Steering Council Agenda

NOVEMBER 20, 2026 | 8:30 - 10:30 AM
In Person – Heart of West Michigan United Way

1. Call to Order/Introductions*
2. Approval of the agenda*
3. Approval of **September 18, 2026** meeting minutes*
4. Public comment on agenda items (Limit 3 minutes each)
5. Approval of consent agenda*
    a. Committee & Initiatives Updates
6. Website Launch and Walkthrough
7. Vision/Traction Organizer Strategic Plan Review
8. Updates
    a. Director Search Firm RFP
    b. Governance Charter Subcommittee
    c. Steering Council Nominations
    d. Coordinated Entry Evaluation Update
    e. CHC 2.0
9. Issue Solving
10. Any other matters by Steering Council member(s)
11. Public comment on any matter (limit 3 minutes each)
12. Adjournment

(Next meeting: **December 18, 2026**)

Steering Council Meeting Minutes

SEPTEMBER 18, 2026 | 8:30 - 10:30 AM
In Person – Heart of West Michigan United Way

FACILITATOR:	Kate Berens
MEETING ATTENDEES:	**CoC Staff:** Maddie Martin, Alyssa Anten, Brianne Robach, Kate Meyer **Council Members:** Lauren VanKeulen, Tenisa Frye, Piper Wilbanks, Lindsey Reames, Elizabeth Stoddard, Thelma Ensink, Mark Contreras, Ryan VerWys, Kate Berens, Colton Hyble, Adrienne Goodstal, Raymond King, Karen Merrill-Diesing, Tanise Clipper, Monique Carter, Gustavo Perez **Public:** Becki Postma, Alex Kontras, Shantheis Moody, Joan Wallace, Marissa Lee, Anna Diaz, Christina White
TIME CONVENED:	8:33 AM
TIME ADJOURNED:	10:34 AM

APPROVAL OF AGENDA – SEPTEMBER 18

MOTION BY:	Thelma Ensink
SUPPORT FROM:	Tenisa Frye
CONCLUSION:	All in favor, motion carries

APPROVAL OF MINUTES – AUGUST 21

MOTION BY:	Elizabeth Stoddard
SUPPORT FROM:	Lindsey Reames
CONCLUSION:	All in favor, motion carries

PUBLIC COMMENT ON ANY AGENDA ITEM *(limit 3 min. each)*

DISCUSSION:	N/A

APPROVAL OF CONSENT AGENDA

MOTION BY:	Adrienne Goodstal
SUPPORT FROM:	Ryan VerWys
CONCLUSION:	All in favor, motion carries

STREET OUTREACH POLICY*

MOTION BY:	Adrienne Goodstal
SUPPORT FROM:	Raymond King
DISCUSSION:	Alyssa shared that an updated Street Outreach Policy and a memo explaining the policy's update were included in the meeting packet. She noted that the Outreach Workgroup had approved the revisions and requested Steering Council approval. ▪ Thelma asked whether the policy included clearly defined standards of care. Alyssa explained that the policy intentionally allows flexibility, with additional detail and guidance to be developed through separate process documents.
CONCLUSION:	All in favor, motion carries

STRATEGIC PLANNING

DISCUSSION:

Lauren VanKeulen facilitated a strategic planning discussion focused on the Vision/Traction Organizer (V/TO).

The group began by reviewing the CoC's core values. Alyssa shared that the values were originally developed during an EOS session with staff, refined with support from Cooper People Group, and informed by the 2020 strategic plan. Lauren then invited members to provide initial feedback on the core values.

Before reviewing the core values, Thelma noted that they seemed reflective of CoC staff but not necessarily Steering Council or the broader homelessness response system. Monique acknowledged the significant work already invested in developing the values, while Lauren emphasized that revisions could still be made if needed. Lindsey asked whether the intent was for CoC staff and Steering Council to share the same values, and Lauren confirmed that this was the goal.

The group then broke into small groups to discuss the core values, then provided feedback and recommended revisions to the full Steering Council. Key discussion points and proposed edits are summarized below:

- **Seek and Apply**
  - The group expressed concern that its meaning may not be immediately clear to readers. The group suggested revised wording, such as “Continuous Improvement,” “Curious Learner,” or “Learn & Innovate.” If “Learn & Innovate” is selected, then additional context around the word “innovate” should be given.
  - Monique noted that the subpoint stating "it doesn't have to be complex" should be reconsidered, as complexity is sometimes necessary and appropriate.
  - Elizabeth recommended incorporating concepts related to impact, effectiveness, and outcomes within the values framework.
- **Authentically Own It**
  - Initially, the group felt that the value was clear and did not identify major concerns.
  - Tenisa suggested incorporating data and sustained impact into the concept of commit to accountability, emphasizing the importance of using data and narratives to demonstrate the impact of the work.
  - The group expressed concerns with the phrase "don't take on too much and know your lane," suggesting alternative language focused on collaboration, such as partnering with others and respectfully sharing expertise.
  - Members noted that this value could also encompass information sharing and adherence to best practices, preventing “Ego over Ecosystem”
  - Lindsey questioned the meaning of "radically transparent" and suggested the phrase may need additional clarification or revised wording.

