



## 2016 COC PROGRAM COMPETITION NEW/BONUS PROJECT APPLICATION

AGENCY PROFILE	
Legal Name of Agency	The Salvation Army Social Services of Kent County
Project Name	Coordinated Entry
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 3001

Check one:

- Permanent Supportive Housing for Chronically Homeless
- Rapid Re-Housing

Check one:

- New Project Application from Reallocated Funds
- Bonus Project Application

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

## **PROJECT OVERVIEW**

1. Provide a description that addresses the entire scope of the proposed project. (Include target population(s), the plan for addressing identified needs/issues of the identified target population, projected outcomes, how the project type, scale and location of housing and support services fit the needs of the identified target population.)

This New Project application is submitted as an expansion of our Renewal HUD Grant, the Housing Assessment Program (HAP), and to provide existing program participants with an expanded variety of services. This is allowable according to the HUD NOFA and created because of reallocated funds. We have been encouraged to take this opportunity to enhance the capacity of our community's Coordinated Entry process. Coordinated Entry is the only eligible project type for a new Supportive Services Only project. This application seeks to provide additional supportive services to those experiencing homelessness. ("Detailed Instructions for Completing the New Project Application: FY16", p. 57) Specifically, this expansion will support an enhanced capacity for Coordinated Entry through HAP to more effectively screen, assess, prioritize, and match homeless households experiencing Category 4 homelessness to available housing resources. These funds will allow HAP to more clearly and directly support these services at Coordinated Entry. After several conversations over the last year with local domestic violence service providers and experts, Safe Haven and YWCA, we have identified an opportunity to enhance screening practices within Coordinated Entry to better serve our shared population. This includes ongoing efforts to creatively bring together services in a way that uniquely meets the needs of our local community. Coupled with HAP's prioritization of continuous quality improvement, the development and implementation of these practices will lead to households gaining greater access to long-term housing resources, in cooperation with domestic violence providers, as appropriate. This collaborative effort includes defined opportunities for YWCA and Safe Haven staff to train HAP staff on "the complex dynamics of domestic violence, privacy and confidentiality, and safety planning, including how to handle emergency situations at an access point(s), whether a physical or virtual location". ("Coordinated Entry and Victim Service Providers: FAQ", HUD, p. 2) At present, HAP follows prescribed guidance through HUD for screening individuals or families fleeing or attempting to flee domestic violence from an intimate partner. We know that safety planning is a vital part of Coordinated Entry and we ensure that those seeking safety and support are quickly redirected to local agency experts for assistance specific to domestic violence. The challenge in this process is that the homeless need of the household may not be readily addressed and may require the individual or family to reconnect with HAP more than once. Some households may not have or take another opportunity to do so. This exposes a weakness in our community system response. We believe this can be addressed

through the development and application of additional, brief, and specific questions within the screening process to better ensure that the crisis of homelessness receives equal attention and support. This aligns with HUD’s guidance that, “individuals and families fleeing or healing from domestic violence or trauma should have access to the full range of housing and service intervention options available in their community, including prevention, diversion, rapid rehousing, and other housing and mainstream services”. (“Coordinated Entry and Victim Service Providers: FAQ”, HUD, p. 2) In FY14, 31% of all households assessed at HAP reported previous experience with domestic violence. This is on par with previous years’ average at 30%. We recognize that domestic violence can span all population groups within homelessness, including chronically homeless, Veterans, youth, and families (who likely represent the majority of those to be served).

2. Describe the experience of the applicant and sub-applicants in effectively utilizing federal funds and performing activities proposed in the project:

The Salvation Army Social Services of Kent County (TSA) is an active partner in the local HUD CoC application process and has received HUD funding for over 20 years. TSA receives HUD CoC support for the Housing Assessment Program (Coordinated Entry), Kindred Rapid Rehousing Program, and HMIS administration (with United Way/CoC as the subrecipient). Further, in our role of Coordinated Entry, it is essential that we work in cooperation with all other service providers to ensure a system response to homelessness.

3. Target Population(s)

Chronic homeless	<input checked="" type="checkbox"/>	Families	<input checked="" type="checkbox"/>
Veterans	<input checked="" type="checkbox"/>	Youth (18-25)	<input checked="" type="checkbox"/>

4. Describe the method for determining the type, amount and duration of rental assistance that participants would be able to receive:

Not applicable to Coordinated Entry activities.

5. Describe how participants will be assisted to obtain and maintain permanent housing:

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.

Specific to this application, The Salvation Army and the domestic violence service providers will ensure continual and better coordination to build additional and appropriate assessment questions related to this population and provide training to HAP staff on needs and practices specific to those experiencing domestic violence. This will result in improved access to long-term housing resources for those experiencing both homelessness and domestic violence.

