



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

AGENCY PROFILE	
Legal Name of Agency	Kent County
Project Name	SRA Expansion
Contact Person	Jeffrey King
Title	Divisional Director
Address	1120 Monroe Ave. NW Suite 220, Grand Rapids, MI 49503
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Check one:

- Permanent Supportive Housing for Chronically Homeless
- Rapid Re-Housing
- Joint Transitional Housing /Rapid Re-Housing (Limited to DV Bonus)

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:	Title:
Date of Board/Local Planning Body Authorization:	
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

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)

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.

<u>Criteria</u>	<u>Does the proposed project meet these criteria?</u>
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.

<u>Criteria</u>	<u>Does the proposed project meet these criteria?</u>
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 checked="" type="checkbox"/>	Families	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	Youth (18-24)	<input type="checkbox"/>
Domestic Violence	<input type="checkbox"/>		

Scope of Proposed Project		Proposed Households Served	
Total units	18	Households with at least one adult and one child	0
Total beds	18	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)

Kent County operates as the fiduciary for the Shelter Plus Care project. Our sub-recipient, Community Rebuilders provides housing and services to the participants of the Shelter Plus Care project. Community Rebuilders has successfully executed this Shelter Plus Care contract for over 20 years.

The Shelter Plus Care Sponsor-Based Rental Assistance (SRA) expansion program will serve an additional 11 chronically homeless households. Chronic homelessness is defined by a person's length of homelessness and severity of needs. Chronically Homeless Individual refers to an individual with a disability who has been continuously homeless for 12 months or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months (HUD).

Permanent supportive housing, which pairs a housing subsidy with case management and supportive services, is a proven solution to chronic homelessness. It has been shown to not only help people experiencing chronic homelessness achieve long-term housing stability, but also improve their health and well-being. Investments in permanent supportive housing have helped decrease the number of chronically homeless individuals by 8 percent since 2007. Permanent supportive housing has also been shown to lower public costs associated with the use of crisis services such as shelters, hospitals, jails, and prisons (National Alliance to End Homelessness).

Consistent with the housing first philosophy, this project has a low barrier intake process and accepts households with a variety of backgrounds and barriers to housing stability, including substance abuse, criminal histories and zero income. Screening and assessment for entry into this project is

conducted by our community's coordinated entry. Resources are targeted and prioritized based upon community priorities and in alignment with the community's plan to end homelessness. Chronically homeless persons who are living on the streets or in shelters and lack the financial resources and support networks to obtain housing on their own shall be prioritized for this project. All participating households are assisted to obtain housing in the private rental market and to secure a lease in the neighborhood of their choice. HUD Housing Quality Standards and rent reasonableness are the applicable standards to ensure housing is safe, decent and affordable.

All participants receive services from a trained Housing Resource Specialist (HRS) and our community-based network of providers. These community-based providers have joined forces on the Gathering Resources & Aligning Community Efforts (GRACE) Network, to address critical Social Determinants of Health (SDoH) by building a longitudinal social record of the assessments, needs, referrals, and responses made on behalf of the individuals seeking services. Participants in Shelter Plus Care SRA gain access to a curated network of healthcare, education, employment, nutrition and transportation services.

This Network joins together for the purpose of addressing the multitude of challenges persons experiencing homelessness face. This Network believes an aligned cross-sector system has an important role in improving overall health and equity for persons experiencing homelessness. The Network will align diverse services and resources, build capacity, advocate, and improve health and equity for all of our community. Services are voluntary and coordinated with a broad array of community-based service providers.

The Network has proven to improve the overall health and well-being of chronically homeless persons in Community Rebuilders permanent supportive housing program. Results from a March 2021 study show that a majority of households experienced increased access to quality healthcare and overall improvements to their health and well-being as a result of this curated network of providers. This study also revealed that overall, 97.6% of consumers in a Community Rebuilders permanent supportive housing program maintained or exited to a permanent housing destination and that 38% increased their overall monthly income. The Shelter Plus Care SRA expansion projects anticipates similar results.

- 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)*

We view program consumers as experts on their lives and partner with them to achieve the goal of obtaining and maintaining permanent housing. Our strengths based Housing Resource Specialist (HRS) model is about partnering in order to help consumers identify and use their own strengths and resources to overcome obstacles and live empowered lives. By focusing on strengths rather than solely using deficits to guide services, hope and motivation increase, resulting in greater achievement of goals. At the foundation of the strengths based approach is the belief that everyone has unique talents, skills, and life events, in addition to specific unmet needs.

