



**FY2021 HUD COC PROGRAM COMPETITION  
NEW/BONUS PROJECT APPLICATION – PSH/RRH/TH-RRH ONLY**

AGENCY PROFILE	
Legal Name of Agency	Safe Haven Ministries
Project Name	Comprehensive Housing and Supportive Services for Victims of Domestic Violence
Contact Person	Rachel VerWys
Title	Executive Director
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Check one:

- Permanent Supportive Housing for Chronically Homeless
- Rapid Re-Housing
- Joint Transitional Housing /RapidRe-Housing

Check one:

- General Bonus Project
- Domestic Violence Bonus Project
- Transition
- Expansion (must complete Renewal Project Application in addition)

*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: Rachel VerWys	Title: Executive Director
Date of Board/Local Planning Body Authorization:	10/11/2021
Date of Anticipated Board/Local Planning Body Authorization:	

### **ELIGIBILITY THRESHOLDS**

Basic HUD Eligibility Thresholds must be satisfied before the CoC may consider a new or bonus project application for funding.

1. Please indicate by checking the boxes if the agency has any of the following:

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

Yes  No If yes, please explain:

b. Debarments and/or Suspensions- In accordance with 2 CFR 2424, no award of federal funds may be made to debarred or suspended applicants, or those proposed to be debarred or suspended from doing business with the federal government;

Yes  No If yes, please explain:

c. Unresolved monitoring findings or outstanding (agency or HUD) audit findings;  Yes  No If yes, please explain:

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

Yes  No If yes, please explain:

e. Evidence of untimely expenditures on prior award;

Yes  No If yes, please explain:

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

Yes  No If yes, please explain:

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

Yes  No If yes, please explain:

h. 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:

2. Does applicant have a financial management system that meets federal standards as described at 2 CFR 200.302?

Yes  No Please describe:

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

Yes  No

4. Does the agency obtain an annual audit by an independent certified public accountant?  Yes  No

HUD in the past three (3) years?

5. Has your organization been monitored by  Yes  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.

In accordance with 24 CFR 578.23 (b)(8), a monitoring review of HUD-funded PACT program was conducted by Community Rebuilders on May 24, 2021. The purpose of this visit was to review financial management, file review samples, program management and overall progress with grant requirements related to grant MI0616D50F061900.

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

Yes  No

**All projects must include as attachments (please submit each document as a separate attachment numbered 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 - email out to help desk to register as an agency

#10 Preliminary Rendering and Site Plan (if applicable)

**PROJECT QUALITY THRESHOLD**

**For Permanent Supportive Housing and Rapid Re-Housing Projects**

New permanent housing projects must receive at least 3 out of the 4 points available for this project type to be considered.

<b><u>Criteria</u></b>	<b><u>Does the proposed project meet these criteria?</u></b>
The type of housing proposed, including the number and configuration of units, will fit the needs of the program participants (e.g., two or more bedrooms for families).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The type of supportive services that will be offered to program participants will ensure successful retention in or help to obtain permanent housing, including all supportive services regardless of funding source.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The proposed project has a specific plan for ensuring program participants will be individually assisted to obtain the benefits of mainstream health, social, and employment programs for which they are eligible to apply meets the needs of program participants (e.g., Medicare, Medicaid, SSI, Food Stamps, local Workforce office, early childhood education).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Program participants are assisted to obtain and remain in permanent housing in a manner that fits their needs (e.g., provides the participant with some type of transportation to access needed services, safety planning, case management, additional assistance to ensure retention of permanent housing).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**For Joint Transitional Housing and Rapid Re-Housing Projects**

New Joint TH and PH-RRH component project applications must receive at least 4 out of 6 points available for this project type to be considered.

<b><u>Criteria</u></b>	<b><u>Does the proposed project meet these criteria?</u></b>
The type of housing proposed, including the number and configuration of units, will fit the needs of the program participants (e.g., two or more bedrooms for families).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

The proposed project will provide enough rapid rehousing assistance to ensure that at any given time a program participant may move from transitional housing to permanent housing. This may be demonstrated by identifying a budget that has twice as many resources for the rapid rehousing portion of the project than the TH portion, by having twice as many PH-RRH units at a point in time as TH units, or by demonstrating that the budget and units are appropriate for the population being served by the project.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The type of supportive services that will be offered to program participants will ensure successful retention in or help to obtain permanent housing, including all supportive services regardless of funding source.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The proposed project has a specific plan for ensuring program participants will be individually assisted to obtain the benefits of mainstream health, social, and employment programs for which they are eligible to apply meets the needs of program participants (e.g., Medicare, Medicaid, SSI, Food Stamps, local Workforce office, early childhood education).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Program participants are assisted to obtain and remain in permanent housing in a manner that fits their needs (e.g., provides the participant with some type of transportation to access needed services, safety planning, case management, additional assistance to ensure retention of permanent housing).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The project adheres to a housing first model as defined in Section III.B.2.o of this NOFO.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## NEW AND BONUS PROJECT APPLICATION – PSH/RRH/TH-RRH ONLY

*See scorecard for scoring criteria in each question.*

### **I. PROJECT OVERVIEW**

Please check the proposed focus population from the options below.

