Description

KCPHCC proposes the following: NEW AFFORDABLE HOMEOWNERSHIP (\$31.65 M): build 211 units of affordable housing for purchase by low/moderate income households throughout Kent County. With plans to leverage additional potential funding from MSHDA and other financing strategies like a potential county brownfield authority, this total would likely end up over 600. Utilizing shared equity models and deed restrictions, homes sold will be preserved as affordable homeownership for future income-constrained county residents, which expands and ensures the impact of this investment for future generations. PRESERVATION OF EXISTING AFFORDABLE RENTAL HOUSING (\$5.85 M): renovate and preserve 322 affordable rental units currently at risk or in need of renovation at 6 locations throughout the county. CREATION OF NEW AFFORDABLE ASSISTED LIVING (\$3.5 M): provide gap funding in support of 64 affordable assisted living rental units at 2 locations. SUPPORT FOR KENT COUNTY HOMEOWNERS/HOMEBUYERS (\$1 M): provide home repairs to 1,000 existing homeowners and assist 100 new low/moderate income home buyers with matched savings accounts.

### Long-Term Benefit

The long-term benefit is physical HEALTH and economic stability for both families and neighborhoods, as our neighbors of low or moderate income obtain stable homes and a path to homeownership. The regional WORKFORCE is strengthened as more households have home bases from which to build long-term income and careers in Kent County. Additional benefits include increased supply in the housing market countywide, which will help to move rental and purchase prices toward a more affordable level.

### Project Cost

**Minimum Cost:** \$140,600,000

**Maximum Cost:** \$140,600,000

**ARPA Request:** \$42,000,000

### Submitter Info

**Name:** Ryan VerWys

**Organization:** Kent County Permanent Housing Coordinating Council

### Project Overview

**Funding Group:** Community Health

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 76% or greater

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

*(Listed in main description)*

### Partnership

*(Listed in main description)*



## Project Cost

**Minimum Cost:** \$140,600,000

**Maximum Cost:** \$140,600,000

**ARPA Request:** \$42,000,000

## Submitter Info

**Name:** Ryan VerWys

**Organization:** Kent County  
Permanent Housing Coordinating  
Council

## Project Overview

**Funding Group:** Community Health

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 76% or greater

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

*(Listed in main description)*

## Partnership

*(Listed in main description)*

## Intended Beneficiary

The primary beneficiaries are 2,100–3,500 working households of low income, defined by the KCPHCC as those with incomes below 80% of the Kent County 'Area Median Income'. Other beneficiaries are households who live in neighborhoods that are stabilized or made more affordable through the introduction or reintroduction of safe, affordable homes to the market. This ARPA investment will strengthen the local economy, benefit Kent County residents, employ Kent County tradespeople, and bolster the tax base. All housing units made possible through ARPA will benefit subsequent generations of households, whether renters or homeowners. This investment in housing will have long lasting impacts throughout our community.

## \*Partnership

ICCF Community Homes is submitting this proposal on behalf of the KCPHCC members. The members (plus agency-specific project deliverables) are: Dwelling Place (60 homeownership units, 105 preserved rental units), Genesis Nonprofit Housing Corporation (15 new rental units, 100 preserved rental units), Habitat for Humanity of Kent County (53 Homeownership units), Home Repair Services (2,000 low income homeowners supported), Hope Network (62 new rental units), ICCF Community Homes (50 new homeownership units, 10 preserved rental units, 100 individual development accounts), LINC UP (30 homeownership units, 54 new rental units, 21 preserved rental units), New Development Corporation (12 homeownership units), Samaritas (24 preserved rental units) and Westtown Jubilee Housing (4 homeownership units). Other programming partners, who will assist in delivering the homes, will include, but are not limited to: Motown Square Development, Flat River Outreach Ministries, North Kent Connect, Heart of West Michigan United Way, MSHDA, City of Grand Rapids, Kent County Community Action, HUD, Federal Home Loan Bank and other philanthropic partners. Housing Kent and Housing Next are key partners in this work and have provided letters of support for this project which can be made available upon request. The Greater Grand Rapids Chamber of Commerce has also provided a letter of support.

## Estimated Cost

\$42,000,000 in ARPA funds as part of a \$140,600,000 overall investment

## \*Source of Funding

31,650,000 -- Private first mortgages from homebuyers, 50,500,000 -- LIHTC, HOME, FHLB, Private Capital and Philanthropy for preservation of rental housing, 14,700,000 -- LIHTC, FHLB, HOME funding for assisted living, 1,750,000 -- United Way, Kent County, City of Wyoming CDBG, City of Grand Rapids CDBG, home owner savings and investment

## Project Management Experience

The members of the KCPHCC have significant experience managing and leading countywide housing projects. KCPHCC has been in existence for 32 years, and the experience of individual member organizations ranges from 20 to 50 years. Over this time, many of the member organizations have taken on scattered site construction or renovation housing projects that involved properties throughout the county



## Federal Funds Experience

KCPHCC members are some of the most experienced organizations in the county when it comes to federal funding management. Many of the partner organizations work with federal funds regularly through the Low-Income Housing Tax Credit (LIHTC) program that is administered by MSHDA, when developing affordable housing. Federal funds are also solicited, received, managed, and reported on via Kent County Community Action, HUD, MSHDA, the Emergency Food and Shelter Program, the Emergency Solutions Grant, and other programs. Partner organizations have also successfully applied for and managed federal funds through the recent COVID relief programs: the Paycheck Protection Program and the CARES Act. Some partners also have experience with single audits. All organizations have the capacity to adhere to reporting and compliance requirements.

## Studies on Impact

A 2021 HUD housing market analysis for GR/Wyoming forecasts 2021-2024 demand for 9,975 new for-sale homes and 4,525 new rental units (includes 850 of each under construction). Our project directly addresses this housing shortfall. <https://www.huduser.gov/portal/publications/pdf/GrandRapidsWyomingMI-CHMA-21.pdf> The 2020 GR/Kent County Housing Needs Assessment estimates 2020-2025 countywide demand at 13,308 new for-sale units and 8,921 new rental units. Strategies recommended include obtainable short-term housing goals, new/preserved affordable housing, and renovating existing housing. Our project addresses these strategies by design. [https://www.housingnext.org/\\_files/ugd/8dbec7\\_7be00b6e203b4ea2a5a89b13f5fe396b.pdf](https://www.housingnext.org/_files/ugd/8dbec7_7be00b6e203b4ea2a5a89b13f5fe396b.pdf) A 2019 study in Social Science & Medicine, "Housing as a determinant of health equity: A conceptual model," recommends a housing model that incorporates 4 elements: cost, conditions, consistency (residential stability), and context (neighborhood opportunity). Our project follows a similar philosophy to promote health equity. <https://www.sciencedirect.com/science/article/abs/pii/S0277953619305659>

## Supporting Documentation

- [1. Letters of Support](#)
- [2. Proposal Evidence of Feasibility](#)

## Project Cost

**Minimum Cost:** \$140,600,000  
**Maximum Cost:** \$140,600,000  
**ARPA Request:** \$42,000,000

## Submitter Info

**Name:** Ryan VerWys  
**Organization:** Kent County Permanent Housing Coordinating Council

## Project Overview

**Funding Group:** Community Health  
**Project Theme:** Affordable Housing  
**Project Status:** New Project  
**Matching Funds:** 76% or greater

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 




## Source of Funding

(Listed in main description)

## Partnership

(Listed in main description)

## Guidehouse Ranking Notes

 Eligibility	 Sustainability	 Feasibility
Affordable housing is eligible	Project has numerous partners	Risk to 2026 completion

# PROJECT #165

## UMCH 900



### Identify the need for the proposed project

United Methodist Community House (UMCH) studied the need for increased services for older adults for 3 years. We looked at numerous local, county, state and national studies. The National Research Center of AARP conducted a study of Kent County zip codes to help assess the needs also. We also met with Area Aging of WM, Meals on Wheels, GVSU and many other experts on senior services. Finally, UMCH hosted a taskforce to develop a needs assessment of county resources. All sources indicated that the need proposed in our project is on point. Finally, our proposal was vetted by IFF, a nationally based Community Development Financial Investor, who agreed to provide a \$1.7 million loan to help jump start this project.

### Brief Description

UMCH is developing a \$32 million project on South Division aimed at improving services targeted for older adults and very young children. This project will include 46 affordable senior housing units, a new 30,000sf senior activity center, 6 infant/toddler affordable childcare classrooms, an inter-generational center in collaboration with a local university, and an affordable fresh market. ARPA County funds will be used to purchase and pave property for up to 300 necessary parking space for the anticipated 400+ daily visitors to our facility plus residents. The project has been awarded Low Income Housing Tax Credits and 28 housing vouchers already. The W.K. Kellogg Foundation was so impressed with this plan that they invested \$1 million to serve as a catalyst for additional donors. This project will help lead to the economic and community transformation of the south Division corridor and beyond.

### Long-Term Benefit

This project will offer opportunities for senior activities, two hot meals daily, an outdoor adult playground, aqua therapy, and other amenities. It have 46 low income senior housing units and child care for infants and toddlers. It will provide up to 50 living-wage jobs and an economic impact of over \$30 million during construction and up to \$7 million annually to the county according to GVSU's Seidman College of Business. Those are some benefits this project will bring to Kent County.

### Intended Beneficiary

UMCH serves two of our county's most vulnerable populations; our older adults and very young children. This center will benefit both populations. We provide care and provisions for children as young as 6-weeks of age and to adults over 90 years of age. It is not uncommon to have 3 generations of clients from the same family in our center. But we realized through this current pandemic that so much more needs to be done to help those who deal with food insecurity, housing insecurity, and isolation. We want to do our part to help address these needs in a quality and caring manner.

### Estimated Cost

Phase 2 of the project is estimated to be about \$9.4M. The City of Grand Rapids is requesting \$2.2 million in ARPA funding.

