



Steering Council Meeting Agenda  
March 17, 2023 □ 8:30 – 10:30am □ Zoom

Heart of West Michigan United Way  
118 Commerce Ave. SW, Grand Rapids, MI 49503

1. Call to Order/Introductions
2. Approval of the Agenda\*
3. Approval of February 17, 2023 Meeting Minutes\*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda\*
  - a. Steering Calendar
  - b. ESG Financial Assistance Report
  - c. Committee & Initiatives Updates
  - d. Budget Report: Statement of Activity
  - e. Data Reports: none
6. Petitions and Communications
7. Community Housing Connect 2.0 Status Update
8. MSHDA Shelter Diversion Pilot Funding – *RFP included in the agenda packet for reference*
9. MSHDA HOME-ARP Housing Navigation Program Funding\* - *NOFA included in the agenda packet for reference*
10. Community Engagement
11. RRH Service Standards\* – *Coordinated Entry Committee approved policy update using Steering Council’s suggested language; Steering Council now needs to approve this policy*
12. Staffing & Funding Updates
13. Any other matters by Steering Council Member(s)
14. Public Comment on Any Matter (Limit 3 minutes ea.)
15. Adjournment

Next meeting: Friday, April 21<sup>st</sup>, 8:30 – 10:30am

\* denotes potential action item



**STEERING COUNCIL  
MEETING MINUTES - DRAFT**

February 17, 2023  
8:30-10:30

Facilitator:	Casey Gordon		
Meeting Attendees:	<u>Steering members present:</u> Casey Gordon, Elizabeth Stoddard, Victoria Sluga, Victoria Arnold, Ryan VerWys, Alonda Trammell, Fran Dalton, Lindsey Reames, Ryan Kilpatrick, Charisse Mitchell, Holly Wilson, Lauren VanKeulen, Kate Berens, Karen Tjapkes, Mark Contreras, Gustavo Perez (joined at 9:00am) <u>Steering members absent with notification:</u> Jose Salinas, Nicole Hofert, Adrienne Goodstal <u>Steering members absent without notification:</u> <u>Community Members:</u> Bill Joure (Cherry Health), Greg Mustric (Woda Cooper), Nicole Beagle (MSHDA), Wende Randall (ENTF), Tasha Blackmon (Cherry Health) <u>Staff:</u> Courtney Myers-Keaton, Brianne Robach		
Time Convened:	8:36 am	Time Adjourned:	10:33 am

<b>Approval of Agenda</b>			
Motion by:	Ryan VerWys	Support from:	Lauren VanKeulen
Discussion			
Amendments	None		
Conclusion	All in favor, motion passes.		

<b>Approval of Minutes</b>		<b>January 20, 2023</b>	
Motion by:	Karen Tjapkes	Support from:	Ryan VerWys
Discussion			
Amendments	Ensure the correct year is referenced throughout		
Conclusion	All in favor, motion passes.		

<b>Public Comment on Any Agenda Item</b>			
Discussion			
None			

<b>Approval of Consent Agenda</b>			
Motion by:	Karen Tjapkes	Support from:	Kate Berens
Discussion	None		
Conclusion	All in favor, motion passes.		

<b>Petitions and Communications</b>			
Discussion			
None			

<b>Low-Income Housing Tax Credit (LIHTC) Presentation - Woda Cooper: Shea Ravines</b>			
Discussion			

Greg Mustric, of Woda Cooper, presented information on Shea Ravines, a proposed LIHTC project developed in conjunction with Cherry Health. The project would include 56 units with 20 dedicated for Permanent Supportive Housing with Community Rebuilders as the lead agency. Greg answered questions from members and requested a letter of support for this project.



**STEERING COUNCIL  
MEETING MINUTES - DRAFT**

February 17, 2023  
8:30-10:30

<b>Ryan VerWys motioned and Alonda Trammell seconded that the Coalition provide a letter of support to Woda Cooper for their proposed Shea Ravines LIHTC project. All in favor, motion passes.</b>		
Action Items	Person Responsible	Deadline
<b>RRH Service Standards</b>		
Discussion		
<p>Brianne Robach shared that Coordinated Entry Committee requested a change to the RRH Service Standards policy to define 'safe' housing as housing that 'passes habitability and Housing Quality Standards'. Conversation around ensuring shared language understanding. Lindsey indicated that HUD inspections must incorporate the most stringent standards from federal, state, and local code. (Gustavo Perez joined the meeting)</p> <p><b>Charisse Mitchell motioned to send the policy back to CE Committee for further review with suggested language that housing passes "the applicable HUD-enforced housing quality standards". Lauren VanKeulen seconded. All in favor, motion passes.</b></p>		
Action Items	Person Responsible	Deadline
<b>Community Engagement</b>		
Discussion		
<p>Courtney Myers-Keaton share update on conversations with partners around the best strategies to engage in community conversation increasing the understanding of homelessness and identifying concerns and solutions.</p>		
Action Items	Person Responsible	Deadline
<b>Staffing &amp; Funding Updates</b>		
Discussion		
<p>Courtney provided an update on the status of oncoming staff positions. She anticipates that the Coordinated Entry Program Manager position will be not be posted for a few months when there is greater understanding of the role and responsibilities; she offered to bring the initial vision for the position to the next meeting. She plans to shift the proposed YHDP Coordinator role to part-time due to existing partnerships.</p>		
Action Items	Person Responsible	Deadline
<b>Preliminary PIT Count Data</b>		
Discussion		
<p>Courtney presented preliminary data from the Point in Time (PIT) Count which occurred the night of January 25. Conversation around the factors that could impact the numbers including the warmer than average weather, robust outreach coordination, impacts from COVID, and newer projects contributing to the count.</p> <p>A more comprehensive report with disaggregated data will be submitted as a data report in consent agenda for next month's meeting.</p>		