Chronically homeless	<input type="checkbox"/>	Families	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	Youth (18-24)	<input type="checkbox"/>
Domestic Violence	<input checked="" type="checkbox"/>		

Scope of Proposed Project		Proposed Households Served	
Total units	20	Households with at least one adult and one child	15

Total beds	49	Adult households without children	9
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1.a. Provide a description that addresses the entire scope of the proposed project. (Include focus population(s), the plan for addressing identified needs/issues of the identified focus population, projected outcomes, and how the project type, scale and location of housing and support services fit the needs of the identified focus population.)

Safe Haven Ministries in collaboration with AYA are applying for the TH and PH-RRH Joint Component DV Bonus Funding, with Safe Haven as the lead agency and AYA as a sub-recipient. This expansive proposal will create new transitional housing options for survivors of domestic violence, dating violence, trafficking and stalking who lack the resources to maintain permanent housing when fleeing abuse. Target populations include both young adult/youth and adult survivors (singles and families) of domestic violence, trafficking and stalking. For purposes of this proposal, youth are defined as individuals ages 18-24. Persons experiencing domestic violence, particularly women and children with limited economic resources, are at increased vulnerability to homelessness (*Domestic Violence and Homelessness*, HUD Exchange, 2020). Survivors without a safe place to stay and those lacking financial resources and support networks to obtain housing on their own shall be prioritized for this project.

In the time period between July 1, 2020 and June 30, 2021, Safe Haven Ministries received 2,029 crisis contacts and AYA received 5,072 requests for services. These contacts were made through the 24/7 phone hotline, walk-ins, texting and web chat features. Safe Haven’s residential client survey feedback also indicates that upon exiting shelter, housing resources continue to be the primary identified need of support.

This partnership combines Safe Haven’s 30-year expertise assisting domestic violence, dating violence and stalking survivors with the support from AYA to help individuals and families access permanent housing through a Housing First Approach. Safe Haven brings experience in providing emergency shelter, transitional housing, trauma-informed case management, advocacy, and community referrals to serve the needs of those experiencing domestic violence.

Project participants may use one or both of the program components--TH and PH-RRH, emphasizing a “no wrong door approach” modeled after a successful Coordinated Entry program that exists in Saginaw County. Utilizing this model is integral as survivors are often seeking safety first (through a domestic violence crisis line) and as a result, experience homelessness as they attempt to flee an abusive relationship. Using a “no wrong door approach,” survivors can gain access to Safe Haven and AYA housing support services through the following access points: HAP’s centralized intake; 2-1-1; shelter; housing providers; community partner agencies; street outreach programs; or any 24/7 domestic violence crisis service (i.e. hotline, walk-ins, text, etc.).

The TH component of this project will provide 8 safe units for survivors to immediately access when the need is identified. The transitional housing program may be utilized for up to 24 months. At the completion of this program, survivors may either transition into housing of their own or utilize the rapid rehousing component of this project for any remaining time of the 24-month time limit. Six of the eight transitional housing units will be designated for youth ages 18-24. The remaining two units will be open to individuals and families. Safe Haven will oversee both agency’s comprehensive supportive services. These services will be available throughout their entire program involvement, and indefinitely afterwards, based on the survivor’s wishes. This can include, but is not limited to: domestic violence education and mobile

case management; legal advocacy; crisis support and safety planning; domestic violence support groups for adults and children; vital document recovery; assistance in applying for a range of government-funded supportive services; and resource connection for services such as credit repair, job coaching, healthcare and mental health services, etc. This approach will allow for longer supportive housing and comprehensive support services for domestic violence victims, an approach that is needed when working with survivors with complex needs.

The PH-RRH component will support at least 16 households annually. This project allows for short- or medium-term financial assistance with rent and comprehensive support services (as defined above).

A domestic violence survivor will have multiple access points to the services delivered through this project, as defined above. Through training and technical assistance, Safe Haven will also work with CoC member organizations to increase their skills to provide effective, trauma-informed warm referrals to domestic violence services. Both Safe Haven and AYA currently hold leadership positions on the CoC Steering Committee. Safe Haven actively participates in the Coordinate Entry Committee, the Family Functional Zero Committee (including the Housing Stability and Supportive Services Workgroup, Temporary Housing Workgroup, and the Domestic Violence Workgroup). AYA co-leads the Youth Functional Zero Committee, co-chairs the CoC Youth Committee and is the Vice-Chair of the Executive Committee. AYA also leads the Youth Advisory Board for the community. Collectively, these committees and workgroups are tasked with following the USICH benchmarks for ensuring homelessness is rare, brief, and non-recurring.

