



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

AGENCY PROFILE	
Legal Name of Agency	AYA Youth Collective
Project Name	Housed: As You Are
Contact Person	Lauren VanKeulen
Title	CEO
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Email	lvankeulen@ayayouth.org
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Check one:

- Permanent Supportive Housing for Chronically Homeless
- Rapid Re-Housing
- Joint Transitional Housing /Rapid Re-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: Lauren VanKeulen	Title: CEO
Date of Board/Local Planning Body Authorization:	10/7/2021
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: 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.

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

5. Has your organization been monitored by HUD in the past three (3) years? 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.

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

#10 Preliminary Rendering and Site Plan (if applicable)

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

Scope of Proposed Project		Proposed Households Served	
Total units	43	Households with at least one adult and one child	25
Total beds	78	Adult households without children	18

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.) (1,000 word limit)

AYA Youth Collective (AYA), the lead applicant on this project, is the culmination of a July 1, 2020 merger between 3:11 Youth Housing and Grand Rapids HQ, two of the largest organizations serving unsafe/unstably housed or literally homeless youth, ages 14-24. Family Promise of Grand Rapids (FPGR), a critical sub-recipient, serves the unique role of being the primary provider of emergency housing, rehousing to permanent housing, and stabilization services to families with children in Kent County who are in a housing crisis. Of the families served by FPGR, more than 34% are parenting youth between the ages of 18-24 years old.

This project will serve youth ages 18-24 who are experiencing literal homelessness, a HUD high-priority population. Both single youth and parenting youth will be served. The partnership with AYA and FPGR brings both housing and services together, focusing on improving households' Social Determinants of Health (SDoH). This project utilizes a Housing First approach, working to end homelessness as quickly as possible by prioritizing permanent housing for people experiencing homelessness. It provides low barrier access and client choice in housing selection and emphasizes supportive services once they are permanently housed. By using this approach, and targeting RRH to households needing shelter, it reduces unsheltered homeless numbers and length of time homeless, opening up the flow of shelter and TH beds available. By coordinating with the Functional Zero Committees for both youth and families and by utilizing the coordinated entry process, system performance will be improved. The Functional Zero tables, and both organizations individually, are working to ensure that all services and system elements are equitable and include feedback from persons with lived experience.

Youth are a unique population; experiencing homelessness at a higher rate than any other group, while at

a higher overall risk because of their developmental stage in life. In nearly every situation, the experience of homelessness is not a young person's fault, but due to a lack of personal agency, history of abuse/neglect, aging out of the foster care system, family conflict or homelessness, health conditions resulting in unemployment, and a lack of acceptance due to their sexual orientation or gender identity/expression. There is a well-documented and significant increased risk of "human trafficking, exploitation, victimization, untreated physical and mental health care needs, chemical or alcohol dependency, criminal justice involvement and death among this population" (Bardine, 2013). Several international studies found that at least 40% of chronically homeless adults first experienced homelessness as a young person, thus creating a massive burden on the broader society.

Providing a continuum of services for homeless and parenting youth and connecting them to affordable and stable housing resources is crucial in changing the trajectory of their lives. This strategy is proven to directly reduce dependency on emergency shelters, state benefits, hospital emergency rooms, and food pantries. Synchronizing the well-established and successful work of these two organizations ensures that youth in any project type will be able to develop skills within the context of real-life situations from assessment, interview, admission, individualized retention planning, house meetings, monthly reviews, employment support, rent and utility payments, referrals to outside programs, conclusion/exit assessments, and follow-up services. Individualized short-term, mid-term, and long-term goals are set collaboratively with the support of Advocates and Case Managers with a primary goal of moving more quickly from shelter and literal homelessness into transitional housing and permanent housing of their own.