**STEERING COUNCIL  
MEETING MINUTES - DRAFT**

February 17, 2023  
8:30-10:30

Action Items	Person Responsible	Deadline
<b>LSA Data Walkthrough</b>		
Discussion		
Courtney Myers-Keaton presented data from the FY2022 Longitudinal Systems Analysis (LSA) report identifying areas with changes and/or negative trends from the last fiscal year. Discussion of factors impacting this data including the types of projects that entered data in FY22, COVID impacts, and the extremely low vacancy rate. Suggested area for further exploration include reasons for exits to non-permanent housing and strategies to increase the % of positive exits from shelter. Courtney offered to provide a CoC-training on how to use Stella.		
<b>Youth Homelessness Demonstration Program Update</b>		
Discussion		
Courtney overviewed discussion at the recent YHDP convening with HUD TA providers. Youth in attendance were able to share feedback. Lauren VanKeulen encouraged all agencies who engage with youth to work with the leadership team and participate with work to have representation across community. The core team is working to draft the Coordinated Community Plan.		
(Holly Wilson left the meeting)		
<b>Other Matters from Steering Council members</b>		
Discussion		
Elizabeth Stoddard invited folks to the Fair Housing Center's annual event on April 27 focusing on fair housing and social determinants of health.		
Lindsey Reames invited feedback on the Grand Rapids Housing Commission's Annual Plan which will include Moving To Work flexibilities. Documents are posted online; public hearing is on March 13.		
<b>Public Comment on Any Item</b>		
Discussion		
None		
<b>Adjourn</b>		
Motion by:	Lindsey Reames	Support from: Lauren VanKeulen



GRAND RAPIDS/WYOMING/KENT COUNTY  
STEERING COUNCIL ANNUAL CALENDAR  
Updated November 2021

**January**

Steering Council Orientation  
Executive Officer Elections  
Point in Time Count  
Draft Budget Presentation  
Steering Council Annual Conflict of Interest  
Forms Completed  
Strategic Plan: Review of Q4 Rocks and  
Introduction of Q1 Rocks

**February**

City of Grand Rapids Emergency Solutions Grant  
Application  
Reallocation Discussion  
Budget Approval

**March**

Data Quality Committee Report  
CoC and ESG Mid-Term Monitoring

**April**

LIHTC Developer Presentations to Steering  
(October Round)  
Point in Time Count Submitted to HUD  
Budget Review  
Strategic Plan: Review of Q1 Rocks and  
Introduction of Q2 Rocks

**May**

Nominating Committee forms

**June**

Steering Council Funding Process Review  
Governance Charter Recommended Changes to  
CoC membership  
Open Call for New CoC Members  
PIT Data Released

**July**

NAEH Annual Conference  
Strategic Plan: Review of Q2 Rocks and  
Introduction of Q3 Rocks

**August**

HUD CoC Program Funding Vote (Anticipated)  
System Performance Measures Reported to CoC  
CoC, Fiduciary, HARA MOU for ESG Execution

**September**

MSHDA Emergency Solutions Grant Application  
HUD CoC Program Application Due (Anticipated)  
PIT Planning Begins

**October**

LIHTC Developer Presentations to Steering  
(April Round)  
Governance Charter Review, including Fiduciary  
MOU  
Strategic Plan: Review of Q3 Rocks and  
Introduction of Q4 Rocks

**November**

Staff Evaluations Initiated by Fiduciary

**December**

Steering Council elections (at CoC meeting)  
Staff Evaluations Concluded by Fiduciary  
Budget Preparation Begins  
Strategic Plan: Review & Update Annual  
Priorities