An additional critical component of this project will be collaborating with HAP on criteria to integrate and streamline survivor access to services and resources they need so they have an immediate, trauma-informed, and safe response to their housing crisis. This collaboration will improve overall system performance, improve the safety and housing outcomes of survivors, and advance the policy priorities identified by HUD to end homelessness. The current database used by Safe Haven and domestic violence organizations across the nation is not HUD-compliant. This proposal addresses this through the acquisition of a new database that complies with HUD reporting requirements. Additionally, Safe Haven is also proposing the management of domestic violence specific By-Name-List. The need for this stems from federal services confidentiality provisions (28 CFR 94.115; 34 USC §12291(b)(2); 28 CFR 90.4(b); 42 USC § 10406(c)(5)) that restricts domestic violence provider's ability to enter any identifiable client data into HMIS or onto the existing By-Name-List. Pursuant of these federal statutes, general release of information that are not specific, time limited and revocable are not allowed. To address this gap Safe Haven proposes that its Director of Housing Services and the YWCA's Director of Domestic Violence Crisis Services will cross reference the general By-Name-List with their respective Domestic Violence By-Name-List and report back to HAP's centralized intake non-identifiable aggregate data on individuals that are not duplicated on the Domestic Violence list.

*1.b.* Describe the plan to assist participants in securing and maintaining permanent housing that is safe, affordable, accessible, and acceptable to their needs (e.g., provides the participant with some type of transportation to access needed services, safety planning, case management, additional assistance to ensure retention of permanent housing).

Building on Safe Haven's success as a subrecipient in the last round of DV Bonus Funding (HUD-funded PACT project), this new project will utilize the Housing First model, prioritizing housing to people experiencing homelessness and domestic violence, to end homelessness. Our collective approach is person-centered and ensures client choice in housing selections, offering supportive solutions that meet self-determined goals, and connection to a vast array of community resources to help ensure retention of permanent housing. This project will have a low barrier intake process and accept domestic violence survivors with a variety of barriers to housing stability including substance abuse, criminal histories, and zero income.

This project will encourage a “no wrong door approach” to Coordinated Entry, recognizing that survivors may contact a variety of potential entry points that include, but are not limited to, a DV agency, 211, AYA or HAP as an initial access point to receive housing resources. When a client is referred to a Safe Haven Housing Advocate, the Housing Advocate will complete a needs assessment to identify specific housing needs. The needs assessment will include a review of past housing history, past strengths and barriers to housing. The participant and Housing Advocate will develop goals that include an individualized housing plan to assist in securing stable housing in the private housing market of their choice. An action plan will be developed that includes key assessment questions around reliable transportation to access needed services, safety planning, case management, and additional assistance to ensure economic stability. Clients who identify the need for transportation will be provided with WAVE cards to utilize public transportation. When public transportation is not a safe option, the housing advocate will have access to the agency vehicle to provide transportation as needed. Clients will be connected to community partners such as Home Repair Services and Inner City Christian Federation to support clients with financial literacy, basic banking, debt reduction, credit repair and budgeting. Financial resources are available to support survivors who demonstrate the need to ensure retention of permanent housing. Safety considerations of the participant will be a component across every stage of service delivery.

For youth served through AYA, Housing Advocates will meet weekly with all participating youth, unless youth do not want services, completing an Engagement Form during each meaningful interaction that tracks action steps taken, milestones achieved and barriers experienced. In addition, a more detailed Housing Stabilization Plan is completed with each youth on a quarterly basis to discuss their broader goals and support needs in order to achieve permanent housing. Housing Advocates work alongside young people in their permanent housing identification and lease up process. Advocates and young people identify barriers to housing (application fees, location, etc.) and use available resources to reduce those barriers. Additionally, employment is a vital component to maintaining stable housing, advocates and youth work in tandem to access resources and opportunities for youth employment.

*1.c.* Describe how participants will be assisted to obtain the benefits of mainstream health, social, and employment programs for which they are eligible to apply to maximize their ability to live independently.

Households in this project will be provided with a domestic violence housing advocate and encouraged to meet weekly. Together, advocates and survivors create a survivor-driven individualized service plan, which includes goals and action steps to overcome barriers that survivors face in obtaining and remaining in permanent housing. Advocates receive extensive training in domestic violence best practices and provide trauma informed and survivor centered advocacy. When participants identify the need for domestic violence supportive services, Safe Haven housing advocates have the ability to provide the range of services described in 1A.