### Project Cost

**Minimum Cost:** \$32,000,000

**Maximum Cost:** \$32,000,000

**ARPA Request:** \$2,000,000

### Submitter Info

**Name:** Eric Williams

**Organization:** United Methodist Community House

### Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** No

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

*(Listed in main description)*

### Partnership

Grand Valley State University; Grand Rapids Community College; Family Promise, Area Agency on Aging of Western Michigan; Grand Rapids Housing Commission; City of Wyoming Housing Commission; Access of West Michigan and others.





### \*Source of Funding

COMMITTED: LIHTC = \$10,000,000; 2023 Federal Earmark = \$2.3 million; 2023 State Allocation = \$3.4 million; W.K. Kellogg Foundation Grand = \$1 million; 2020 State Allocation (Pre-development) = \$1 million; Thome Foundation Grant = \$100,000. PENDING: City of GR RAP = \$1.5 million; City of GR Housing Strategies = \$500,000; MSDHA Taxable Bond Loan = \$2,497,097; City of GR Brownfield = \$750,000; City of GR ARPA Funds = \$1,000,000; Michigan Economic Development Corporation CRP & Brownfield Grants = \$1,500,000. UMCH is also pursuing New Market Tax Credits and Historic Preservation Tax Credits for a total of \$6 million.

### Project Management Experience

The staff leadership at United Methodist Community House have significant experience designing, implementing, managing and evaluating major projects that have had county and statewide implications well in excess of multiple millions of dollars. We are very capable in creating systems that enable the work to get done well and seek to build impact assessments with our projects.

### Federal Funds Experience

UMCH leadership has significant experience working with federal funds in higher education and in nonprofit settings. We also utilize the services of a private financial management firm, Fusion Financials, who specialize in working with complex reporting requirements for federal funding sources.

### Studies on Impact

- Grand Rapids (and Kent County) Early Childhood Education Study; August 2021
- The Age Well Study: Investigating Factors Associated with Happiness & Life Satisfaction in Residents of Life Plan Communities; 2020
- National Institute Of Senior Centers (Nisc); New Models Of Senior Centers Taskforce; Final Report; March 2009
- Home Investment Partnerships - American Rescue Plan (HomeArp) Home-Arp Allocation Plan, City of Grand Rapids; 2022
- Mastering System Change, By Christian Seelos & Johanna Mair; Stanford Social Innovation Review; Fall 2018
- Healthy Kent; Kent County Community Health Needs Assessment; 2017
- Community Needs Assessment; Area Agency on Aging of Western Michigan; 2019
- The Case for Age-Friendly Communities; Grantmakers in Aging; 2016
- Michigan Community for a Lifetime Assessment, MDHHS Aging & Adult Services, 2017
- 2020 Kent County Senior Services Directory
- Aging, Agency, and Attribution of Responsibility: Shifting Public Discourse about Older Adults; Frame Works Institute; 2015
- Dozens of other reports, focus groups and interviews were reviewed by UMCH.

### Supporting Documentation

1. [Letter of Support #1](#)
2. [Letter of Support #2](#)
3. [Letter of Support #3](#)
4. [Letter of Support #4](#)
5. [Letter of Support #5](#)
6. [Letter of Support #6](#)
7. [Floor Plan](#)
8. [Case Support](#)
9. [Picture of 900 Division](#)
10. [Division Properties Map](#)

### Project Cost

**Minimum Cost:** \$32,000,000

**Maximum Cost:** \$32,000,000

**ARPA Request:** \$2,000,000

### Submitter Info

**Name:** Eric Williams

**Organization:** United Methodist Community House

### Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** No

**Eligibility:**

**Sustainability:**

**Feasibility:**

**Impact:**

### Source of Funding

(Listed in main description)

### Partnership

Grand Valley State University; Grand Rapids Community College; Family Promise, Area Agency on Aging of Western Michigan; Grand Rapids Housing Commission; City of Wyoming Housing Commission; Access of West Michigan and others.



## Project Cost

**Minimum Cost:** \$32,000,000

**Maximum Cost:** \$32,000,000

**ARPA Request:** \$2,000,000

## Submitter Info

**Name:** Eric Williams

**Organization:** United Methodist Community House

## Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** No

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Source of Funding

(Listed in main description)

## Partnership

Grand Valley State University; Grand Rapids Community College; Family Promise, Area Agency on Aging of Western Michigan; Grand Rapids Housing Commission; City of Wyoming Housing Commission; Access of West Michigan and others.

## Guidehouse Ranking Notes

 **Eligibility**

Affordable housing for impacted communities and specialized service for seniors to access/maintain housing is an eligible use of funds.

 **Sustainability**

*Numerous partners*

 **Feasibility**

*Risk to 2026 completion*

# PROJECT #5

## Community Land Trust



### Identify the need for the proposed project

Homeownership is a largely out of reach goal for many families of Kent County, a disproportionate amount of which are led by women and/or minority Heads of Household. The Community Land Trust makes homeownership an affordable option to build and pass on equity and generational wealth for those who it may be otherwise unlikely. Research in the Kent County area (and across the country) demonstrate the need of affordable housing options, the interest of families in homeownership, and the disproportionate ability to realize this goal by minority families

### Brief Description

Funding would support the Dwelling Place Community Land Trust, who sells a house + 99 year lease on the property it is on at an affordable price to lower income, financially ready households. After households take a CLT Course on the program, eligibility requirements, and next steps, they work with a CLT lender to decide what they're eligible to borrow. CLT homes have a significantly decreased foreclosure rate, and in the rare case the house did foreclose, the CLT would repurchase and resell to another eligible family. Funds would specifically benefit the CLT Homeownership Fund to help with gap financially, closing costs, and other "extras" homebuyers come across when first purchasing a home.

### Long-Term Benefit

An increase in homeownership, which is demonstrated to positively impact local economy, community safety, generational wealth, education, and more.

### Intended Beneficiary

Open to all lower-income families, but the project would disproportionately aim to serve minority families (who were also disproportionately affected by COVID-19 and just about every other crisis in US History)

### Estimated Cost

\$300,000.00

### Project Management Experience

Dwelling Place has developed affordable housing projects across Kent County and West Michigan using a combination of local, State, and Federal funds as well as contributions from private donors

### Federal Funds Experience

Works alongside the Department of Housing and Urban Development to provide affordable housing for more than 1,500 households across West Michigan

### Studies on Impact

<https://community-wealth.org/strategies/panel/clts/index.html>

### Project Cost

**Minimum Cost:** \$300,000

**Maximum Cost:** \$300,000

### Submitter Info

**Name:** Jessica McCormick

**Organization:** Dwelling Place

### Project Overview

#### Funding Group:

Economic Innovation and Workforce Development

**Project Theme:** Affordable Housing

**Project Status:** Existing Project

**Matching Funds:** 26-50%

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

CLT is continuously refunding itself with the sale of homes and with businesses and community members who reap the benefits of homeownership in their neighborhood

### Partnership

Dwelling Place Community Land Trust (501c3)

### Guidehouse Ranking Notes



**Eligibility**

*Affordable housing is eligible*



**Sustainability**

*Should not require funding after 2026*



**Feasibility**



# PROJECT #92

## Bridge To Home



### Identify the need for the proposed project

Since 1967, Degage Ministries has served those in the region who have the greatest need. Over that time, we have found there is a significant difference in a person's likelihood of success if they have someone to walk alongside them during a crisis or through a transition. At Degage Ministries, we fill that role for people who encounter significant hardships. People who enter our doors are seeking a meal, shelter, personal hygiene products, a place to shower, substance abuse treatment, or job training, among other needs. We meet each person where they are to serve in partnership with other organizations in Grand Rapids. One of the most pressing issues in Grand Rapids and Kent County overall is homelessness. According to the Grand Rapids Area Coalition to End Homelessness, in 2020 (the last year for which data is available) a total of "8,026 people in Kent County experienced at least one episode of homelessness, a 33% increase since 2016." Of those who experienced homelessness in 2020, 2,192 were children. The trauma of homelessness has long-term physical and mental health impacts on adults and children, leading the American Psychological Association to deem homelessness a "matter of public health concern." Extensive research has been conducted regarding the impact Adverse Childhood Experiences (ACEs) have on children, such as homelessness, and the factors leading up to a family losing their home. In the short-term, ACEs impact children developmentally, leading to poor health, behavior issues, and lower academic achievement. Long-term, ACEs lead to poor physical and mental health, substance use, lower earnings, and risky behaviors (Centers for Disease Control and Prevention, 2016). Within Kent County, Black residents are disproportionately impacted by homelessness. In 2020, 60 percent of those who experienced homelessness were Black, despite comprising only 10 percent of the overall population. Of the children who experienced homelessness, 75 percent of those with families and 73 percent of unaccompanied minors were Black (Grand Rapids Area Coalition to End Homelessness, 2020). Degage Ministries has witnessed these disproportionate impacts first-hand as 65 percent of those served are people of color and 50 percent are Black.

Providing access to housing generally results in cost savings for communities because housed people are less likely to use hospitals, jails, emergency shelters, and other services. According to the U.S. Department of Housing and Urban Development (HUD), it costs U.S. taxpayers between \$30,000 to \$50,000 per year for one person to remain chronically homeless (U.S. Interagency Council on Homelessness, 2017). Within Kent County, there are 132 transitional housing beds. The 2021 Point in Time count found 129 individuals who were part of a family with children in transitional housing. This means that on any given night, transitional housing is either at or over capacity (City of Grand Rapids Community Development Department, 2022). Transitional housing, also called Rapid Rehousing or Temporary Housing, is an important aspect of addressing homelessness. There is a 20-percentage point difference in recidivism between those who receive transitional housing and services (20 percent recidivism) and those who do not (40 percent recidivism) (Cohen, 2020). Seeking to impact the aforementioned metrics and make a difference in the lives of those we serve, Degage Ministries piloted a transitional housing support program pre-pandemic. One hundred percent of those who completed the program remain housed three years after receiving this support from Degage. Sadly, COVID-19 forced the organization to pause the program. As the pandemic tapered, Degage began to seek options to address the growing need in Grand Rapids and Kent County for temporary housing specifically for families transitioning out of homelessness. Degage Ministries identified an opportunity to expand the number of transitional housing beds available in the County in partnership with Family Promise of Grand Rapids (letter of support available upon request) who has a long track record of impact. In fact, 90 percent of those who receive housing services through Family Promise remain housed one year later. The proposed project is a direct result of Degage Ministry's intentional process to identify how best its organizational resources could be directed to collaboratively reduce the number of chronically homeless individuals and families in Kent County.