## ESG Financial Assistance Report

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served	Data Reported as of
<b>MSHDA*</b>											
ESG - Community Rebuilders	10/1/2021 - 2/28/2023	\$53,290	\$53,290	RRH	75%	\$53,290.00	100%	not currently available	not currently collected		9/30/2022
ESG - ICCF	10/1/2021 - 2/28/2023	\$128,834	\$78,000	RRH	56%	\$128,933.97	100%	not currently available	not currently collected		9/30/2022
ESG - Pine Rest	10/1/2021 - 2/28/2023	\$48,600	\$0	Outreach	75%	\$40,668.89	84%	not currently available	not currently collected		9/30/2022
ESG - The Salvation Army	10/1/2021 - 2/28/2023	\$209,365	\$37,990	Outreach, RRH, Prevention	56%	\$181,061.41	86%	not currently available	not currently collected		9/30/2022
ESG-CV - Community Rebuilders	1/1/2021 - 2/28/2023	\$234,532	\$149,156	RRH	79%	\$234,532	100%	not currently available	not currently collected		9/30/2022
ESG-CV - Family Promise	1/1/2021 - 2/28/2023	\$1,215,131	\$0	Shelter	79%	\$1,215,131	100%	not currently available	not currently collected	Families	9/30/2022
ESG-CV Mel Trotter	1/1/2021 - 2/28/2023	\$54,200	\$0	Shelter	79%	\$54,200.47	100%	not currently available	not currently collected		9/30/2022
ESG-CV - Pine Rest	1/1/2021 - 2/28/2023	\$56,700	\$0	Outreach	79%	\$56,700.00	100%	not currently available	not currently collected		9/30/2022
ESG-CV - The Salvation Army	1/1/2021 - 2/28/2023	\$153,044	\$89,927	Prevention, RRH	79%	\$153,043.95	100%	not currently available	not currently collected		9/30/2022
ESG - ICCF	10/1/2022-9/30/2023	\$133,334	\$84,700	RRH			0%	not currently available	not currently collected		no reporting yet
ESG - Pine Rest	10/1/2022-9/30/2023	\$100,409	\$0	Outreach			0%	not currently available	not currently collected		no reporting yet
ESG - The Salvation Army	10/1/2022-9/30/2023	\$190,883	\$38,000	RRH, Prevention			0%	not currently available	not currently collected		no reporting yet
<b>City of Grand Rapids**</b>											
ESG - The Salvation Army	7/1/2022 - 6/30/2023	\$295,902	\$255,069	Rapid Re-housing	50%	117,501	40%	40	26		12/31/2022
<b>Kent County***</b>											
ESG-CV	4/01/20 - 9/30/23	\$1,511,168	\$1,427,182	Prevention/Hotel/Motel	78%	\$1,009,206.58	67%	231	158		12/31/2022
ESG 21	7/01/21 - 6/30/23	\$148,422	\$137,291	Prevention	75%	\$2,683.20	2%	100	0		12/31/2022

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served	Data Reported as of
<b>Kent County***</b>											
ESG 22	7/01/22 - 6/30/24	\$148,716	\$137,563	Prevention/HMIS Support	25%	\$167.00	0%	100	0		12/31/2022

**Notes**

\*MSHDA reports are submitted quarterly. Grant amendments are in progress and UW Finance Team is currently short staffed so Q4 numbers are not yet available. Team is working to get reporting up to date.

\*Some MSHDA ESG-CV amounts are anticipated to change in the coming months. Additional \$50k awarded but not yet shown here.

\*\*City of Grand Rapids payment requests and reports are due monthly.

\*\*\*Kent County's data reported quarterly. The direct assistance portions have been fully committed to programing through subrecipients for all ESG grants, the remaining grant amount has been held for Kent County administrative expenses associated with each grant. Kent County will be using an subrecipient application process to program the ESG 2023 grant expected from HUD in July 2023. Proposals will be due in late March or Mid-April, depending on when our ESG application is published.



## Grand Rapids/Wyoming/Kent County CoC – MI 506 Steering Council Initiative Reporting – March 2023

### **Data Analysis Committee –**

- Data Analysis has reviewed the preliminary data Point-In-Time (PIT) Count data set and the FY22 Longitudinal System Analysis (LSA). The committee has also reviewed data reported in the FY22 HUD CoC Program Competition and System Performance Measures to identify areas of concern.
- Data Analysis has also been presented with family shelter data dashboard by Family Promise and has been reviewing for trends.
- The committee also regularly hears update on the Michigan Racial Equity plan work and recently discussed the Federal Strategic Plan for Ending and Preventing Homelessness.
- Recommendation: The committee recommends reconvening the Data Quality workgroup to help providers with overall system data integrity.

### **Outreach Workgroup –**

- The Outreach Workgroup continues to coordinate to locate and offer services to individuals staying in unsheltered situations.
- We also welcomed two new Outreach case managers Inez Escareno, CoC Outreach Lead, and Melonie Cooper, City of Grand Rapids Outreach Case Manager.
- Lastly, we have completed the debriefing from the outcomes of PIT count 2023.

