MSHDA™

Office of Rental Assistance and Homeless Solutions

ESG FY2024-2025 Exhibit 1

October 1, 2024, to September 30, 2025

Due: Friday, June 7, 2024

Emergency Solutions Grant (ESG)

735 E Michigan Ave
P.O. Box 30044
Lansing, MI 48909

EQUAL HOUSING
OPPORTUNITY

Purpose and General Instructions

Purpose

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

Instructions

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

Due Date

Exhibit 1 and all required attachments are due to MSHDA by 5:00 PM Eastern Time (ET) on Friday, June 7, 2024.

For Further Information

Please direct any questions to the CoC's assigned Homeless Assistance Specialist, as indicated below:

Jen Leaf – leafj@michigan.gov – 517-241-0099 – Regions 1, 2, and 3

Nicole Beagle – beaglen1@michigan.gov – 517-335-1852 – Regions 4 and 9

Francesca Vitale – vitalef1@michigan.gov – 517-930-5787 – Regions 5, 7, and 8

Zienab Fahs – fahsz@michigan.gov – Regions 6 and 10

Questions received after 5:00 PM ET on Friday, May 31, 2024, are not guaranteed a response.

Exhibit 1 Attachment Checklist

Required

- ☑ CoC Additional Members Roster *(See question 1)*

- ☑ CoC (Continuum of Care) Written Service Standards:
  - Street Outreach
  - Emergency Shelter
  - Homeless Prevention
  - Rapid Re-Housing

- ☑ Racial Demographics Report *(See question 12)*

- ☑ System Performance Measures *(See question 12)*

- ☑ CoC Grievance Policy

Conditionally Required *(Required if updated or changed from the previous year's submission)*

- ☐ CoC Anti-Discrimination Policy   CoC Approval Date: _____

- ☐ CoC Fair Housing Policy   CoC Approval Date: _____

- ☐ CoC By-Laws or Operating Principles   CoC Approval Date: _____

- ☐ CoC Coordinated Entry Policy and Procedures   CoC Approval Date: _____

- ☐ VAWA Emergency Transfer Plan   CoC Approval Date: _____

CoC Operational Details, Strategic Initiatives, and Governance

1. CoC Leadership and Contact Information

CoC Information

Name of CoC: MI-507 Portage and Kalamazoo City and County Continuum of Care

Counties Included in CoC: Kalamazoo County

CoC Website: www.kzoococ.org

Social Media URLs: www.facebook.com/groups/kzoococ/

CoC Leadership Contacts

Please provide the following information for key CoC leadership positions:

Role	Name	Agency/Organization	Phone	Email
Chair	Kelly Doyle	CARES West Michigan	269-806-3970	kdoyle@caresswm.org
Co-Chair	Tracy Hall	OutFront Kalamazoo	269-349-4234	tracy@outfrontkzoo.org
Coordinator	Patrese Griffin	United Way of South Central Michigan	269-343-2524	p.griffin@uwscmi.org

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

Additional CoC Members

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

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

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

Engaging Individuals with Lived Experience of Homelessness

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

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

The CoC understands the importance of ensuring persons with lived experience of homelessness are engaged in CoC and community policy making, coordinated entry processes, community strategy, and funding decisions. In 2023 secured funding to meaningfully compensate those with lived experience for their time and expertise and created a Community Consultant job description. In May 2024, the CoC hired and developed a Community Consultant Council of eight individuals with diverse, recent lived experiences of homelessness in Kalamazoo County. These community consultants will meet quarterly to lead and guide the work of the Continuum of Care including discuss Coordinated Entry policies and procedures and other aspects of Kalamazoo's Counties systems of care. A community consultant will also serve on the CoC Board, and the council will participate in the grant evaluation process to contribute to community funding decisions. Each community consultant will be compensated at a rate of $75.00 per hour paid following each meeting. Funding for community consultant compensation is derived from local foundation grant sources. Additionally, further community members with lived experience are engaged by the CoC through the annual Point In Time Count and are compensated for their participation in survey efforts with a $25.00 gift card for each completed survey.