It is also helpful to note that Maslow's Hierarchy of Needs has strong influences in our use of the Strengths Based Model. Maslow's Hierarchy maintains that basic human needs of housing, food,

water, clothing, must be met before human beings can move on to identify and meet higher-level needs. Higher-level needs include such things as employment, education, family, and health. These needs can be best addressed after survival needs for housing, food, etc. are met.

Because we have a goal to shorten length of homelessness, we must work quickly to give households the information necessary to begin their housing search. This task is completed through a briefing session facilitated by a trained HRS.

A key component of the briefing session involves pre-tenancy planning. Planning ahead assists consumers to make sound decisions about their housing from the start. Households may be so tired of living on the streets or in the shelter that they are almost willing to accept any housing. HRS staff must take a proactive approach to open dialogue about the type of home the participant would like and what resources are available and needed to obtain that home. This includes identifying natural supports, community resources and strengths to be utilized during the housing search process and after housing is secured.

This proactive approach of pre-tenancy planning is critical to ensuring that survivors choose housing that they will be inspired to maintain long term. HRS staff talk about housing through the perspective of permanent housing to be achieved right away. This opens up dialogue about what survivors are seeking in their housing, what worked well for them in the past, and what might help them succeed in housing long-term.

An essential component of the process is instilling the belief that everyone deserves safe, decent housing that they will want to stay in for at least the length of their lease, while also recognizing that once their financial picture improves they will be able to move to someplace they like even more.

In the goal setting process, goals are stated positively and in a manner where progress can be noted. There is establishment of a clear understanding of the real results to achieve. Target dates are set for the goal to be achieved. Strengths are identified to be used to achieve the goal of increasing the consumer's belief in their ability to achieve the desired outcome.

- 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)

Program participants experiencing housing instability often face a multitude of challenges - mental health issues, addictions, domestic violence, limited education, barriers to employment, a breakdown in kinship networks, or involvement with multiple systems like child intervention and corrections.

These micro-drivers typically generate the dynamics that contribute to housing instability at an individual level. Additionally, we believe it is vital to focus on the larger social and economic forces, such as unemployment, limited affordable housing, discrimination, and the social stigma that occurs in situations where there is unequal social, economic and political power. We believe cross-sector service systems have an important role in building capacity, and advocating for consumers experiencing homelessness in an anti-oppressive manner.

We align diverse cross-sector services and resources via the G.R.A.C.E. network to improve health and equity for persons experiencing chronic homelessness. By aligning key systems and partners our community can apply a holistic and coordinated approach to meeting the unique and fluid needs of households.

Through the completion of a comprehensive and holistic social determinate of health (SDoH) screening, the Community Rebuilders Housing Resource Specialist can assist consumers in identifying an array of community resources on the GRACE network.

The GRACE Network is an alliance of community organizations in and around Grand Rapids that have joined together to improve services for people in our community. Many of our community's most trusted service organizations are participating in the GRACE Network. These high-quality services assist survivors in maximizing their access to mainstream health benefits, employment programs, nutrition resources and mental health services all designed to maximize participants' ability to live independently.

Having to tell your story over and over again to multiple service organizations because they are not able to talk with each other is frustrating. The purpose of the GRACE Network is to improve the services participants receive by allowing better communication and information sharing between the organizations serving survivors. The GRACE Network uses a highly secure software platform to pass referrals between Network organizations, and this allows service providers to understand a households needs better and ensure the efficacy of the services provided.

Service partners on the G.R.A.C.E network include; Hope Network, Arbor Circle, Goodwill Industries, Cherry Health, Spectrum Health, Health Net of West Michigan, Community Food Club, Literacy Center of West Michigan, Family Promise of Grand Rapids and Priority Health.

A 2021 independent study of the GRACE network concluded that participants on the network experienced improved access to food and transportation as well as improved health and access to healthcare. These services are essential to the long-term housing stability of chronically homeless persons served in Shelter Plus Care.

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

Community Rebuilders specializes in providing solutions for ending homelessness and increasing community well-being. We use data to direct and assess our impact, ensuring our projects produce equitable outcomes, including the overall equity of core CoC vitals. We seek perspectives of person with lived experience. We implement practices that foster and strengthen equity. Our programs facilitate access to essential services, reduce destabilization and foster community. This is all while making the rental market accessible and affordable.

Our work is driven by the effort to make homelessness rare, brief, and non-recurring throughout the community. This is made possible through the belief that housing is a basic human right that everyone should have access to without precondition. We value sharing openly and transparently the data and outcomes of our projects and services.

In this way, the Shelter Plus Care SRA project aligns with the core objectives and goals outlined in the CoC compass. The project intentionally collaborates with CoC partners to gain from our collective knowledge.