Around the areas of health, employment and social connections, Safe Haven and AYA maintain trusted relationships with partners such as MDHHS for benefits such as Medicaid, food and cash assistance, childcare and employment services. Safe Haven provides transportation and resource connection for survivors to access other agencies such as Goodwill Industries of West Michigan and Michigan Works. Goodwill Industries and Michigan Works offer a range of employment services including job/interviewing training, employment training programs, access to computers and resume building classes. Mercantile Bank is engaged to increase participant financial literacy in both English and Spanish, related to budgeting, understanding the basics of banking and how to build and repair credit. ICCF stands ready to support clients



with financial literacy, basic banking, debt reduction, credit repair and budgeting. The range of supportive employment and financial supports helps survivors to be better positioned to enter the job market.

Survivors of domestic violence and children who witness abuse may need additional supportive health and social resources. Safe Haven and AYA both have the expertise to provide resource connections to address each survivor's unique barriers to success. Pine Rest, Cherry Health, Primary Care Providers, Network 180, Arbor Circle and Bethany Christian Services are all trusted partners in this realm.

In addition, AYA's drop-in center is a hub for youth who may be distrustful of the "system" and are not typically connected to other community services. AYA's supportive housing program provides wraparound mentoring and case management to connect youth to mainstream resources for the long term. AYA programs focus on housing, education, employment, vital document recovery and transportation. AYA also provides culturally appropriate health and wellness activities: nurses station with partner agencies offering basic first aid, triage and dental care, access to therapy and wellness activities, and working to improve the social determinants of health.

2. Describe how the project aligns with the objectives and goals outlined in the [CoC Compass](#).

The proposed project aligns with the Coalition's mission to make homelessness rare, brief and non-recurring particularly for our neighbors experiencing homelessness coupled with domestic violence, stalking or human trafficking. This proposal increases our community leadership to build capacity in our homeless response and service systems through cross sector engagement, collaborative planning, education and equity focused solutions.

This project has the potential to improve our community's capacity to further integrate trauma-informed, safe and immediate response to the housing crisis for survivors of domestic violence. A Thriving Coalition builds intentional collaboration and this DV bonus project opportunity would leverage the 30 years of experience Safe Haven Ministries has in providing excellent comprehensive domestic violence support and safe shelter. The effectiveness of services and programs will be enhanced as SHM brings expertise which informs the broader community partners to identify gaps in our system that negatively affect the safety and housing outcomes of neighbors with domestic violence, stalking and human trafficking experiences. An empowerment and strengths-based approach guides SHM service delivery, so that resource allocation and safety plans are led by survivors.

Another key alignment component is our data-driven approach to understanding effectiveness; our qualitative and quantitative surveys of survivors brings important information and feedback to the work. Local data showing inequity for survivors of domestic violence informs our work. SHM work seeks to use a lens of equity to assess access and services for survivors, and already leads intentional prevention work like our Gender Equity Reading Initiative with the community.

SHM is also a member of multiple local and state coalitions which assess systems gaps and assets like the Kent County Domestic Violence Community Coordinated Response Team (DVCCRT). This multi-sector team recognizes the need for a collective response. "Success is defined through a team approach that includes members from the community working together to address this epidemic. The DVCCRT creates a space that allows for open discussion of difficult cases, problem solving to better serve victims, discussion of more effective and accountable services for perpetrators, collaboration among agencies, creation of sub-committees to address particular concerns, and discussion of ideas on how to increase awareness of domestic violence and its devastating effects on our community." Further, the goal of CoC is "being a vehicle for change" through advocacy, and this proposal would integrate a community-led systems approach that the DVCCRT leads with the Coalition's goals.

SHM and AYA is highly invested in the collaborative success of the CoC, demonstrating this by the investment of multiple SHM and AYA staff involvement, as outlined above.

## **II. EXPERIENCE**

3. Describe the experience of the applicant and sub-applicants in working with the proposed focus population and in providing housing similar to that proposed in the application.

Safe Haven Ministries has been working in the field of domestic violence for 30 years, utilizing best practices for trauma-informed care and case management. As part of our work, we have provided housing advocacy for survivors as a core component of our work. We understand that survivors of domestic violence specifically have unique safety and trauma related needs that must be addressed through safe and survivor centered housing advocacy. For the past year, Safe Haven has been a subrecipient of HUD funding through Community Rebuilder's PACT program. During this time, we placed 9 families in rapid or transitional housing through the HUD program model meeting program goals. During this time, our full-time Housing Resource Specialist (hired under the first project) has built trusted relationships with local property owners and landlords, cultivating relationships to ensure that rental options are available to survivors. Safe Haven has also been actively working with landlords to dispel myths around domestic violence, ensuring that rent will be paid on time and that housing units will not experience violence as a result of placing a DV survivor there. During the PACT project, Community Rebuilders performed monitoring of our HUD-funded program with minimal corrections needed. Our findings report is attached.

AYA remains committed to building collaborative systems that will mitigate the long-term impacts of compounding trauma, improve overall health outcomes and promote long-term housing stability.

