



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	Housing Assessment Program
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)*

The Salvation Army's Housing Assessment Program (HAP) serves 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. 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. HAP collects and tracks all related information in HMIS and provides the community with regular information regarding trends and gaps within the system. 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. HAP was key in bringing the number of homeless Veterans to "Functional Zero" as these referrals were vetted through HAP and then connected to the resources available to them. HAP staff have worked diligently to decrease call wait times, and recently increased both phone and walk in hours to better accommodate the needs of the community members we serve. Our Outreach teams have broadened their reach to include collaborative relationships with local law enforcement and the medical establishments to streamline processes and resources, as well as identify potential encampments where individuals may be able to be reached.

- 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)*

N/A

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)*

While HUD has not identified any outcomes or performance measures for SSO funded Coordinated Entry project types, 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. During Quarter 2 of this reporting period: 3,735 Total calls 254 Households 735 Households referred for a literal assessment (reported being literally homeless) 371 Singles/Families added to the Housing Priority List 40 high-vulnerable families and singles 171 low vulnerable families 160 low vulnerable singles 140 referrals sent for RRH/PSH

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

The Salvation Army recognizes that the goal of continuous quality improvement is to ensure that, as newly identified needs, gaps, and best practices come to light, they all are considered against the existing process for improvement and effective implementation of crafted solutions. HAP continues

to incorporate HUD's Equal Access in Housing practices, as directed in the 2017 notice, to ensure equitable service delivery regardless of gender identify or sexual orientation. This enhancement continues to generate further conversation about 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 maintains 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? *(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 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 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)*

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. For domestic violence service providers, certain programs utilize HMIS but several programs do not. In order to ensure effective matching to housing resources and equitable access for participants of these services, HAP management staff maintains quarterly meetings with domestic violence service partners to review any referral process challenges and to update one another on agency changes or other identified needs.

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	\$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 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	\$192,108	\$57,122	\$249,230
Operating Costs			
HMIS	\$25,500		\$25,500
Project Administration (limited to 7%)	\$10,880		\$10,880
Total Project Cost	\$228,488		\$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. 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	\$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					%	

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