WORKS CITED Centers for Disease Control and Prevention. (2016). "About the CDC-Kaiser ACE study: Major findings." U.S. Department of Health & Human Services. Grand Rapids Area Coalition to End Homelessness (2020). "2020 Annual Count and Comparisons." Heart of West Michigan United Way. U.S. Interagency Council on Homelessness (2017). "Fiscal Year 2017 Performance and Accountability Report." U.S. United States Department of Housing and Urban Development. City of Grand Rapids Community Development Department (2022). "HOME-ARP Allocation Plan." City of Grand Rapids. Cohen, E. (October 19, 2020). "Housing the Homeless: The Effect of Housing Assistance on Recidivism to Homelessness, Economic, and Social Outcomes." Department of Economics, UCLA.

### Project Cost

**Minimum Cost:** \$2,702,946

**Maximum Cost:** \$2,702,946

**ARPA Request:** \$1,500,000

### Submitter Info

**Name:** Stacey O'Keefe

**Organization:** Degage Ministries

### Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 26-50%

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

100,000 - Jandernoa Foundation,  
900,000 - Union Suites, asks out to  
Devos, Cook, and Meijer  
Foundations

### Partnership

Family Promise, Mel Trotter  
Ministries



## Project Cost

**Minimum Cost:** \$2,702,946

**Maximum Cost:** \$2,702,946

**ARPA Request:** \$1,500,000

## Submitter Info

**Name:** Stacey O'Keefe

**Organization:** Degage Ministries

## Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 26-50%

**Eligibility:**

**Sustainability:**

**Feasibility:**

**Impact:**

## Source of Funding

100,000 - Jandernoa Foundation,  
900,000 - Union Suites, asks out to  
Devos, Cook, and Meijer  
Foundations

## Partnership

Family Promise, Mel Trotter  
Ministries

## Brief Description

Degage Ministries is planning to purchase 7 housing units in the Belknap Lookout neighborhood that will allow the organization to serve a minimum of 4 families and 7 individual tenants at one time, each waiting to secure housing. These dilapidated units will be renovated to provide families with quality housing, near Grand Rapids Public Schools' Coit Elementary and within a welcoming neighborhood that has embraced this project (neighborhood association letter of support available by request). The average stay for families and individuals served will be three months, at which point they will move into permanent housing. A minimum of 82 adults and numerous children will be served annually. Families will be enrolled in Family Promise's Family and Children Support Services during which time they will receive assistance to access services related to housing stability and/or health disparities. The Family Promise team will walk alongside families for up to two years to help them create and accomplish goals pertaining to employment, education, transportation, health, and community engagement. These services help families overcome the root causes of poverty, allow a family to become self-sufficient, and create generational change.

## Long-Term Benefit

Long-term, Kent County will experience a reduction in family, child, and individual homelessness leading to a reduction in health, educational, and economic disparities, particularly along racial lines. Further, the community will experience a reduction in visits to hospitals, jails, emergency shelters, and other emergency services. Using HUD data previously discussed, the project will allow Kent County taxpayers to realize a savings of \$2.46 to \$4.1 million annually.

## Intended Beneficiary

The intended beneficiaries are families with children and individuals who are experiencing homelessness. It is estimated that 75 percent of those who will be served are Black.

## Estimated Cost

\$2,702,946.00

## Project Management Experience

Throughout its 50+ year history, Degage has adapted to the changing needs of the community. Last year, Degage provided almost 42,000 meals and more than 19,000 overnight stays to people experiencing homelessness and extreme poverty. At the midpoint of 2022, they already provided 5,881 more overnight stays than this time in 2021. They also provide showers, laundry, clothing, haircuts, bus passes, and assistance with housing applications, job searches, obtaining IDs, referrals for physical and mental health care, and more. In 2021, Degage Ministries successfully completed an \$8 million capital campaign to renovate the organization's facility in Downtown Grand Rapids. This project, currently in progress, will double the overnight shelter capacity for single women and increase the amount of meals served by 50%. Additionally, Degage's new Day Wellness Center will provide a place for individuals to rest when they are sick, released from the hospital, or recovering from a procedure. Finally, the new space will include a dedicated area for job training programs and a dedicated social enterprise kitchen for Degage's expanding cookie business called Open Door Bakery, formerly Pauls' Moms' Cookies.



## Project Cost

**Minimum Cost:** \$2,702,946

**Maximum Cost:** \$2,702,946

**ARPA Request:** \$1,500,000

## Submitter Info

**Name:** Stacey O'Keefe

**Organization:** Degage Ministries

## Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 26-50%

**Eligibility:**

**Sustainability:**

**Feasibility:**

**Impact:**

## Source of Funding

100,000 - Jandernoa Foundation,  
900,000 - Union Suites, asks out to  
Devos, Cook, and Meijer  
Foundations

## Partnership

Family Promise, Mel Trotter  
Ministries

## Federal Funds Experience

Degage Ministries has extensive experience working with federal funds. A listing of government funds received, including the program, date of award, amount, and use, is included below. New Market Tax Credits (Awarded through Michigan Community Capital as the Community Development Entity) Date of Award: 12/11/21 Amount Received: \$2,296,125 Funding Designation: Capital expansion Federal Home Loan Bank Funding Date of Award: 11/20/19 Amount Received: \$500,000 Funding Designation: Affordable Housing Grant for expansion ESP Funding Date of Award: 9/15/21 Amount Received: \$271,159 (increased to \$300,161 as of 1/1/22 per amendment) Funding Designation: Emergency shelter EFSP 39/ARPA Funding Date of Award: 3/9/22 Amount Pledged: \$90,000 Funding Designation: Emergency shelter CARES Grants Date of Award: 6/8/20 (final award date) Amount Received: \$73,500 Funding Designation: Impacts of COVID-19 ESG Funding (COVID) Date of Award: 7/7/20 Amount Received: \$65,000 Funding Designation: Emergency shelter CARES Grant Date of Award: 11/13/20 (final payment) Amount Received: \$21,312 Funding Designation: COVID-19 temp screeners Michigan Public Health Institute Date of Award: 12/28/20 (final payment) Amount Received: \$20,520 Funding Designation: PPE EFSP 38 Funding Date of Award: 1/15/21 Amount Received: \$16,856 Funding Designation: Emergency shelter Census Grant Date of Award: 8/2/19 Amount Received: \$15,000 Funding Designation: Census coordinator EFSP 37 Funding Date of Award: 5/21/20 Amount Received: \$8,000 Funding Designation: Emergency shelter

## Studies on Impact

First, transitional housing is a key piece of Kent County's strategy for reducing homelessness as outlined in the "Redefining the Path Home: System Building for Housing Stability in Kent County" plan facilitated by KCONNECT. Developed by the housing service providers in Kent County, there is broad recognition that a system without adequate access to transitional housing will not be successful. This conclusion is supported by numerous studies, including the Cohen report cited previously. Transitional housing was also the focus of a 2015 study issued by the Urban Institute (using the term "Rapid Rehousing") which concluded that the model proposed by Degage has led to reduced homeless recidivism and long-term housing stability for families.

KCONNECT Report: <https://k-connect.org/wp-content/uploads/2021/01/KCON-BOOK-0920-Common-Agenda-and-Roadmap-FINAL-01-12-21.pdf>.

Urban Institute Report: <https://www.urban.org/sites/default/files/publication/54201/2000265-Rapid-Rehousing-What-the-Research-Says.pdf>.

## Supporting Documentation

- [1. 628-630 Coit Ave Budget and Scope of Work](#)
- [2. 632 Coit Ave Budget and Scope of Work](#)
- [3. 636 Coit Ave Budget and Scope of Work](#)
- [4. 638 Coit Ave Budget and Scope of Work](#)
- [5. Appraisal](#)
- [6. Presentation](#)
- [7. Lease](#)
- [8. Letter of Support #1](#)
- [9. Letter of Support #2](#)

## Guidehouse Ranking Notes



**Eligibility**

*Affordable housing is eligible*



**Sustainability**

*This is sustainable if funds are only needed to acquire the property*



**Feasibility**





# PROJECT #180

## Heartside Health District Revitalization

### Identify the need for the proposed project

Inspired by Peter Wege's vision of sustainability and environmental stewardship, in 2006 Trinity Health Saint Mary's developed a facilities plan featuring additional green space, mixed-use retail, expanded residential options, and fewer surface parking lots. Due to corporate health system changes, administrative turnover, the Covid19 pandemic, and lack of resources, this plan was never fully implemented. Guided by principles of landscape architecture and urban planning, Progressive A&E Facilities Design updated the 2006 plan that now focuses on a four-block revitalization of hospital-owned property bounded by Wealthy, LaGrave, State and Lafayette Streets. This plan takes into account the need for enhanced safety, access to fresh food, and improved quality of life noted in the City of Grand Rapids Heartside Quality of Life Report, the critical need for both market rate and affordable housing in Ward 1 as identified in the Grand Rapids/Kent County Housing Needs Assessment, recognition of the role hospitals play in improving community population health, and the impact of green space on human health. As the largest employer in our district, we believe Trinity Health Saint Mary's can play a key role in addressing these multiple needs by replacing its 10 parking lots on the West side of Jefferson Street with construction of the proposed "Apex Building" as the first step in this transformative, community-focused renewal project.