### **Youth Committee**

- Update not submitted

### **Ending Veterans Homelessness Committee & Veterans Action Board --**

- Update not submitted



## Continuum of Care Grant Financial Status

As of November 30, 2022

Grant	Grant Award Amount	Total Projected Expenses	Overspent or (Underspent)	Grant Year End Date	Notes
HWMUW (Match)	\$ 17,000	\$ 13,569	\$ (3,431)	6/30/2023	Non-personnel expenses have not yet been fully forecasted
MSHDA ESF 2021	\$ 207,049	\$ 182,720	\$ (24,329)	4/30/2023	MSHA extended due date
MSHDA ESM & ESM 02	\$ 258,000	\$ 115,903	\$ (142,097)	2/28/2023	MSHDA extended due date
MSHDA EHV	\$ 174,000	\$ 33,645	\$ (140,355)	9/30/2023	Partners challenged with spending grant out
MSHDA CV	\$ 1,763,699	\$ 1,763,699	\$ (0)	12/31/2022	Recently awarded another \$50,000 not yet reflected here
City of GR CDBG (Match)	\$ 20,000	\$ 12,906	\$ (7,094)	6/30/2023	Non-personnel expenses have not yet been fully forecasted
City of Wyoming CDBG (Match)	\$ 5,000	\$ 4,643	\$ (357)	6/30/2023	
HUD Planning 11.30.22	\$ 206,850	\$ 206,850	\$ 0	11/30/2022	
Kent County CUNP 12.31.23 (Match)	\$ 20,000	\$ 14,921	\$ (5,079)	12/31/22	Underspend here offset with overspend in City of GR CDBG grant ended 6.30.22
HMIS, Salvation Army 11.30.22	\$ 77,458	\$ 77,458	\$ -	11/30/2022	
Frey Foundation (CoC Transition)	\$ 75,000	\$ -	\$ (75,000)		One time award for CoC transition costs

Total	\$ 2,824,056	\$ 2,426,313	\$ (397,743)
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**CoC Fund Balance**

**Fund Balance @ 6/30/20**

\$ -

Add:

HWMUW grant fye 6.30.21 (not spent)	6,600
Mission Matters - Strategic planning	(4,000)
Comm Solutions Int'l income	1,000

**CoC Fund Balance 6/30/22**

**\$ 3,600**

NPTA remaining

100

**CoC Fund Balance 7/30/22**

**\$ 3,700**



# Office of Rental Assistance and Homeless Solutions

## Shelter Diversion Pilot Request for Proposals (RFP)

**Proposals Due: Friday, April 21, 2023**

*Made possible through the  
Housing and Community Development Fund (HCDF)*

735 E Michigan Ave  
P.O. Box 30044  
Lansing, MI 48909



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## 1. Timeline

Housing and Community Development Fund (HCDF) Shelter Diversion Pilot	
Request for Proposals (RFP) Released	Friday, February 17, 2023
RFP Overview Webinar	Monday, February 27, 2023 <a href="#">Register Here</a>
Proposals Due	Friday, April 21, 2023
Proposal Review/Scoring	April 24 – May 12, 2023
Awards Announced	Friday, May 19, 2023
Project Start Date	Thursday, June 1, 2023

## 2. General Overview

In 2022, MSHDA received a state budget allocation of \$50 million for the Housing and Community Development Fund (HCDF). These funds are intended to expand housing supports for the State of Michigan through a variety of projects and services based on identified needs. Through stakeholder engagement and listening sessions, MSHDA identified shelter diversion as a priority demonstration project to test, expand, and implement shelter diversion practices and models in select homeless crisis response systems. Under this allocation, MSHDA is investing \$3 million for a 2-year Shelter Diversion Pilot through a competitive Request for Proposals (RFP) process.

Shelter diversion is a strategy that helps people experiencing a housing crisis to quickly identify and access safe alternatives to shelter where possible. Shelter diversion is most effective when implemented collaboratively at the community-level, with shared knowledge and understanding of diversion practices and goals. Through the Shelter Diversion Pilot RFP, MSHDA is seeking proposals from eligible agencies to implement or expand effective shelter diversion models. This pilot will demonstrate the impact of effective shelter diversion on homeless crisis response systems and, more importantly, the impact on households at risk of or experiencing homelessness. All selected agencies will be part of a learning cohort for this project and will engage regularly with their peers, MSHDA project staff, and selected training and technical assistance throughout the course of the project.

## 3. Pilot Description

The goal of shelter diversion is to end an individual or family's experience of homelessness as quickly as possible while empowering them to regain control over their situation. The emphasis is on securing safe, appropriate options in community – even temporary options – rather than an emergency shelter stay, whenever possible. This limits the trauma of homelessness while supporting the availability of limited shelter beds for those most in need.

