EMERGENCY SOLUTIONS GRANT

Office of Homeless Solutions

ESG FY2026-2027 Exhibit 1

October 1, 2026, to September 30, 2027

Due: Friday, June 5, 2026

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 via MSHDA's Homeless Solutions SharePoint site by completing the Exhibit One Submission Form. The Homeless Assistance Specialist will provide email confirmation of receipt following the stated deadline. Email confirmation only confirms receipt of the uploaded 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 5, 2026.

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

Zienab Fahs – fahsz@michigan.gov – 517-335-0605 – Regions 4 and 9

Morgan Quinney-Naval – quinneynavalm1@michigan.gov – 517-335-1041 – Regions 5, 7, and 8

Francesca Vitale – vitalef1@michigan.gov – 313-456-0336 – Regions 6 and 10

Questions received after 5:00 PM ET on Friday, May 29, 2026, are not guaranteed a response.

Exhibit 1 Attachment Checklist

Required

☒ Additional CoC Members Roster *(See question 1)*

☒ CoC Coordinated Entry Policy and Procedures

☒ CoC 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:
☐ 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 County Continuum of Care
Counties Served: Kalamazoo County
CoC Website: www.kzoococ.org
Social Media URLs: www.facebook.com/groups.kzoococ/

CoC Leadership Contacts

CoC Chair

CoC Chair Name: Kelly Doyle
CoC Chair Agency/Organization: CARES West Michigan
CoC Chair Phone: 269-806-3970
CoC Chair Email: kdoyle@caresswm.org

CoC Co-Chair

CoC Co-Chair Name: Tracy Hall
CoC Co-Chair Agency/Organization: OutFront Kalamazoo
CoC Co-Chair Phone: 269-349-4234
CoC Co-Chair Email: thall19@gmail.com

CoC Coordinator

CoC Coordinator Name: Patrese Griffin
CoC Coordinator Agency/Organization: United Way of South Central Michigan
CoC Coordinator Phone: 269-343-2524
CoC Coordinator Email: 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 People with Lived Experience and Expertise.

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

Engaging People with Lived Experience and Expertise

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).

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. Since 2023 the Continuum of Care secured funding to meaningully compensate those with lived experience for their time and expertise and created a Community Consultant job description. The first cohort was hired in May 2024. The second cohort was hired in June 2025 and is working under an 18 month contract. The Community Consultants are six individuals with diverse, recent lived experiences of homelessness in Kalamazoo County. These Community Consultants meet monthly to lead and guide the work of the CoC including grant reviewing and funding recommendations to the CoC Board and reviewing Coordinated Entry policies. The Community Consultants participate in both the ESG and the HUD CoC grant review and evaluation process. Each Community Consultant is compensated at a rate of $75.00 per hour and are paid following each meeting. Funding for Community Consultnats comes from a local foundation. Additionally Community Consultants are engaged by the CoC through the annual Point in Time Count and have provided direct feedback into the 5 year Plan to End Homelessness. The CoC is working on the 5 year Plan to End Homelessness and compensated individuals with lived experience for their feedback. There were over 300 participants. They were paid at a rate of $75.00 for one session. Individuals who take the PIT Count survey are compensated with a $25.00 gift card.

2. CoC Meeting Schedule

Full CoC Member Meetings

Complete the chart below for any planned meetings for the full CoC membership body for the FY2026-2027 (10/1/2026-9/30/2027) 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
10/20/2026	1pm	Zoom	☒ Yes ☐ No
11/17/2026	1pm	Zoom	☒ Yes ☐ No
12/15/2026	1pm	Zoom	☒ Yes ☐ No
1/12/2027	1pm	Zoom	☒ Yes ☐ No
2/16/2027	1pm	Zoom	☒ Yes ☐ No
3/16/2027	1pm	Zoom	☒ Yes ☐ No
4/20/2027	1pm	Zoom	☒ Yes ☐ No
5/18/2027	1pm	Zoom	☒ Yes ☐ No
6/15/2027	1pm	Zoom	☒ Yes ☐ No
7/20/2027	1pm	Zoom	☒ Yes ☐ No
8/17/2027	1pm	Zoom	☒ Yes ☐ No
9/21/2027	1pm	Zoom	☒ Yes ☒ No

CoC Executive Leadership Meetings

Complete the chart below for any planned meetings for the CoC executive leadership or steering body for the FY2026-2027 (10/1/2026-9/30/2027) 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
11/18/2026	12pm	Zoom	☒ Yes ☐ No
1/20/2026	12pm	Zoom	☒ Yes ☐ No
3/17/2027	12pm	Zoom	☒ Yes ☐ No
5/19/2027	12pm	Zoom	☒ Yes ☐ No
7/21/2027	12pm	Zoom	☒ Yes ☐ No
9/15/2027	12pm	Zoom	☒ 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 FY2026-2027 MSHDA ESG Exhibit 1 was reviewed.