Households in Shelter Plus Care SRA Housing play an essential role in the ongoing quality control of the projects design and service delivery model.

Community Rebuilders is open to new ideas and honoring data and consumer feedback to drive our progress towards making homelessness rare, brief and non-recurring in Kent County. Shelter Plus Care SRA is an essential component to our community's efforts to meet these goals. The project serves consumers experiencing chronic homelessness, including households with and without children. This high performing project is key to ending homelessness in Kent County.

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)

Community Rebuilders has been providing scattered-site housing and services to chronically homeless households in the Shelter Plus Care project for nearly 25 years. This project was recognized by HUD in 2002 as a National Best Practice model for its community based approach to housing and voluntary services. Our Housing Resource Specialist staff are trained to effectively outreach and document chronic homelessness in our community following HUD documentation requirements. Furthermore, our staff maintain ongoing partnerships with over 500 landlords, property managers and apartment complexes within Kent County. This enables the HRS to effectively navigate the private rental market on behalf of a chronically homeless household, ensuring the household can quickly identify and secure safe, decent and affordable housing in the neighborhood of their choosing. Additionally, Community Rebuilders operate three similar projects, including Shelter Plus Care TRA, Housing Solutions and LOFT. All of these projects assist chronically homeless households in securing housing and making service linkages ranging from mental health, physical health, nutrition, education, transportation and kinship supports.

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

Community Rebuilders aims to make homelessness rare, brief and nonrecurring. Homelessness is first and foremost a housing crisis and can be addressed through the provision of safe and affordable housing. That is why we use a Housing First approach. We are "consumer ready" - participants do not have to address other problems, such as mental health issues, or complete treatment services prior to being housed. Sobriety and criminal history do not prevent participants from successfully connecting to housing.

Community Rebuilders has been providing housing first services in the community for 15 years. This work has been guided by the belief that people need a safe place of their choosing to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. The Housing First approach views housing as the foundation for life improvement and enables access to permanent housing without prerequisites or conditions beyond those of a typical renter.

We commit to all of the persons we serve, that we shall not;

- 1. Require people experiencing homelessness to address all of their problems, including behavioral health problems, or to graduate through a series of service programs before they can access housing*

2. Mandate participation in services either before obtaining housing or in order to retain housing

Our approach is validated by data and the feedback of our consumers.

Community Rebuilders most recently completed an independent evaluation of Housing First services in March of 2021. 47 households were included in the independent 3rd party evaluation conducted by Public Sector Consultants with support from an Invest Health grant provided through Spectrum Health Healthier Communities.

Overall outcomes indicated that highly vulnerable households were successfully able to obtain the safe and decent housing of their choosing - then connect to critical services in the community that support health, well-being and long-term housing stability.

Demographics for the head of household in the evaluation group.

Black or African American 70%

White 30%

Male 50%

Female 50%

Median Age 51

At entry, 53% of evaluation households had experienced four or more episodes of homelessness and 30% had three or more disabling conditions. In total, 88% of households met the HUD definition of chronic homelessness.

Through the implementation of a Housing First model, program participants were assisted with quickly increasing their income (38%), improving their health and access to healthcare (51%) and improving access to food and transportation (51% and 50% respectively). Across all households served in similar Housing First projects, 97.6% of households remained in their project or exited from their project to stable housing.

Our Housing First approach works because it prioritizes access to safe and affordable housing that is chosen by the service recipient. That choice supports neighborhood and community integration, honors self-determination and ensures every household can identify housing that meets their unique needs.

Housing First is a proven solution to dissolve homelessness. Community Rebuilders is a HUD Best Practice Award recipient, and our approach has served as a model for communities across the country.

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

Community Rebuilders' solid history of experience administering programs is due in part to its ability to leverage federal, state, local, and private sector funds. A great example of our success leveraging funds has been our ability over the past 10+ years to work with HUD to amend some of our renewal contracts. Several amendments were made at our request to shift dollars from Supportive Services to Leasing Assistance. These amendments were possible because of the linkages and leveraging of federal, state, local and private sector funds to pay for supportive service costs. Another example of our commitment and ability to leverage funds is evidenced in our Shelter Plus Care Project. Each year in this project alone Community Rebuilders' partner agencies provides between \$700,000.00 and one million dollars in services as matching funds to

Community Rebuilders each year. This also demonstrates a solid history of quality communication and coordination with other providers within Kent County. Community Rebuilders has a solid reputation of spending out and meeting all project deliverables.