Shelter diversion is an intensive, short-term intervention narrowly focused on families and individuals at the point they have lost access to their housing option but prior to or shortly following entry in emergency shelter. A shelter diversion intervention should generally take no more than fourteen days. Clients may stay in shelter or in other housing during this time. Shelter diversion elevates creative problem solving and conflict resolution to empower people experiencing a housing crisis to find an immediate alternative to shelter and return to more stable housing. Through a strengths-based conversation, facilitated by a Diversion Specialist, individuals and families seeking shelter are supported in identifying immediate alternate housing arrangements and, if necessary, connections with services and financial assistance. **Most importantly, shelter diversion does not act as a barrier to shelter.**

Projects awarded under this competitive RFP will demonstrate how these funds will implement or expand an evidenced model of shelter diversion for a defined population and geographic area of

service. Effective shelter diversion includes staff with trained expertise in the following skills and practices:

- A trauma-informed approach to engagement focused on creating safety, transparency, and an overview of the Specialist/household partnership.
- Incorporation of motivational interviewing skills throughout the partnership, in particular active listening, open-ended questions, empathy, and a focus on goals.
- Exploration of strengths, opportunities, and resources to move from crisis to empowerment to regain confidence and identify options in addressing the housing issue.
- Collaborative identification of safe, appropriate options and next steps that can be reality-tested and validated as SMART (Specific, Measurable, Actionable, Realistic & Timed).
- Connections to other community resources will be essential. Mediation is valued as a worthwhile endeavor to improve relationships between households, landlords, and/or potential host households.
- Effective and timely communication that summarizes the action steps and follow-up with specifics including activities, persons responsible, timelines, and communication expectations.

Flexible financial assistance also plays a critical role by allowing Diversion Specialists the ability to provide unique supports for each household based on individually identified needs. Areas of unique support include transportation, food, education, employment, childcare, and household bill contribution, among others. Traditional financial and rental assistance, like housing application fees, mediation, and monthly rental payments, are also available through this pilot. However, households served through shelter diversion should still be considered for other housing resources as eligible, necessary, and available through the Coordinated Entry System (ex. HUD CoC Programs, Emergency Solutions Grant).

The Shelter Diversion Pilot will require HMIS data entry to track household demographics, services provided, and housing outcomes. Awarded agencies will be responsible to complete regular reporting throughout the course of the project.

#### 4. Grant Term and Award Parameters

The grant term will be two (2) years, starting June 1, 2023 through May 31, 2025.

The maximum grant award is \$500,000 (up to \$250,000 per year of the grant term). MSHDA anticipates awarding up to 10 proposals, depending on project size, and will review proposals to ensure effective geographic dispersion.

MSHDA will award funds through the established Fiduciaries under the Emergency Solutions Grant (ESG) in each Continuum of Care (CoC) or Local Planning Body (LPB) of the Balance of State CoC. A portion of awarded administrative funds must be allocated to the Fiduciary for associated responsibilities.

#### 5. Eligible Costs and Cost Parameters

The following cost categories are eligible for the Shelter Diversion Pilot:

<b>Staffing</b>	<b>At least 40%</b> of total proposed project costs must be allocated for <b>new</b> staffing (Diversion Specialists). Staff costs related to HMIS data entry may also be billed to this budget line.
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<b>Flexible Financial Assistance</b>	<b>At least 20%</b> of total project costs must be allocated for flexible financial assistance.
<b>Rental Assistance</b>	<b>At least 10%</b> of total project costs must be allocated for rental assistance.
<b>Administrative Costs</b>	Administrative costs are <b>limited to 10%</b> of total project costs.

*Cost Parameters*

Staffing: Funds budgeted for staffing cannot be used to supplant other program funds for existing staff. Applicants must ensure new positions are posted and hire additional staff as Diversion Specialists for this pilot.

Flexible Financial Assistance: Households can receive up to \$2,500 in assistance. This is capped for the grant term (i.e. households can be assisted with shelter diversion more than once but cannot receive more than \$2,500 in flexible financial assistance). This cap is implemented separately from Rental Assistance.

- General categories for Flexible Financial Assistance
  - Food
  - Contribution to shared housing costs (ex. Utility bills)
  - Transportation
  - Employment
  - Education
  - Childcare

**NOTE:** Awarded projects will not be permitted to provide monetary payments (cash) directly to households. Flexible Financial Assistance can be provided directly to households via gift cards in alignment with the general categories noted in this RFP.

Rental Assistance: Households can receive up to three (3) months of rental assistance. This is capped for the grant term (i.e. households can be assisted with rent payments more than once but cannot receive more than 3 months of rental assistance). This cap is implemented separately from the Flexible Financial Assistance.

Administrative Costs: Cost allocation plans are permitted in lieu of detailed administrative costs but must be provided at the point of proposal submission.

Additional policy guidance will be provided to awarded projects prior to project start.

**6. Performance Measures**

To track progress toward achieving the outcome goals of this program and assess success, MSHDA and awarded projects will monitor a set of performance indicators that may include, but are not limited to:

- Percentage of households who have a diversion interaction and identify an alternative to emergency shelter.
- Percentage of households who identify an alternative to emergency shelter and do not return to the Coordinated Entry System for emergency shelter within 30, 60, and 90 days.
- Racial equity analysis of diversion outcomes.
- Analysis of diversion outcomes based on household type (i.e. adult-only households, families).

To monitor and recognize intermediate progress toward the above performance indicators, MSHDA also intends to track output metrics that may include, but are not limited to:

- Average length of emergency shelter stay following diversion interaction.
- Average amount of flexible funding assistance per household served and nature of assistance provided.
- Average number of days a household is engaged in diversion services (measured from first point of contact to household graduation from or discontinuation of services).