Meeting Date	Time	Location & Address	Remote Option
May 27, 2026	12pm	Zoom	☒ 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 the State Strategic Plan to end homelessness.

a. Which actionable priorities from the State Action Plan has the CoC targeted during FY2025-2026 (10/1/2025-9/30/2026)? Please detail at least one accomplishment during this time-period.

The actionable priority from the State Action plan the CoC has targeted during FY25-26 is from goal 4 strategy 3: Determine new too(s) to replace the VI-SPDAT that help create equity and address disparities in coordinated entry. One accomplishment during this time period is the establishment of a Coordinated Entry Committee, which began meeting in May. They meet bi-weekly and will create subgroups. A top priority is discontinuing the use of the VI-SPDAT. The committee is reviewing tools being used by other communities and is focused on adapting them.

b. Which actionable priorities from the State Action Plan will the CoC target during FY2026-2027 (10/1/2026-9/30/2027)? Why are these priorities important to the CoC, and how will success be measured?

The actionable priority from the State Action plan the CoC has targeted during FY26-27 is from goal 4 strategy 3 Determine new too(s) to replace the VI-SPDAT that help create equity and address disparities in coordinated entry and Goal 5: Authentically engage people with lived experience (PWLE) of homelessness, especially in the form of ongoing partnerships rather than time-limited, one-sided engagements These priorities are important because they reflect the mission and vision of the Kalamazoo County CoC. For strategy 3, success will be measured by the creation of or pilot use of a new tool. Success will be measured for Goal 5 by securing funding for (at minimum) an additional 18 months for Community Consultants (individuals with lived experiences of homelessness within the last 5 years) in Kalamazoo County who help lead and guide the work.

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
State of Michigan - PATH grant	Integrated Services of Kalamazoo	269,736$
MSHDA-ESG	Integrated Services of Kalamazoo	$34,842

Emergency Shelter

Funding Source	Agency/Organization	Total Award
State of Michigan Homeless Youth Runaway (HYR) Contract	Catholic Family Services (Ark Shelter)	$763,270US
US HHR Basic Center Program Grant	Catholic Family Services (Ark Shelter)	$200.000
United Way of South Central Michigan	Catholic Family Services (Ark Shelter)	$61,000
City of Portage	Catholic Family Services (Ark Shelter)	$10,000
Michigan Dept. of Education Food Grant	Catholic Family Services (Ark Shelter)	$4,500
Private donors	Catholic Family Services (Ark Shelter)	$30,000
MSHDA - ESG	Integrated Services of Kalamazoo	$39,715

Homeless Prevention

Funding Source	Agency/Organization	Total Award
United Way of South Central Michigan	Housing Resources Inc	$48,000
Siemer Foundation	Housing Resources Inc	$50,000
United Way of South Central Michigan	Housing Resources Inc	$38,820
ISG Foundation	Housing Resources Inc	$30,000
Home-ARP MI-HPP	Housing Resources Inc	$231,133.00
CDBG-CV ERAP (City of Kalamazoo)	Housing Resources Inc	$888,531
CDBG - CV ERAP (City of Portage)	Housing Resources Inc	$282,341.00

Rapid Re-Housing

Funding Source	Agency/Organization	Total Award
MSHDA ESG	Housing Resources Inc	

Other Components:

Component	Funding Source	Agency/Organization	Total Award
	State of Michigan Homeless Youth and Runaway (HYR) Contract	Catholic Family Services (Youth Independent Living)	$370,394
	US HHS Transitional Living Program Grant	Catholic Family Services (Youth Independent Living)	$200,000
Diversion & Housing Navigation	MSHDA Steps 2 Stability	Housing Resources Inc (HRI)	$107.825
Rental Assistance	City of Kalamazoo	HRI	$770,000
Security Deposit/Back Rent	Kalamazoo County Government (Millage)	HRI	$144,000
Shelter Access (3 months)	Kalamazoo County Government	HRI	$86,014
Job Program	National Farmworkers JOb Program	HRI	$158,000

b. For any agency or project that is not currently participating in HMIS and is not a victim service provider, explain why and the steps the CoC plans to take to encourage and educate agencies on the importance of HMIS data entry.