        - Ryan recommended changing the value name to “Commit to Accountability,” which the group overall supported.
    - **Be Genuine**
        - The group questioned whether Be Genuine is needed as a standalone value, noting that its intent may already be reflected within Authentically Own It.
    - **Pursue Equity**
        - Ryan shared that the current wording of “Pursue Equity” may put federal funding at risk and suggested that the group consider alternative language. Ray disagreed, emphasizing that the organization should remain committed to its value of “Authentically Own It” and retain the language as written.
    - **Engage intentionally**
        - The group discussed strengthening the value's emphasis on collaboration. Members felt that Engage Intentionally sounded more consultative than collaborative and voted to incorporate collaboration into the value's language.
        - Thelma and Ryan suggested revising the wording to be more explicitly collaborative, and Thelma proposed adding a subpoint, “Who’s not at the table?”
        - Ryan proposed adding a value related to being locally driven or locally led. The group discussed whether this concept could be incorporated into an existing value, such as Seek and Apply or Authentically Own It.

New proposed changes to the core values:

1. **Be People-Centered** (equity as a sub-bullet)
2. **Learn & Innovate**
3. **Commit to Accountability** (Authentically Own It as a sub-bullet or something to reflect integrity) Be Genuine is added underneath commit to accountability
4. **Collaborate Intentionally**

CORE FOCUS & NICHE

The group reviewed the proposed Core Focus statement. Lindsey asked whether affordability and stability had been considered, and Monique shared that the term safe was intended to encompass those concepts. The group approved the current core focus statement.

The group then discussed the two proposed niche statements:

- Option 1 (Original Steering Niche): *To lead, create, and align systems to end homelessness in Kent County.*
- Option 2 (Original Staff Niche): *Lead and oversee the homelessness response system.*

Piper suggested combining the two niche options to better align Steering Council and staff, recommending language focused on convening, coordinating, and collaborating to align systems to end homelessness in Kent County. Thelma expressed support for Option 1, particularly its emphasis on leadership. Gustavo's group and Monique’s group also supported Option 1 and recommended strengthening the language around collaboration and resilient systems.

The discussion prompted broader conversation about the CoC's role in leading the homelessness response system in Kent County. The group voted on whether the CoC should be identified as the leader in ending homelessness in Kent County.

- The group ultimately supported retaining leadership language, while emphasizing that effective leadership requires collaboration, stakeholder engagement, and alignment with the coalition's core values. Ray noted that if collaboration is a priority, it should be explicitly reflected in the language.
- Members discussed whether the CoC's leadership role is clearly understood within the community. Ray stated that the CoC's leadership is clear, while others felt the role is not always well understood. Monique voiced support for retaining the word **"lead,"** and Mark agreed, citing his experience that there is often uncertainty about who leads the homelessness response system in Kent County.
- The topic of the CoC's leadership role in the homelessness response system was added to the issues list for further discussion at a future meeting.

Lauren noted that CoC staff will schedule a dedicated strategic planning session to continue work on the V/TO, with the goal of finalizing it ahead of the November Steering Council meeting.

ACTION ITEMS:

CoC Staff: Update the Core Values chart for presentation and review at the October Steering Council meeting.

Maddie: Distribute a poll to schedule a four-hour strategic planning session with Steering Council between now and the November General Membership Meeting. The session will be held off-site. Gustavo & Kate offered their spaces as a potential location for the meeting.

UPDATES

DISCUSSION:

FY 2026 HUD CoC NOFO Update

Alyssa shared an update on the FY2026 HUD CoC NOFO. The U.S. Circuit Court of Appeals issued a temporary stay allowing HUD to move forward with NOFO awards while litigation continues regarding whether HUD followed proper administrative procedures. In response to court orders, HUD has opened a public comment period regarding set-aside funding for Supportive Services Only (SSO) and Transitional Housing (TH) projects.

- Alyssa said the court's decision is due to HUD's requirement under the Consolidated Appropriations Act, 2026 to distribute homelessness funding awards by December 1, 2026, and that this deadline would occur before a final court ruling is expected.
- Alyssa will distribute the HUD survey links for public comment and encouraged Steering Council members and other stakeholders to share personal experiences related to SSO and TH projects. Karen recommended making individual edits to the template response, noting that HUD is only required to respond once to substantially similar comments.

Alyssa said that the Consolidated Application deadline is imminent. Updated timelines, project scores, and funding recommendations will be shared with applicants early next week. She also noted that Steering Council will need to approve the Project Priority

Listing on a 30-minute virtual call, and that providers/project applicants may be asked to assist with completing sections of the collaborative application.

CHC 2.0 Update
Kate shared that members of the Steering Council Executive Committee were invited to a meeting regarding CHC 2.0. During the meeting, Community Rebuilders (CR) provided updates on the initiative and identified several workstreams that require community input to assess readiness for implementation. CR acknowledged that participants had many questions and committed to providing written responses.

- The Executive Committee is compiling a list of questions and noted that CR's written responses will help inform next steps.
- CR shared that agencies interested in learning more about CHC 2.0 can schedule a meeting to view the demo.

Kate noted that CHC 2.0 will return as a recurring discussion item on future Steering Council agendas.

RFP FOR DIRECTOR SEARCH
Becki provided a brief update on the search for a new CoC Director. She shared that the RFP for an executive search firm will be released on Monday through Kent Homelessness Coalition and Heart of West Michigan United Way channels. The RFP will remain open for approximately 2.5 weeks for firms to submit proposals, after which the selection process will move forward.

CHNA PARTNER SURVEY
Alyssa shared that she will be distributing a Community Health Needs Assessment survey and asked Steering Council members to complete it by Sept. 29.