### Project Cost

**Minimum Cost:** \$151,000,000

**Maximum Cost:** \$197,000,000

**ARPA Request:** \$19,000,000

### Submitter Info

**Name:** Kurt MacDonald

**Organization:** Trinity Health Saint Mary's Grand Rapids

### Project Overview

**Funding Group:** Infrastructure

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 76% or greater

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Brief Description

The Heartside Health District Revitalization begins with construction of the Apex Building offering retail, housing, and community services. In addition, this building will include 1,000 parking spaces giving parking density that enables us to vacate surface parking lots and create other phases of development. In total, this structure will replace 10 currently owned parking lots in our district. While the Apex Building is being constructed, we will proceed with community input for development of other initiatives and features. This 9-story building will include:

- 39,000 SF street-level mixed-use retail to accommodate such amenities as cafés, childcare, massage therapy, gift shop, bakery, fitness center, bookstore, restaurant, and an anchor tenant featuring a grocery store to erase the food desert problem.
- Four residential floors atop retail space (200 housing units) to address the significant housing deficit identified in the Kent County Housing Report. A portion of the residential units will be for affordable housing.
- Four floors of space for community services (33,750 SF) including office space, meeting rooms, and services aimed at improving access to education, jobs placement, and so on. These spaces can include community services recommended by key community leaders and current residents.
- A bridge over Jefferson connecting the Apex Building with Saint Mary's main campus.
- Roof top solar panels will be installed on new buildings to expand renewable energy.

### Long-Term Benefit

This critical first step has numerous benefits:

- A vibrant residential community with access to grocery/food and community services for residents
- Sustainable job creation
- Enhanced ecosystem due to better air quality and increased use of solar power
- Improved quality of life resulting from neighborhood renewal
- Better health due to more green space, employees walking to work, stronger community engagement
- City income from property taxes
- Increased property values and new investments

### Source of Funding

Consultant Hired to Pursue other possible sources of funding including: Brownfield Development Authority, Trinity Health capital allocation, Michigan Community Revitalization Program, Michigan Missing Middle Housing Program, Grand Rapids ARPA funds, and Philanthropy

### Partnership

*(Listed in main description)*



## Project Cost

**Minimum Cost:** \$151,000,000

**Maximum Cost:** \$197,000,000

**ARPA Request:** \$19,000,000

## Submitter Info

**Name:** Kurt MacDonald

**Organization:** Trinity Health Saint Mary's Grand Rapids

## Project Overview

**Funding Group:** Infrastructure

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 76% or greater

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

Consultant Hired to Pursue other possible sources of funding including: Brownfield Development Authority, Trinity Health capital allocation, Michigan Community Revitalization Program, Michigan Missing Middle Housing Program, Grand Rapids ARPA funds, and Philanthropy

## Partnership

(Listed in main description)

## Intended Beneficiary

The community at large benefits most by the addition of housing, job creation, vital community services, retail shops, and a grocery store. Further, this first property development initiative will pave the path towards development of several other properties. Also, the city will get increased tax revenue; the county will have additional housing; local residents will benefit from more local employment opportunities, easy access to a grocery store, and improved quality of life; homeowners benefit by increased property values; and entrepreneurs will be able to invest in new initiatives.

## \*Partnership

Currently collaborating with or have plans to engage: Grand Rapids African American Health Institute, Mary Free Bed Rehabilitation Hospital, Cherry Health, Degege Ministries, ICCF, Dwelling Place, Habitat for Humanity, YWCA, Hispanic Center, Cathedral of Saint Andrew, LaGrave Christian Reformed Church, Westminster Presbyterian Church, Saint George's Greek Orthodox Church, Catholic Diocese of Grand Rapids, Catholic Central High School, Grand Rapids Preparatory Academy, Heartside Neighborhood Association, Urban League, Heritage Hill Association, Together West Michigan, Wealthy Street Business Association, Division Avenue Business Association

## Estimated Cost

197000000

## Project Management Experience

We are currently working with Kent County to stand up a Behavioral Health Crisis Center.

## Federal Funds Experience

Trinity Health Saint Mary's has received federal funding since 1990. From 1990 to 2003, we received increasing amounts in the range of \$500,000/year as a Federally Qualified Health Center (FQHC) to provide Healthcare for the Homeless. We relinquished this funding in 2020 because new federal legislation required an independent Board of Directors – a requirement prohibited within Trinity Health ministry organizations. Also from 1990 to the present, we currently receive about \$500,000/year in Ryan White federal funding to provide Early Intervention Services for persons with HIV/AIDS. Federal funds are regularly audited to ensure appropriate budgeting, accounting, and reporting.



## Project Cost

**Minimum Cost:** \$151,000,000

**Maximum Cost:** \$197,000,000

**ARPA Request:** \$19,000,000

## Submitter Info

**Name:** Kurt MacDonald

**Organization:** Trinity Health Saint Mary's Grand Rapids

## Project Overview

**Funding Group:** Infrastructure

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** 76% or greater

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

Consultant Hired to Pursue other possible sources of funding including: Brownfield Development Authority, Trinity Health capital allocation, Michigan Community Revitalization Program, Michigan Missing Middle Housing Program, Grand Rapids ARPA funds, and Philanthropy

## Partnership

(Listed in main description)

## Studies on Impact

A 2019 research report developed by the Urban Institute provides a comprehensive overview of principles underlying successful community revitalization and evidence of outcomes from various urban renewal projects. This paper illustrates that projects such as ours can reap these positive benefits:

- Economic: increased property values, brownfield remediation, sale prices of surrounding properties.
- Social: social cohesion, formation of neighborhood social ties, civic engagement
- Physical and mental health: lower stress levels, lower rate of depression, increased engagement in physical activity such as walking,
- Public safety: fewer assaults, reduction in crime, in Baltimore a 10% increase in tree canopy was associated with a 12% decrease in crime.
- Environmental: improved air and water quality, reduced heat island effect which reduces energy consumption from air conditioning. A 2018 review, "Urban Green Space and Its Impact on Human Health," reported numerous positive health outcomes related to behavior, cancer, hypertension, heart conditions, mental health, and overall improved health resulting from physical activity.

## Supporting Documentation

- [1. Presentation/Project Overview](#)
- [2. Letter of Support #1](#)
- [3. Letter of Support #2](#)
- [4. Letter of Support #3](#)

## Guidehouse Ranking Notes



**Eligibility**

*Affordable housing is eligible*



**Sustainability**

*Lacking guaranteed funding after 2026 though partners were identified*



**Feasibility**

*Risk to 2026 completion*





# PROJECT #281

## Housing Stability Investment through Geographic Congregation Networks

### Identify the need for the proposed project

The Access Congregation Connections caseworkers support congregations in utilizing resources and funds in their benevolence programs. We do this by providing casework services and trainings at no cost with the goal of the congregation providing support and building relationships with neighbors. Due to this work we are keenly aware of the resources that are available in the community for our neighbors to access. In the past month CERA (COVID Emergency Rental Assistance) funds and other avenues of support for families have dried up to support their housing needs in a housing market that only continues to grow more inequitable as the days go on. KConnect's Housing Data Report, "Redefining The Path Home" (<https://k-connect.org/wp-content/uploads/2021/01/KCON-BOOK-0920-Common-Agenda-and-Roadmap-FINAL-01-12-21.pdf#page=12>), shows that there has been an increase in families accessing homelessness services by 37% between 2017 and 2019. They also show that 27% of Kent County residents are overburdened by housing costs, paying more than 30% of their income for housing. As prices continue to increase, these inequities continue to be exacerbated. One of the solutions KConnect calls for in this report is: "In the near-term, direct Kent County CARES (Coronavirus Aid, Relief, and Economic Security) Act funding to on-the-ground organizations working with residents on housing issues. In the long-term, concentrate efforts on policy advocacy to secure greater funding for community-based organizations that can empower resident voice." This is exactly what our project is doing- we are working with congregations that are on the ground providing needed assistance to families in their direct communities while also providing training and support to those same congregations on how to direct their energy to long term advocacy work through an antiracist, community based, and justice-oriented lens. In 2021 Congregation Connections staff members worked alongside 176 local churches to distribute \$243,458 to neighbors to support their needs. Of these funds, 60% were used to keep families in their homes through rent and mortgage payment assistance, and 23% were used to assist with utility bills. Our work has diverted evictions and provided stability. In 2021 we also worked alongside churches to provide support for medical bills, transportation, and other household needs. In 2020, after COVID began, Access of West Michigan's Gap Fund was created to assist families with supplemental funds directly from Access to fill in a gap when a church could not meet a full need for assistance. Access could supplement with \$150 to \$500 to help a congregation meet a family's need. Since this fund was developed Access has distributed directly to families \$36,880. With current inflation rates, gas prices, housing costs, and other costs we anticipate a continued and increased need for support for families in our community. We cannot ignore this ongoing concern and issue, and we cannot put families on waiting lists for years. We need to provide support now. That is exactly what our proposed project will provide, support now and support for the long term. The work we do alongside congregations allows us to support families not only financially but also with a support network and relationships that will walk with them long term in their own geographic neighborhood.

### Project Cost

**Minimum Cost:** \$75,000  
**Maximum Cost:** \$185,000  
**ARPA Request:** \$75,000

### Submitter Info

**Name:** Alaina Dobkowski  
**Organization:**  
Access of West Michigan

### Project Overview

**Funding Group:** Community Health  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

### Source of Funding

Local Congregation Support (\$60,000), United Way EFSP Grant (\$35,000), Individual Support (\$10,000), Grand Rapids Classis South (\$5,000)

### Partnership

(Listed in main description)

### Brief Description

Access coordinates a network of eight churches in the Southeast area of Grand rapids called the Southeast Pod. The Pod comes together to meet large need requests in their area for families, distributing \$46,830 in 2021 to families in their direct community. Access supports this Pod with training on the root causes of poverty, asset based community development, and practical strategies for embedding justice and antiracism. Their neighborhood benefits as collaboration and ecumenical relationships grow around targeted neighborhood issues. Our expanded project will identify and create additional pods that will work together to meet needs of families, with a focus on housing stability. We have identified partners in the Grand Rapids Baxter neighborhood for a new Pod. We plan to continue expansion through our network of 176 congregations in Kent County. This project funds training and support for the new Pods, as well as Gap fund support. By utilizing funds from local congregations coupled with funds from Access' gap fund we will be able to extend our reach to meet stabilization needs for families while also providing long-term support and advocacy for long-term system wide change.