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)

Chronically homeless persons referred to the Shelter Plus Care SRA Housing program via the community's coordinated entry system where the initial determination is made. A Housing Resource Specialist schedules a meeting with the referral within 48 hours of receiving the referral to obtain and document project eligibility.

Shelter Plus Care SRA Housing provides long term financial assistance and developmentally appropriate individualized strength-based case management services that meet the needs of chronically homeless households. A lease is obtained and held by Community Rebuilders, while the household partners through the provision of an occupancy agreement. This enables hard-to-serve individuals access to the private rental market. Consistent with the housing first philosophy, this project has a low barrier intake process and accepts youth with a variety of backgrounds and barriers to housing stability, including substance abuse, criminal histories and zero income.

Resources are targeted and prioritized based upon community priorities and in alignment with the community's plan to end homelessness. Consumers who are living on the streets or in shelters and lack the financial resources and support networks to obtain housing on their own shall be prioritized for this project. The amount of assistance provided is based on household size, fair market rent rates and rent reasonableness. Households then contribute 30% of their gross adjusted income towards housing costs, rent plus utilities.

The duration of rental assistance participants receive is individualized and based on progression towards the completion of consumers identified goals. Households are supported until they can successfully exit services stably housed. Progressive engagement builds autonomy and empowers persons to create individualized housing plans.

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)

The Shelter Plus Care SRA Housing program is fully integrated into our community's coordinated entry system. Coordinated Entry assesses and evaluates the psychological, safety, and material conditions related to a consumer's housing crisis when making a referral determination. CE identifies those conditions that require immediate attention (those that pose the greatest danger or threat), while supporting the development of a permanent housing plan. CE reduces stress related to the experience of being homeless by limiting assessment wait times and interviews while focusing on only the most pertinent information necessary to solve the immediate housing

crisis.

A component of Coordinated Entry is the utilization of Supported Solutions. Supported Solutions is a strategy that seeks to quickly resolve a housing crisis for survivors, families and individuals who need temporary, immediate, and safe housing accommodations. Supported Solutions seeks to help consumers identify resources and immediate alternatives to needing shelter, connecting them to services and other assistance as necessary and when available. Supported Solutions is a person-centered and strength-based approach, relying on a consumers own strengths and resources as the best means to resolve their housing crisis. A Supported Solutions conversation can occur during screening or assessment. The Supported Solutions component incorporates a model of diversion at the both the “front door” of the system, and for the duration of the consumer’s housing crisis.

Coordinated Entry makes referrals to the Shelter Plus Care SRA Housing Program through the completion of a self-anchored, self-assessment of risk, which includes protective and predictive factors that influence the overall health and well-being of survivors experiencing a housing crisis. The Housing Resource Specialist utilizes a phased assessment approach to determine the appropriate housing intervention needed and desired.

Threat or danger levels are highest for survivors experiencing unsheltered homelessness (meaning they are residing in a place not meant for human habitation) and for whom there is actual or perceived violence against any household member occurring in their primary nighttime residence. Consumer households with the highest threat or danger levels will be prioritized for rapid placement in the Shelter Plus Care SRA housing program.

Additionally, phased assessments take into consideration a person’s involvement with child welfare, the safety and/or livability of the current environment, previous episodes of homelessness, and financial stability. Emergency and urgent concerns identified by the consumers are prioritized first through the provision of housing and services. Fundamental needs and the overall health of the youth household is assessed and prioritized for non-urgent community-based services.

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)

Implementation will be expedited due to the need for additional support in the community and our well established permanent supportive housing program infrastructure. We will immediately begin requesting referrals from coordinated entry and anticipate having half of the additional participants enrolled within the first 30- 60 days. The balance of enrollment will occur by the end of the 180 days.

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):

Community Rebuilders' success is built on a firm philosophical foundation that relies on the resiliency and strengths of the individuals served and our community. In 2006, we adopted a housing first, strengths-based model of service delivery and created a Housing Resource Specialist certification that has been duplicated across the state and in locations across the country.

The Housing Resource Specialist (HRS) certification is built upon a social justice framework that honors self-determination, equitable partnerships and acknowledgment of historical injustices.

Training is rooted in a strength-based approach from a social justice perspective. This evidenced-based approach includes intersecting sets of practices, including fostering authentic democratic relationships, exploration of strengths and the power of natural support systems.

Community Rebuilders and sub-grantee staff receive quarterly trainings, including cultural competency. This training helps staff to avoid well-intentioned but alienating behavior and teaches to pay attention to those cues that speak discomfort. Training emphasizes respect and acceptance of our consumers as collaborators determining their outcomes. This model encourages staff to adopt a more dynamic interactive view of culture and communication while paying attention to important cues that could improve the helping process. Training staff how to make this collaboration happen is the cornerstone to creating culturally competent services.