Other performance measures and outputs will be established in partnership with MSHDA, awarded applicants, and their associated Continuums of Care (CoCs) as part of the Shelter Diversion Pilot implementation process. MSHDA expects performance measures to be refined as part of an iterative approach to the diversion practice. Within this framework, MSHDA is focused on continuous improvement toward the goals of shelter diversion as previously stated.

In addition to the performance indicators and output metrics listed above, MSHDA encourages applicants to propose additional indicators and metrics, including those that demonstrate early success and are indicative of household progress. All metrics should include evaluation based on race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs. MSHDA anticipates that performance by these metrics will vary by subpopulation served. Data generated from this pilot will inform future resource allocation and support replication of effective strategies and models.

## 7. Proposal Outline

The Shelter Diversion Pilot funds will be awarded through a competitive Request for Proposals (RFP) process. Continuums of Care (CoCs) may only support one (1) proposal for submission.\* Multiple proposals from the same CoC will be rejected. Proposals must be submitted by eligible applicants and must contain the following:

<b>Proposed Shelter Diversion Model</b>	Detailed outline of shelter diversion model, including number of Diversion Specialists, referral process, and how the model will be implemented in the local Coordinated Entry System. Include any anticipated methods for data capture and outcomes tracking.
<b>Evidence of Need</b>	Description of inflow/outflow data for the local emergency shelters and Coordinated Entry System. Reports provided via HMIS and/or comparable database.
<b>Proof of Experience</b>	Overview of experience with shelter diversion or, if implementing a new process, experience with serving households experiencing homelessness or at risk of homelessness. Include any experience with performance management and outcomes tracking.
<b>Target Population</b>	Description of population served by this project (general population, youth, families, adults, domestic violence survivors, human trafficking, etc).
<b>Diversity, Equity, and Inclusion (DEI) Self-Assessment</b>	<p><i>Clarifying the Purpose and Target Population:</i> The HCDF funds are being used to assist marginalized groups in accessing affordable housing and services while combating housing inequities and lack of access to opportunities. Please identify the marginalized groups that will be served with these resources and inequities that will be addressed with the activities in the proposal.</p> <p><i>Engaging Stakeholders:</i> It is imperative that stakeholders from diverse backgrounds (i.e., race, gender, ethnicity, disability status, geography, etc.), be informed and authentically represented in the development of this proposal. Please explain specific engagement steps taken to inform the</p>

	<p>proposal and that will be undertaken to ensure marginalized groups have access to this program.</p> <p><i>Community-Based Transparency:</i> What provisions will be in place to ensure ongoing data collection, stakeholder participation, and public feedback?</p> <p><i>Identifying Success Indicators:</i> What measures will be used to determine program success (data indicators and benchmarks, anecdotal)? What type of ongoing evaluation will be used to determine if course correction is needed? How will the level of diversity, inclusivity, and quality of ongoing stakeholder engagement be assessed?</p>
<b>Letter(s) of Support</b>	<p>Must provide a letter of support for the proposal from the geographically associated Continuum of Care (CoC). (Additional letters necessary if serving more than one CoC geographic area.)</p>

*\*Balance of State Continuum of Care (BoS CoC) is limited to one proposal for the purposes of this pilot. Local Planning Bodies (LPBs) cannot provide a letter of support or submit a proposal separate from the BoS CoC.*

**Please see Submission Instructions (page X) for additional guidance and requirements.**

### 8. Role Definitions and Applicant Criteria

Responses to this RFP will confirm the support of the local Fiduciary as established under MSHDA ESG funding and, if separate, which agency or agencies will act as the Service Provider(s). Definitions for each role are outlined below.

#### Fiduciary

The Fiduciary is an agency selected and affirmed by the CoC to receive and distribute Shelter Diversion Pilot funding. The Fiduciary agrees to the following responsibilities:

- Execute grant documents, including:
  - Completion of the Shelter Diversion Pilot Memorandum of Understanding (MOU), with signatures from all named entities.
- Assure use of funds in accordance with the grant agreement, communicating knowledge of any fraudulent activity to MSHDA and the CoC.
- Submit quarterly Financial Status Reports (FSRs) through MSHDA’s grant management system.
- Submit all required data reports on behalf of the project.
- Advise the CoC of any grant expenditures concerns, including delayed or inadequate expenditure, to avoid loss of funds to the community and possible recapture by MSHDA.
- Evaluate the quality of services and provide oversight to the Service Provider(s) based upon documented outcomes and in partnership with the CoC.
- Monitor ten percent (10%) of all Shelter Diversion Pilot participant files, as well as the financial records.

#### Service Provider

The Service Provider(s) is an agency selected and affirmed by the CoC to implement and staff the shelter diversion model. The Service Provider(s) agrees to the following responsibilities:

- Collaborate with the CoC to ensure the shelter diversion model is integrated within the Coordinated Entry System and broader homeless crisis response system.
- Provide eligible services as defined within this pilot, MOU, and associated grant documents.
- Hire and train staff as Diversion Specialists, following outlined best practices and required skills.