NATIONAL ALLIANCE TO END HOMELESSNESS TH SURVEY
NAEH is collecting feedback from communities regarding TH, given the significant focus on TH in the FY2026 HUD CoC NOFO. The CoC plans to submit a survey response and encouraged stakeholders to also provide feedback as well.

ANY OTHER MATTERS BY STEERING COUNCIL MEMBERS

DISCUSSION: N/A

PUBLIC COMMENT ON ANY MATTER *(limit 3 min. each)*

DISCUSSION: N/A

ADJOURNMENT – *Next meeting: October 16*

KHC Committee Reports

NOVEMBER 20, 2026 | 8:30 - 10:30 AM

CHRONIC IMPROVEMENT TEAM

- The Chronic Improvement Team (CIT) successfully concluded its first 90-day sprint and exceeded its original goal. The group set an ambitious target of housing 50 individuals experiencing chronic homelessness and ultimately housed 77 people during the 90-day period. This surge effort was a tremendous success thanks to the hard work, collaboration, and commitment of our community partners, who dedicated unprecedented levels of coordination and client-centered problem-solving to move individuals into housing.
- In addition to achieving its numerical goal, the CIT identified and implemented several process improvements designed to streamline workflows and reduce the length of time individuals experience homelessness. One key initiative is creating Individualized Housing Plans for every client and the pilot of Cross-Sector Case Conferencing. Other improvement efforts remain ongoing, including the development of a housing preference assessment and the documentation of outreach workflows.
- The CIT will celebrate the success of this sprint on December 11. In 2027, the team will establish a new 90-day sprint goal and continue identifying system improvements aimed at reducing the number of individuals on the Chronic By-Name List until functional zero is achieved.

COORDINATED ENTRY COMMITTEE

- Coordinated Entry Committee met recently in September, October, and November. The form by which providers request referrals for project openings is being revised and the Committee received a preview and opportunity to provide feedback. The final form will be published and in use by the end of January. A comprehensive CE Evaluation is currently on pause as funding was not secured due to conversations resurfacing about the use of Community Housing Connect 2.0. However, an evaluation process will be discussed and planned after the new year, whether the evaluation is done internally or with a hired consultant. Members also set the Committee's 90 day goals (Rocks) for the next quarter:
    1. **The Transitional Housing Prioritization (THP) workgroup recommendation is presented to CE Committee for decision**. The THP workgroup has been continuing discussions in order to finalize a recommendation.
    2. **Develop quarterly CE reporting framework covering all CE activities, including defined metrics and applicable thresholds**. The CE Committee has continued to receive Referral and HAP call data and also recently started examining additional metrics they would like included.
- Finally, the work of the Housing Preference (HP) workgroup progressed well but, due to a Chronic Improvement Team working group developing a housing plan template that include housing preference, the HP workgroup was concluded.

FINANCE COMMITTEE

- Please read the attached report from October.

OUTREACH WORKGROUP

- The Outreach Workgroup has been updating Outreach Service Standards to strengthen coordination and establish shared practices across outreach providers. The committee has also been working with the City of Grand Rapids on its proposed Homelessness Assistance Contact Form, with a focus on creating an effective process for routing outreach requests and connecting community members to appropriate resources. The workgroup now reviews Built for Zero dashboards monthly, including unsheltered homelessness data, to monitor trends and inform system planning.
- Looking forward, the committee is exploring an Outreach Mapping Tool through Built for Zero to support PIT Count planning and improve coordination of outreach efforts across the community.

YOUTH ACTION BOARD

- Please read the attached reports from September and October.

Continuum of Care Grant Financial Status

As of 10/31/2026

Grant	Grant Award Amount	Grant Spend To Date	% Spent	Total Projected Expenses	Overspent or (Underspent)	Grant Year End Date	Notes
MSHDA Pass Thru Grants							
MSHDA 2026 ESM	$ 17,304	$ 17,304	100%	$ 17,304	$ (0)	9/30/2026	
MSHDA 2025 ESF-02	$ 400,232	$ 390,665	98%	$ 390,665	$ (9,567)	11/30/2026	On track for complete spend down.
MSHDA 2026 ESF-02	$ 343,017	$ -	0%	$ -	$ (343,017)	9/30/2027	Award period begins 10/1/26
MSHDA 2027 ESM	$ 41,105	$ -	0%	$ -	$ (41,105)	9/30/2027	Award period begins 10/1/26
MSHDA Steps to Stability	$ 183,000	$ 176,290	96%	$ 176,290	$ (6,710)	12/31/2026	P/T to The Salvation Army, Additional $33,000 awarded in June 2026.
HWMUW (Match)	$ 7,000	$ 2,736	39%	$ 4,374	$ (2,626)	6/30/2027	
City of GR CDBG (Match)	$ 20,000	$ 7,780	39%	$ 20,000	$ (0)	6/30/2027	
Kent County CDBG (Match)	$ 5,000	$ 810	16%	$ 5,000	$ (0)	6/30/2027	
Kent County Health Dept	$ 1,000	$ 1,000	100%	$ 1,000	$ -	7/31/2026	
HUD Planning 11.30.27	$ 467,490	$ -	0%	$ 428,071	$ (39,419)	11/30/2027	Planning to begin on spending this new grant out
HUD Planning 11.30.26	$ 467,490	$ 405,959	87%	$ 467,490	$ 0	11/30/2026	
Kent County CUNP 9.30.26 (Match)	$ 20,000	$ 20,000	100%	$ 20,000	$ (0)	9/30/2026	
DeVos/Trillium Foundation 22.23	$ 330,000	$ 295,468	90%	$ 317,466	$ (12,534)	12/31/2027	Covers data dashboard for this year and next year.
HMIS, HUD 11.30.27	$ 151,199	$ -	0%	$ 151,199	$ (0)	11/30/2027	
HMIS, HUD 11.30.26	$ 144,594	$ 133,320	92%	$ 144,594	$ 0	11/30/2026	
HUD SSO 5.31.2027 #1 (HAP)	$ 250,793	$ 40,398	16%	$ 250,793	$ 0	5/31/2027	Subawarded $160,200 to TSA.
HUD SSO 5.31.2027 #2 (CE)	$ 72,106	$ 13,535	19%	$ 72,106	$ 0	5/31/2027	Subawarded $64,606 to TSA.
HUD SSO 1.31.2027 #3 (CE)	$ 229,731	$ 206,882	90%	$ 229,731	$ 0	1/31/2027	Subawarded $175,200 to TSA.
Total	$ 3,151,061	$ 1,712,148	54%	$ 2,772,429	$ (378,633)		

