



**FY19 HUD COC PROGRAM COMPETITION
NEW, RENEWAL, AND DOMESTIC VIOLENCE BONUS
INFRASTRUCTURE PROJECT APPLICATION**

AGENCY PROFILE	
Legal Name of Agency	The Salvation Army
Project Name	Coordinated Entry
Contact Person	Pilar Meyer-Dunning
Title	Director, Kent County Social Services
Address	12215 Fulton St East, Grand Rapids, MI 49503
Email	pilar.dunning@usc.salvationarmy.org
Phone	616-459-9468

Check one:

- Coordinated Entry/Coordinated Assessment System - Supportive Services Only
- Homeless Management Information System (*may only be completed by HMIS Lead*)

Check one:

- New Project Application from Reallocated Funds
- Renewal Application
- Domestic Violence Bonus Project (only for Coordinated Entry/Coordinated Assessment project)

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: Pilar Meyer-Dunning	Title: Director
Date of Board/Local Planning Body Authorization:	
Date of Anticipated Board/Local Planning Body Authorization:	9/10/2019

All projects must include as attachments (please number each attachment as follows):

- #1: Proof of 501(c)3 status from the IRS
- #2: Financial statements, including cash flow statement
- #3: Non-profit Corporation Update (2013) or equivalent
- #4: DUNS number and Standard Form 424 (SF-424)
- #5: Active registration in SAM
- #6: Most recent audit by an independent certified public accountant
- #7: Monitoring report by HUD or other federal or state funding entity, including any responses if there were findings noted in the report
- #8: Documentation of all match
- #9 Project Application in e-Snaps
- #10 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: 1) how the project's performance met the plans and goals established in the current project's application (as specified and/or allowed by the Notice of Funding Availability [NOFA] under which the project was originally funded); 2) the project's performance in assisting communities to bring an effective end to homelessness; 3) the project's record of success. *(1,000 word limit)*

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. The project was expanded last year to include increasing the accessibility of Coordinated Entry for Special Populations experiencing homelessness. The special populations included are Veterans, members of the LGBTQ community, Chronically Homeless, Youth and survivors fleeing Domestic Violence and/or Human Trafficking. 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.

- 1.b. New Projects: Provide a narrative describing the project generally, the geographic coverage of the projects, and what plans and goals will be set for the project to assist communities in bringing an effective end to homelessness (including targeted outcomes that fit within the CoC's current Strategic Plan). *(1,000 word limit)*

[Click here to enter text.](#)

2. Has the project had any significant changes since the last funding approval?
Yes/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 outcomes reported to HUD for this project and describe the project's progress in reaching those outcomes (For new/domestic violence bonus projects or renewing projects that have not yet completed a full year: share information from the last completed year of another HUD funded project or similarly designed project through this agency). (500 word limit)

Total persons served, 5230. Number of adults served, 3054. Number of children served, 2173.
Number of veterans served, 164.

4. Does the project have a continual quality improvement plan or process? If yes, describe. (500 word limit)

We recognize that the goal of continuous quality improvement is to ensure that as newly identified needs, gaps, barriers and best practices are identified, they are all considered against the existing process for improvement and effective implementation of crafted solutions. HAP continues to incorporate the HUD's Equal Access in Housing notice to ensure equitable service delivery regardless of gender identify or sexual orientation. This enhancement continues to generated further conversation about other training opportunities related to cultural competency and trauma-informed care. It is our belief that it is critical for any or our social service projects to be continuously evaluated against our relationship to the community environment and the needs of community members. 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. Additionally, HAP engages with multiple community partners and experts for populations within the broader homeless experience that have more specific and unique needs, including survivors of domestic violence. Through this project, HAP staff receives regular training support from domestic violence service providers to ensure that the process of Coordinated Entry effectively implements survivor-centered practices in the provision of housing and services, maximizing client choice and maintaining the safety and confidentiality of program participants. This is completed in an environment and with a process methodology that upholds the necessity of safety and accommodates the unique circumstances and needs of this population. Finally, a comprehensive evaluation of the Coordinated Entry System was completed by Cloudburst and the results were recently received. This evaluation consisted of interviews, extensive document review, focus groups and related activities to gather experiences and insights into current operations across the system, and to develop recommendations for systems improvement. Detailed vetting of these recommendations is in process.

5. How does the project ensure alignment in practices with both HUD and CoC priorities? *(500 word limit)*

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 completed an indepth review of 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 CoC and staff to review and update all related items as needed. It remains 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. HAP Staff and the Executive Director of Social Services 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 Executive 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 or Domestic Violence Bonus Project applications) the project's progress toward outcomes support the efforts of permanent housing projects throughout the CoC? *(500 word limit)*

[Click here to enter text.](#)

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”. For this process to be effective, it is important that the CoC continue to lead and support our system response through Coordinated Entry. HAP Leadership and staff work diligently to ensure alignment with HUD and local 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 staff 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 *(If the renewing project has not yet completed a full year, share information from the last completed year of another HUD funded project or similarly designed project through this agency)*

7. Expenditure of Funds: Use last completed HUD fiscal year.

a. Total amount awarded	\$276,089
b. Total amount spent	\$276,089
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 of the agency’s projects? **No**
 If yes, explain below in detail for the Funding Review Committee. 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 entity that finding or concern has been satisfied, and any other relevant documentation.