6. Describe how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently:

Not applicable to Coordinated Entry activities.

7.

Scope of Proposed Project		Proposed Households Served	
Total units	N/A	Households with at least one adult and one child	N/A
Total beds	N/A	Adult households without children	N/A

8. Describe how participants will have access to the project (i.e. how referrals will be solicited):

An effective Coordinated Entry process is a critical component in this system approach, which is designed and intended for greatest availability and access for all in need. This expansion application is critical because we recognize that special consideration must be given to how those experiencing both domestic violence and homelessness can best be served with their complex safety needs. This particular effort is not “outside” of HAP’s process. It is integrated into Coordinated Entry and we are enhancing the services at the front door, in particular for the 30% of those households who are experiencing both domestic violence and homelessness.

9. Will all participating households served in this project be recorded in HMIS or an equivalent database for Domestic Violence, in accordance with the community’s Data Quality Standards?

Yes If no, explain: [Click here to enter text.](#)

10. Will at least 75% of project participants be coming from the street, other places not fit for human habitation, emergency shelters, or fleeing domestic violence?

Yes

Enter anticipated percentages for locations prior to project entry:

	Street or place not meant for human habitation
	Emergency Shelter
	Fleeing domestic violence
	Total of above percentages

11. Does the project commit to taking all referrals through the community's Coordinated Assessment process?

Yes If no, explain: [Click here to enter text.](#)

**Low Barrier and Housing First**

12. Low Barrier

<b>Will the project ensure that participants are NOT screened out (or denied project entry) due to the following:</b>	
Having too little or not enough income	Yes
Active substance use or history of substance abuse	Yes
Having a criminal record (other than for state-mandated restrictions)	Yes
Domestic violence (requiring survivor to take specific actions or demonstrate distance from assailant)	Yes

13. Housing First

<b>Will the project work to ensure that participants are NOT terminated from the projects due to the following:</b>	
Failure to participate in supportive services	Yes
Failure to make progress on a service plan	Yes
Loss of income or failure to improve income	Yes
Being a victim of domestic violence	Yes
Any other activity not typically covered in a lease agreement typically found in the project's service area	Yes
Will the project quickly move participants into permanent housing?	Yes

14. Describe how the project will use the Housing First philosophy throughout, from concept to service delivery:

The critical and primary function of Coordinated Entry is to be Housing First oriented, allowing individuals and families to be housed quickly and without preconditions. Coordinated Entry ensures 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. HAP does not screen anyone out of Coordinated Entry due to failure in previous efforts, loss of income or no income, history of domestic violence, criminal background, or credit checks. The goal is to provide a consistent message to those experiencing homelessness and domestic violence, to assess and prioritize need, and to ensure the most appropriate match to domestic violence and housing resources, all with the full integration of the Housing First philosophy.

**PROJECT BUDGET**

Activity	Requested Funds	Other Funding	Total Project Cost	% of Total Budget
Acquisition				%
New Construction				%
Rehabilitation				%
Leasing				%
Rental Assistance				%
Supportive Services	\$53,584	\$16,738	\$70,322	85 %
Operating Costs	\$7,750		\$7,750	9 %
HMIS				%
Project Administration (limited to 7%)	\$4,616		\$4,616	6 %
Total Project Cost	\$65,950	\$16,738	\$82,688	

15. What is the percent of leveraging funds of the total project budget? 25%

Per HUD’s New and Renewal Project Application instructions, “HUD has removed the questions related to leverage amounts from what was previously Part 7, Sources of Match or Leverage” (p.7).

Complete Match and Leveraging worksheet, Attachment A.

**ORGANIZATIONAL CAPACITY**

16. Describe agency key staff positions and qualifications of individuals who will carry out the project:

HAP is overseen by the Housing Services Director, Christina Soulard, who has a Bachelor’s Degree in Social Work and Psychology, a Master’s Degree in Public Administration, and has worked with homeless and housing needs for more than 10 years. The HAP Supervisor, Lynne Bosma, has a Bachelor’s Degree in Journalism, a Master’s Degree in Social Work, and has extensive experience in managing teams of direct service staff in disability advocacy. The HAP

Coordinator, Jameela Maun, has a Bachelor's Degree in Communication and has served HAP for 6 years, with extensive experience in AmeriCorps and direct service delivery. In addition, Ms. Maun is one of the leaders for our agency's Diversity and Inclusion Committee and helps to lead our continued efforts to demonstrate a racism free environment in our agency, including through the Partners for a Racism Free Community.