2. CoC Meeting Schedule

Full CoC Member Meetings

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

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

Meeting Date	Time	Location & Address	Remote Option
10/15/2024	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
11/19/2024	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
12/17/2024	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
01/21/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
02/18/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
03/18/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
04/15/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
05/20/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
06/17/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
07/15/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
08/21/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
09/18/2025	12:00-1:00	Zoom Meeting	☑ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

CoC Executive Leadership Meetings

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

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

Meeting Date	Time	Location & Address	Remote Option
11/27/2024	12:00-1:30	Zoom Meeting	☑ Yes ☐ No
01/22/2025	12:00-1:30	Zoom Meeting	☑ Yes ☐ No
03/19/2025	12:00-1:30	Zoom Meeting	☑ Yes ☐ No
05/21/2025	12:00-1:30	Zoom Meeting	☑ Yes ☐ No
07/22/2025	12:00-1:30	Zoom Meeting	☑ Yes ☐ No
09/19/2025	12:00-1:30	Zoom Meeting	☑ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

MSHDA ESG Exhibit 1 Review Meetings

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

Meeting Date	Time	Location & Address	Remote Option
05/22/2024	12:00-1:30	709 S. Westnedge Kalamazoo, MI 49007	☑ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

3. Actionable CoC Priorities

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

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

During 2023/2024, the CoC targeted the following actionable priorities from the State Action Plan and USICH federal strategic plan respectively:

- Authentically engage people with lived experience (PWLE) of homelessness, especially in the form of ongoing partnerships rather than time-limited, one sided engagements

- Remove and reduce programmatic, regulatory, and other barriers that systematically delay or deny access to housing for households with the highest needs

These priorities are from the state action plan and USICH federal plan respectively and were achieved through the successful planning, hiring, and implementation of a Community Consultants Council which serves to speak into accessibility, efficacy, and experiences within the Coordinated Entry process, systems of care, local housing strategy, and funding decisions. This body will serve and expand its influence in 2024 through feedback gathering and analysis as well as board and committee participation.

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

During 2024 and 2025, the CoC will target the following actionable priorities from the State Action Plan and USICH federal strategic plan respectively:

- Authentically engage people with lived experience (PWLE) of homelessness through the Point in Time Count

- Active engagement of the Community Consultants to remove and reduce programmatic, regulatory, and other barriers that systematically delay or deny access to housing for households with the highest needs

These priorities are from the state action plan and USICH federal plan respectively. They are integral to the CoC because they are in line with our mission to convene partners to improve communication and services, advocate for equitable solutions to end homelessness, and leverage state, local, and federal resources to implement a county-wide Plan to End Homelessness; and our vision for a county where everyone has equitable access to safe, affordable dignified housing.

The priority of authentically engaging people will be measured by the number of participants with lived experience provide feedback on grants, coordinated entry, and overall continuum of care activities. The goal is provide paid opportunities to those with lived experience to encourage meaningful participation and appreciation for the input ideas and feedback while actively incorporating that feedback into ongoing procedural change.

The priority of reducing programmatic, regulatory, and other barriers will be measured by client feedback and data around days in program and exits. The coordinated entry system and monitoring are being evaluated currently and will have impacts. Completion of the update of both systems is one way success is being measured, in addition to the feedback that will come from both.

4.   Coordination of Available Funds

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

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

Street Outreach

Funding Source	Agency/Organization	Total Award
See Attached Sheet		

Emergency Shelter

Funding Source	Agency/Organization	Total Award
See Attached Sheet		

Homeless Prevention

Funding Source	Agency/Organization	Total Award
See Attached Sheet		

Rapid Re-Housing

Funding Source	Agency/Organization	Total Award
See Attached Sheet		

Other Components

Component	Funding Source	Agency/Organization	Total Award
See Attached Sheet			

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

N/A

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

Due to decreases in federal funding that already did not meet the needs of the community with respect to rapid re-housing and homelessness prevention, the CoC continues to seek support of local and family foundations to meet the needs. The CoC has also been supportive of reallocation requests funded agencies have submitted when all funds have been expended, and did so in 2024 when ESG RRH funding had been exhausted, providing additional support of $100,000 to fill the gap.

5. Tracking CoC Expenditure Performance

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

Upon approval and execution of the ESG documents by MSHDA, Housing Resources, Inc. (HRI) acting as the fiduciary and Housing Assessment and Resource Agency (HARA) may submit a Financial Status Report (FSR) through the MSDHA MATT online system. The first action taken by the HRI as fiduciary is to inquire with the subgrantees on their need for an advance of funds to begin providing funded grant activities. If requested, HRI submits FSR#1 to request an advance of funds from MSHDA on behalf of the subgrantees following MSHDA policies and procedures which dictate the percentage of advance allowable. Upon receipt of the advanced funds, HRI processes the requests for the advance by providing payment via check to the subgrantee.