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Youth Action Board September Report

September 2026 focused on strengthening youth leadership in coalition meeting spaces, expanding community outreach, and advancing youth-led initiatives. YAB members participated in a focus group reviewing the Steering Council's Vision Traction Organizer (VTO), selected a youth representative to share the board's perspective with the larger group, and prepared outreach materials for Arbor Circle's End of Summer event. Members also contributed to HOPE Month preparation, shared membership bios and member-created graphics on social media, and began supporting The Miracle Project, an initiative focused on connecting individuals currently in foster care or navigating foster care systems with mentors who have lived experience.

Youth Engagement

During September, YAB members participated in a focus group centered on reviewing the Steering Council's Vision Traction Organizer (VTO). The discussion provided an opportunity for youth to learn more about organizational priorities and consider how their perspectives could contribute to broader planning efforts. Following the discussion, the group selected one member to represent YAB in a conversation with the larger group, supporting youth voice and representation in organizational decision-making.

YAB also prepared for tabling at Arbor Circle's End of Summer event on September 29. Members contributed to the development of outreach materials, including hoodie designs, stickers, and pamphlets, to promote the board and its work within the community. Additionally, membership bios and graphics created by YAB members

were published on social media to highlight individual members and increase awareness of the board.

Members also supported preparation for HOPE Month in November by gathering content and distributing supplies for upcoming awareness and outreach activities. These efforts provided opportunities for youth to contribute to community engagement and organizational initiatives.

In September, YAB also continued work on **The Miracle Project**, an initiative designed to pair mentors with lived experience in the foster care system with individuals currently in foster care or continuing to navigate those systems. Project activities included two informational virtual sessions, along with social media and content creation to build awareness, share information, and support outreach efforts. This initiative creates opportunities for youth to use lived experience to foster connection, provide guidance, and strengthen peer support.

Outcomes from September

- Conducted a focus group reviewing the Steering Council's VTO and selected a youth representative to share YAB's perspective
- Prepared outreach materials for Arbor Circle's End of Summer event on September 29
- Published membership bios and member-created graphics on social media to increase awareness of YAB
- Assisted with content gathering and supply distribution in preparation for HOPE Month in November
- Advanced The Miracle Project through two informational virtual sessions, social media outreach, and content creation

- Continued building youth leadership, representation, and community engagement through collaborative planning and outreach

Goals for October

- Coordinate tabling opportunities at multiple college campuses to increase awareness of YAB and its work
- Strengthen meeting frequency to support consistent youth engagement, communication, and project progress
- Finalize individual CCP rock projects and support members in completing outstanding project goals
- Continue preparing for HOPE Month activities in November
- Continue developing The Miracle Project through outreach, content creation, and planning for mentor connections

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Youth Action Board October Report

Throughout the month of October 2026, Kent County Youth Action Board focused on expanding their community outreach efforts, strengthening youth leadership, and preparing for November's HOPE Month social media campaign. YAB members participated in two general meetings, including a tabling opportunity at Grand Valley State University (GVSU), where they distributed outreach materials and connected directly with students. Members also contributed to HOPE Month planning through social media campaign development and the creation of a supply list for backpacks to be distributed to youth experiencing homelessness in Kent County. Additional efforts included continued development of The Miracle Project and participation in a Point Source Youth's National Symposium.

Youth Engagement

YAB held two general meetings on October 9th and October 23rd. The first meeting of the month took place at Grand Valley State University, where members participated in a tabling opportunity during their regularly scheduled meeting time. Members distributed stickers and informational pamphlets while engaging directly with students to increase awareness of YAB and its work. Following the tabling activity, members held their general meeting at the Kirkhof Center, reflecting on outreach successes and discussing future efforts.

During the second week of October, the YAB facilitator and Director of Community Initiatives attended the National Symposium hosted by Point Source Youth in Baltimore, Maryland. The symposium provided an opportunity to connect with other Youth Action Boards and learn from youth-led initiatives and organizations working in different communities.

YAB also participated in one Youth Solutions Council meeting during October, where members and partners highlighted the importance of November's HOPE Month and discussed opportunities for spreading awareness through the month. Following these discussions, YAB took on several responsibilities to support the campaign, including developing social media content and compiling a list of essential items to be included in backpacks for youth experiencing homelessness throughout Kent County. This led to YAB holding a smaller focus group on October 27th to dedicate additional time to gathering ideas and developing social media content for November's HOPE Month campaign.