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 respects 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 or reallocation requests funded agencies have submitted when all funds have been expended. With the changes at the Federal level and the uncertainty of funding, Kalamazoo County government emerged as a resource and set aside funds to cover the potential gaps in PSH funding.

5. Tracking CoC Expenditure Performance

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

Upon approval and execution of the ESG documents by MSHDA, Housing REsources, Inc (HRI) acting as the fiduciary and Housing Assessment Resouces Agency (HARA) may submit a Financial Status Report through the MSHDA MATT online system. The first action taken by HRI as the 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 of funds from MSHDA on behalf of 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 MSHDA due date. Once all FSR required documents are received, HRI reviews and submis with the other subgrantee documents into the MATT system. MSHDA then reviews and once the FSR is approved and paid to the fiduciary, HRI reimburses the subgrantees the amount they billed of for allowable funded activities. If HRI has advance funds on hand, reimbursement may occur prior to MSHDA reimbursement. However, there are times when MSHDA returns the FSRs for corrections by subgrantees. Therefore, this practive has become more rara.

HRI conducts monthly billing to ensure funds are 1) being expended in the community, 2) reimbursements are occuring more frequently and subrecipients are waiting long periods of time for funds, and 3) to ensure that expendutures meet allocations mid-grant and/or grant ending period and also if they need ammendments to spending amounts or categories and if available, additional funds.

The fiduciary and the CoC are also rquired to complete annual monitoring visits to the subgrantees and have through FY 2023.

Monthly billing 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 alllowable expense after receiving clarity from MSHDA. At times funds can be moved to a different line item without a grant ammendment 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 issu and discuss a plan of action with its grants review committee to determine a course of correction 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. 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
$2,083,892	$2,083,892	$0

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, social media, 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 access 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 grants review committee. Community Consultants (individuals with recent lived experience of homelessness who are paid for their expertise) serve on the grants review committee. They collectively review all applications using a standardized review sheet developed by the CoC team.

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

- 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?

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 grants review committee. Community Consultants also serve on the grants review committee. They are community members with recent lived experience of homelessness who are compensated for their expertise. Committee members collectively review, assess/rank, and make all ESG and CoC funding recommendations to the CoC Board. All staff and each 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. 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 access 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 grants review committee 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 grants review committee. They collectively review, assess/rank, and make all ESG and CoC funding recommendations to the CoC Board. All staff and each 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 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 26-27 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. Encampments: What is the CoC's plan to respond to encampments at the local level? Please explain the partners involved and specific processes that take place to ensure connections to resources and referrals are made to individuals and families residing in encampments in your community.

The Continuum of Care (CoC) in Kalamazoo County responds to encampments through a coordinated, community-based approach focused on connecting individuals and families experiencing unsheltered homelessness to housing, supportive services, and basic needs resources. Integrated Services of Kalamazoo (ISK) plays a central role in this response through its Crisis Team, which works collaboratively with local law enforcement and outreach providers to address encampment-related concerns in a trauma-informed and person-centered manner.

The ISK Community Response Team conducts outreach visits to encampments with the primary goal of engaging occupants and connecting them to available community resources. These connections may include referrals to Coordinated Entry, emergency shelter, food assistance, behavioral health services, identification and documentation services, healthcare resources, and other supportive services tailored to the individual or family's needs. Outreach teams operating throughout the community also help identify encampments and coordinate engagement efforts to ensure individuals residing there are aware of and connected to available supports.

When encampments must be removed, the CoC supports practices that prioritize dignity, communication, and safety. Occupants are notified in advance and provided at least 24 hours to remove personal belongings and seek alternative arrangements or services. Throughout this process, outreach and crisis response teams continue efforts to connect individuals and families with shelter, housing resources, and supportive services whenever possible.