All future disbursements to subgrantees by HRI as the fiduciary are made following the FSR/billing schedule provided by MSHDA. Subgrantees submit all required documentation for the FSR to HRI by due dates provided by HRI. These due dates are in advance of the MSHDA due dates so that HRI can complete the administrative process of reviewing, compiling and entering the FSR information and attachments into the online MATT MSHDA system by the MSDHA due date. Once all FSR required documents are received, HRI reviews and submits with the other subgrantee documents into the MATT system. MSDHA then reviews and once the FSR is approved and paid to the fiduciary, HRI reimburses the subgrantees the amount they billed for allowable funded activities. If HRI has advance funds on hand, reimbursement may occur prior to MSDHA reimbursement. However, there are times when MSDHA returns FSRs for corrections by subgrantees. Therefore, this practice has become more rare.

HRI moved from quarterly billings to monthly billings to ensure funds are 1) being expended in the community, 2) reimbursements are occurring more frequently and subrecipients are waiting long periods of time for funds, and 3) to ensure that expenditures meet allocated funding activities and compliance. HRI checks in with subgrantees to determine if they are on track to spend their allocations mid-grant and/or grant ending period and also if they need amendments to spending amounts or categories and if available, additional funds.

The fiduciary and the CoC are also required to complete annual monitoring visits to the subgrantees and have done so through FY2022. A monitoring visit for FY2023 will be planned by 8/31/2024 to monitor ESG grants from that year.

By completing monthly billing instead of quarterly, both the fiduciary and MSDHA are reviewing documentation related to the funded grant activities. This has been positive and has allowed for the fiduciary, MSHDA and the subgrantee to make corrections where possible and resubmit the billing with corrected or missing information or resubmit with an allowable expense after receiving clarity from MSHDA. At times, funds can be moved to a different line item without a grant amendment if under a certain amount. Potential areas out of compliance are caught early and MSHDA works with both the fiduciary and the subgrantee to make corrections or suggestions allowing for compliance.

Any instance of compliance errors is to be reported to the CoC immediately. The CoC will investigate the issue and discuss a plan of action with its Allocations and Accountability Team to determine a course of corrective action for the agency in which the issue resides. The CoC will meet with the agency, provide the action plan, and will document the interaction. The fiduciary will be notified as well as to track the newly established expenditure goal.

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

Currently, the CoC requests the percentage of expenditure from grantees during the annual local competition. The CoC team is working to develop a more robust monitoring system that will closely monitor to assure funded agencies will have time to expend all funding from the HUD CoC competition by the end of the grant term for each project.

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

Total Federal Award	Total Expended	Balance
$ 1,664,094.00	$ 1,664,094.00	$ 0.00

6.   Fairness of Funding

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

Upon release of the ESG NOFA, the CoC staff team will review the parameters, eligible activities, and application requirements. To ensure transparency, the release of the NOFA and local application materials are shared widely with the public and community partners including but not limited to posted on the CoC website and via listserve, as well as to all shelter and outreach providers. For local organizations to be considered for MSHDA ESG funding through the CoC the process is as follows:

- Organizations must complete the new local application created by CoC staff, based on the MSHDA application that includes detailed information on the budget and anticipated number of individuals served as well as supplemental questions surrounding equity in services.

- All applicants are provided the opportunity to meet with the CoC Director prior to submission of the local application.

- The CoC staff reviews all budgets and applications submitted and will present them to the Allocations and Accountability Team. The Allocations and Accountability Team (a CoC committee) is made up of representatives from City and County government, funders, lived-experience consultants, and Community Action agency. The team reviews all applications using a standardized review sheet developed by the CoC team.

- These funding recommendations are then presented to and voted on by the Board.

- After the Allocations and Accountability team completes the review process, their feedback and recommendations are provided to applicants, who are given an opportunity to revise their budget to align with the committee's recommendations.

- All staff and committee members within this process sign a Conflict of Interest Policy to ensure that any potential conflicts are identified and prevented.