## Project Cost

**Minimum Cost:** \$75,000  
**Maximum Cost:** \$185,000  
**ARPA Request:** \$75,000

## Submitter Info

**Name:** Alaina Dobkowski  
**Organization:**  
Access of West Michigan

## Project Overview

**Funding Group:** Community Health  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Source of Funding

Local Congregation Support (\$60,000), United Way EFSP Grant (\$35,000), Individual Support (\$10,000), Grand Rapids Classis South (\$5,000)

## Partnership

(Listed in main description)

## Long-Term Benefit

Access has a forty year history of providing casework support to congregations and overseeing County-Wide projects. We are a trusted partner and are poised to distribute funds in partnership with congregations on the ground in a very unique way that greatly benefits residents. This project will provide funding to support the a new network of Pods throughout who will work together to divert eviction and provide housing stabilization for families, as well as advocacy for system wide change.

## Intended Beneficiary

Households in Kent County who are in need of mortgage and rental assistance.

## \*Partnership

Yes, this project will fund training and staff support for the new Pod networks, as well as Gap fund support to directly assist families with supplemental funds for housing stability needs. By utilizing funds from local congregations coupled with funds from Access' Gap fund we will be able to extend our reach to meet stabilization needs for families while also providing them the long term support they will need through relationships. We will be partnering with multiple congregations and community partners across the county. Currently are involved with 176 congregations. Access also is involved in the Kent County Essential Needs Task Force in 3 of its main program areas: Food and Nutrition Program, Energy Efficiency, and Coalition to End Homelessness. The funding Access is seeking is particular to the Coalition to End Homelessness. Our program works to divert eviction through our partnership with churches across Kent County. Each year, we provide an average of \$250,000-\$300,000 toward eviction prevention. As an organization, we are dedicated to systems level work and collaboration to build equitable and thriving communities. Partners include: SouthEast Pod Network: Boston Square Church, Oakdale Park Church, Plymouth Heights CRC, Christ Church, Shawnee Park CRC, Calvin CRC, and Fuller Avenue CRC.

## Estimated Cost

\$185,000

## Project Management Experience

Access has led several county-wide projects over its 40 year history, including a County Wide food drive, overseeing the Countywide Pantry Network, working with a network of 176 congregations across Kent County, overseeing the Access Walk for Good Food, and running the Health, Equity and Access in the Local Foods Systems Collaborative with Kent County Pantry Resource Centers.

## Federal Funds Experience

We have received federal COVID assistance monies previously.

## Studies on Impact

We have already referenced KConnect's report: "Redefining the Path Home" <https://kconnect.org/wp-content/uploads/2021/01/KCON-BOOK-0920-Common-Agenda-and-Roadmap-FINAL-01-12-21.pdf#page=12> 2020 Community Health Needs Assessment: <https://accesskent.com/Health/CHNA/pdf/FINAL-2020-CHNA-REPORT.pdf>



### Guidehouse Ranking Notes

 Eligibility

*Emergency housing assistance is eligible and Baxter is in a QCT*

 Sustainability

*Does not include a funding plan or fund availability after expending all the ARPA dollars.*

 Feasibility

### Project Cost

**Minimum Cost:** \$75,000  
**Maximum Cost:** \$185,000  
**ARPA Request:** \$75,000

### Submitter Info

**Name:** Alaina Dobkowski  
**Organization:**  
Access of West Michigan

### Project Overview

**Funding Group:** Community Health  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

### Source of Funding

Local Congregation Support (\$60,000), United Way EFSP Grant (\$35,000), Individual Support (\$10,000), Grand Rapids Classis South (\$5,000)

### Partnership

*(Listed in main description)*



# PROJECT #206

## Manufactured Home Community Ownership



### Identify the need for the proposed project

Family Promise of Grand Rapids is steeped in affordable housing conversations with vulnerable families. We have witnessed significant cost increases throughout the pandemic and continue to see out-of-town ownership groups take over communities that were once affordable for Grand Rapids residents. These economic disparities that existed prior to COVID-19, have amplified the impact of this problem, especially among low-income and minority groups. Family Promise has partnered with manufactured home communities over the past 13 years, which has created affordable housing opportunities for families with children. In working with these local ownership groups, we have identified manufactured home park availability that could reduce current costs for Kent County residents while creating new housing stock. Housing Next has identified a shortage of over 40,000 housing units in Kent County. Manufactured Housing is considered the most affordable source of housing and created 4X the capacity of HUD subsidized housing programs while creating a pathway out of poverty through homeownership.

### Brief Description

Family Promise of Grand Rapids would either purchase one to two already existing manufactured parks (based on number of parcels available in each park) or find a parcel of land to build our own manufactured home community. If we were to purchase already existing parks, we would renovate existing homes to meet our standards of cleanliness and safety. Along with renovation of homes, we would consider amenities based on resident desires and needs. For example, those could include accessible walking trails, playground equipment and laundry services. In owning a manufactured park, Family Promise can take delapidated housing and through staff and volunteer efforts, we would rehabilitate units into safe and dignified affordable housing. We will lower lot rents where appropriate and ensure cost of living do not rise inappropriately for all Kent County residents who live in our community.

### Long-Term Benefit

Family Promise plans to permanently own 100+ manufactured home parcels/properties to ensure affordable lot rents, amenities for all ages, and protect safe and dignified housing for all Kent County residents. We will take unhealthy housing and turn it into safe and affordable option. Ownership will allow for Family Promise to create and maintain community guidelines that will create equity and raise the standard of living for children and adults at or below 30% AMI.

### Intended Beneficiary

Families with children who are identified as "impacted" or "disproportionately impacted" in Kent County, specifically at or under 30% AMI.

### Estimated Cost

9500000

### Project Cost

**Minimum Cost:** \$9,500,000

**Maximum Cost:** \$9,500,000

**ARPA Request:** \$7,500,000

### Submitter Info

**Name:** Caity Young

**Organization:**

Family Promise of Grand Rapids

### Project Overview

**Funding Group:** Economic Innovation and Workforce Development

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** 26-50%

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

The cost of manufactured homes and ongoing operational costs will be met with private and philanthropic dollars.

### Partnership

Several local non-profit locations (AYA, Safe Haven, YWCA, etc.) refer families with children to our organization who will be housed through our manufactured home programming.



## Project Cost

**Minimum Cost:** \$9,500,000  
**Maximum Cost:** \$9,500,000  
**ARPA Request:** \$7,500,000

## Submitter Info

**Name:** Caity Young  
**Organization:**  
Family Promise of Grand Rapids

## Project Overview

**Funding Group:** Economic Innovation and Workforce Development  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Source of Funding

The cost of manufactured homes and ongoing operational costs will be met with private and philanthropic dollars.

## Partnership

Several local non-profit locations (AYA, Safe Haven, YWCA, etc.) refer families with children to our organization who will be housed through our manufactured home programming.

## Project Management Experience

Family Promise is well versed in managing large projects in the county. That would include Fulton Manor in Grand Rapids in 2019 creating nearly 100 shelter units, while working with 6 partnering organizations and the CoC. Family Promise has also worked with Bethany Christian Services and Samaritas to house over 200 refugee households in 2021. We coordinated non-congregant shelter in partnership with Kent County throughout the pandemic. We also have an annual program of Partners in Housing that provides 35 manufactured homes to families in need. This program exists throughout all of Kent County and partners with local ownership groups also with mobile home manufacturers. PIH has put online more than 200 housing units.

## Federal Funds Experience

Family Promise has been utilizing federal funds for over 15 years with HUD, City of Wyoming, and City of Grand Rapids, ESG, CDBG and Kent County funds. We also run a single federal audit every year, that has not had any findings to report. Through the pandemic, we were awarded over 4.5 million of federal funds. With that we have upheld the monitoring and extensive regulations standards.

## Studies on Impact

Multiple local and state studies have identified manufactured housing as the most effective means to addressing affordable housing. The program of Partners in Housing, that Family Promise of Grand Rapids has implemented, has brought more affordable housing options online than any new development projects. We have also seen more than 90% of our participants become homeowners in that program. Prosperity Now has cited that mobile homes as the largest source of affordable housing across the country and says "homeownership is the largest maker of equity and leads to generational wealth- building".

## Supporting Documentation

- [1. Letters of Support](#)
- [2. Budget Narrative](#)
- [3. ARPA Explanation Letter](#)

## Guidehouse Ranking Notes

 **Eligibility**

*Affordable housing is eligible*

 **Sustainability**

*Does not include a funding plan or fund availability after expending all the ARPA dollars. More information needed.*

 **Feasibility**

*Lacking information about a variety of issues-- For example, what would happen to residents during rehabilitation of units? Are the locations currently vacant?*



# PROJECT #158

## Kent County Equitable Housing Initiative

### Identify the need for the proposed project

Housing Next has been working to support communities across West Michigan since 2018. While we began as an initiative of the Greater Ottawa County United Way, the recent partnership with the Greater Grand Rapids Chamber of Commerce Foundation has allowed Housing Next to work much more closely with communities throughout Kent County. The 2020 County-wide Housing Needs Assessment conducted by Bowen National Research identified a need for more than 22,000 additional housing units in Kent County by the year 2025. The housing that is needed spans a broad range of product types and price points – from single family homes on larger lots to smaller cottages, townhomes, condominiums, apartments, and various other types of housing serve every family and individual in the community. However, a cursory review of the zoning ordinances which govern how housing gets built in each municipality demonstrates that the vast majority of land area zoned for residential use is limited to single family only structures on larger lots. By its very nature, this is one of the most expensive types of housing that can be built, and it only serves a very limited segment of the marketplace. In Kent County, just over 2/3 of all households are made up of single adults or two adults without children at home. This means 67% of all households likely need only one- or two-bedroom homes, and many of these households may prefer smaller yards or to eliminate the responsibility for a yard. Many of these households may like the pattern of single-family homes on larger lots very much, but the problem we face is that most households don't have much of a choice. They may either choose a large home on a large lot or an apartment in a large complex of other apartments. While awareness of this gap is increasing and community-specific, incremental changes can be made to enhance opportunities in every neighborhood, there is still a tremendous amount of work to be done. Most communities have zoning obstacles to housing growth that would support identified needs such as empty nesters downsizing and remaining in the neighborhood where they raised their children or allowing young adults to move back to the neighborhoods where they grew up after they have completed college or gotten their first salaried position. Communities all across Kent County have zoning regulations which limit housing choices and limit housing availability. Housing Next has just completed writing the Michigan Association of Planning Zoning Reform Toolkit for Housing Choice and Affordability in partnership with Progressive AE. This document provides 15 best practices to support local communities in their effort to design locally specific and context sensitive zoning solutions to provide for more housing choices while continuing to maintain the identity and local community attributes that make each neighborhood unique.