In total, this project will serve 43 households, using 27 units: 9 households within 6 units of TH through shared housing AND 34 households within 34 units of PH-RRH. The 6 units of TH are already identified and the 9 PH-RRH new units provided by AYA will all be scattered throughout Kent County. AYA's supportive housing program is modeled after best practices for serving youth nationwide and driven by youth themselves. Youth pay \$300 per month in rent and utilities, with an opportunity to receive a scholarship towards their rent and security deposit upon moving out. Youth sign leases to foster ownership and responsibility of the property. On-site House Mentors provide guidance as youth navigate real-world situations, such as employment, money management, and fostering healthy relationships. All youth in these units also have access to a full-time Housing Manager and full-time Housing Youth Advocate to support their long-term goals. FPGR will utilize the skills and resources of a full-time Landlord Advocate to identify and negotiate terms for 25 rental housing units (PH-RRH) for parenting youth throughout Kent County. Stabilization Coordinators (case managers) will assist parenting youth as needed to connect to community resources in the communities in which they are living.

Youth without children will have the opportunity to select the PH-RRH option when initially entering the project and/or when exiting from any of AYA's TH units (funded by this project or otherwise) based on their needs and preferences. More specifically, this type of support could include cash assistance (i.e. first month's rent, security deposit, subsidize rent) and case management services to assist youth in maintaining independent, permanent housing. Parenting youth will have access through RRH to utilize the support of FPGR's Stabilization Services including rental housing identification or pre-identified rental unit placement services, cash assistance to support the cost of housing, and a full range of strengths-based stabilization services through the support of FPGR case management staff.

This project will assist single and parenting youth utilizing a progressive engagement model driven by individual youth-developed plans, wherein there is an anticipated reduction in financial and case management supports throughout the period in which they are engaged (up to 24 months). Outcomes we intend to track with single youth include: retention of permanent housing and achievement of their identified milestones in all life domains: housing, employment, education, transportation, and health and wellness. Projected outcomes with parenting youth include: retention of permanent housing after a housing crisis; increased income/ financial stability over time; increased connection to mainstream resources; and positive impact on young children measured through Social Determinants of Health and early childhood developmental milestones.

- 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). (500 word limit)*

Securing safe, affordable, accessible, and acceptable permanent housing is critical for youth to thrive in the long term. Highly trained staff within both organizations are available to review identified housing options with youth and support them in advocating to ensure all units meet this standard. Both AYA and FPGR have proven success in using participant-driven strengths-based housing plans to connect individuals and families to the available housing of their choice and successfully lease-up hundreds of households each year.

Moving single and parenting youth into safe, affordable, and accessible housing opportunities and then prioritizing ongoing support services, using a progressive engagement approach, increases healthy community engagement and positive parenting skills. This approach is widely proven to reduce the harmful impacts of toxic stress on the mental, physical, and emotional development of the youth being served, and in the case of parenting youth, their children as well.

For youth served through AYA's TH and PH-RRH, Housing Advocates will meet weekly with all leased up youth, 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, as employment is a vital component to maintaining stable housing, advocates and youth work in tandem to access resources and opportunities for youth employment. Many youth who have found stability in AYA's innovative supportive housing program reach a point where the higher level of support offered is no longer needed but they need additional resources to obtain permanent housing, therefore RRH can assist them in moving quickly into housing that is safe, affordable, accessible, and acceptable to their needs.

FPGR will continue to provide RRH in partnership with the Stabilization Services program that provides 12 - 24 months of in-home case management establishing family stability after emergency housing situations. Highly trained case managers work with families in a progressive engagement model to ensure they maintain housing and increase self-sufficiency. Through this model, case managers drive the housing plan with youth parents, encouraging and identifying financial resources to support permanent housing on a gradually decreasing level of intensity over time. In addition, parenting youth will be guided by case managers to develop and strengthen competencies around safety planning, accessing resources and employment opportunities, community navigation, as well as assisting with accessing parenting education and developmental screenings and services for young children.

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. (500 word limit)

AYA and FPGR are uniquely poised to lead this project with a long history of collaboration, together offering a comprehensive continuum of housing and supportive service programs in a youth/family-specific, low-barrier, and relational environment.