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

In 2023, three agencies applied for ESG funding through the CoC and all three were funded. Funding decisions are closely aligned with the CoCs goals around preventing and reducing homelessness among underserved and/or overrepresented populations. Our funding process also reflects the CoC's overall goals to promote equitable practices and to operate in a transparent, collaborative, and data-driven manner. Funding targets high performing projects that are able to demonstrate a commitment to equity and housing-first principles. Funding decisions are also made through a transparent and collaborative process which involves a number of different non-profit, government, and for-profit companies/corporations. These different perspectives ensure that funding decisions are fair and align with community-level goals. The Allocations and Accountability Team reviews all applications using a standardized review sheet developed by the CoC team.

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

The CoC has embraced transparency and open communication through our ESG funding opportunity process. All community providers are informed of the ESG NOFA and given access to the application materials and review sheet. The CoC team reviews the applications to ensure they are aligned with our goals. This application is then reviewed, ranked, and approved by the Allocations and Accountability Team and CoC Board. The Allocations & Accountability team is made up of representatives from City and County government, funders, and Community Action agency. The team reviews, assesses/ranks, and makes all ESG and CoC funding recommendations to the CoC Board. All staff and each volunteer member of the committees that are a part of this process sign the Conflict of Interest Policy to ensure that any potential conflicts are identified and prevented. Once approved, notification is given to subgrantees and is made available to the public, CoC Members, and Community Leaders.

7.   Coordination of Emergency Service Access

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

The CoC can be contacted via the CoC website, email, Facebook, and phone. After 5pm Monday through Friday, Saturday and Sunday all incoming calls are filtered through our after hours line. If the call is an emergency, the caller is directed to contact 911.

For all shelter and financial needs, calls are directed to CoC partner, Gryphon Place's 2-1-1 Information and Referral service. They provide quick and easy access to information about service agencies (24 hours, 365 days in Kalamazoo County). Community Resource Advisors work with callers to assess their needs and refer them many resources including after-hour contacts for local housing agencies and shelters (which may include the local HARA Housing Resources Inc., the Homeless Emergency Response System (an program of partner ISK that as 24/7 on call Emergency response specialists who can be contacted by emergency rooms/health systems staff, public safety and other emergency referral providers if a homeless individual is identified to be in need of support when mainstream services are not open. Each specialist is equipped with the training and support to engage and connect individuals into immediate low-barrier shelter and next-day supportive services, including connection with Coordinated Entry.), the Access Center (Community Mental Health), Mobile Crisis Response (Youth), and public safety (welfare check, adult/child protective services). The local YWCA (Domestic Violence, sexual assault, trafficking) and the Ark Youth Shelter maintain 24- hour Hotlines; (269) 385-3587 and (800) 873-8336, respectively.

The CoC website has a contact us form and a Facebook page that can be used for communication as well. If a call comes in after hours, CoC staff will follow up with with the caller/agencies the following business day to ensure their question, comment, or concern is addressed and set up any follow up as needed which may include an intervention and allocation of resources. The CoC website will be updated with what to do/who to contact after hours.
In FY 24-25 as part of a CoC update of Coordinated Entry the CoC after-hours plan and requests for assistance are being reviewed and updated accordingly.

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

The CoC has a phone number with voicemail system than may be access 24 hours a day, seven days a week. The CoC website (kzoococ.org) has a "contact us" feature that directs an individual to leave an email or phone call. Individuals are directed to contact CoC partnering organization Gryphon Place/211 if they are in need of immediate assistance or immediate referral.

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

If the temperature falls below 20 degrees Fahrenheit there will be a warming area provided for all guests through Kalamazoo Gospel Mission. If the temperature rises above 95 degrees Fahrenheit there will be a cooling area provided for all guests. All guest entering or exiting these areas are subject to all security procedures that are in place. During any inclement weather period, guests who have been placed on a 90 day exit for exceeding the maximum emergency services stay without moving in a program will be allowed all Kalamazoo Gospel Ministry Services until the weather reaches an acceptable level (see above).

Ministry with Community has no general rules regarding entry to our facility – we welcome everyone during our daytime open hours (6:30am-11:00am/12:00pm-4:30pm), with few restrictions. Restriction to entry would be the following:

• If a person has been barred from Ministry with Community for a previous act of violence/aggression - compromising the safety of all - they will not be allowed in the shelter.