### Brief Description

This project will both: 1) Work with statewide partners on a data driven approach to mapping current zoning to identify barriers to development and reforms at the local, regional, and state levels to address housing challenges 2) Establish a grant fund to support local municipalities which are prepared to undertake amendments to their zoning ordinance, and which will allow for a greater variety of housing types, sizes, and price points in multiple neighborhoods. The mapping pilot would cover 3 counties with an overall cost of 99,000. To ensure that Kent County is included in the pilot program, 33,000 would allow us to partner on the effort. The University of Michigan alongside other stakeholder groups will be responsible for fundraising the rest of the funds with support of Housing Next. The County grant can cover up to 75% of the total consulting costs and legal fees for the work to prepare a zoning amendment, conduct community visioning and input sessions, and/or undertake local growth scenario planning. The County will grant up to \$50,000 per municipality provided that the local community can pay for 25% of the total project cost. Housing Next will market both the mapping tool and the program as part of its ongoing mission to increase housing supply at all price points. Housing Next will be available as a community partner and supportive resource to assist with local market demographics, construction costs, financing mechanisms, and similar best practice resources.

### Project Cost

**Minimum Cost:** \$625,000

**Maximum Cost:** \$625,000

**ARPA Request:** \$525,000

### Submitter Info

**Name:** Brooke Oosterman & Ryan Kilpatrick

**Organization:** Housing Next

### Project Overview

**Funding Group:** Community Health

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** Yes \$100,00

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

We suggest that local communities should be responsible for at least 25% of the cost of the zoning rewrite, community engagement, and/or growth scenario planning.

### Partnership

n/a





## Project Cost

**Minimum Cost:** \$625,000

**Maximum Cost:** \$625,000

**ARPA Request:** \$525,000

## Submitter Info

**Name:** Brooke Oosterman & Ryan Kilpatrick

**Organization:** Housing Next

## Project Overview

**Funding Group:** Community Health

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** Yes \$100,00

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

We suggest that local communities should be responsible for at least 25% of the cost of the zoning rewrite, community engagement, and/or growth scenario planning.

## Partnership

n/a

## Long-Term Benefit

An investment in local zoning reform will have generational impacts on the availability and accessibility of housing throughout the county. Our communities are currently reaping the benefits and consequences of decisions that were made by previous leaders and the policies they enacted. Our local officials now have an opportunity to leave a positive legacy of housing choice for households, workers, students, and families for generations to come.

## Intended Beneficiary

Every household in Kent County is currently impacted by their local zoning ordinance and the continued underproduction of housing supply. Most specifically, younger households seeking to buy their first homes, empty nesters looking to downsize to something that is still within their budget, singles and couples without children, and families who are striving to become homeowners but are in need of options that are priced below the current median cost of new construction at \$382,000 in West Michigan.

## Estimated Cost

\$625,000

## Project Management Experience

The Chamber Foundation has previously administered both private and publicly funded grants to businesses throughout the County. This includes partnering with the County on almost \$35M in grants to business impacted by COVID.

## Federal Funds Experience

Similar to the County grant program, we would recommend the County retain the funds and final approval for grants to support the identified work if criteria are met. Housing Next can be the partner to support the municipality and recommend grant funding under the aforementioned criteria.

## Studies on Impact

Scheutz, Jenny. Brookings Institution. 2020. To Improve Housing Affordability We Need Better Alignment of Zoning, Taxes, and Subsidies. Furman Center, NYU. 2018. Housing Supply and Affordability. HUD – Under the Administration of President Trump. Eliminating Regulatory Barriers to Affordable Housing. HUD – Under the Administration of President Biden. New Housing in High Productivity Metropolitan Areas: Encouraging Production. Urban Institute. 2019. How Communities are Rethinking Zoning to Improve Housing Affordability and Access to Opportunity. American Enterprise Institute. 2022. Light Touch Density. A Series of Policy Briefs on Zoning, Land Use, and a Solution to Help Alleviate the Nation’s Housing Shortage. National Low Income Housing Coalition. 2020. Land Use Restrictions and Affordable Housing. Manhattan Institute. 2022. Changing Minds On Restrictive Zoning. How to Unclog America’s Home Supply. Harvard Law. 2022. Addressing Challenges to Affordable Housing in Land Use Law. PBS Newshour. 2021. How Zoning Can Restrict, or Even Prevent, Affordable Housing.



## Guidehouse Ranking Notes

 Eligibility

 Sustainability

 Feasibility

Individuals or communities served is not clear or does not align with Treasury guidelines' definition of "impacted" or "disproportionately impacted".

## Project Cost

**Minimum Cost:** \$625,000

**Maximum Cost:** \$625,000

**ARPA Request:** \$525,000

## Submitter Info

**Name:** Brooke Oosterman & Ryan Kilpatrick

**Organization:** Housing Next

## Project Overview

**Funding Group:** Community Health

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** Yes \$100,00

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Supporting Documentation

1. [Letters of Support](#)

## Source of Funding

We suggest that local communities should be responsible for at least 25% of the cost of the zoning rewrite, community engagement, and/or growth scenario planning.

## Partnership

n/a

# PROJECT #205

## Housing Kent: A Shared Vision for Housing Stability Through Shared Measurement, Coordinated Entry, and Public Will Building



### Project Cost

**Minimum Cost:** \$2,000,000  
**Maximum Cost:** \$2,528,000  
**ARPA Request:** \$2,000,000

### Submitter Info

**Name:** Eureka People  
**Organization:** Housing Kent

### Project Overview

**Funding Group:** Economic Innovation and Workforce Development  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:**   
**Sustainability:**   
**Feasibility:**   
**Impact:** 

### Source of Funding

*(Listed in main description)*

### Partnership

*(Listed in main description)*

### Identify the need for the proposed project

Housing Kent is the result of a thoughtful, years-long, community-driven design process to build an intentional infrastructure in Kent County to meaningfully address the alarming growth in housing instability – particularly on behalf of families with young children and people of color. Nearly 130 entities participated in this process, with one of the major outcomes being a recommendation to develop a “backbone organization” to accelerate the transformation of the housing system in Kent County. Housing Kent’s work became more crucial than ever with the onset of the COVID-19 pandemic, which further exacerbated housing instability in Kent County and across the country. The project outlined in this proposal is in response to and recognizes the role of pre-existing social vulnerabilities and housing disparities in driving the disparate health and economic outcomes of the pandemic. Through additional cross-sector planning and design, Housing Kent became the backbone organization for the Housing Stability Alliance (HSA), the network of community stakeholders in Kent County working together to advance trust, transparency, and accountability to improve housing stability. The objective is to align strategies across the housing continuum, which describes housing situations experienced by all residents in Kent County, from “no housing” to “housed by choice.” The continuum anchors organizations and entities across each component, illustrating the system’s inherent interdependence.

A backbone organization is an essential element of Collective Impact, which is a model for structured collaboration that can help drive change for complex social issues – like housing. Collective Impact brings together a network of multisector stakeholders who are committed to the common goal of equitable systems change. This approach is needed for the housing system in Kent County, which currently works counter to interdependence and alignment and promotes silos, fragmented decision making, lack of transparency, and overall inequitable access for the children and families most harmed by housing instability. A backbone organization working within a Collective Impact model can, however, effectively facilitate shared vision, strategy, and measurement. Backbone organizations have a set of core responsibilities, two of which include establishing shared measurement practices and building public will. These are essential to the success of Housing Kent. A shared measurement system is defined by a community’s ability to collect data and measure results using a common set of community and program-level indicators. Shared measurement systems encourage organizations to align their efforts on shared outcomes, enable them to collectively track and evaluate their collective progress, and offer them opportunities to benchmark their results. Shared measurement systems have specific benefits, such as cost savings, improved data quality, reduced need for grantee evaluation expertise, greater credibility, more knowledgeable funding decisions, ability to benchmark against peers, improved funder coordination, improved coordination and strategic alignment, and shared learning/continuous improvement (1.)

The only way meaningful, transformational system change can occur is if there are shared metrics to which the entire community is committed and held accountable. Currently, the housing system in Kent County is designed and resourced to support silos that have limited capacity for developing a shared vision and outcomes. We have organizations focused on homelessness. We have organizations focused on affordable housing. We have organizations focused on increasing housing supply. And they each have their own set of internal metrics. Creating a shared measurement system, where all these organizations agree to work toward the same goals and objectives, would be truly groundbreaking. Further, Community Rebuilders, a nationally recognized nonprofit organization focused on rebuilding hope through housing opportunities, is seeking to enhance the county’s Coordinated Entry system. This enhancement is necessary to improve access to stable, affordable housing for the most vulnerable in our community who have experienced disproportional negative health and economic impacts because of the pandemic.