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 including DHHS benefits such as Medicaid, food and cash assistance, and employment services. AYA programs focus on:

- Housing: obtaining housing is the essential focus of AYA. By connecting youth to HAP and the Youth Functional Zero (YF0) Committee, youth quickly build trust, receive basic needs, and find adequate shelter or housing.*
- Education: access to mainstream services to obtain records, re-enrollment, college visits, and financial support for GED prep and test fees.*
- Employment: connections to MIWorks organizations, resume and cover letter support, mock interviews, connections to mainstream employers, on-site job support and mediation, and advocacy.*
- Vital document recovery: hands-on support and financial vouchers to obtain a birth certificate, social security card, ID, medical and education records, and other critical documents.*
- Transportation: access to affordable transportation options and mainstream public transportation.*
- 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. Partnerships with MI Bridges certified agencies to connect youth to Medicaid and Primary Care Providers.*

FPGR provides a continuum of strengths-based supportive services to families throughout their housing crisis tailored to each individual and family's needs and decreasing as families request fewer supports. This may include assisting them with accessing mainstream resources (food, hygiene and household items, transportation and daycare assistance, etc.) to ensure housing and other financial commitments are being met. Additionally, families are connected with all DHHS services they are eligible for through FPGR MI Bridges certified workers. While identifying and establishing permanent housing, FPGR families work to identify strengths, assets, and needs through the EMpath Mobility Mentoring and the Bridge to Self Sufficiency (The Bridge). Parenting youth navigate independence and economic responsibility alongside

coaches (case managers). The Bridge focuses on five pillars to define and reach measurable goals representing a family's desired growth areas:

- *Family Stability: Safe and affordable housing is identified and maintained; ensuring the needs of children are being met.*
- *Well Being: Physical and behavioral health needs are met so health challenges aren't a barrier to work or school success; Social support systems are put in place to support the family.*
- *Education and Training: The focus is on obtaining further education or training to enable economic upward mobility through job advancement.*
- *Financial Management: Family finances are managed carefully, including saving and balancing debt with income and expenses. Financial education is often a large component of this goal.*
- *Employment and Career Management: The focus is on obtaining, maintaining, and advancing employment in order to ensure economic stability for the family, where income is greater than a family's expenses.*

2. Describe how the project aligns with the objectives and goals outlined in the [CoC Compass](#). (500 word limit)

Be a Thriving Coalition: As valued and active members of the Kent County CoC, AYA and FPGR are committed to ensuring that the CoC is a thriving coalition. Collaborating and innovating with these funds demonstrates the strength of the coalition in bringing diverse providers together for the best outcomes for those we serve. These two organizations engage with and provide strategy to the CoC in a way that few others currently do and are deeply committed to the long-term success of the CoC, as evidenced by their active involvement in all areas of its work from Executive leadership to ad-hoc Strategic Planning, and more. AYA's CEO sits on the CoC Steering Council and is the Vice-Chair of the Executive Committee. AYA also leads the Youth Advisory Board for the community and co-chairs the CoC Youth Committee (Note: this staff capacity is provided in kind by AYA). FPGR Vice President of Programs Co-Leads the Family Functional Zero (FFO) Committee of the CoC.

Effective: Additionally, AYA Co-Leads and FPGR serves on the YFO Committee of the CoC which manages the youth by-name list. This group is tasked with following the USICH benchmarks for ensuring homelessness is rare, brief, and non-recurring.

Data-Driven: As well-established organizations serving youth and families who are homeless, AYA and FPGR are experienced and well suited to ensure evidence-based practices and data-driven decision-making is utilized in our organizations and throughout the community. Working together to support single and parenting youth will provide opportunities for greater data transparency and utilization and strengthen the homeless response system for all youth, leading to more effective outcomes. FPGR is grateful to have on staff a full-time Vice President of Business Intelligence, tasked with developing systems to more effectively gather and utilize data from our programs and services.