NOTE: During extreme weather conditions, others who have been barred for non-violent actions will be allowed in the building when temperatures are below 30 degrees and above 90 degrees (taking wind chills and heat index into consideration) or for other extreme weather conditions.

Shelters and missions in Kalamazoo County are open throughout the year providing meals, sleeping quarters, and respite for those seeking services. On days when the Extreme Temperature and Weather plan is activated, the County endorses the efforts of local municipalities and existing organizations to extend services and hours of operation in order to allow clients the option of remaining indoors during the day.

Warming & cooling centers are independently managed facilities that are made available during the day throughout extreme temperature conditions when normal coping mechanisms are ineffective or unavailable. These facilities are given the task of gathering the information needed for potential overnight operation, in order that a data driven decision can be made. If the need is such they will move to partner-managed shelters which can be open for an overnight stay and then closed during the day or can be open continuously as needed. These facilities could also receive human and material resources (pending the overall situation). The operation of centers, especially during extreme temperature and weather, will be coordinated with Kalamazoo County Office of Emergency Management along with the municipality where the Centers are to be opened in order to:
• Ensure a Center is meeting all applicable laws and regulations
• Avoid a duplication of efforts of other agencies/organizations
• Obtain support from a broader system if the need exceed the operator's capabilities (e.g., transition to an overnight shelter)
• Maintain situational awareness (knowing what is going on with all aspects of the weather and temperature) so that operators can make informed decisions

Centers are not overnight shelters. A center is designed for non-continuous (non-24/7) operation. If a heat or cold-related emergency persists or is predicted to persist beyond the operational hours of the Center, or it is unsafe for individuals to return to their dwellings, an Independent Shelter may need to be opened. Before an emergency occurs, Center operators should discuss the logistical and legal considerations involved in operating a center with legal counsel.

8.   System of Care

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

The Kalamazoo County CoC ensures collaboration within its membership to address overlapping needs by building and maintaining public support through facilitating multiple collaborative committees and work group participation. Participants of these committees and workgroups include McKinney-Vento school liaisons and local Community Mental Health. These committees and work groups are instrumental in our community wide response to end homelessness. Engagement with local government and city officials can be seen by their participation in many of the committees and workgroups of the CoC.

The CoC Director currently serves as president of the Kalamazoo County Public Housing Commission. The CoC's Allocations and Accountability committee's members include Bronson Healthcare Student and University Relations Coordinator, Lauren Carney, Gryphon Place Community Resilience Program Manager, Renwick Ballew, Kalamazoo Community Foundation Community Investment Officer, David Feaster, Community Action Community Engagement Specialist, Angela Anderson, YWCA Vice President of Community Health, Jameca Patrick-Singleton, and United Way of South Central Michigan Associate Director of Community Impact, Andrea Meinema-Macklin.

The CoC's board members include Deputy City Manager, Laura Lam; County Commissioner Jen Strebs; McKinney Vento liaison, Robin Greymountain; Community Resource Coordinator for Michigan Department of Health and Human Services, Tiffany Cunningham; and Don Jones, former Client Navigator with the Kalamazoo Defender, Kalamazoo County's first public defender office.

Engagement with community mental health can be seen by their participation in the following committees: Tammie Natho, Housing Supervisor, with Integrated Services Kalamazoo (ISK) is a member of the CoC board. ISK is a grantee of CoC funding from both the HUD CoC competition and the MSHDA ESG competition. ISK's operation of Oakland House provides services in outreach, mental health counseling, and substance abuse counseling and is an active partner within the CoC. Their active participation in multiple CoC committees and workgroups centers mental health issues in CoC function. The membership of the CoC Local Board consists of directors and representatives from the following:

• Catholic Charities Diocese of Kalamazoo (CCDOK)
• City of Kalamazoo Government
• City of Portage Government
• Community AIDS Resource and Education Services (CARES)
• Department of Health and Human Services (DHHS)
• Housing Resources Incorporated (HRI)
• Integrated Services of Kalamazoo (ISK)
• Interfaith Strategies for Advocacy and Action in the Community (ISAAC)
• Kalamazoo Community Foundation
• Kalamazoo County Government
• Kalamazoo Gospel Ministries
• Kalamazoo Housing Advocates
• Local Initiatives Support Corporation (LISC)
• McKinney-Vento school liaison, Kalamazoo Public Schools
• Michigan Department of Health and Human Services (MDHHS)
• Ministry with Community
• Open Doors of Kalamazoo
• Outfront Kalamazoo
• Recovery Institute
• YWCA Kalamazoo