- Enter client information on HMIS (Domestic Violence Agencies must use a comparable database).
- Coordinate with the HARA to ensure the required assessment tool and/or process is completed for literally homeless households.
- Routinely review and correct HMIS data quality issues and monitor outcome performance.
- Provide routine reports to the CoC on the pilot, including the number of households served and outcomes.
- Maintain financial and client level records to support billings, retaining records for five years.
- Request payment and provide necessary supportive documentation to the Fiduciary on at least a quarterly basis.
- Ensure compliance with grant terms and provide the Fiduciary and MSHDA access to financial and programmatic records when requested.

Submitted proposals must ensure that the Fiduciary and, if separate, the Service Provider(s) meet the following criteria for eligibility:

#### Fiduciary Eligibility

- A 501(c)3 nonprofit agency or local unit of government that operates its principal place of business in the State of Michigan (CoC/LPB, if incorporated as a 501(c)3 Entity, is eligible).
- Actively involved in the CoC/LPB planning process.
- Exhibits the financial capacity to administer funds as demonstrated through an audited federal financial statement.
- Has financial management systems in place such as cash receipts and disbursement logs, invoices, and cancelled check registers, etc.
- Employs staff who possess bachelor's degree in accounting or possess experience in accounting along with college accounting credits or a bookkeeper whose work is overseen by an accounting firm.

#### Service Provider Eligibility

- A 501(c)3 nonprofit agency or local unit of government that operates its principal place of business in the State of Michigan (CoC/LPB, if incorporated as a 501(c)3 Entity, is eligible).
- Actively involved in the CoC/LPB planning process.
- Experienced in serving homeless populations.
- Experienced in providing case management services specifically targeted to people who are experiencing homelessness.
- Experienced with successful HMIS data collection.
- Participation in a QSOBAA to allow sharing within HMIS.
- Exhibits the financial capacity to administer funds as demonstrated through an audited federal financial statement.
- Has financial management systems in place such as cash receipts and disbursement logs, invoices, and cancelled check registers, etc.
- Employs staff who possess bachelor's degree in accounting or possess experience in accounting along with college accounting credits or a bookkeeper whose work is overseen by an accounting firm.

All funded agencies must be able to provide to MSHDA evidence of eligibility, when requested.

## 9. Proposal Scoring

Proposals containing all required items and submitted by the deadline will be reviewed and scored based on the following criteria and scoring categories:

<b>Strength of Proposed Model</b>	<ul style="list-style-type: none"> <li>• The proposal clearly defines the model and services to be provided. Services are appropriate to addressing the needs of and achieving desired outcomes for the target population.</li> <li>• The proposed model is supported by prior experience, demonstrated expertise, and/or aligns with the best practices and skills relevant to shelter diversion.</li> <li>• The proposal demonstrates a clear understanding of the target population and their needs/challenges.</li> <li>• The proposal provides estimates of deliverables that are in alignment with the proposed model's scope.</li> <li>• The Service Provider(s) has experience and/or expertise in delivering services in an expedient manner.</li> </ul>	40 points
<b>Performance Management and Outcomes</b>	<ul style="list-style-type: none"> <li>• The Service Provider(s) demonstrates strong past performance against the desired goals, outcomes, and/or other notable accomplishments in providing services to the target population.</li> <li>• The Service Provider(s) has the required systems and processes to track and report outcomes.</li> <li>• The Service Provider(s) has experience in using data to inform/improve its services and practices.</li> </ul>	20 points
<b>Organizational Capacity</b>	<ul style="list-style-type: none"> <li>• The Fiduciary and/or Service Provider(s) has qualified staff responsible for program oversight and management.</li> <li>• The Fiduciary has adequate systems and processes to support monitoring pilot expenditures and fiscal controls.</li> <li>• The Fiduciary and/or Service Provider(s) has adequate Human Resources capacity to hire and manage staff.</li> <li>• The Fiduciary and/or Service Provider(s)'s organization reflects and engages the diverse people of the communities it serves.</li> </ul>	15 points
<b>DEI Self-Assessment</b>	<ul style="list-style-type: none"> <li>• The proposal sufficiently addresses each aspect of the DEI Self-Assessment: <ul style="list-style-type: none"> <li>○ Clarifying the Purpose and Target Audience</li> <li>○ Engaging Stakeholders</li> <li>○ Community Based Transparency</li> <li>○ Identifying Success Indicators</li> </ul> </li> </ul>	15 points
<b>Reasonable Costs, Budget Justification,</b>	<ul style="list-style-type: none"> <li>• The Fiduciary and/or Service Provider(s) has the fiscal capacity to implement the proposed model</li> </ul>	10 points

<b>and Leverage of Funds</b>	<p>as demonstrated by an audit and/or other financial documents.</p> <ul style="list-style-type: none"> <li>• The Fiduciary and/or Service Provider(s) indicates that they have the capacity to implement this pilot on a reimbursement basis, as necessary.</li> <li>• The Fiduciary and/or Service Provider(s) demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work.</li> </ul>	
<b>TOTAL</b>		<b>100 points</b>

Basis of Award

MSHDA will rate applications using the criteria listed above and through a multi-disciplinary review team. Additionally, MSHDA will consider how each project aligns with best practices and service standards set forth by national experts and federal funding partners. MSHDA will also ensure adequate balance across specialized populations and geography.