*(continued on next page)*

## Project Cost

**Minimum Cost:** \$2,000,000  
**Maximum Cost:** \$2,528,000  
**ARPA Request:** \$2,000,000

## Submitter Info

**Name:** Eureka People  
**Organization:** Housing Kent

## Project Overview

**Funding Group:** Economic Innovation and Workforce Development  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Source of Funding

*(Listed in main description)*

## Partnership

*(Listed in main description)*

## Identify the need for the proposed project (continued, part 2)

Coordinated Entry is an important strategy that is part of shared measurement and an overall system redesign that facilitates more effective alignment among organizations. “Coordinated Entry” is an intake process developed to ensure that all people experiencing a housing crisis have fair and equitable access to services and are quickly identified, assessed, referred, and connected to housing and assistance based on their strengths and needs. This is not currently happening in Kent County, and the result is a market that does not adequately meet the housing and service needs for the population. The system as it exists today utilizes a manual intake and matching process frequently occurring in silos with individual service providers. Supply and demand for housing services are matched in a reactive and passive manner with minimal forecasting, planning, and resource deployment, resulting in long wait lists and poor system wide outcomes. This promotes inconsistent and unequal prioritization across individuals experiencing a housing crisis, while also making it difficult to understand the “big picture” through aggregate reporting and metrics. An automatic and integrated data system for Coordinated Entry, however, has the potential to eliminate these issues and transform the system through real-time information gathering from people experiencing a housing crisis. Coordinated Entry Systems also have a strong evidence base. A 10-year study from the Center for Evidence-Based Solutions to Homelessness of the Family Homelessness System Initiative found that key system changes including coordinated entry resulted in greater and quicker access to permanent housing and more nights in that housing and a decreased likelihood of experiencing sheltered homelessness in the 18 months after intervention (2).

Additionally, the U.S. Department of Housing and Urban Development (HUD) identify it as a national best practice and require all housing providers that receive funding from HUD through the Continuum of Care (CoC) or Emergency Solutions Grants (ESG) to participate in its Coordinated Entry System. Expected outcomes include: 1. Reduce new entries into homelessness through a coordinated system of diversion and prevention efforts 2. Prevent people experiencing homelessness from entering into multiple programs before having their needs met 3. Reduce or erase the need for individual provider wait lists 4. Foster increased collaboration between homelessness assistance providers 5. Ensure that agencies are providing housing to the most vulnerable populations (3).

The data system will be available to all providers across the housing continuum, so that there is a holistic, uniform approach to helping people get the right care at the right time. This will help our community achieve its goal of ensuring homelessness is rare, brief, and a one-time occurrence. The data visibility offered by a coordinated entry system allows for the problems in the homeless response system to be seen and understood, leading to effective solutions. It is time for Kent County to become more sophisticated about managing the housing crisis in our community. We must move from a convoluted system that burdens the unhoused to a streamlined system that utilizes shared measurement and coordinated entry to prevent crisis and advance housing stability. Additionally, public will building is critical to advancing a shared vision for housing stability in Kent County. In order to drive the momentum, capacity, and resources for long-lasting change, there must be community consensus and determination. Public will building is connected to shared measurement, as data is key to describing the issues at hand and creating a sense of urgency to build community motivation. But it also involves storytelling and real-life testimonials from individuals in our community, who all have unique and important experiences related to housing stability. It entails branding, marketing, and visuals to capture and hold the community’s attention. It is about speaking to the entire community because housing stability and affordable housing impacts each and every one of us in a distinct way. Indeed, research has shown that compelling storytelling actually impacts the brain by releasing the neurochemical oxytocin, increasing feelings of empathy and trust, and in turn affecting one’s attitudes, beliefs, and behaviors (4).

*(continued on next page)*



## Project Cost

**Minimum Cost:** \$2,000,000

**Maximum Cost:** \$2,528,000

**ARPA Request:** \$2,000,000

## Submitter Info

**Name:** Eureka People

**Organization:** Housing Kent

## Project Overview

**Funding Group:** Economic Innovation and Workforce Development

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** 26-50%

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

*(Listed in main description)*

## Partnership

*(Listed in main description)*

## Identify the need for the proposed project (continued, part 3)

In effect, successful public will building will reduce opposition to change, generate compassion, and spur action. This is a multipronged, strategic approach to mobilizing stakeholders, and ultimately, these actions will lead to the development of a strong network of organizations and supporters that demand and support social change" (5).

Together, shared measurement, coordinated entry, and public will building are necessary near-term steps for Housing Kent and Community Rebuilders to operationalize the community's vision for transformational, long-lasting change in Kent County.

(1) Kramer, M., Parkhurst, M., & Vaidyanathan, L. (2009). Breakthroughs in Shared Measurement and Social Impact. FSG Social Impact Advisors. (2) [http://www.evidenceonhomelessness.com/recent\\_highlights/evaluation-by-cesh-expert-strengthens-evidence-that-coordinated-systems-and-housing-first-approaches-reduce-family-homelessness-but-challenges-remain/](http://www.evidenceonhomelessness.com/recent_highlights/evaluation-by-cesh-expert-strengthens-evidence-that-coordinated-systems-and-housing-first-approaches-reduce-family-homelessness-but-challenges-remain/). (3) Human Services Coalition. Coordinated Entry System. <https://hsctc.org/coordinated-assessment-system> (4). Zak PJ. Why inspiring stories make us react: the neuroscience of narrative. Cerebrum. 2015 Feb 2;2015:2. PMID: 26034526; PMCID: PMC4445577. (5) Downes, S., Lynn, J., & Chung, P. (2015). From Paper to Practice: Key Lessons for Foundations Deploying Complex Strategies. The Colorado Trust. (1). <https://www.redfin.com/county/1388/MI/Kent-County/housing-market> (2). <https://grbj.com/news/economic-development/home-prices-outpace-income/> (3). <https://www.mlive.com/news/grand-rapids/2020/07/grand-rapids-needs-a-lot-of-new-housing-to-meet-demand-avoid-displacing-residents.html> (4). <https://data.johnsoncenter.org/kconnect/> (5). <https://grbj.com/news/grand-rapids-ranks-among-worst-economically-for-african-americans/> (6). <https://www.npr.org/2020/06/25/882462044/how-racial-unrest-is-motivating-white-voters-in-one-key-michigan-county> (7). <https://www.mlive.com/news/grand-rapids/2021/04/kent-county-groups-discuss-racism-as-a-public-health-crisis.html> (8) Bone, J., et al. (2019). The Impact of Business Accelerators and Incubators in the UK. BEIS Research Paper Number 2019/009. (9) Laboissiere, M & Mourshed, M. (2017). McKinsey & Company. Closing the skills gap: Creating workforce-development programs that work for everyone.

## Brief Description

Housing Kent will develop a shared measurement system and public will building campaign to align community efforts on shared outcomes and enable benchmarking and evaluation of our collective progress. Community Rebuilders will design, build, and deploy Community Housing Connect 2.0, a web-based software solution for enhanced Coordinated Entry. The design of a shared measurement system and Community Housing Connect 2.0 build from the framework supporting the housing stability continuum, from "no housing" to "housed by choice." The ultimate product of a shared measurement system will be a public-facing dashboard with interactive features that showcases community success measures and indicators. Additionally, Community Housing Connect 2.0 will give our community real-time information about those in need and the resources available to support those needs, transforming the way we look at gaps within the system and supporting the ability to track the impact of services provided. The other complementary component of this project is the public will building campaign that will utilize a variety of communication, data, outreach, and marketing tools to reframe the issue of housing stability in Kent County, so that all residents see the value in Housing Kent's approach and vision. Public will building touches the heart, changes minds, and inspires action. Events, billboards, social media, yard signs, flyers, and earned media are all examples of how this will come to life.

## Project Cost

**Minimum Cost:** \$2,000,000

**Maximum Cost:** \$2,528,000

**ARPA Request:** \$2,000,000

## Submitter Info

**Name:** Eureka People

**Organization:** Housing Kent

## Project Overview

**Funding Group:** Economic Innovation and Workforce Development

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** 26-50%

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

*(Listed in main description)*

## Partnership

*(Listed in main description)*

## Long-Term Benefit

Housing Kent is the only organization in Kent County designed to focus on housing stability across the entire continuum from “no housing” to “housed by choice.” There is no single entity facilitating the connection between ALL of these organizations, so their strategies align with and enhance one another, with the goal of increasing affordable housing, decreasing homelessness, eliminating racial disparities, and supporting economic recovery for families impacted by the pandemic.

## Intended Beneficiary

With the goal of transforming the entire housing continuum, this project ultimately benefits all residents of Kent County. Every resident exists somewhere on this continuum, and the overarching goal of Housing Kent and the Housing Stability Alliance is to help people move themselves along the continuum until they are “housed by choice” and no longer experiencing various types of housing instability. This will be especially significant for populations who have been historically under-resourced, underserved, disproportionately impacted by the pandemic, or otherwise marginalized. Further, stable housing is foundational to so many other aspects of an individual’s wellbeing; it is a major social determinant of health, educational attainment, and career success. The ecological impact of improved housing stability is significant and will improve outcomes across all community domains. Housing Kent does have an unequivocal focus on eliminating racial disparities in the housing system, which have been perpetuated for decades, creating staggeringly negative outcomes. This initiative will intentionally support people of color by ensuring a systematic concentration on racial equity throughout the housing continuum, so that the current overrepresentation of people of color (especially African American and Latinx residents) experiencing homelessness and other types of housing instability no longer exists. Additionally, the cross-sector stakeholders, organizations, and entities all involved in the Housing Stability Alliance will benefit as well. Community Housing Connect 2.0 will be of particular value to all the individuals working hard every day to address homelessness, who for so long have been doing their best in a disjointed system without the alignment, collaboration, and data needed to best support one of the most vulnerable populations in our community. People working in the housing system care about their work and know change is needed. With a shared measurement system, coordinated entry data system, and public will building campaign, the network will feel united toward their shared vision and goals, inspired to engage the community, and motivated to build consensus, together.

## \*Partnership

Housing Kent is the backbone entity for a network of nearly 130 organizations, who are essential to the success of a shared measurement system and public will building campaign. Community Rebuilders, as a member of the Grand Rapids Area Coalition to End Homelessness/Continuum of Care developed the Community Housing Connect 1.0 platform, currently administers it, and has led efforts to secure funding to develop Community Housing Connect 2.0, and will design, develop and launch Community Housing Connect 2.0 for use in Kent County. Community Rebuilders will be a recipient of this proposal in the amount of \$750,000.00. The Johnson Center for Philanthropy at Grand Valley State University and DataWise will support the technological and data components of the shared measurement system. Housing Next and its fiduciary, the Grand Rapids Chamber of Commerce, will support public will building efforts. Housing Kent will also secure a communications partner/consultant for this component.