The Miracle Project also continued to advance during October, with its website officially becoming operational. The project remains focused on recruiting mentors with lived experience in the foster care system to connect with individuals currently in foster care or continuing to navigate those systems. Continued recruitment and outreach efforts will remain a priority as the initiative moves forward.

To further support youth engagement, YAB's Executive Director distributed small YAB goodie bags to members at AYA's drop-in center during its Halloween celebration on October 30th.

Outcomes from October

- Held two general YAB meetings on October 9th and October 23th, including an on-campus meeting and outreach opportunity at GVSU
- Engaged directly with GVSU students through community tabling and distribution of stickers and informational pamphlets
- Participated in Point Source Youth's National Symposium in Baltimore, Maryland

- Participated in a Youth Solutions Council meeting focused on HOPE Month awareness and collaborative planning
- Developed social media campaign responsibilities and compiled a list of essential supplies for backpacks
- Held an additional focus group on October 27th to gather ideas and develop social media content for November's HOPE Month campaign
- Launched The Miracle Project website and continued efforts to recruit mentors with lived experience in the foster care system
- Recognized YAB members and their contributions through organizational engagement during AYA's October 30th Halloween celebration

Goals for November

- Launch and maintain YAB's HOPE Month social media campaign focused on homelessness, outreach, prevention, and education
- Finalize backpack supply lists, coordinate the gathering of essential items, and support distribution
- Continue recruitment and outreach efforts for The Miracle Project
- YAB Executive Director speak on panel at the Michigan Summit on Ending Homelessness in Lansing on November 4th and 5th

THE EOS MODEL



THE VISION/TRACTION ORGANIZER™

Organization Name: Kent Homelessness Coalition

VISION

CORE VALUES	1. Put People First 2. Seek and Apply 3. Collaborate Intentionally 4. Own It	**3-YEAR PICTURE™**
CORE FOCUS™	**Purpose:** Housing is a basic human right- everyone deserves a safe space to call home **Our Niche:** **Ending Homelessness**	**Future Date: 11/30/2029** **Federal Funding:** **Expenses:** **Actively Homeless: TBD** **-100% RPRS** **-Core processes documented and followed by all** **-CE Workplan goals met** **-Data drives decisions** **-Everyone has access to shelter** **-Outreach is coordinated county wide** **-New Governance structure fully functioning** **-Collaborate with adjacent systems to leverage resources and streamline processes** **-Everyone has access to housing focused case management** **-A diverse group of stakeholders participate and are invested in the work** **-Plan to achieve functional zero for all populations** **-We are recognized as the backbone and lead for ending homelessness** **-More people know how our community responds to homelessness** **-More money from diverse income streams**
10-YEAR TARGET™	**By 12/31/2035, make homelessness rare, brief, and non-reoccurring (TBD).**	
MARKETING STRATEGY	**Target Market/The List™:** **Public: We are targeting anyone living or working in Kent County who wants to help people experiencing homelessness and values a clean and safe community.** **3 Uniques:** **1) We lead the key players** **2) We align the resources** **3) We know their names**	

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THE EOS MODEL



THE VISION/TRACTION ORGANIZER™

Organization Name: Kent Homelessness Coalition

TRACTION

1-YEAR PLAN	ROCKS	ISSUES LIST
Future Date: 11/30/2027 **Federal Funding:** **Expenses:** **Actively Homeless: TBD** **Goals for the Year:** 1) Approve new governance charter from subcommittee 2) Coordinated Entry reimagined; plan documented; priorities executed 3) Reporting by name data for all populations 4) Achieve Chronic Functional Zero 5) Case Management service standards launched with shelter, outreach, and CE access points 6) 2027 communications calendar executed and measured	**Future Date: 2/4/2027** **Federal Funding:** **Expenses:** **Actively Homeless: TBD** **Rocks for the Quarter:** — **Who** Governance Charter scope of work defined; subcommittee members identified — AA LSA submitted — KM PIT Count held — KM Communications Calendar high-level planning ~~complete~~ — ~~AA~~	1. Data review framework 2. Prevention 3. SPMs have active workgroups/strategies 4. Core Processes documented and followed by all 5. General Grievance Policy 6. CE Assessment and Open Entries 7. Bridge Policy 8. PBV/OPH Service Standards 9. Align LIHTC with CE Priorities **Prioritize** - Identify - Discuss - Solve

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KENT HOMELESSNESS COALITION

Core Values

	PUT PEOPLE FIRST	SEEK & APPLY	COLLABORATE INTENTIONALLY	OWN IT
Guiding Principles	**Honor people** where they are with care, concern, and empathy.	**Seek** innovation and **apply** new ideas with thoughtful risk taking and a growth mindset.	Take **initiative.**	**Keep data transparent** to drive decisions. Take **accountability** for outcomes.
	Keep the individuals with **lived experience** in discussions and decisions.	Discover and develop data-driven **best practices.**	**Build equitable tables** by considering who is missing from the conversation.	Have **integrity:** do what you say you're going to do and **own your actions.**
	Pursue equity and **celebrate diversity** of thought.	Share knowledge generously and **learn from the expertise of others.**	Show up **prepared and ready** to do the hard things.	**Be genuine** and authentic.
	Seek to understand the systemic causes of homelessness.	**Continuously improve** for sustained impact, effectiveness, and results.	**Convene local partners** to advance the mission together.	Prioritize **ecosystem > ego.**
But…	Don't lose sight of the greater good.			

