



**2016 COC PROGRAM COMPETITION
RENEWAL PROJECT APPLICATION
INFRASTRUCTURE PROJECTS**

AGENCY PROFILE	
Legal Name of Agency	The Salvation Army Social Services of Kent County
Project Name	Housing Assessment Program
Contact Person	Christina Soulard
Title	Housing Services Director
Address	1215 Fulton St East, Grand Rapids, MI 49503
Email	Christina_soulard@usc.salvationarmy.org
Phone	616-454-5840 ext 1301

Check one:

- Coordinated Assessment System Supportive Services Only (SSO)
- Homeless Management Information System

Authorized Representative: I hereby certify that the information contained in this proposal is true and accurate. Any falsification of information will render the application void, and the application will not be accepted. This application has been reviewed and authorized for submission by the agency's board of directors as of the date indicated.

Name: Betty Zylstra	Title: Executive Director
Date of Board Authorization:	
Date of Anticipated Board Authorization:	9/19/2016

All projects requesting renewal must demonstrate they have met minimum project eligibility, capacity, timeliness, and performance standards to be considered for funding.

GENERAL PROJECT INFORMATION

1. Provide a narrative describing how the project's performance met the plans and goals established in the current project's application (including target populations and preferences as specified and/or allowed by the Notice of Funding Availability (NOFA) under which the project was initially funded), the project's performance in assisting program participants to achieve and maintain independent living, and record of success.

The Salvation Army's Housing Assessment Program (HAP) serves as the CoC's Coordinated Entry. In an effective *homeless crisis response system* it is essential for all homeless providers to cooperate and work as part of a system for connecting people to stable housing using a *Housing First* approach. An effective coordinated entry process is a critical component in this system approach which ultimately seeks to reduce homelessness. HAP takes referrals primarily from United Way 211, according to our local protocol, but also receives referrals from other agencies and providers as well as self-referrals. Coordinated entry ensures a coordinated, efficient and consistent service for persons who are homeless or at imminent risk of homelessness. HAP ensures that special populations, such as unaccompanied minors or those experiencing domestic violence, are quickly referred to community experts for additional and/or more specific services. The critical and primary function of coordinated entry is to ensure access to the crisis response system in a streamlined way, assessing persons' strengths and needs, prioritizing, and matching persons to appropriate housing and mainstream services. A consistent assessment provides the ability for households to gain access to the best options to address their situation and incorporates participants' choice as much as possible rather than evaluating for a single program within the system. The most intensive interventions are prioritized for those with the highest needs, which includes placement within the community's registry as appropriate. HAP collects and tracks all related information in HMIS and provides the community with regular information regarding trends and gaps within the system. The funding provided through this CoC program supports 3 full-time coordinated entry intake staff. HAP coordinates with multiple systems and agencies to ensure households in a housing crisis are assessed and matched with appropriate housing resources and/or stabilization services. This may include referrals to the Department of Health and Human Services or Community Mental Health services, or other mainstream services. HAP is an active partner within the CoC, which has over 60 member agencies, of which there are about 24 programs that are utilized by coordinated entry for referrals. Referrals from HAP are made to service providers who can offer prevention assistance; Rapid Rehousing assistance; Permanent Supportive Housing; Transitional Housing and/or referral to temporary placements for those who have no immediate options for accommodations. These referrals include both HUD and non-HUD funded programs to ensure coordination among all available resources.

2. Has the project had any significant changes since the last funding approval (HUD FY 2015),
 No if “yes” complete the chart below to indicate the change.

Check change type		Previous	New
<input type="checkbox"/>	Change in the number of persons served		
<input type="checkbox"/>	Change in number of units		
<input type="checkbox"/>	Change in project site location		
<input type="checkbox"/>	Change in target population		
<input type="checkbox"/>	Change in component type		
<input type="checkbox"/>	Change in grantee/applicant		
<input type="checkbox"/>	Line item or cost category budget changes more than 10%		
<input type="checkbox"/>	Other: Click here to enter text.		
If change was made include as many of the following that apply as attachments to your application:			
Attached (check)			
<input type="checkbox"/>	Attachment: Written communication to HUD requesting the significant change		
<input type="checkbox"/>	Attachment: HUD’s written approval of the change requested		
<input type="checkbox"/>	N/A: HUD has not yet provided written approval of the requested change		

Performance and Improvement

3. List the outcomes reported to HUD for this project and describe the project’s progress in reaching those outcomes?

Per HUD NOFA in FY2014, Coordinated Entry falls under the category of SSO (support services only) and therefore is not required to report performance measures to achieve.

However, HAP recognizes the need for a strong, data-driven Coordinated Entry process and tracks the following outputs as a basis to demonstrate the information and results that impact our community’s homeless crisis response. For outputs in FY2014, HAP completed 8,697 contacts with households in a housing crisis, resulting in 4,907 completed assessments. Of these assessments, 1,817 households were assessed as Category 1 homeless (1,163 single adults, 654 families) and 3,060 households were assessed as Category 2 (853 single adults, 2,207 families). Based on housing resources made available by community housing providers to the Coordinated Entry process, 1,153 referrals were made for permanent housing (739 for Rapid Rehousing, 239 for Permanent Supportive Housing, 18 for Transitional Housing, 239 for prevention). These figures are duplicated, as households can connect with HAP multiple times over the course of a year or receive more than one service within a year depending upon the situation.

4. Does the project have a continual quality improvement plan or process? If yes, describe.

In accordance with the local Coordinated Assessment Policies and Procedures (August 2014), System Transparency and Governance (Section 9) requires overall Coordinated Assessment system evaluation. The Salvation Army is continuously monitoring the effectiveness and efficiency of service through HAP, seeking out opportunities to improve performance through internal process adjustments. The Salvation Army has a full-time Quality Assurance position to oversee and assist with the process and related activities. Any process adjustments are vetted to align with both local CoC policies and procedures for Coordinated Assessment, as well as identified best practices from HUD. Continual quality improvement actions are data-driven and are reviewed with CoC staff and community partners as needed to ensure that data quality remains high and that community developed processes are not negatively impacted.