## Project Cost

**Minimum Cost:** \$2,000,000  
**Maximum Cost:** \$2,528,000  
**ARPA Request:** \$2,000,000

## Submitter Info

**Name:** Eureka People  
**Organization:** Housing Kent

## Project Overview

**Funding Group:** Economic Innovation and Workforce Development  
**Project Theme:** Affordable Housing  
**Project Status:** Expanded Project  
**Matching Funds:** 26-50%

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Source of Funding

*(Listed in main description)*

## Partnership

*(Listed in main description)*

## Estimated Cost

\$2,528,000

## \*Source of Funding

Housing Kent has received generous support for the public will building campaign and shared measurement system from several funders, including Bank of America, CDV5 Foundation, Frey Foundation, Fifth Third Bank, Grand Rapids Community Foundation, Heart of West Michigan United Way, Jandernoa Foundation, and the Wege Foundation. The funding from these entities comprises Housing Kent’s operational budget and will support a portion of the staff time associated with coordinating and facilitating the shared measurement and public will building projects. However, in order to actively design, implement, and scale this work so that it is truly transformational and long-lasting, significant additional funding is needed. Community Rebuilders has secured funding for the Community Housing Connect 2.0 project from the City of Grand Rapids (\$250,000); Community Rebuilders Day One Families Fund (\$90,000); Frey Foundation (\$100,000); and Jandernoa Foundation (\$25,000) for the coordinated entry system. Funding from the DeVos Family Foundations is pending.

## Project Management Experience

Housing Kent is, by design, a county-wide project. Backbone entities require a target geography, and Housing Kent is focused on Kent County. While the organization is still in its startup phase, we are supported by the Collective Impact infrastructure model, including the Common Agenda and Road Map (or the “Community Plan”) developed by the Housing Stability Alliance in the years-long planning process described previously. This framework and strategic priorities give Housing Kent organizational stability that other startup organizations might not have. Additionally, Housing Kent has the support and partnership of KConnect, Kent County’s Collective Impact initiative that has been aligning systems across the prenatal to career continuum since 2013. They are able to provide best practices and “lessons learned” for managing and leading countywide initiatives, which have, and will continue to, greatly benefit Housing Kent.

## Federal Funds Experience

Housing Kent has not worked with federal funds before. However, Housing Kent’s executive and governance leadership are practiced stewards of federal funds as part of past and ongoing communitybased organizations and initiatives. For 28 years, Community Rebuilders has been delivering highly successful project results for federal, state, and local, funding sources dedicated to increasing access to affordable housing, providing Housing First Rapid Rehousing Services, Homeless Prevention, and Permanent Supportive Housing. Administering over 10 million dollars of state and federal funds on an annual basis, the organization operates 20- 30 individual federal, state, and locally funded projects on an annual basis. The organization has leadership that is skilled at leveraging state and federal dollars, interpreting and applying federal regulations, and securing matching dollars to enhance the impact of programs and services. The organization’s substantial experience as both a direct recipient and manager of sub-recipients of federal funds expands multiple years of financial and single audits with zero findings. Internal controls include accountability over assets; and demonstrated compliance with all federal statutes, state laws, regulations, and terms and conditions of federal awards. A strong organizational infrastructure coupled with accountability, policy, and training ensures all assets are safeguarded against loss, unauthorized use, or disposition. In addition to a demonstrated history of grant and program compliance, Community Rebuilders has earned national recognition and acknowledgements from the United States Department of Health and Human Services NORC, Department of Housing and Urban Development, National Alliance to End Homelessness, Veterans Administration, and United States Interagency Council on Homelessness.

## Project Cost

**Minimum Cost:** \$2,000,000

**Maximum Cost:** \$2,528,000

**ARPA Request:** \$2,000,000

## Submitter Info

**Name:** Eureka People

**Organization:** Housing Kent

## Project Overview

**Funding Group:** Economic Innovation and Workforce Development

**Project Theme:** Affordable Housing

**Project Status:** Expanded Project

**Matching Funds:** 26-50%

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



## Source of Funding

(Listed in main description)

## Partnership

(Listed in main description)

## Studies on Impact

In addition to the key research presented in the “need identification” section above, as a model, collective impact is well studied and has shown positive outcomes for communities. In terms of research, one rigorous study examined 25 initiatives in the United States and Canada and resulted in the following findings (1):

- Collective impact contributed to changes in target populations or places. In many cases, stakeholders achieved these changes through the development or expansion of programs and services that reached targeted populations.
- Quality of implementation matters. Collective impact is defined by a set of five conditions: backbone support, common agenda, mutually reinforcing activities, shared measurement system, and public will building. Several findings in the study suggest that more complete implementation of these conditions results in greater impact.
- A strong equity focus can lead to more equitable outcomes. Initiatives with stronger capacity to engage in equity were more likely to help narrow gaps in outcomes compared to initiatives with more-limited implementation of these elements.

(1) Stachowiak, S., & Gase, L. (2018). Does Collective Impact Really Make an Impact? Stanford Social Innovation Review.

## Supporting Documentation

- [1. Letters of Support](#)
- [2. CTEH-Steering-Council-Minutes-9.17.2021](#)
- [3. Memo re sustainability and impact](#)

## Guidehouse Ranking Notes

 **Eligibility**

*This does not directly improve access to stable, affordable housing, but it would likely lead to that. Would need to clarify the connection further.*

 **Sustainability**

*Does not include a funding plan or fund availability after expending all the ARPA dollars.*

 **Feasibility**



# PROJECT #273

## Leonard Street Neighborhood Improvement Project



### Identify the need for the proposed project

I own a corner property in the Belknap neighborhood and it is important to me that this property is developed in a way that benefits the existing community in both the short and long term. I grew up on the SE and NE side of Grand Rapids and have an affinity for both. Living with my grandparents on Union Street SE (between Wealthy/Cherry) I was able to witness first hand the difference one property can make in turning a neighborhood and community around. I remember half the houses being boarded up, two liquor stores located on the corner of Wealthy/Union and frequent shootings occurring. This began to change with the development of ONE property and the establishment of Wealthy Street Bakery. The owner(s) of Wealthy Street Bakery saw what this neighborhood 'could' be and this single investment inspired interest and investment from many others which has transformed this entire community. Not only do the local residents benefit from the added jobs, decrease in crime but they also gained a place for community and fellowship. I believe my property has the potential to impact this community similarly if developed correctly. This neighborhood is close to downtown, a stone throw away from Medical mile and home to a neighborhood of families from diverse populations in terms of race, age and socioeconomic backgrounds. This neighborhood is currently surrounded by liquor stores/drug trafficking, homelessness and my building has been impacted. My property at 500 Leonard NE has been hit multiple times by drunk drivers and was constantly a target for the indigent population who suffered from substance abuse. I found myself constantly picking up empty liquor bottles and other paraphernalia. I've been approached by several interested parties to use this space for a dispensary or other similar operations but in my opinion, this will not elevate the area and instead only contribute to the substance abuse that is so prevalent in this area.

### Brief Description

I would to build affordable housing in the upper level. The lower level as a 'rent' to work space. Since COVID, many workers have not returned to the workplace but instead are working from home which isn't always ideal. I'd like to offer my space as rent to work space. In the evenings, this space could be used by the community for various programs. i.e. A friend of mine started a Safeserve training program for the homeless population to help prepare them for work in food service and she would like to do the same in my building.

### Long-Term Benefit

This project can point this neighborhood in a new direction by offering something more than drugs or alcohol. It will provide affordable housing, rent to work space and a second retail space that can be developed in a variety of ways.

### Intended Beneficiary

Local residents in Track 12 and area residents in Track 10 and 13, along w/the greater Grand Rapids community.

### Estimated Cost

500,000-600,000

### Project Cost

**Minimum Cost:** \$500,000

**Maximum Cost:** \$600,000

### Submitter Info

**Name:** Regina Lungaro

**Organization:** Lungaro LLC

### Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** No

**Eligibility:**



**Sustainability:**



**Feasibility:**



**Impact:**



### Source of Funding

There could be other funding sources, but I am not aware of it at this time.

### Partnership

n/a



## Project Cost

**Minimum Cost:** \$500,000

**Maximum Cost:** \$600,000

## Submitter Info

**Name:** Regina Lungaro

**Organization:** Lungaro LLC

## Project Overview

**Funding Group:** Quality of Life

**Project Theme:** Affordable Housing

**Project Status:** New Project

**Matching Funds:** No

**Eligibility:** 

**Sustainability:** 

**Feasibility:** 

**Impact:** 

## Source of Funding

There could be other funding sources, but I am not aware of it at this time.

## Partnership

n/a

## Project Management Experience

I have not managed large county wide projects but I do own several rental properties in Grand Rapids - two of which are currently being rented. Both properties were in disrepair when purchased and I've built a network of contractors to rehab these properties. I would enlist a local developer who has experience managing development projects to oversee this work.

## Federal Funds Experience

I have not managed federal funds in this capacity before but my business was impacted by COVID and we did qualify for PPP resources and were able to give all of our employees the option to return to work as a result of these funds and all but one came back.

## Studies on Impact

I am born and raised in Grand Rapids and I've been interested in development for nearly two decades. I've watched multiple, solitary developments spur the transformation of several areas in our city from the Wealthy Street Bakery role in turning the West side of Wealthy Street around or The Wealthy Street theater's impact on the East side of Wealthy Street. I saw how Jay Van Andel's vision for downtown Grand Rapids and his initial investment in the Van Andel Arena was the start to the revitalization of downtown Grand Rapids. So many neighborhood and area transformations all started with one person, one property and one vision. I want to be the ambassador of transformation in my neighborhood.

## Guidehouse Ranking Notes

 **Eligibility**

*It appears that this location is probably located in a QCT if it is close to the Medical Mile so affordable housing would be eligible in that case. The office space is not eligible for funding*

 **Sustainability**

*Does not include a funding plan or fund availability after expending all the ARPA dollars.*

 **Feasibility**