Destination/Vehicle for Change: The values our organizations hold most dear are integral to how we serve. AYA, or As You Are, advocates for youth in our community who have the greatest vulnerability and experience the most intense struggles. As relational advocates, AYA staff walk alongside youth in their journey from crisis to stability, breaking the cycle of homelessness. FPGR truly believes in our core value of ending homelessness... one family at a time. It is not enough to treat the symptoms of homelessness for families in our community; we must create lasting change in our community and alongside our families to truly end homelessness for the children and families most in need. By collaborating to provide transitional and rapid rehousing for youth experiencing homelessness, we move toward functional zero. Through our individual and collective efforts to securely, safely,

and affordably house single and parenting youth, our efforts will be an example of innovation in strengthening programs and services for individuals who experience a housing crisis in our community.

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. (500 word limit)

Both AYA and FPGR have set a firm foundation for learning, innovating, and advocating with a broad, collective impact. We remain 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, 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 consistently serves more youth than any other organization in West Michigan, over 1600 since 2012. Strong outcomes and sustainable growth practices have allowed us to expand our transitional and permanent supportive beds from 2 to 26 and step confidently into the goal of reaching 30 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 is known to be a bold and innovative organization. After countless attempts to work within the historical parameters of the system, many of which were met with resistance and all of which failed to result in adequate, lasting change, AYA convened some of our most trusted and value-aligned partners. The result of this work was a youth-specific coordinated entry process and the Youth Function Zero Committee, both now formal parts of the CoC. AYA was selected as the ongoing facilitator for the YFO committee and led the way in creating a multi-organizational release of information and developing standard operating procedures. Additionally, 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.

FPGR has provided services to families experiencing or at risk for homelessness in Kent County for nearly 25 years. Having served thousands of families in this time, assisting well over 1600 individuals (parents and children) per year in emergency shelter, permanent housing identification and placement, stabilization services, and prevention programs as well as early childhood services and community resource referral; FPGR is the leader in family homelessness services in Kent County. FPGR is committed to walking alongside the parenting youth who enter our services through RRH supports as well as through client assistance in the form of helping households with accessing mainstream resources and household items as well as moderate-term (12-24 month) stabilization services. Even through the Covid-19 pandemic, when rates of stay in shelter were longer than usual due to the lack of housing availability and turnover, 85% of our families moved to permanent housing.

4. Describe the experience of the applicant and sub-applicants with utilizing a Housing First approach. (500 word limit)

AYA's supportive housing program has been utilizing a Housing First approach since its inception. Client choice is essential, both to successful housing and service participation. Unlike many other transitional housing programs and shelters at the time, AYA has never mandated sobriety, employment, or other life domain successes as a precondition to entry. Instead, AYA understands that housing stability and basic needs are essential before a person can attend to other areas of need, including employment, substance use, and more. By providing a diverse team of adults who start from a strengths/assets-based place of believing that youth have what it takes to reach their goals, young people are able to more fully engage. 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). Within AYA's prevention services, any young person between the ages of 14 and 24 who self-identifies as unsafe/unstably housed or literally homeless is eligible and can utilize the drop-in center, which requires nothing more than age verification and a commitment to safe and inclusive behaviors.

Families are initially welcomed to FPGR through the Coordinated Entry referral process/FFO Committee either through a need for shelter or for prevention assistance in developing a housing plan to identify and establish permanent housing. Eligibility for FPGR RRH housing assistance includes the following: family must have at least one child living with them permanently; family must meet the HUD definition of literally homeless. Utilizing a Housing First model, the housing plan is created within the first week of engagement. Client voice and choice are highly valued and encouraged throughout the housing selection process, and families identify the level of support they feel they and their children need.

Throughout their time in TH/ RRH housing and supportive services with both AYA and FPGR, exit goals are discussed as a component of the overall housing and stabilization planning. Identifying and utilizing natural supports and individual assets, single and parenting youth are encouraged to envision their exit from services as a milestone of success. Preparing for and anticipating challenges once exited from the program is also part of the planning process. Termination from any of AYA's or FPGR's services is seen as a very last resort, once all other supportive services and restorative practices have been ineffective and would only occur within the legal parameters to do so (not for lack of engagement, substance use, etc).