UPDATED OCT 2026
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Steering Council Term Lengths 2026

3 YEARS – END OF TERM
Adrienne Goodstal
Karen Merrill Diesing
Alonda Trammell
Tenisa Frye
Lisa Knight

2 YEARS – TERM ENDS IN DEC. 2027
Mark Contreras
Monique Carter
Casey Gordon
Elizabeth Stoddard
Ryan VerWys

1 YEAR – TERM ENDS IN DEC. 2028
Chris Palusky
Thelma Ensink
Lindsey Reames
Lauren VanKeulen

VACANCY
Jazz McKinney

STANDING SEATS
Kate Berens (Chair)
Samantha Westhouse
Colton Hyble
Gustavo Perez
Tanise Clipper
Raymond King

Kent CHC 2.0 Questions and Responses

Response to the Kent Homelessness Coalition Executive Committee questions dated September 24, 2026.

EXECUTIVE POSITION

CHC 2.0 is ready to move into final procurement and contract review with United Way. The platform, local operational framework, implementation materials, and substantial HMIS API development are already in place. Following agreement execution, implementation can begin: confirm decision roles, finalize configuration, onboard providers, complete user acceptance testing, and complete HMIS and Provider onboarding.

Recommended action: authorize CHC to move into procurement and contract review with United Way, identify the Kent implementation sponsor and HMIS coordination contact, and if desired, establish the MCAH/WellSky production API pathway so implementation can begin promptly following agreement execution.

How the systems work together

HMIS	CHC	API integration
Kent's required homelessness data system. Maintains required participant/program HMIS data and federal reporting functions.	The coordinated-entry operating workflow for access, assessment, prioritization, referral, provider response, communication, and system visibility.	The interoperability layer that allows approved information to move between CHC and HMIS and reduces unnecessary manual re-entry.

API

1. What resources are required to make the bi-directional API with WellSky/MCAH fully operational?

a. How much time?

Answer. A reliable duration cannot be stated until MCAH and WellSky confirm Michigan production requirements, access, approvals, and validation steps. CHC Systems can provide a production activation schedule after those dependencies are confirmed.

b. How much money?

Answer. The current proposal lists a one-time $22,000 API activation and third-party coordination fee. The fee is based on the presently contemplated scope. The current records do not confirm whether MCAH or WellSky will charge separate fees; any such charge or material scope change would need to be identified and approved before it is incurred.

c. Are there additional technical or operational dependencies beyond timeline and budget?

Answer. Yes. Production access and credentials, MCAH/WellSky participation, confirmation of supported endpoints and approved data elements, review of CHC test results, data-sharing and privacy approvals, and production validation are dependencies. CHC Systems has developed and tested the connection in a WellSky sandbox; the Michigan production connection is not yet active. CHC is also waiting for WellSky to develop additional endpoints needed for the full production integration.

2. Following the initial testing of the bi-directional API with MCAH/WellSky in 2025, we would appreciate an update on findings and next steps.

a. What insights were gained regarding CHC 2.0's integration capabilities with WellSky and similar platforms?

Answer. Testing demonstrated the technical feasibility of bidirectional WellSky API functions for the approved test use cases, including searching/retrieving and creating/updating selected client, household, enrollment/assessment, and provider information. CHC can connect to other platforms only where their APIs, permissions, and technical requirements support the needed exchange; those other connections have not been validated through this WellSky testing.

b. Have any identified improvements been incorporated into CHC 2.0 or the WellSky platform since that initial testing?

Answer. Since the initial work, CHC Systems moved development and validation into a dedicated WellSky sandbox and expanded structured testing, record matching/deduplication, error handling, and review of tenant/tree visibility boundaries. We do not have confirmation that WellSky changed its platform as a result of CHC testing.

c. Are there any ongoing compliance considerations related to these system interactions?

Answer. Yes. The production exchange must use approved data elements, permissions, and purposes and follow applicable HMIS privacy, security, and data-sharing requirements. CHC has data and API governance materials describing its controls; production use remains subject to the CoC/HMIS authority's approvals and validation. CHC Systems is not representing that production compliance has been certified before that review is complete.

d. Are there any other regulatory, policy, or technical issues to address to establish future connectivity with MCAH/WellSky?

Answer. The open items currently identified are production approval and access, final data mapping and endpoint confirmation, security/privacy review, and production connection validation with the CoC, MCAH, and WellSky.

e. Are there any further recommendations or prerequisites that Community Rebuilders or MCAH/WellSky outlined to support future integration?

Answer. CHC Systems recommends that the CoC coordinate a joint production review with MCAH and WellSky and provide the testing package, data mapping, and proposed use cases for review. In the correspondence summarized in the project materials, WellSky indicated that use of the Michigan instance requires direction from the CoC and that MCAH/WellSky must identify applicable requirements and quality-assurance steps.

3. Regarding workflows without active API integration:

a. In the absence of active API connectivity, what will data entry workflows look like between CHC 2.0 and HMIS for partner agencies?

Answer. CHC will support the coordinated-entry workflow for access, assessment, prioritization, referrals, provider responses, participant communication, and reporting. Agencies will continue entering information required by HMIS directly into HMIS. Where a data element is required in both systems, staff may need to enter or reconcile it in both until an approved exchange is active. Kent, its HMIS Lead, and CHC Systems should confirm the field-level workflow during implementation.

b. If there is a data export/import option between CHC 2.0 and HMIS, has this been discussed and tested with MCAH/WellSky? Is it currently functional?

Answer. CHC supports structured data export and import functions. The available CHC export can support review or reconciliation; any production import requires MCAH/WellSky approval confirmation.