Organizational Capacity

9. Describe agency key staff positions and qualifications of individuals who will carry out the project (500 word limit):

Benson, Erin BA – Housing Resource Specialist
DeKryger, Arlene BA – Housing Resource Specialist
Downing, Emily BA – Housing Services Administrative Assistant
Furlong, Todd BA – Housing Resource Specialist Supervisor
Kok, Joseph BA – Intake Specialist
Koppenhofer, Celeste – HAP Receptionist
LaPorte, Catherine BA – Centralized Intake Supervisor
McDonald, Dawn BA – Intake Specialist
Meyer-Dunning, Pilar MSW – Director, Kent County Social Services
Pennington, Samantha BSW – Intake Specialist
Post, Patricia BA – Intake Specialist
Rogers, Destiny BA – Intake Specialist
Thompson, Quiana BA – Intake Specialist
Vanderlaan, Nicholas BA – Data Quality Coordinator
Wiersma, Melanie BA – Housing Resource Specialist
Wilkinson, Jessica BA – Eviction Prevention Specialist

10. Describe the agency's financial management system, including financial reporting, record keeping, accounting systems, payment procedures, procurement processes, and audit requirements (500 word limit):

In June 1993 the Financial Accounting Standards Board (FASB) issued two Statements of Financial Accounting Standards which significantly affect not-for-profit organizations. Statement No. 116 establishes standards of financial accounting and reporting for contributions received and contributions made. Statement No. 117 establishes standards for general purpose external financial statements provided by not-for-profit organizations and extends the application of generally accepted accounting principles (GAAP) to all not-for-profit organizations.

There are some accounting policies in The Salvation Army for which the accounting practices are not specifically addressed in FASB Statements No. 116 and No. 117, or for which slight modifications of these standards are authorized in these fiscal policies. Nevertheless, The Salvation Army recognizes that substantial compliance with current accounting standards is essential to fulfill its fiduciary obligations to the public. Therefore, these standards form the basis for financial reports issued for fiscal years beginning after December 15, 1994.

The Salvation Army's financial records are recorded using Shelby accounting system software.

Separation of duties is practiced within the Finance Department, so that no one person handles the complete transaction. This allows for safeguarding assets and data. All checks generated must bear two signatures.

Any equipment purchases over \$1,000 require Finance Board approval. All purchases require supervisor approval.

An external CPA firm conducts an annual audit including an A-133 audit. Fiscal year end is September 30. The audit firm arrives by November so to have the final audit report generated within six months following fiscal year end.

Financial Information

PROJECT BUDGET

Activity	Requested Funds	Other Funding	Total Project Cost
Acquisition			
New Construction			
Rehabilitation			
Leasing			
Rental Assistance			
Supportive Services	\$257,726	\$69,022	\$326,748
Operating Costs			
HMIS			
Project Administration (limited to 7%)	\$18,363		\$18,363
Total Project Cost	\$276,089		\$345,111

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. Documentation of match must be provided with the application.

Resource	Cash or In Kind	Committed or Planned/ Pending	Available (MM/YY)	Amount/ Value	% of Total Budget	Serves as CoC Program Match? (Y/N)
Heart of West Michigan United Way	Cash	Committed	06/20	\$69,022	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					%	

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 V.C.1.f. of the FY 2017 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 V.B.3. of the FY 2017 General Section.
- Compliance with Fair Housing and Civil Rights*. See Section V.C.1.a. of the FY 2017 General Section.
- Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency (LEP)*. See Section V.C.1.d. of the FY 2017 General Section.
- Economic Opportunities for Low- and Very Low-income Persons (Section 3)*. See Section V.C.1.c. of the FY 2017 General Section.
- Conducting Business in Accordance with Core Values and Ethical Standards/Code of Conduct*. See Section V.C.15. of the FY 2017 General Section.
- Prohibition Against Lobbying Activities*. See Section V.C.15. of the FY 2017 General Section.
- HUD Habitability Standards inspections* on all units, at a minimum.
- Participation in HUD-Sponsored Program Evaluation*. See Section V.C.5. of the FY 2017 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 V.C.11 of the FY 2017 General Section.
- Compliance with the Federal Funding Accountability and Transparency Act of 2006 (Pub. L. 209-282) (Transparency Act), as amended*. See Section V.C.13. of the FY 2017 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.

Violence Against Women Reauthorization Act of 2013: Implementation in HUD Housing Programs (24 CFR Parts 5, 91, 92, 93, 200, 247, 547, 576, 880, 882, 883, 884, 886, 891, 905, 960, 966, 982, and 983).

Attestation that all attachments as required by HUD are uploaded in *e-snaps*. See Notice of Funding Availability for the 2018 Continuum of Care Program Competition FR-6200-N-25.

This list is not exhaustive of all HUD requirements. Applicants are encouraged to review the 2018 General Section, found at: https://www.hud.gov/program_offices/spm/gmomgmt/grantsinfo/fundingopps to ensure eligibility.

Agency: The Salvation Army

Acknowledged By: Pilar Meyer-Dunning

Title: Director, Kent County Social Services

Date: 8/23/2019