In 2022, the CoC Board adopted a formal encampment policy recognizing that unsheltered homeless encampments are visible indicators of the housing crisis within the community. The policy affirms the CoC's commitment to reducing and ultimately ending homelessness through long-term housing solutions while also promoting the health and safety of individuals experiencing homelessness.

The policy further outlines guidance for safe encampments when sanctioned encampments must be considered due to insufficient shelter capacity. These standards are informed by research, local expertise, and housing and shelter best practices. Minimum guidance for safe encampments includes:

- Operations managed by experienced site and program staff
- Access to potable drinking water
- Garbage and waste disposal services
- Human waste disposal provisions
- Compliance with outdoor fire and burn safety requirements
- Safe electrical systems
- Fire-resistant structures and/or compliance with local fire suppression requirements
- Facilities for food preparation and cooking
- Structures and premises that are fit for human habitation

Overall, the CoC's approach emphasizes collaboration among behavioral health providers, outreach teams, local governments, law enforcement, and housing and service providers to ensure individuals and families residing in encampments are treated with dignity and are consistently connected to resources, referrals, and pathways toward stable housing.

c. 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.

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

If the temperature falls below 32 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 their facility - they welcome everyone during 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 exceeds 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

For the first time their was a collective effort between Kalamazoo County, the City of Kalamazoo and the Continuum of Care to provide temporary winter shelter from December 1 through March 31, 2026. An RFP was released for $700,000, eligible activies included shelter coordination, day shelter and overnight shelter. Four organizations were funded: Housing Resources Inc - awarded funding for shelter coordination (8-5pm), Ministry with Community, awarded funding for overnight shelter. Dignity in Motion awarded funding for medical respite shelter. We hope to continue and expand on this model to provide continuous shelter duirng the winter months. The CoC granted additional funding to HRI to increase shelter coordination to 24 hours.

8. System of Care

a. How does the CoC ensure collaboration within its membership to address overlapping needs? 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 served as president of the Kalamazoo County Public Housing Commission.

The CoC's board members include Deputy City Manager, Laura Lam; County Commissioner Chair 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 Govemment
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 quarterty newsletter.

b. Each ESG-funded agency is responsible to have a grievance and appeals policy that is documented and available to any program participant. List the staff member(s) name, position, and email address that MSHDA can contact when a grievance is shared with our office. What is the CoC's current process for fielding concerns from community members and program participants regarding service delivery? Please include in what manner complaints/appeals are received and what group or committee reviews/provides resolution.

The CoC continues to review 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 housing resources? Processes can include By-Name Lists (BNL), case conferencing groups, IST's, assessment tools, etc.

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 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 engaged in Coordinated Entry Mini-lab part 1 and 2, presented by the National Alliance to End Homelessness series designed to help us refine our coordinated entry prioritization and assessment policies and processes. This process is actively being reviewed by the newly formed Coordinated Entry Oversight Committee.

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	2
Chronically Homeless	☐ Yes ☐ No	4
Youth	☐ Yes ☐ No	
Families	☒ Yes ☐ No	594
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.

How is the CoC adding clients to the list?
Households are added to the BNLs weekly during the Coordinated Entry meetings. All households that completed a coordinated intake/assessment the previous week are presented, case-conferenced, and added according to CoC prioritization policies.
All households who completed a coordinated entry/intake the week prior are presented and case conferenced and added to the list according to CoC established prioritization procedures.
During these meetings, participating agencies also:
a.Report changes in housing status for households on the list
b.Share housing program and shelter vacancies, referral, and intake processes
c.Review the first 50 households weekly for active referrals, with additional households reviewed as new resources become available
d. Share updates on special projects (e.g., The Landing Place referrals), noting families referred to TLP remain on the BNL for housing placement.

How are clients pulled from the list and referred to housing resources?
Households are pulled from the list using the CoC approved prioritization categories.
Noting the process above, clients who appear to match the criteria for available or vacant housing programs are pulled from the list and directly referred to the agency with the vacancy for their eligibility and enrollment process.
HRI/HARA – Eligibility and Enrollment Specialists are working with 50-100 households from the list at any given moment to completed eligibility determinations for ESG rapid rehousing and other funded rental assistance programs.