Cost

4. Could you please confirm the current proposed fee structure for the Kent Homelessness Coalition's subscription to CHC 2.0?

a. Annual Subscription: $187,000

Answer. The current CHC Systems proposal states $185,000 per year. The $187,000 amount in the question does not match that proposal.

b. One Time Implementation/Onboarding: $35,000

Answer. Confirmed: the current proposal lists a one-time $35,000 implementation/onboarding fee.

c. API Integration $ 22,000

Answer. Confirmed: the current proposal lists a one-time $22,000 fee for API activation and third-party coordination. API activation is separately scoped.

5. Could you provide additional detail on how onboarding and annual subscription costs are structured?

Answer. The one-time $35,000 implementation/onboarding fee covers the agreed Kent configuration, user setup, implementation coordination, initial training, user acceptance/go-live readiness support, and onboarding activities within the defined scope. The $185,000 annual subscription covers the CHC cloud platform, hosting/infrastructure, security, maintenance and monitoring, standard updates, and subscription-level support. The $22,000 API activation and third-party coordination fee is separate and applies only if Kent selects that work.

6. Does the annual subscription have a limit on the number of users, programs, or agencies that are onboarded into CHC 2.0?

Answer. The current fee schedule does not state a numeric per-user, per-program, or per-agency cap. The proposal is for the Kent County coordinated-entry implementation. The final Order Form will state the included scope and onboarding assumptions so the parties have a clear basis for adding agencies or expanding services.

7. What is the long-term outlook for annual subscription costs, including potential increases or decreases, or multi-year terms?

Answer. The current proposal is for an initial 12-month term. The 12-month cost is $242,000 with the optional API work or $220,000 without it. CHC Systems will provide proposed renewal pricing no later than 90 days before the end of the term. Any renewal would require agreement by both parties.

8. To assist with assessing the HUD procurement requirements for sole-source provider documentation, we would appreciate details on the following:

a. Unique capabilities and features, why it is the only source that works:

i. Key justifications supporting CHC 2.0 as a unique provider without active API integration.

Locally developed, integrated system. CHC 2.0 was designed and built around Kent's coordinated-entry requirements, gathered through local requirements work, a current-state workflow map, provider meetings, focus groups with people with lived experience, and participant and user testing. It combines a participant-facing portal, access and intake, assessment, a by-name list tied to prioritization and referrals, provider response tools, participant and provider messaging, and system reporting in one coordinated-entry workflow. The distinguishing capability is this integrated combination configured around Kent's workflow.

Kent's direction and use. CHC 1.0 has been in continuous use in Kent since March 2020. On September 17, 2021, the Steering Council voted unanimously on a motion by Rebecca Rynbrandt,

seconded by Adrienne Goodstal, to expand CHC for coordinated entry across Kent County populations and develop an implementation plan. The 2025 Kent Coordinated Entry Policy identifies Community Housing Connect as Kent's coordinated-entry tool. Together, these records document Kent's direction to develop and expand CHC.

Proprietary platform and project-specific expertise. CHC Systems, Inc. owns the intellectual property for CHC and is the only source that can license, host, maintain, update, and support CHC 2.0 and its Kent configuration.

The CHC team conducted Kent requirements work and workflow mapping, held more than 50 meetings across more than 15 organizations, facilitated focus groups with people with lived experience, completed more than 100 hours of participant testing, and conducted beta and user testing. The team also supported transition planning with CoC staff in 2025. This project-specific experience is supported by the work completed during CHC's earlier phases. Kent's work with CHC was also included in HUD's Advanced Data Users initiative.

Supporting records. Records available to support these facts include the September 17, 2021 Steering Council minutes; the 2025 Coordinated Entry Policy; Kent requirements and workflow materials; focus-group and testing records; CHC product and intellectual-property records; and the project milestones record.

ii. Key justifications supporting CHC 2.0 as a unique provider with active API integration.

The same platform, Kent requirements, intellectual property, and project-specific expertise apply. CHC Systems also built the WellSky API connection and tested it for approximately six months in a WellSky sandbox. Testing covered two-way read/write exchange, client matching and deduplication, and data-visibility boundaries. The connection is specific to CHC 2.0. Production use remains subject to Michigan approval and validation.

b. Cost-effectiveness and value analysis

The proposed initial term is 12 months.

i. With API integration included. The proposed 12-month cost is **$242,000**: a $185,000 subscription, $35,000 one-time onboarding, and $22,000 one-time API activation and coordination. The subscription covers the Kent coordinated-entry platform, hosting, security, maintenance, and support. Onboarding covers implementation. The API fee covers the separately scoped API work, subject to required production approval and validation. Community Rebuilders invested more than $1.5 million in CHC's development without CoC funds; those historical development costs are not being charged to Kent.

ii. Without API integration. The proposed 12-month cost is **$220,000**: the $185,000 subscription plus $35,000 one-time onboarding. CHC 2.0 supports the Kent coordinated-entry workflow without production API connectivity. The price includes the platform, hosting, security, support, training, and go-live. HMIS-required data would continue to be entered in HMIS under the interim workflow described in response 3.

Ownership and Governance

9. What is the long-term plan for the ownership and vendor structure of CHC 2.0?

Answer. CHC Systems, Inc. owns the CHC 2.0 platform. It is responsible for hosting, security, maintenance, product development, implementation and support. Community Rebuilders created CHC for Kent County and remains a local service provider and CoC member, with no authority over Kent's coordinated-entry policy. Kent owns its data and can export it at any time. The subscription agreement will include transition protections, so Kent keeps continuity if the relationship ever ends.