Eileen McKeever, LMSW is Director of Domestic Violence Crisis Services for the YWCA West Central Michigan. In this role, she oversees the YWCA domestic violence short term shelter and crisis services. She is a frequent presenter on the dynamics surrounding domestic violence and is an expert witness for judicial proceedings throughout Michigan. In addition, Ms. McKeever is an adjunct professor for the School of Social Work at Grand Valley State University. She has 35 years of experience in social work, 19 of those years working in the field of domestic violence.

Tara Aday is the Program Director at Safe Haven Ministries, a comprehensive domestic violence agency. In her current role, she provides support and leadership to the agency's residential emergency shelter, nonresidential supportive services, and its prevention and education programming.

Danielle Lucksted is the Prevention and Education Program Manager at Safe Haven Ministries. In this position, she performs research and curriculum development, program evaluation and data analysis, and facilitates trainings and presentations on dating and domestic abuse for local schools, businesses, nonprofits, and places of faith.

17. Describe the agency's financial management system, including financial reporting, record keeping, accounting systems, payment procedures, procurement processes, and audit requirements:

The Salvation Army follows the regulations placed by The Financial Accounting Standards Board (FASB) which directs to use Generally Accepted Accounting Policy (GAAP). The financial records are audited by a Certified Public Accounting firm annually.

18. Does the agency employ or contract services of an accountant who is familiar with Generally Accepted Accounting Principles (GAAP)?

Yes    No

19. Does the agency obtain an annual audit by an independent certified public accountant?

Yes    No

#### **ELIGIBILITY THRESHOLDS**

The CoC reserves the right to reduce or reject a funding request from the project applicant for the following reasons. Please indicate by checking the boxes if the agency has any of the following:

20. Outstanding obligation to HUD that is in arrears for which a payment schedule has not been agreed upon;

Yes  No If yes, please explain: [Click here to enter text.](#)

21. Unresolved monitoring findings or outstanding (agency or HUD) audit findings;

Yes  No If yes, please explain: [Click here to enter text.](#)

22. Inadequate financial management or accounting practices within the past three years;

Yes  No If yes, please explain: [Click here to enter text.](#)

23. Evidence of untimely expenditures on prior award;

Yes  No If yes, please explain: [Click here to enter text.](#)

24. Major capacity issues that have significantly impacted operation of the project and its performance within the past three years;

Yes  No If yes, please explain: [Click here to enter text.](#)

25. Issues impacting the timeliness in reimbursing subrecipients for eligible costs;

Yes  No If yes, please explain: [Click here to enter text.](#)

26. Served ineligible persons, expended funds on ineligible costs, or failed to expend funds within statutorily established timeframes within the past three years;

Yes  No If yes, please explain: [Click here to enter text.](#)

27. 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**, reference 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.



**Attachment A**

Identify all HUD and non-HUD funding that comprises the project budget. 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.

Resource	Cash or In Kind	Committed or Planned/ Pending	Available (MM/YY)	Amount/ Value	% of Total Budget	Serves as CoC Program Match? (Y/N)
TSA Intern/Volunteers	In Kind	Planned/Pending	06/17	\$15,388	23%	Yes
<b>YWCA DV training and consultation</b>	In Kind	Planned/Pending	06/17	\$1,100	1%	Yes
<b>Safe Haven DV training and consultation</b>	In Kind	Planned/Pending	06/17	\$250	1%	Yes
	Cash/Kind	C/PP	MM/YY		%	Yes/No
	Cash/Kind	C/PP	MM/YY		%	Yes/No
	Cash/Kind	C/PP	MM/YY		%	Yes/No
	Cash/Kind	C/PP	MM/YY		%	Yes/No
	Cash/Kind	C/PP	MM/YY		%	Yes/No
<b>Total leveraged from other sources</b>				<b>\$16,738</b>	<b>25%</b>	

Attach additional forms as necessary

## **Attachment B**

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

### **All projects must include:**

- Proof of 501(c)3 status from the IRS
- Financial statements, including cash flow statment
- Non-profit Corporation Update (2013) or equivalent
- Preliminary Rendering and Site Plan (if applicable)
- DUNS number and Standard Form 424 (SF-424)
- Active registration in SAM
- Most recent audit by an independent certified public accountant
- Monitoring report by HUD or other federal or state funding entity, including any responses if there were findings noted in the report
- Project Application in e-Snaps (If available)

## Attachment C

### HUD General Section Certificates

The agency certifies to the Grand Rapids Area Coalition to End Homelessness that it and its principals are in compliance with the following requirements as indicated by checking the box.