5. Describe the experience of the applicant and sub-applicants in utilizing federal funds. (500 word limit)

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.

FPGR has utilized and managed ESG funds (state, City, and county) as well as MDHHS state ESP funds, EFSP

FEMA funds, and CDBG funds in the city of Wyoming for over the past 12 years. Most recently, FPGR managed over 3 million in Covid emergency dollars through Cares Act and FEMA funds in 2020 and 2021 for hotel shelter. FPGR files a Federal Single Audit annually and has had no findings in Grant Monitoring or Single Audits.

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. (500 word limit)

AYA and FPGR understand that youth 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 youth agency, by pushing beyond trauma-informed care towards models that promote healing and thriving, supporting youth in identifying their goals and realizing their dreams. Utilizing the values and priorities of the community's YFO Committee, AYA and FPGR determine the type, amount and duration of rental assistance for this project. The Committee manages the youth by-name list which requires an assessment (TAY-VI-SPDAT) to be completed along with all required documentation (ROI's, confidentiality, HMIS, etc). This committee supports the determination of project eligibility and monitors resource availability within specific projects. As housing resources are added, youth are rapidly connected to those resources, based on availability and client choice.

Every young person who moves into AYA's supportive housing (TH) creates a Housing Stabilization Plan at intake with the Youth Housing Advocate. Through the Housing Stabilization Plans, the housing staff, guided by the young people themselves, assess the amount of program time and assistance needed for each youth. AYA then uses progressive engagement and strengths-based practices to connect youth to mainstream resources and permanent housing. AYA focuses on ensuring that homelessness is rare, brief, and non-recurring, by rapidly connecting youth with the resources they say are most critical, and only increasing resources as necessary. AYA ensures that young people receive tailored supports through warm referrals, resources, and on-site partners to meet additional needs. Program staff continue to assess and monitor the type, amount, and duration of rental assistance provided. Youth moving from TH to PH-RRH work with the Housing Advocate and additional mainstream resources to obtain and maintain living-wage employment. When youth are ready to move out, they can receive financial assistance for permanent housing, and receive ongoing supports as needed. Alumni stay connected with staff and can receive additional support as needed to prevent a return to homelessness.

At FPGR, obtaining housing is the primary objective for all families seeking our services. Strengths-Based Housing Plans are developed by families at the first solutions meeting with the case manager and are tailored to meet the unique needs of each household. Utilizing a youth/family-oriented progressive engagement model, program staff consistently assess the type, amount, and duration of rental assistance being provided to each youth with the oversight of the Director of Housing to ensure consistency. Support and services are voluntary and focused on helping to obtain permanent housing, utilizing a progressive engagement model with each family; this model is built into the RRH rental assistance model we utilize. Ensuring that youth parenting families remain housed and do not re-enter the homeless system during and after exiting the program is an additional objective as we work with families. Assisting families using strengths-based strategies

to identify financial and community resources, natural supports, and identifying signs of potential housing instability are priorities for our case management staff and participating families.

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. (500 word limit)

AYA and FPGR intend to accept referrals from our community CoC coordinated entry system for this project as described in the CoC Governance Charter through the Functional Zero Committees. As mentioned above. AYA co-leads the YFO committee and FPGR participates as a collaborating partner. Additionally, FPGR co-leads the FFO committee and AYA participates as a collaborating partner.

Utilizing the Functional Zero by-name list and matching eligible participants with the resource of their choice, individual youth, and youth parenting families will be matched to eligible resources. Per the Coordinated Entry Policies (approved 10/16/2020) this project will follow the Dynamic Prioritization process managed by the Functional Zero groups on a regular basis and adhere to Coordinated Entry policies as follows:

“A transparent list of resources (via HAP Google Doc) allows for transparent real-time decision-making to fill vacancies using current information about persons in the prioritized group(s). Partners review:

- 1. What resources are available*
- 2. If a single resource is available, it is matched based on the availability of resources and consumer choice. The referral is made and recorded and required data is provided to HAP.*
- 3. If multiple resources are available for which the consumer is eligible, service providers coordinate with HAP to choose the desired resource, making the best referral possible considering needs and consumer choice.”*

Additionally, the Policy states, “Coordinated Entry is committed to ensuring that no information is used to discriminate or prioritize households for housing and services on a protected basis such as race, color, religion, national origin, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status.” Both AYA and FPGR strongly agree with this statement and ensure that prioritization is equitable.