The CoC maintains an email listserv of all partners, in addition to a Facebook page, to communicate out trainings and other opportunities for shared learning offered by HUD, MSHDA, MCAH, local partners, and other sources. Additionally, the CoC is currently in the process of examining our training regarding both coordinated entry and HMIS data collection to increase opportunities for shared learning regarding topics like trauma-informed care, LGBTQ-affirming care, and other best practices through as-needed email blasts and a quarterly newsletter.

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

The CoC is currently reviewing and updating the procedures and practices in place for both community members and program participants to express concerns regarding service delivery. Community members may contact the CoC via the website or phone number. Feedback may be elevated to the CoC team as a whole, to a relevant committee, or to the board as needed.

9. Approach to Prioritization and Service Referral

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

100% of referrals to Rapid Rehousing and Permanent Supportive Housing beds within the CoC come from our coordinated entry system (CES). The CES is mandated for all recipients of Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funding and covers the entire Kalamazoo County geographic service area. The CoC utilizes a By Name List, currently managed by Housing Resources Inc., which tracks all of the information necessary to prioritize households for permanent housing and homelessness prevention resources. Households are added to the By-Name list after completing a standard assessment process, which is conducted by staff at three ESG-funded access point agencies – Catholic Charities Diocese of Kalamazoo, Housing Resources Inc., and Integrated Services of Kalamazoo. After completing a pre-screening form and the MSHMIS HARA Screening Assessment, clients complete the VI-SPDAT for single adults, families, or youth. Households are matched with a permanent housing resource which provide an opportunity for partner agencies to come together for case conferencing. Households are matched with appropriate housing resources based on their SPDAT score, and then prioritized for those resources based on their chronic homelessness status, veteran status, history of domestic violence, current location, and VI-SPDAT score, respectively. The CoC is currently engaging in a Coordinated Entry Mini-lab, presented by the National Alliance to End Homelessness series designed to help us refine our coordinated entry prioritization and assessment policies and processes with an equity lens.

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

Target Population	BNL Created	Current Number
Veterans	☑ Yes ☐ No	16
Chronically Homeless	☑ Yes ☐ No	23
Youth	☑ Yes ☐ No	0
Families	☑ Yes ☐ No	263
Other:	☐ Yes ☐ No	
Other:	☐ Yes ☐ No	
Other:	☐ Yes ☐ No	

c. If the CoC has established a BNL as specified in question b, please explain how the CoC is tracking the progress of the populations identified on the BNL. Detail the following aspects:
   - How is the CoC adding clients to the list?
   - How are clients pulled from the list and referred to housing resources?
   - Describe the process for tracking the outcome of each referral.
   - How often does the BNL group meet?
   - Provide a list of group members and their organizations.

The By-Name list created through our coordinated entry system tracks information on homeless families, youth, and chronically homeless populations, as well as households at imminent risk of homelessness. This By-Name list also informs a separate Veteran By-Name list, which is maintained by the CoC in collaboration with providers from multiple agencies and the VA. This team meets bi-weekly to coordinate care for veteran clients. The data captured on the Veteran By-Name List reflects the information necessary for calculating Benchmarks for Ending Veteran Homelessness developed by USICH, HUD, and the VA, which are used to track progress. We also report metrics to the VA on a monthly basis. Additionally, in 2021 the CoC began an Outreach Coordination workgroup, which maintains a list of individuals experiencing unsheltered homelessness in our community. Through October 2022, this group met weekly to coordinate care. The workgroup was placed on pause. The CoC is currently evaluating our coordinated entry process. As part of this evaluation, we are looking at ways to increase the responsiveness of our system by better using data from our By-Name lists to track progress and inform system planning as well as by incorporating lived-experience feedback through our Community Consultants committee.