AYA has consistently served significant numbers of youth in West Michigan, over 1600, since 2012. This sustainable rate of growth has allowed us to expand our transitional and permanent supportive beds from 2 to 26 and step confidently into the goal of reaching 30 units by the end of our current fiscal year. Historically, the average length of stay in our housing program has been around 18 months. Of the 64 total youth served in our supportive housing program, over 90% have moved into stable housing of their own, some have even purchased or are building their own home. AYA, then 3:11 Youth Housing, developed the first youth transitional housing of its kind in West Michigan. By partnering with young people, and looking at evidence-based practices across the city, the AYA housing model was formed. The ongoing success of this model is directly tied to the implementation alongside young people, developing policies and processes that are both youth-centered and evidence-based.

AYA co-leads the CoC's Youth Committee and Youth Action Board in addition to serving on Executive and Steering along with various other committee and ad-hoc workgroups. Additionally, AYA was selected as the ongoing facilitator for the Youth Functional Zero committee and led the way in creating a multi-organizational release of information and developing standard operating procedures. Recently, AYA pursued and received new funding to add a Direct Cash Transfer fund for exceptionally challenging cases where there is no immediate housing resource available.

4. Describe the experience of the applicant and sub-applicants with utilizing a Housing First approach.

Access to housing is the central goal of this project, recognizing that housing greatly improves a person's quality of life and ends homelessness. This project will deliver services using a strengths based Domestic Violence Housing First approach. Utilizing best practices from the Washington State Coalition Against Domestic Violence, this project model is based on three critical components; 1) survivor driven, trauma informed, mobile advocacy, 2) flexible financial assistance, and 3) community resources. (WSCADV, 2020)

Survivor driven, trauma informed mobile advocacy is a strategy that Safe Haven uses to ensure proactive and

creative approaches to meeting survivors where they are safe and accessible. This includes advocates meeting clients in the community, assisting in the search for housing, providing transportation and connecting to other community resources for social supports. Community-based sessions, street outreach, and accompanying survivors to advocacy appointments in the community are all components of mobile advocacy.

Once housing support is put into place, supportive services and case management is focused on helping participants obtain other critical determinants for success, these might include flexible financial assistance (but not limited to) around transportation, health care, child care and other supports. Safe Haven understands and adheres to the Housing First philosophy that people need basic necessities like food and a place to live before attending to other needs. Using person-centered goals for 30-years, Safe Haven advocates empower participants and clients to select housing of their choice, in markets of their choice, to improve the quality of life.

AYA and SHM supportive housing programs have been utilizing a Housing First approach since its inception. Unlike many other transitional housing programs and shelters at the time, AYA and SHM has never mandated sobriety, employment, or other life domain successes as a precondition to entry. Instead, AYA and SHM understands that housing, safety and basic needs are essential before a person can attend to other areas of need, including employment, substance use, and more.

AYA and SHM has seen firsthand that client choice is essential, both to successful housing and service participation. By providing strengths/assets-based, diverse team of adults who start from a place of believing that youth have what it takes to reach their goals, young people are able to engage from where they are. We understand that “the stability that comes with a permanent home and access to needed services is not hindering [youth] progress. Quite the contrary, it is giving these youth a strong platform from which to climb higher to reach their full potential” (CSH & USICH, 2016). Any young person between the ages of 14 and 24 who self-identifies as unsafe/unstably housed or literally homeless is eligible to receive supportive services and utilize the drop-in center at AYA, requiring nothing more than age verification and a commitment to safe and inclusive behaviors.

#### 5. Describe the experience of the applicant and sub-applicants in utilizing federal funds.

Safe Haven Ministries has been successfully providing emergency safe shelter and coordinating housing services for survivors for 30 years. Safe Haven is focused on services to individuals and families experiencing domestic violence, dating violence, and stalking. In 2019, Safe Haven was awarded TH-RRH funding as a subrecipient to Community Rebuilders under the PACT program. Our Housing Resource Specialist successfully placed 9 families in TH-RRH housing in that project, actively managing a caseload of approximately 20 families at any given time. The PACT project was implemented quickly and effectively and the project review conducted by Community Rebuilders had no significant findings. In addition to HUD funding, Safe Haven has successfully managed additional federal funds on additional projects through MDHHS for the past three years. Currently, 29% of our organizational revenue (\$2.2 million) is comprised of federal funds, and additional 7% of funding is managed through donor restricted funds. Safe Haven has diverse funding streams to ensure financial stability and sustainability, managing our own 14-room emergency safe shelter that was completely paid for through a successful \$5.5 million capital campaign. As property owners ourselves, we have demonstrated the ability to manage all aspects of project administration, from planning through deliverables. We leverage volunteers and local matching funds each year, and have strong financial policies and procedures in place, utilizing GAAP standards. We are also subject to a yearly independent financial audit and have had no significant findings.