- Fair Housing and Equal Opportunity*. See CFR 578.93 for specific requirements related to Fair Housing and Equal Opportunity.
- Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity*. See the Federal Register dated February 1, 2012, Docket No. FR 5359-F-02 and Section VI.B.2. of the General Section.
- Debarment and Suspension*. See Section III.C.4.c. of the FY 2015 General Section. Additionally, it is the responsibility of the recipient to ensure that all subrecipients are not debarred or suspended. (24 CFR 578.23((3)(c)(4)(v).d. Delinquent Federal Debts. See Section III.C.4.a. of the FY 2013 General Section.
- Compliance with Fair Housing and Civil Rights*. See Section III.C.3.a. of the FY 2015 General Section.
- Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency (LEP)*. See Section III.C.3.d. of the FY 2015 General Section.
- Economic Opportunities for Low- and Very Low-income Persons (Section 3)*. See Section III.C.3.c. of the FY 2015 General Section.
- Real Property Acquisition and Relocation*. See Section VI.B.4. of the FY 2015 General Section.
- Conducting Business in Accordance with Core Values and Ethical Standards/Code of Conduct*. See Section III.C.3.f. of the FY 2015 General Section.
- Prohibition Against Lobbying Activities*. See Section III.C.3.h. of the FY 2015 General Section.
- Participation in HUD-Sponsored Program Evaluation*. See Section VI.B.6. of the FY 2015 General Section.
- Environmental Requirements*. Notwithstanding provisions at 24 CFR 578.31 and 24 CFR 578.99(a) of the CoC Program interim rule, and in accordance with Section 100261(3) of MAP-21 (Pub. L. 112-141, 126 Stat. 405), activities under this NOFA are subject to environmental review by a responsible entity under HUD regulations at 24 CFR part 58.
- Drug-Free Workplace*. See Section VI.B.9. of the FY 2015 General Section. n. Safeguarding Resident/Client Files. See Section VI.B.10 of the FY 2015 General Section.
- Compliance with the Federal Funding Accountability and Transparency Act of 2006 (Pub. L. 209-282) (Transparency Act), as amended*. See Section VI.B.11. of the FY 2015 General Section.
- Lead-Based Paint Requirements*. For housing constructed before 1978 (with certain statutory and regulatory exceptions), CoC Program recipients must comply with the requirements of the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4801, et seq.), as amended by the Residential Lead-Based

*Paint Hazard Reduction Act of 1992* (42 U.S.C. 4851, et seq.); and implementing regulations of HUD, at 24 CFR part 35; the Environmental Protection Agency (EPA) at 40 CFR part 745, or State/Tribal lead rules implemented under EPA authorization; and the Occupational Safety and Health Administration at 29 CFR 1926.62 and 29 CFR 1910.1025.

Attestation that all attachments as required by HUD are uploaded in *e-snaps*. See Notice of Funding Availability for the 2015 Continuum of Care Program Competition FR-5900-N-25; Section VI. C. 2.

This list is not exhaustive of all HUD requirements. Applicants are encouraged to review the 2015 General Section, found at:

[http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/administration/grants/fundsavail/2015gensec](http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/fundsavail/2015gensec) to ensure eligibility.

Agency: **The Salvation Army**

Acknowledged By: **Betty Zylstra**

Title: Executive Director

Date: 8/1/2016

## Addendum 1

### NOTICES FOR FUTURE FUNDING YEARS

Reports are not yet available in HMIS on the measure below. In future competitions, projects will be expected to provide information on the measure.

#### Do not answer the questions below.

##### Measure 1- Extent to Which Persons Exiting Program Return to Homelessness

The percentage of persons who exit project to a Permanent Housing Destination and return to homelessness within 6 to 12 Months

METRICS	A: The return of a person to ES, SH and TH projects after exiting to a permanent housing destination.	B: The return of a person to ES, SH, TH and PH projects after exiting to a permanent housing destination.
CLIENT UNIVERSE	All persons who exited (i.e. system leavers) from project to a permanent housing destination <u>during the previous reporting period.</u>	

The percentage of persons who exit project to a Permanent Housing Destination and return to homelessness within 2 years.

METRICS	A: The return of a person to ES, SH, and TH projects after exiting to a permanent housing destination.	B: The return of a person to ES, SH, TH, and PH projects after exiting to a permanent housing destination.
CLIENT UNIVERSE	All persons who exited (i.e. system leavers) from project to a permanent housing destination <u>during the fiscal year two years prior to the current reporting period.</u>  NOTE: (e.g., if the current reporting period is FY 2015 then look back to persons who exited to permanent housing destinations in FY 2013.)	

Also note that the Funding Review Committee recommends the shift to a consistent calendar year report across all projects in future competitions.