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

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

Name	Agency/Organization	Contact Info
Willa Walters	ISK	wwalters@iskzoo.org
Jenele Meyers	ISK	jmeyers@@iskzoo.org
Tammie Natho	ISK	tnatho@iskzoo.org
Shannon Lehman	ISK	slehman@iskzoo.org
Dani Moorehead	ISK	dmoorehead@iskzoo.org
Victor Kesslley	ISK	vkesslley@iskzoo.org
Hank Bunting	ISK	hbunting@iskzoo.org

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

Integrated Services of Kalamazoo (ISK) has a dedicated full-time staff person (Willa Walters) for the SOAR program. The full-time staff person will be working with state lead, Alisha Pennington to coordinate a regular quarterly SOAR meeting for Region 8. We are continuing to find new ways to get more case managers trained and certified in SOAR.

11. Grant Compliance and Performance Review

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

The HMIS Systems Administrator is responsible for local, state, and federal reporting requirements, as well as the production of additional data-focused reports and recommendations. Together with the CoC Director and CoC Associate Director the capacity of the CoC to measure the performance of both individual programs and the entire service system. The HMIS Systems Administrator shares findings from the MCAH Annual Count, Point in Time (PIT), Housing Inventory Count (HIC), Longitudinal Systems Analysis (LSA), MSHDA Pay for Performance Report, and System Performance Measures Report with the CoC Board and the Data Team each year. Monthly Data Team meetings include more opportunities to discuss program and system performance, in addition to offering opportunities for training and technical assistance related to HMIS use. The CoC board is given opportunities to review and discuss data on an ongoing basis as a regular meeting agenda item. This includes an examination of performance measures at both the system and individual program level. Furthermore, ongoing steps will be taken to assess the need for supplemental measurement and reporting of performance of programs receiving ESG assistance within the CoC.
The Allocations and Accountability team is empowered to make funding recommendations which consider the performance of programs seeking ESG funding. Organizations seeking ESG are required to describe the data they collect to assess the equity of access to ESG activities and outcomes and detail how that data is reviewed and used to inform policies, procedures, and practices.

The HMIS Systems Administrator at the CoC has implemented a process to review ESG CAPER reports from MSDHA ESG grantees on a quarterly basis, prior to submission to MSDHA by the fiduciary. This allows the CoC to ensure MSDHA CAPER reporting requirements are met and provides an opportunity to monitor ESG-funded projects on a regular basis to quickly identify and address data quality or performance issues.

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

The process to identify and address projects that are under-performing is currently being evaluated and will be revised as needed. This will be done in consultation with the CoC board and within a broader strategic planning effort. The CoC team will work individually with agencies facing challenges in meeting their projected outcomes as those challenges arise. Tailored corrective action plans will be written for projects and agencies facing ongoing issues affecting their performance. Additionally, the CoC Director, CoC Grants Manager, CoC Associate, and HMIS Systems Administrator are working to foster a culture of continuous quality improvement within the CoC.

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

The CoC convenes a data team focused on HMIS implementation and performance. The data team reviews HUD system-level performance including data from the Longitudinal Systems Analysis visualized in Stella P, Point in Time and Housing Inventory Count reports, and System Performance Measures. This system-level data is also shared with the CoC Board and the Allocations and Accountability Team on a regular basis. The Data Team also reviews reports available through the Michigan HMIS Data Warehouse, including the Core Demographics Report, System Performance Measures by Sub-Population report, and HMIS Data Quality Tool. HMIS Agency Administrators are also encouraged to use these reports to examine HMIS data quality, outcomes, and performance within their own agency – and specific focus is given to an examination of this data from an equity lens. Beginning in 2022 and carried into 2023, ESG applicant agencies are required to submit HMIS Data Warehouse Core Demographics and System Performance Measures by Sub-Population reports with their local ESG application for review by the Allocations and Accountability Team. Agencies are encouraged to review these reports closely and use them in their own internal planning processes.
The CoC is actively working towards revamping our coordinated entry system which will involve work to ensure coordinated entry and by-name list data is used regularly to examine performance, identify system gaps, and address inequities in our homeless service system.

12.   Racial Demographics and System Performance Measures

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

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

The CERT team is working toward various outcomes and results that promote fairness, accessibility, and inclusivity in housing. Here are a few examples:

Reduced housing discrimination: The CERT team efforts will result in the implementation of policies and practices that combat housing discrimination based on factors such as race, ethnicity, gender, religion, disability, or family status. This can be achieved through stricter enforcement of fair housing laws, public awareness campaigns, and providing resources for individuals who experience discrimination.