5. How does the project ensure alignment in practices with both HUD and CoC priorities?

It is imperative that leadership within The Salvation Army, as well as direct service staff, have a strong and current understanding of all the provisions in the HUD CoC program requiring coordinated entry; the priorities for ending homelessness; and the system performance measures. The Housing Services Director devotes time to reviewing materials from HUD on a continuous basis, using this information to shape internal practices and inform staff of expectations for services. The Director also attends multiple meetings with the CoC, including the Steering Committee and Coordinated Assessment, to share information and contribute to informed decisions on local processes and priorities.

6. How does the project's progress toward outcomes support the efforts of permanent housing projects throughout the CoC?

Coordinated Entry is a necessary component of the local homeless crisis response system. As shared in the HUD Coordinated Entry Policy Brief, the primary goal of Coordinated Entry is to create a process that is "easy for people to access, that identifies and assesses their needs, and makes prioritization decision based upon needs" (p. 1). Further, it states that evidence indicates that one of the most important factors to successfully end an episode of homelessness is the speed with which the intervention is made available to the person/household. For this process to be effective, it is important that the CoC continue to lead and support our system response through Coordinated Entry. By bringing together the elements of screening, assessment, and prioritization HAP can effectively make matches to available housing resources and set-up a process for timely assistance for those experiencing homelessness. The ability to match homeless households quickly is heavily reliant on the engagement of housing providers with the Coordinated Entry process.

Efficient Use of Funding

25. Expenditure of Funds: Use last completed HUD FY year. Projects that have not completed a grant year should not answer.

a. Total amount awarded	\$228,488
b. Total amount spent	\$228,488
c. Percentage spent Divide answer b. by answer a.	100%

HUD Monitoring

26. a. Is the recipient free of HUD monitoring findings for all the agency's projects? **Yes**

If no, explain below findings in detail for the Funding Review Panel. Include details on the nature of the finding, resolution and corrective actions taken, if any.

[Click here to enter text.](#)

b. Has your organization been monitored by HUD in the past three (3) years? **No**

If yes, include as attachments: Monitoring report from HUD, your organization's response to any findings, documentation from HUD that finding or concern has been satisfied, and any other relevant documentation.

If no, provide most recent monitoring by an entity other than HUD for federal or state funding (ESG, CDBG, etc) and include as attachments: Monitoring report, your organization's response to any findings, documentation from HUD that finding or concern has been satisfied, and any other relevant documentation.

Financial Information

27. What is the percent of leveraging funds of the total requested funds? 261%

Complete Leveraging worksheet, Attachment A.

PROJECT BUDGET

Activity	Requested Funds	% of Requested Funds	Other Funding	Total Project Cost
Acquisition		%		
New Construction		%		
Rehabilitation		%		
Leasing		%		
Rental Assistance		%		
Supportive Services	\$192,108	84 %	\$48,622	\$240,730
Operating Costs		%		
HMIS	\$25,500	11 %	\$8,500	\$34,000
Project Administration (limited to 7%)	\$10,880	5 %		\$10,880
Total Project Cost	\$228,488		\$57,122	\$285,610

Attachment A

Identify all match and leveraging funds. Only those dollars or non-cash contributions (in-kind) that directly support the project should be listed. This may include federal, state, or local government funds, private funds, grants, and/or other sources, including donations. Worksheet should reflect information in eSnaps application.

Resource	Cash or In Kind	Committed or Planned/ Pending	Available (MM/YY)	Amount/ Value	% of HUD Project Award	Serves as CoC Program Match? (Y/N)
Heart of West Michigan Unite Way	Cash	Planned/Pending	07/17	\$57,122	25%	Yes
Heart of West Michigan Unite Way	Cash	Planned/Pending	07/17	\$34,553	15%	No
Emergency Shelter Partnership (ESP)	Cash	Committed	10/17	\$242,000	106%	No
City of Grand Rapids ESG	Cash	Planned/Pending	07/17	\$60,962	26%	No
MSHDA ESG	Cash	Committed	10/16	\$118,330	51%	No
	Cash/Kind	C/PP	MM/YY		%	Yes/No
DHS Unmet Needs	Cash	Planned/Pending	01/17	\$52,000	22%	No
The Salvation Army	Cash	Committed	10/17	\$36,266	16%	No
Total leveraged from other sources				\$601,233	261%	

Attach additional forms as necessary



2016 COC PROGRAM COMPETITION RENEWAL PROJECT APPLICATION HMIS and COORDINATED ENTRY

Attachment B

Attachments listed below are required but unscored. Failure to include any documentation that is required may result in application being out of the competition.

All projects must include:

- Annual Progress Report (APR) for the project's most recent completed contract year. (If a full year has not yet been completed for the project, attach an APR with an end date of 6/25/2015) Other structured outcome report for non-HMIS participating agencies are allowed (i.e. domestic violence agencies).
- Line of Credit Control System (LOCCS) report showing drawdowns and final balance
- Project Application submitted in *e-snaps*

Each applicant must include one of the following two:

- Monitoring report from US Department of Housing and Urban Development (HUD)
- Monitoring report from an entity other than HUD for federal or state funding (ESG, CDBG, etc)

If relevant include:

- Organization's response to any findings
- Documentation from HUD (or other entity) that finding or concern has been satisfied
- Any other relevant documentation
- Written communication to HUD requesting the significant change indicated in question 2.
- HUD's written approval of the change requested in question 2.