Our monitoring of sub-grantee's includes evaluation of outcomes and metrics on the demographics of households served, ensuring equity in performance measures.

We observe consumer feedback surveys to ensure we continually meet or exceed project goals. These project goals are driven by equity in outcomes of program participants served. This includes evaluating key performance indicators such as the rate of positive exits from services based on race and ethnicity.

*Exit rates based on race from all Community Rebuilders projects: January 1, 2019 - June 30, 2021.**

All persons served 94.7%

Non-white (HUD) 95.6%

White (HUD) 92.6%

**HMIS*

We gain wisdom from the experience of the consumers we serve, the community at large, promising and evidenced-based practices, and out of the box ideas that may seem

nontraditional but just might work. This makes us a flexible and nimble organization with diverse partnerships and ideas. We believe and have demonstrated that with collaboration and commitment to our core values we can make homelessness rare, brief and nonrecurring.

We are deliberate in considering how actions, programs and policies impact different social groups and understand that effective and meaningful social equity practices are not void of historical and social context.

We engage in ongoing efforts to produce a culture that values social equity. A culture which values issues of equity dedicates resources (human and financial) to develop strategies to implement highly comprehensive approaches for social equity measurement.

We understand that effective and meaningful social equity practices are not void of historical and social context. Considerations of both historical and social contexts offer meaning to measurement data and a clearer picture to evaluate and understand shifts in equity. Ultimately, it is only when equity is experienced by those who are most marginalized, underrepresented or not represented that true social equity is achieved.

IV. ORGANIZATIONAL CAPACITY

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

Key Community Rebuilders staff in the SRA Housing program include; Jeffrey King, Divisional Director, Vicki Squires, Director of Training and Development; Aaron Stewart, Portfolio Manager; Dakota Straub, Housing Resource Specialist; Jessi McKellar, Housing Resource Specialist; K'Quiana Knowling, Housing Resource Specialist (SOAR Staff).

Jeffrey King has over 10 years of experience at Community Rebuilders. In his current role is manages and operates the organization HUD CoC portfolio of projects. Jeffrey has served on the CoC's Steering and Executive council providing guidance and support for our communities efforts to end Veteran and Family Homelessness. He has provided training to CoC members on HUD policies and procedures including documenting homelessness, rapid rehousing and strength based case management.

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):

Community Rebuilders follows Generally Accepted Accounting Policy (GAAP). The financial records of Community Rebuilders are audited by a Certified Public Accounting firm annually. Community Rebuilders has a robust system of controls in place and has a demonstrated history of integrity in financial records and reports generating trust with stakeholders. The system of controls assures appropriate authorization, recording and accountability of assets. Employees share the responsibility for maintaining and complying with these controls and compliance controls ensure they are not circumvented. The Board and Executive Director share the responsibility for setting a tone and standard of accountability and conscientiousness regarding the organization's assets and responsibilities. Community Rebuilders' internal coordination has been recognized by local partners and our model of Strengths-Based, Housing First case management was adopted by the Continuum of Care as a community wide model of coordinated case management services.

Community Rebuilders currently trains and certifies other service providers in the Kent County community empowering them to deliver prevention, rapid rehousing, and permanent supportive housing services. The Salvation Army is not for profit, charitable organization with a long history of providing a range of social services for and with persons in poverty with the goal of improving and developing greater personal strength and stability in all areas of their lives. The Salvation Army follows the regulations placed by The Financial Accounting Standards Board (FASB) which directs us to use Generally Accepted Accounting Policy (GAAP). The financial records are audited by a Certified Public Accounting firm annually, in addition to a Salvation Army team of auditors who annually review program and financial records. *****

V. PROJECT BUDGET

Activity	Requested Funds	Other Funding	Total Project Cost	% of Total Budget
Acquisition				%
New Construction				%
Rehabilitation				%
Leasing	176,472.00			49 %
Rental Assistance				%
Supportive Services	\$141,433			39 %
Operating Costs	\$5,000			1 %
HMIS	\$15,000			4 %
Project Administration (limited to 7%)	\$24,358.00			7 %
Total Project Cost	\$362,263		\$362,263	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)
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
				\$	%	
Total leveraged from other sources				\$	%	

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

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

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

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

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

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

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

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 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

■ *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 1926.62 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, and 983).* 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: Community Rebuilders

Acknowledged By: _____

Title: _____

Date: _____