This project will use the dynamic prioritization process as outlined in the Coordinated Entry Process Document and use the TAY-VI-SPDAT as the evidence-based prioritization tool. The document states:

“Prioritization of Risk Once an assessment is complete, the Coordinated Entry process moves on to determine the priority for housing and supportive services. The level of vulnerability and need is determined by analyzing the information obtained from the initial assessment as well as an ongoing evaluation of risk during the case management process.”

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. (500 word limit)

Days 1-60

AYA will establish a subrecipient contract with FPGR.

AYA will develop a spend-down plan.

AYA + FPGR will lease up 5 households that identify RRH as their choice with PH-RRH units.

AYA will lease up 1 household into TH (per client choice) from the Youth Functional Zero by-name list.

FPGR will select, hire, and onboard the Director of Stabilization Services position.

FPGR Landlord Advocate will continually identify appropriate housing opportunities for parenting youth and negotiate terms for housing contracts.

AYA Housing Youth Advocate will develop Housing Stabilization Plans with all youth in TH and single PH-RRH, providing ongoing stabilization services, connections to mainstream resources, and basic needs support.

Days 61- 120

The project will begin receiving referrals from Coordinated Entry through the YFO by-name list and matching eligible participants with the resource of their choice.

AYA + FPGR will lease up 10 households who identify RRH as their choice with PH-RRH units.

AYA will lease up 5 households into TH (per client choice) from the YFO by-name list.

FPGR will provide ongoing rental assistance, stabilization services, and basic needs, decreasing the intensity of support as families establish stability and identify a desire for independence.

AYA Housing Youth Advocate will develop Housing Stabilization Plans with all youth in TH and single PH-RRH, providing ongoing stabilization services, connections to mainstream resources, and basic needs support.

AYA Housing Manager and Housing Youth Advocate will develop permanent housing plans with all tenants who desire permanent housing as a result of this project.

AYA will convene regular project monitoring meetings to ensure success.

Days 121-180

AYA will lease up 3 households into TH (per client choice) from the Youth Functional Zero by-name list.

FPGR will lease up 10 identified and prioritized households (per client choice) into new RRH housing

FPGR will provide ongoing rental assistance, stabilization services, and basic needs, decreasing in the intensity of support as families establish stability and identify a desire for independence.

AYA Housing Youth Advocate will develop Housing Stabilization Plans with all youth in TH and single PH-RRH, providing ongoing stabilization services, connections to mainstream resources, and basic needs support.

AYA Housing Manager and Housing Youth Advocate will develop permanent housing plans with all tenants who desire permanent housing as a result of this project and support youth in accessing permanent housing.

AYA 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 (500 word limit):

Long-term, effective assistance requires strong organizational values and a commitment to hiring and training diverse staff teams that reflect the youth and families we serve. This provides an assurance that youth are safe to be themselves and the opportunity to build healthy relationships with successful people who look like them and have similar life experiences.

AYA's Inclusion and Diversity Plan holds the organization accountable and addresses how staff, volunteers, and community partners are to engage. These core philosophies require an investment across the organization to design and advance narratives and policies that support a more fully inclusive "we". Based on the Othering & Belonging Institute at UC Berkeley under the leadership of John A. Powell, this empirical and evidence-based approach prioritizes relationship-building to fuel equity across discipline, identity, issue-area, philosophy, and values. We have integrated racial equity practices into every aspect of the organization and hold a deep commitment to hiring, training, and retaining a racially diverse staff team, not only in our direct care positions but across leadership. Two former residents of AYA's supportive housing currently sit on the Board of Directors and several staff across the organization have lived experience relevant to this project. Our Annual Staff Training plan details specific content for ongoing professional development and self-care with \$1000 per position/per year budgeted to support this and individual health and wellness. Of AYA's 16 paid staff, 56% are people of color, 50% female, and 6% identity as Transgender/other.