Increased affordable housing options: The CERT Team is working toward expansion of the availability of affordable housing units in a community. By advocating for the creation of new affordable housing developments, encouraging inclusionary zoning policies, and collaborating with developers to prioritize affordability in new construction or renovation projects.

Improved access to housing resources: The CERT team is also focused on enhancing access to housing resources and support services for marginalized communities. We work to connect individuals with information about housing subsidies, rental assistance programs, and homeownership opportunities. Additionally, we collaborate with community organizations to provide education and counseling on housing-related topics.

Mitigation of housing displacement: The CERT team aims to prevent or address housing displacement caused by gentrification, natural disasters, or other factors. We advocate for policies that protect vulnerable residents from being forced out of their homes and seek to provide financial assistance, temporary housing, or relocation support to those affected by displacement.

Improved housing conditions: The CERT team works to improve the quality and safety of housing options for marginalized communities. This involves advocating for stronger housing codes and inspections, supporting rehabilitation and maintenance programs, and collaborating with landlords to address issues such as substandard living conditions or environmental hazards.

Enhanced community engagement: We also strive to foster meaningful community engagement in housing decision-making processes. We endeavor to facilitate forums, town hall meetings, or workshops to gather input from community members, ensuring that diverse voices are heard and considered in housing policies, planning, and development.

b. **Core demographics report:** CoCs need to have access to the Michigan HMIS Data Warehouse (https://michigan-warehouse.openpath.host) to complete this requirement. If there is no user in the CoC with access, submit a ticket to the HMIS Help Desk (mihelp@mihomeless.org) to request access.

   o After logging into the Michigan HMIS Data Warehouse, (https://michigan-warehouse.openpath.host) go to Reports > Operational > Core Demographics (There is a heart icon to "favorite" this report for pulling in the future.)
   o In the report universe selection menu (left-hand side), click the "Edit" button. Under General, set "Population by Project Type" to include: "PH, PSH & RRH", "ES", "TH", "SH", "SO" and "Homeless Prevention".
   o Under Reporting Period, select the Start date as October 1, 2022. Set the End date as September 30, 2023.
   o Under CoC Codes and Funding, set the "CoC Code" to match that of your CoC.
   o Click the 'Save and Update' button to see results. When the report finishes building, select the **Download Report** button **> PDF** and when the report build is complete, there will be a link to download the PDF file to the local computer. (Generating the PDF can take a few minutes.)

c. **System Performance Measures (SPM):** Each CoC must submit the exported summary file of its most recent SPM submission to HUD (FY2023). This is available through www.hudhdx.info.

   o Users need to go to **SysPM > Reporting Status** and click on the PDF icon to download the file. (Before downloading, check to make sure that FY2023 (10/1/2022 – 9/30/2023) is selected in the dropdown list for reporting years.)

13.   Homeless Status for Housing Choice Vouchers

HARAs (Housing Assessment and Resource Agencies) can add households with Homeless Preference to the HCV (Housing Choice Voucher) waitlist. In counties that lack an established emergency shelter serving the general homeless population, CoCs can request approval to add households that are temporarily sheltered with other households (see Homeless Preference Policy and Procedures). Please list any counties for which the CoC is requesting approval for the FY2024-2025 grant period (10/1/2024-9/30/2025).

N/A

14. Certification and Attestation

By signing below, each individual attests to the following:

1. They have reviewed the completed Exhibit 1 document and to the best of their knowledge all information provided is true and correct.
2. Operation of MSHDA ESG funding and services is in alignment with MSHDA ESG policy.
3. A copy of the Exhibit 1 has been made available to participating CoC members.
4. A copy of the Exhibit 1 has been made available to community leaders, including the county/counties Director(s) of Health and Human Services, Director(s) of Mental Health, and Chairperson(s) of the Community Collaborative, regardless of their regular participation in the CoC.

Note: Electronic signatures will be accepted.

The Balance of State CoC must provide signed acknowledgements from each Local Planning Body, attaching additional pages as needed.

Chair

Name: Kelly Doyle

Signature: *Kelly a. Doyle*   Date: 06/05/24

Co-Chair

Name: Tracy Hall

Signature: *Hall*   Date: 6/5/24

Coordinator

Name: Patrese Griffin

Signature: *Patrese Griffin*   Date: 06/04/2024