AYA has a solid history of administering programs due in part to its ability to leverage local, state and

federal funds. From 2016-2018, HQ (one of the organizations merging to form AYA) was a sub-recipient on the 14.267 HUD Bonus project led by Community Rebuilders and successfully completed each annual audit. Additionally, HQ led Kent County's HUD TA following the inaugural YHDP funding application and subsequent denial. AYA has successfully managed various COVID-19 and Cares Act dollars including Paycheck Protection Program and Kent County CARES funds in the amount of \$350,000. AYA is poised and ready to manage these funds, as described further in question 12.

6. Describe the process for the determination of the type, amount, and the duration of rental assistance for participants. Please describe whether and how the agency uses progressive engagement and a strengths-based approach in providing services.

Survivors of domestic violence who identify the need for alternative housing will be connected with Safe Haven Ministries to complete an initial lethality assessment to determine immediate safety concerns. While emergency safe shelter is not a component of this program, it will be explored if warranted. If Emergency Safe Shelter is not appropriate but the client identifies the need for alternative housing support, the client will be connected with a Housing Advocate to complete a housing assessment. During the housing assessment a determination of the type, amount and duration of rental assistance that is needed will be made. Fair market rental and leasing rates provided through HUD for Kent County have been used as a basis for this project. All survivors who are determined eligible for this project's TH or RRH will work with a Housing Advocate to create a Housing Stability Plan, driven by the client's strengths.

Safe Haven's Housing Advocate will utilize progressive engagement and a strengths-based approach to ensure that all survivors are connected to the appropriate resources to secure stable housing. Recognizing that each survivor has a unique and complex set of needs, supports are modified as additional (or fewer) needs are identified throughout case management. Based on a thorough assessment of survivor needs and on-going conversations around each person's case, prioritization of resources can be made to leverage the greatest amount of success and resources for all households engaged in this program.

Safe Haven and AYA understand that survivors are the experts of their own lives and that each person makes the best decisions they can with the options they see for themselves. We live into the core value of individual agency, by pushing beyond trauma-informed care towards models that promote healing and thriving, supporting individuals in identifying their goals and realizing their dreams.

### **III. PROJECT EFFECTIVENESS**

7. What would be the prioritization process for households referred to this project? How will it be determined who is most vulnerable and the best fit for any referrals to this project? Provide detail from policy established by the CoC.

Households referred to this project will be assessed for immediate risk at the time of their initial assessment. All survivors of intimate partner domestic violence and all survivors of trafficking will be prioritized for eligibility. The level of vulnerability and need will be determined by analyzing the information obtained from the initial assessment as well as an ongoing evaluation of risk during the time of participation in this project. Households having identified high lethality are prioritized for safe emergency shelter. Households fleeing or attempting to flee domestic violence and households experiencing homelessness due to the impact of domestic violence for TH and RRH. Policy established by the CoC regarding prioritization will be followed.

8. 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 No If no, explain:

9. Describe the plan for rapid implementation of the project, documenting how the project will be ready to begin housing the first participant. Provide a detailed schedule of proposed activities for 60 days, 120 days, and 180 days after grant award.

Days 1-60

- SH will establish a subrecipient contract with AYA.
- SH will develop a spend-down plan.
- SH will lease up households who identify RRH as their choice with PH-RRH units.
- AYA will lease up 2 households into TH (per client choice)
- SH Case Manager will develop Housing Stabilization Plans with all households in TH and single PH-RRH, providing ongoing stabilization services, connections to mainstream resources, and basic needs support.

Days 61- 120

- AYA + SH will lease up households who identify RRH as their choice with PH-RRH units.
- AYA will lease up 3 households into TH (per client choice)
- SH Case Manager will develop Housing Stabilization Plans with all households in TH and single PH-RRH, providing ongoing stabilization services, connections to mainstream resources, and basic needs support.
- SH Case Manager will develop permanent housing plans with all households who desire permanent housing as a result of this project.
- SH will convene regular project monitoring meetings to ensure success.

Days 121-180

- AYA will lease up 2 households into TH (per client choice) from the Youth Functional Zero by-name list.
- SH Case Manager will develop Housing Stabilization Plans with all households in TH and single PH-RRH, providing ongoing stabilization services, connections to mainstream resources, and basic needs support.
- SH Case Manager will develop permanent housing plans with all households who desire permanent housing as a result of this project.
- SH will begin monitoring the spend-down plan and coordinate regular collaborative meetings to ensure the project stays on track.

10. Describe the training applicant and sub-applicant staff have undergone or will undergo as well as agency policies or procedures related to diversity, equity, and inclusion as it pertains to service provision:

While domestic violence impacts communities across all social, economic, and racial lines, communities of color as well as gender and sexual minority groups face increased barriers and challenges. Moreover, marginalized groups often experience increased levels of violence and more prolonged exposure to violence in large part due to the lack of culturally-appropriate and affirming domestic violence support services.