10. How will Community Rebuilders segregate its respective roles as CHC Systems, a CoC Member, and a Coordinated Entry system user?

Answer. CHC Systems is the technology provider. Kent's CoC and its designated bodies retain authority over local coordinated-entry policy and systemwide decisions. Community Rebuilders participates as a CoC member and service provider and uses CHC under assigned provider permissions. Its provider role does not authorize it to set systemwide eligibility, prioritization, referral, appeal, or provider-participation rules. Systemwide configuration changes are made only on direction from Kent's authorized representative and should be documented.

11. Can you please provide the current versions of any subscription or governance documents related to CHC 2.0 implementation?

Answer. Yes. We would welcome the opportunity to share the current CHC contracting and implementation documents with the Executive Committee and briefly review the purpose of each document as part of that discussion.

Our goal is to ensure the Committee has a clear understanding of how the Subscription Agreement, Order Form, local operational framework, implementation responsibilities, configuration and change-control materials, and Data/API Governance documents work together before they move through Kent's formal review and approval process.

Transition and Support

12. What support will be available for CHC 2.0 to help both CoC staff and the agencies transition business practices and work flows to the new system during and after onboarding?

a. Who will provide that support?

Answer. CHC Systems will provide CHC 2.0 implementation and platform support. It may use technical partners for portions of the work while remaining the customer's point of accountability. Kent/CoC staff will identify policy decision-makers and agency contacts and coordinate local participation.

b. What types of support will be available during onboarding and after onboarding?

Answer. During onboarding, CHC Systems will provide agreed configuration, user setup, workflow planning, training, user acceptance testing support, launch assistance, and an initial stabilization period. After onboarding, the subscription includes platform maintenance, standard updates, monitoring, and technical support within the agreed scope. The Kent implementation plan will set the training schedule, support channels, escalation path, and stabilization period.

13. Are there additional charges that would apply to any type of technical support?

Answer. Standard platform support, maintenance, monitoring, and updates within the subscription scope are included in the annual fee. Additional charges would apply only to work outside the agreed scope, such as custom development, a non-standard integration or mapping, a substantial new reporting build, or extensive additional training. Any additional work and charge must be scoped and approved before it is performed.

14. How will support be maintained for CHC 1.0 during the transition to CHC 2.0?

Answer. Community Rebuilders currently maintains CHC 1.0 locally. It can remain available for an agreed transition period, but the current CHC 2.0 proposal does not set that period, define a separate CHC 1.0 support fee, or establish service levels for continued CHC 1.0 operations. Those terms should be confirmed in the transition plan.

a. What will this transition look like?

Answer. The transition plan should set the overlap dates, define how open referrals and other active records will be handled, identify provider communications and training, confirm the CHC 2.0 launch criteria, and name the point at which CHC 1.0 will be retired. CoC staff and Community Rebuilders developed transition planning materials in 2025; those materials should be reviewed and updated for the current implementation.

b. How will the user experience be managed for both participating agencies and households during any overlap period?

Answer. During overlap, agencies and households should receive one clear set of instructions for where to seek access and updates, with named support contacts and effective dates. The plan should avoid duplicate intake where possible, explain how open activity moves between systems, and provide role-based agency guidance. The exact overlap workflow and dates remain to be approved in Kent's implementation plan. CoC staff spent time with Community Rebuilders staff in 2025 developing a transition plan that can be reviewed and updated as needed

Recommended Path Forward

The Executive Committee's questions can be resolved through a defined contracting and implementation path. CHC Systems recommends that Kent authorize CHC to move into procurement and contract review with United Way, identify the Kent implementation sponsor and HMIS coordination contact, and establish the production API pathway with MCAH and WellSky so implementation can begin promptly following agreement execution.

Step	Decision / activity	Output
1	CoC authorization to proceed. Steering or the appropriate CoC body authorizes CHC to move forward to procurement and contract review with United Way.	Authorization to proceed to contracting.
2	Procurement & contract review. United Way and CHC Systems finalize procurement documentation, scope, pricing, subscription terms, implementation terms, and the Order Form. In parallel, Kent/MCAH/WellSky establish the production API approval path.	Final contract package ready for execution.
3	Agreement execution & implementation kickoff. United Way and CHC Systems execute the agreement and Order Form; CHC implementation begins.	Executed agreement and implementation authorized.
4	Configuration, training, UAT & go-live. Finalize Kent configuration, provider onboarding, training, UAT, transition planning, and go-live criteria; then launch CHC 2.0.	CHC 2.0 go-live and stabilization begins.
5	API activation & stabilization. Complete production HMIS validation/authorization, activate approved interoperability, stabilize the environment, and retire CHC 1.0 according to the transition plan.	Production interoperability and completed transition.

KENT HOMELESSNESS COALITION

Steering Council Meeting
November 20, 2026
8:30 - 10:30 a.m.
Heart of West Michigan United Way

Issues List

1. Is KHC the backbone?
2. Communications around the backbone (& compliance)
3. Define the backbone
4. Ambiguity on KHC scope
5. Transitional Housing as Category 1
6. Individuals not prioritized for resources until reaching chronicity (resource gap)
7. Does Right Person Right Seat (RPRS) apply to the whole coalition or just staff?
8. Many people experiencing homelessness don't know about KHC
9. Runaround/Inconsistent Client Experience