



**2017 COC PROGRAM COMPETITION
NEW AND RENEWAL PROJECTS
INFRASTRUCTURE PROJECT APPLICATION**

AGENCY PROFILE	
Legal Name of Agency	The Salvation Army
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

Check one:

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

Check one:

- New Project Application from Reallocated Funds
- Renewal 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:	9/25/2017

All projects must include as attachments:

- Proof of 501(c)3 status from the IRS
- Financial statements, including cash flow statement
- Non-profit Corporation Update (2013) or equivalent
- 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)
- Preliminary Rendering and Site Plan (if applicable)

INFRASTRUCTURE FUNDING PROJECT APPLICATION

See scorecard for scoring criteria in each question.

PROJECT OVERVIEW

- 1.a. Renewal Projects: Provide a narrative describing how the project's performance met the 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 originally funded), the project's performance in assisting program participants to achieve and maintain independent living, and record of success.

As informed by the federal strategic plan to prevent and end homelessness (Opening Doors), the critical and primary function of the Coordinated Entry system is to ensure equal 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 as quickly as possible. A comprehensive, standardized 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 and longest period of homelessness, which includes placement within the community's priority list as appropriate. These actions support the community's goal to make homelessness rare, brief, and one time by strategically connecting interventions to households based on need, eligibility, and choice – all provided through a Housing First and strengths-based approach. The Salvation Army's Housing Assessment Program (HAP) functions as the CoC's Coordinated Entry. 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. In order to provide safe and expert service to unaccompanied minors and those experiencing active domestic violence, HAP ensures these participants are quickly referred to community youth and domestic violence providers for specific supports. Minors continue services through these providers while domestic violence survivors are reconnected with HAP once domestic violence service providers can effectively assess for immediate safety from violence from an intimate partner. Additionally, HAP coordinates with multiple systems and agencies to ensure households in a housing crisis are assessed and matched with appropriate housing resources and/or safety planning. HAP leverages existing connections and collaborations with mainstream services (i.e. Department of Health and Human Services, Community Mental Health) to assist participants in accessing additional resources that could contribute to improved housing stability. HAP is a member of the CoC, which has over 60 member agencies, of which there are over 20 programs that are utilized by Coordinated Entry for referrals. Through a process of continuous quality improvement, HAP receives support, guidance, and policy oversight for Coordinated Entry processes through the Coordinated Assessment subcommittee of the CoC. 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 ESG, HUD CoC, and non-HUD funded programs to ensure coordination among all available resources.

1.b. New Projects: Provide a narrative describing the project generally and what plans and goals will be set for the project (including target populations that fit within the Coalition’s current strategic plan)

N/A

2. Has the project had any significant changes since the last funding approval?

No if “yes” complete the chart below to indicate the change.

Check change type		Previous	New
<input type="checkbox"/>	Decrease 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 outcome reported to HUD for this project and describe the project’s progress in reaching those outcomes.

HUD has not identified any outcomes or performance measures for SSO funded Coordinated Entry project types.

However, The Salvation Army 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 FY2015, HAP completed 10,185 contacts with households in a housing crisis, resulting in 3,988 assessments for Literally Homeless households (2,134 households with children, 1,854 households without children). Based on housing resources made

available by community housing providers to Coordinated Entry, 989 referrals were made for permanent housing (659 for Rapid Rehousing, 22 for Permanent Supportive Housing, 2 for Transitional Housing, 245 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.

The goal of continuous quality improvement is to ensure that as newly identified needs, gaps, and best practices come to light, all are considered against the existing process for improvement and effective implementation of crafted solutions. In 2017, HAP incorporated the HUD's Equal Access in Housing notice to ensure equitable service delivery regardless of gender identify or sexual orientation. This enhancement generated further conversation about other training opportunities related to cultural competency and trauma-informed care. It is critical for any project to continuously evaluate its relationship to the community environment and the needs of community members. 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. This includes the Coordinated Entry Process Self-Assessment, published by HUD in January 2017. 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?

The Coordinated Entry Process Self-Assessment, published by HUD in January 2017, states the requirements, recommendations, and optional items for consideration in the implementation of each CoC Coordinated Entry Process. HAP leadership has carefully reviewed this information to ensure HAP is fulfilling the requirements at a minimum and striving for the recommended and optional actions as it best fits identified local need. HAP ensures that the local process is compliant in the areas of access, assessment, prioritization, referral, and data management. HAP will continue to work with the Coordinated Assessment Subcommittee and CoC staff to reviewed and update all related items as needed. 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 (How will for new project applications) the project’s progress toward outcomes support the efforts of permanent housing projects throughout the CoC?

Coordinated Entry is a necessary and required component of the local homeless crisis response system. As shared in the HUD Notice for Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System (January 2017), the primary goal of Coordinated Entry is to create a process that is to “increase the efficiency of local crisis response systems and improve fairness and ease of access to resources, including mainstream resources” (p. 2). For this process to be effective, it is important that the CoC continue to lead and support our system response through Coordinated Entry. The CoC’s Coordinated Assessment Subcommittee has developed and implemented policies and procedures which detail the Coordinated Entry process for Kent County, including the roles of HAP, 211, outreach agencies, and service providers. HAP is a member of the Coordinated Assessment Subcommittee and ensures alignment with these policies through its role, working with ESG, HUD CoC, and non-HUD funded agencies to ensure that all housing resources are coordinated for referral. HAP utilizes the VI-SPDAT to determine household need and makes referrals to housing service providers based on a standardized prioritization process that considers program eligibility, availability, and participant choice. In the Coordinated Entry role, HAP maintains a priority list for literally homeless individuals and families that assists in connecting the most vulnerable to housing resources. This firmly moves service delivery away from a first-come/first-served approach. HAP enters all participant data into HMIS, including HMIS-based referrals to partnering service providers. 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.

Efficient Use of Funding

7. Expenditure of Funds: Use last completed HUD FY. 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 (answer b. divided by a. multiplied by 100)	100%

HUD Monitoring

8. a. Does the recipient have any HUD monitoring findings for any the agency’s projects? **No**
 If yes, explain below in detail for the Funding Review Panel. Include details on the nature of the finding, along with the resolutions 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, 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.

Financial Information

PROJECT BUDGET

Activity	Requested Funds	Other Funding	Total Project Cost
Acquisition			
New Construction			
Rehabilitation			
Leasing			
Rental Assistance			
Supportive Services	192,108	57,122	240,730
Operating Costs			
HMIS	25,500		25,500
Project Administration (limited to 7%)	10,880		
Total Project Cost	228,488	57,122	285,610

Complete Match and Leveraging worksheet, Attachment A.

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.

Match must be at least 25% of total funding requested.

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 United Way funds	Cash	Committed	06/18	57,122	25%	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
	Cash/Kind	C/PP	MM/YY		%	Yes/No
	Cash/Kind	C/PP	MM/YY		%.	Yes/No
Total leveraged from other sources				57,122	25%	

Attach additional forms as necessary

Attachment B

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 to ensure eligibility.

Agency: [REDACTED] The Salvation Army

Acknowledged By: [REDACTED] Betty Zylstra

Title: Executive Director

Date: 8/7/2017