Collectively, Safe Haven and AYA are committed to the utilization of an anti-oppression framework and centering the project's design and implementation around the needs and lived experiences of our community's most underserved and under-resourced communities. Moreover, an emphasis on culturally appropriate support services are developed with direct input from program participants.

Upon hire, Safe Haven staff are engaged in 52 hours of training that addresses topics such as: intersectionality; anti-oppression framework for service delivery; and structural racism and its impact on domestic violence victims. Safe Haven and AYA are committed to the principles of diversity, equity and inclusion. We support all individuals who are victims of domestic abuse, stalking and human trafficking. Services are accessible regardless of race, religion, color, sex, ancestry, gender, gender identity, sexual orientation, age, disability, national origin, medical condition, veteran/military status, family status, or socio-economic status.

Long-term, effective assistance requires strong organizational values and a commitment to hiring and training diverse staff teams that reflect the populations this project seeks to serve. Safe Haven and AYA are intentional in our efforts to recruit and retain staff and board members who differ from one another as well as understand and value all dimensions of diversity. Integrated into all staff, Board and volunteer on-boarding is DEI training. Ongoing DEI training is also provided and is prioritized across each organization. Each organization has integrated racial equity practices into every aspect of the organization and holds a deep commitment to hiring, training, and retaining a racially diverse staff team, not only in our direct care positions but across leadership.

#### **IV. ORGANIZATIONAL CAPACITY**

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

Safe Haven's leadership on this project will be the Director of Housing Services, Zenaida Jimenez. She received a Bachelor of Science from Western Michigan University with a major in psychology and post-graduation spent a total of 3 years working in residential facilities including Whaley Children's Center in Flint Michigan as a Program Manager and Bethany Christian Services as a Youth Specialist. Zenaida served at Catholic Charities of West Michigan for 5 years in Family Preservation, 2 years as a Families First Worker and 3 years as Supervisor. Zenaida assisted families in Kent, Montcalm, Ottawa and Allegan counties overcome barriers often related to housing.

On January 25, 2021 started at Safe Haven Ministries as the Residential Program Manager overseeing the Emergency Safe Shelter for families and individuals fleeing domestic violence. She directly supervises Residential Advocates, Residential Program Coordinator and our Housing Resource Specialist for PACT, a HUD funded program through Community Rebuilders. Zenaida is a member of the following: CoC Coordinated Entry Committee, Family Functional Zero Domestic Violence Workgroup and Housing Stability and Supportive Services Workgroups. October 4, 2021 she started the role of Director of Housing Services for SHM. Included in this project, and reporting to Zenaida will be two additional housing advocates and 1 part time crisis specialist.

Financial management is provided by an internal accountant at Safe Haven Ministries, who is overseen by a tenured Finance Committee with six individuals (including a CPA), who provide oversight and experience in managing local, state and federal funding. In addition, the Directors of Development and Client Services oversee grant compliance and grant reporting, between the two directors, they provide over 40 years of experience in program management, grant management and compliance.

AYA's diverse and highly skilled team who are responsible for the effective management of this project are:

- Director of Finance, (OPEN) - Masters Degree and 5+ years of experience; CPA, responsible for the financial

oversight and management of this project.

- Director of Housing, Crystal Kitten - Masters Degree and 10+ years of experience; responsible for the implementation of supportive housing program, supervision of 10+ live-in House Mentors, forming and maintaining community relationships and resources, and youth leases, rent, safety plans, health inspections, and emergency response.
- Housing Manager, Kendra Avila - Bachelor's Degree and 4+ years experience; responsible for the youth programming within supportive housing and supervises the Housing Youth Advocate and Outreach Specialist.
- Housing Youth Advocate, Charles Sanders - Bachelor's Degree and 7+ years experience; responsible for engaging and building relationships with youth while supporting them in all life domains, connecting them to mainstream resources, and supporting them in finding permanent housing.
- Mentors (several) - This high-level volunteer position requires living alongside youth who are experiencing homelessness. Mentors live on-site and are responsible for creating a welcoming environment in the home that helps promote growth and stability for each young person. House Mentors facilitate weekly group meals, encourage and motivate youth in their goals, and hold youth accountable to maintaining safe, healthy environments.

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

SHM uses an automated accounting system with clearly defined roles and limited access. Within the accounting system, a set of books that includes a cash receipts journal, a cash disbursements journal and a general ledger are maintained and reconciled monthly. The general ledger includes account titles, posting dates, descriptions of the transactions, debit/credit amounts and balances. For grants and contracts, the revenue and expenses are tracked by projects within the accounting system to clearly reflect the activity under each grant or contract. For controls, SHM uses sequence of checks, separation of duties, reconciliations, month end review, budget vs actual analysis, and review of documentation.

On a monthly basis, the Accounting Manager prepares financial statements that are reviewed by the finance committee and board of directors. During the preparation of these statements, a bank reconciliation and review of the general ledger is done by the accounting manager which is reviewed by an external accounting firm. The financial statements include an informal cash flow summary, executive summary, balance sheet current vs prior year and profit and loss statement actual vs budget vs prior year. The financial statements are prepared in accordance to Generally Accepted Accounting Principles (GAAP).