FPGR currently utilizes an extensive, 5 pillar DE&I action plan that was updated and executed in March of 2021 through consultancy with Inclusive Performance Strategies. This plan details aggressive organizational goals that will advance our staff and leadership cultural competency, and complement the work our staff carries out with the families we serve, as we work predominantly with people of color and other marginalized populations. Our focus on DE&I is infused into the fabric of FPGR both organizationally and in direct programming. We believe this work is vital - raising our cultural competency as an organization and working with community partners to make systems change, we authentically engage diverse populations in a trauma-informed way that produces the best outcomes for each family. All FPGR staff have completed an Intercultural Development Inventory and have a personal development plan for cultural competency. FPGR is committed to intentionally increasing our staff and board diversity. In the last year, we have grown and diversified our direct care staff population, and 50% of these staff members are people of color. Also, as positions turn over in the coming months, FPGR will be adding several individuals from diverse backgrounds to our board of directors. To ensure our DE&I efforts are focused on the individuals we serve, FPGR has a Board supported Program Evaluation committee focused on obtaining and utilizing robust client feedback and hosting client advisory tables for ongoing program guidance and evaluation around a number of topics including DE&I in our service provision.

IV. ORGANIZATIONAL CAPACITY

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

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

- *Chief Executive Officer (CEO), Lauren VanKeulen - Licensed Masters Degree in Social Work and 13+ years of experience; develop and manage overall strategic and operational responsibility for the organization, staff, programs, expansion, and execution of its mission.*
- *Director of Housing, Crystal Kitten - Master's 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.*

FPGR brings an experienced team of housing stability experts to this project, including:

- *Vice President of Programs, Lisa Cruden - Licensed Master Social Worker with 20+ years of experience with families, 9 years in this position. Manages all client-focused services and programs of the organization as well as managing strategic growth and capacity building in our programs and services.*
- *Director of Stabilization Services - Position currently vacant; will be filled in early 2022 with a master's level social worker experienced with this population. Will oversee case management staff and the ongoing work of Stabilization Services with a focus on growth and furthering the capacity of the program.*
- *Director of Housing, Jim Davis - Bachelor's degree in education, 10+ years in organizational leadership and management as well as affordable housing. Oversees all aspects of FPGR housing initiatives including lease-ups, owned and managed properties, and housing compliance.*
- *Landlord Advocate, Julia Ervin - Bachelor's degree in the human services field, 3+ years of experience in the affordable housing services sector. Works with area landlords and housing services to identify appropriate and affordable housing for families, negotiate housing options, and partner with case managers to move families into permanent housing.*
- *Family and Engagement Stabilization Coordinators (several) - Bachelor's degree and 2+ years experience. Responsible for case management and facilitating progressive engagement services and accessing mainstream resources with families in FPGR Stabilization Services program.*

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

AYA has 10 years of experience managing multiple funding streams, from private foundations to individual donors, businesses, corporations, and recently, federal funds through the CARES Act. Additionally, prior to the merger, HQ was a sub-recipient of local federal funds through HUD. While AYA did not receive a final monitoring report from Kent County for the 3 CARES Act grants, totaling \$347,706, the County did monitor the construction project and inspect all expenses and receipts for the full award amount. AYA was told that their reporting was some of the most comprehensive the County had received and the monitors had no additional questions for the AYA finance team.