Describe the process for tracking the outcome of each referral.
Referrals are tracked through the CE meetings with each organization providing updates on the placement or non-placement of people referred from the list.
Recently, HRI refined the process by adding capacity with Intake Specialists to do follow up on housing status and placements. This formalized structure is still being developed with the additional of the new team members.

How often does the BNL group meet?
The Coordinated Entry BNL meetings occur weekly.

Provide a list of group members and their organizations
Not everyone attends all meetings. * indicates a regularly participating attendee

Housing Resources:
• Airanna Myles – Housing Resources, Inc.*
• Jaelin Edwards – Housing Resources, Inc.*
• Cynthia Marshall – Housing Resources, Inc.*
• Eric Herman – Housing Resources, Inc.*
• Joseph Book – Housing Resources, Inc.
• Brittany Gray – Housing Resources, Inc.
• Shanna Hill – Housing Resources, Inc.*

Kalamazoo Gospel Ministries:
• Jenny Goodwin – Kalamazoo Gospel Ministries*
• John Simpson – Kalamazoo Gospel Ministries (as needed)

Integrated Services of Kalamazoo:

• Danielle Lewis – Integrated Services of Kalamazoo (ISK)*
• Rosalind Adams – Integrated Services of Kalamazoo (ISK)*
• Percy Cross – Integrated Services of Kalamazoo (ISK)*
• Elizabeth Chartrand – Integrated Services of Kalamazoo (ISK)*
• Louis Parker III – Integrated Services of Kalamazoo (ISK)*
• Brandon Woodcox – Integrated Services of Kalamazoo (ISK)
• Brandon Mion – Integrated Services of Kalamazoo (ISK)
• Sarah Taylor – Integrated Services of Kalamazoo (ISK)
• Selena Burks – Integrated Services of Kalamazoo (ISK)

Catholic Charities of the Diocese of Kalamazoo:
• Jessica Hopkins – Catholic Charities Diocese of Kalamazoo*
• Shawna Henry – Catholic Charities Diocese of Kalamazoo

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	Integrated Services of Kalamazoo	wwalters@iskzoo.org

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, and the agency they belong to. If not, what steps does the CoC take to ensure compliance? What is the process for reporting out on any compliance or performance issue? 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. The CoC Director measures 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 grant review committee 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 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 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. Which performance indicators are reviewed regularly by the CoC? How does the CoC address performance concerns with subgrantees (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 Associates, and HMIS Systems Administrator are working to foster a culture of continuous quality improvement within the CoC.

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 worked toward various outcomes and results. The CoC is still working to implement their recommendations. Some of the recommendations such as enhanced community engagement and improved access to housing resources are being done. Here are a few examples of the CERT team recommendations.:

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 CoC 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 CoC is also focused on enhancing access to housing resources and support services for all 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: 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 many 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.
   - After logging into the Michigan HMIS Data Warehouse, (https://michigan-warehouse.openpath.host) go to Reports > Warehouse Reports > Operational > Core Demographics (There is a heart icon to “favorite” this report for pulling in the future.)
   - 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 NBN & ES Entry/Exit”, “TH”, “SH”, “SO” and “Homeless Prevention”.

- Under Reporting Period, select the Start date as October 1, 2024. Set the End date as September 30, 2025.
- Under CoC Codes and Funding, set the “CoC Code” to match that of your CoC.
- 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 (FY2025). This is available through https://hudhdx2.info/.
    - Users navigate to the SPM tab, then click SPM Reports on the left-hand menu. Select '2025' from the Year dropdown, as well as your CoC. Click "Raw SPM Data (.csv)" download the file. (Before downloading, check to make sure that FY2024 (10/1/2024 – 9/30/2025) is selected in the dropdown list for reporting years.)

13. Temporarily Sheltered with Another Household

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 another household to the Homeless Preference HCV (Housing Choice Voucher) waitlist. Please list any counties for which the CoC is requesting approval for the FY2026-2027 grant period (10/1/2026-9/30/2027).

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.

CoC Chair

CoC Chair Name: Kelly Doyle
CoC Chair Signature and Date: Kelly A. Doyle 06/04/2026

CoC Co-Chair

CoC Co-Chair Name: Tracy Hall
CoC Co-Chair Signature and Date: [illegible] 06/04/2026

CoC Coordinator

CoC Coordinator Name: Patrese Griffin
CoC Coordinator Signature and Date: Patrese Griffin 06/04/2026