The payment procedures for SHM includes different approval levels depending on amount due, prenumbered checks, and disbursements on a weekly basis. All check signers do not have access to blank checks and itemized documentation is required and reviewed. Each expense is coded to reflect where to apply the amount in the accounting system which may include an account, project, and class. All payments are processed through the accounting system and all supporting documentation is filed.

As for a procurement policy, SHM follows the Uniform Guidance Procurement Standards. Most of the purchases SHM makes are micro-purchases and are not required to solicit bids from competitive suppliers. Supervisors are in charge to ensure that the price of the product purchased is reasonable and will evaluate any unusual purchases. They cannot approve their own purchases. If a purchase will be over \$5,000, competitive bids from different suppliers are collected and a decision for what vendor to use will be determined and documented.

Since SHM currently does not have over \$750,000 in federal funding, a single audit is not required. SHM does have an independent audit done on an annual basis. SHM has a record retention policy that outlines the storage, retention, and disposal of accounting and financial records. Financial documentation is securely stored in locked filing cabinets or saved out electronically and backed up with limited access.

AYA’s financial oversight is provided by an internal Finance Committee along with a contracted certified public accounting firm. Additionally, AYA is in the process of hiring a Director of Finance, CPA, to provide in-house financial management alongside our contracted partners. Vredeveld Haefner, LLC provides a forensic-level audit annually. AYA follows Generally Accepted Accounting Principles and utilizes a comprehensive Accounting Manual to oversee its accounting practices which are in compliance with 2 CFR 200.

**V. PROJECT BUDGET**

Activity	Requested Funds	Other Funding	Total Project Cost	% of Total Budget
Acquisition	\$0			%
New Construction	\$0			%
Rehabilitation	\$75,000			%
Leasing	\$65,088			%
Rental Assistance	\$220,368			%
Supportive Services	\$184,221	41,800 (staffing)		%
Operating Costs	\$6,400			%
HMIS	\$11,499			%
Project Administration (limited to 7%)	\$39,380			%
Total Project Cost	\$601,956			%

Complete Match and Leveraging worksheet, Attachment A.  
 See scorecard for scoring criteria based on budget information, questions 13-16

**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)
Individual contributors	Cash	Committed	10/11/2021	\$ 150,489	25%	Y
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
<b>Total leveraged from other sources</b>				\$ 150,489	%	

Attach additional forms as necessary

**Attachment B**

**General Administration Requirements and Terms for HUD Financial Assistance Awards** 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.

*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 2 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

*Affirmatively Furthering Fair Housing.* See Section 1.b of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

*Compliance with Fair Housing and Civil Rights.* See Section 1.a. of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

*Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency (LEP).* See Section 1.d. of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

*Economic Opportunities for Low- and Very Low-income Persons (Section 3).* See Section 1.c. of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

*Accessible Technology.* See Section 1.e. of the General Administrative Requirements and Terms for

## HUD Financial Assistance Awards

- X** *Conducting Business in Accordance with Core Values and Ethical Standards/Code of Conduct.* See Section 14 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards *Ensuring the Participation of Small Disadvantaged Businesses, and Women Owned Business.* See Section 3 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *Equal Participation of Faith-based Organizations in HUD Programs and Activities.* See Section 4 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *Real Property Acquisition and Relocation.* See Section 5 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *OMB Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.* See Section 7 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *Eminent Domain.* See Section 11 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *Accessibility for Persons with Disabilities.* See Section 12 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *Participation in HUD-Sponsored Program Evaluation.* See Section 6 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *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. Yes
- X** *Drug-Free Workplace.* See Section 8 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *Safeguarding Resident/Client Files.* See Section 9 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards *Compliance with the Federal Funding Accountability and Transparency Act of 2006 (Pub. L. 209-282) (Transparency Act), as amended.* See Section 10 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards
- X** *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. No
- X** *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. No
- X** *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).* See Section 6 of the General Administrative Requirements and Terms for HUD Financial Assistance

## Awards

**X** Attestation that all attachments as required by HUD are uploaded in *e-snaps*. See Notice of Funding Opportunity for the 2021 Continuum of Care Program Competition FR-6500-N-25.

This list is not exhaustive of all HUD requirements. Applicants are encouraged to review the General Administrative Requirements and Terms for HUD Financial Assistance Awards, found at: [https://www.hud.gov/program\\_offices/spm/gmomgmt/grantsinfo/fundingopps](https://www.hud.gov/program_offices/spm/gmomgmt/grantsinfo/fundingopps) to ensure eligibility.

Agency: Safe Haven Ministries

Acknowledged By: Rachel VerWys

Title: Executive Director

Date: October 11, 2021