Since merging, AYA’s financial capacity has increased significantly with oversight provided by our internal Finance Committee along with Maner Costerian, our contracted certified public accounting firm headquartered in Lansing, Michigan. Vredeveld Haefner, LLC provides a forensic-level audit annually and has done so for years. 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. AYA’s Finance Committee is headed by Krista Helder, CPA, and Senior Financial Analyst at Herman Miller. The committee also includes two additional CPAs and two staff accountants. The Finance Committee is responsible for oversight of all AYA financial activity and reporting. We have confirmed with these experts that we hold the capacity to manage and support this funding successfully and will have their support throughout the process. We are also able to provide 25% of necessary matching funds through AYA’s Supportive, Transitional Housing program.

FPGR has in-depth experience managing funding streams from state and local governments, private foundations, businesses, congregations, and individual donors and has expressed its commitment to supporting AYA in the management of this grant. FPGR follows all GAAP standards and files a federal single file audit annually. We employ a Vice President of Finance (CPA) who reviews and approves all transactions to include: payroll, cash receipts, and disbursements. Additionally, month-end financial statements and reports are produced in-house. Month End Financial reports are reviewed by the FPGR Board Treasurer monthly and presented to the full board during their every other month scheduled meeting. FPGR contracts with Hungerford Nichols CPAs and Advisors to conduct an annual audit; along with, preparation of FPGR’s Federal Financial Statements, annual Tax Return Documents, and Single Federal Audit.

V. PROJECT BUDGET

Activity	Requested Funds	Other Funding	Total Project Cost	% of Total Budget	
Acquisition	\$0	\$0	\$0		%
New Construction	\$0	\$0	\$0		%
Rehabilitation	\$0	\$0	\$0		%
Leasing	\$0	\$0	\$0		%
Rental Assistance	\$220,860	\$25,000	\$245,860	34	%
Supportive Services	\$115,717	\$187,702	\$303,419	42	%
Operating Costs	\$25,686	\$129,208	\$154,984	18	%
HMIS	\$0	\$0	\$0		%
Project Administration (limited to 7%)	0	\$25,358	25358	7	%
Total Project Cost	\$362,263	\$367,268	\$729,531	100	%

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)
Grant - Wege	Cash	Committed	04/22	\$ 50,000	% 7	Y
Grant - United Way	Cash	Committed	01/22	\$ 22,000	% 3	Y
Grant - Amway	Cash	Pending	02/22	\$ 15,000	% 2	Y
Individual monthly donor	Cash	Committed	03/22	\$ 5,000	% 1	Y
HUD Bonus Project	Cash	Pending	01/22	\$ 362,263	% 50	N
Private Individuals	Cash	Committed	01/22	\$ 260,268	% 36	N
FPGR CDBG Wyoming	Cash	Committed	01/22	\$ \$10,000	% 1	N
FPGR Grant - Wege	Chas	Pending	01/22	\$ 5,000	% 1	N
Total leveraged from other sources				\$ 729,531	% 100	

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.

!!!!i *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

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

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

!!!!i *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

!!!!i *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

!!!!i *Accessible Technology*. See Section 1.e. of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

!!!!i *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

!!!!i *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

!!!!i *Real Property Acquisition and Relocation*. See Section 5 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

!!!!i *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

!!!!i *Eminent Domain*. See Section 11 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

!!!!i *Accessibility for Persons with Disabilities*. See Section 12 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

!!!!i *Participation in HUD-Sponsored Program Evaluation*. See Section 6 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

Environmental Requirements. Notwithstanding provisions at 24 CFR 578.31 and 24 CFR 578.99(a) of the Coe 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

Drug-Free Workplace. See Section 8 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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

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

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 192 6.62 and 29 CFR 1910.1025. No

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, and983). See Section 6 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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 to ensure eligibility.

Agency: **Family Promise of Grand Rapids**

Acknowledged By: **James Davis** Digitally signed by JamesDavis
Date: 2021.10.11 09:22:06
.04•00•

Title: **Director of Housing**

Date: **10/11/21**

Attachment B

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Agency: AYA YOUTH COLLECTIVE

Acknowledged By: Lauren Van Keulen  Digitally signed by Lauren Van Keulen
Date: 2021.10.11 16:36:03 -04'00'

Title: CEO

Date: 10/11/2021