**10. Submission Instructions**

All proposals must be submitted by the Fiduciary via email to Jennifer McNeely, MSHDA Program Specialist, at [mcneelyj2@michigan.gov](mailto:mcneelyj2@michigan.gov). Proposals are due Friday, April 21, 2023, by 5:00pm EST. Proposals submitted after the deadline will not be considered.

Proposals must include the following:

- Letter of support from the CoC (only one application per CoC will be accepted)
- Proposal Narrative
  - **Proposed Model** 2-4 pages (40 points)
    - Detailed outline of shelter diversion model, including number of Diversion Specialists, referral process, and how the model will be implemented in the local Coordinated Entry System.
    - Description of inflow/outflow data for the local emergency shelters and Coordinated Entry System. Reports provided via HMIS and/or comparable database.
    - Description of population served by this project (general population, youth, families, adults, domestic violence survivors, human trafficking, etc).
    - How will the organization measure the outcomes outlined in the RFP
  - **Performance Management Outcomes** 1-2 pages (20 Points)
    - Demonstrated past performance and or other notable accomplishments in serving the target population
    - Detail the systems that will be used to track and report outcomes
    - Detail how the agency has used data to inform/improve services and practices.
  - **Organizational Capacity** 1-2 pages (15 points)
    - Overview of agency experience with shelter diversion or, if implementing a new process, experience with serving households experiencing homelessness or at risk of homelessness
  - **DEI Self-Assessment** 1-2 pages (can be enhanced or addressed throughout the proposal) (15 points)
    - Clarify the purpose and target audience

- How the proposal engages stake holders
- How will the proposal address Community Based Transparency
- Identify Success Indicators
- **Reasonable Costs, Budget Justification, and Leveraged Funds** 1-2 pages (10 points)
  - Proof of fiscal capacity per audit or other financial documents
  - Agency affirms they can run the pilot on a cost reimbursement basis
  - Demonstrated reasonable implementation costs, appropriate funding requests relative to human and financial resources, budget supports proposed scope of work

**NOTE: Please review the RFP in full to ensure the narrative contains all of the information for each scored parameter.**

The narrative should be formatted in at least 11-point, standard font. The top of the proposal narrative must have the CoC name and Fiduciary point of contact, including address, email, and phone number.

Each scored parameter should be identified with the appropriate heading. For example:

**Proposed Model**

Narrative description

Please submit documents as a PDF. Documents created in Microsoft Word can be converted to a PDF by selecting, “Save as Adobe PDF”, from the File menu.

File name **MUST** include CoC name and document name. For example:

CoC NAME CoC Letter of support

CoC NAME Proposal Narrative

Any other documents deemed necessary to support the proposals are permitted and **MUST** contain the CoC name **AND** document name.

Michigan State Housing Development Authority is committed to providing meaningful access. For accommodations, modifications, translation, interpretation, or other services, please contact:

- [MSHDA-HS@michigan.gov](mailto:MSHDA-HS@michigan.gov)
- (517) 335-9885
- 735 E. Michigan Ave  
P.O. Box 30044  
Lansing, MI 48909



## Office of Rental Assistance and Homeless Solutions

### **HOME-ARP Notice of Funding Availability (NOFA)**

HOME American Rescue Plan (HOME-ARP):  
Housing Navigation Program (HNP)

735 E Michigan Ave  
P.O. Box 30044  
Lansing, MI 48909



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I. **Timeline**

<b>HOME ARP Supportive Services Funding</b>	
<b>Housing Navigation Timeline</b>	
<b>December 5, 2022</b>	Housing Navigation Program (HNP) NOFA draft released
<b>December 19, 2022</b>	HNP Draft NOFA Introduction webinar
<b>March 1, 2023</b>	HNP NOFA and application published
<b>March 8, 2023</b>	HNP NOFA <a href="#">Webinar</a> REGISTER HERE
<b>April 7, 2023</b>	HNP application submissions Due
<b>May 1, 2023</b>	HNP Project Start

II. **General Overview**

In March 2021, President Biden signed the American Rescue Plan Act (ARP) of 2021 into law, which provides over \$1.9 trillion in relief to address the continued impact of the COVID-19 pandemic on the economy, public health, state and local governments, individuals, and businesses. Congress appropriated \$5 billion in ARP funds to be administered through HUD’s HOME Investment Partnerships Program to specifically address the need for homelessness assistance and supportive services and perform four activities that must primarily benefit qualifying individuals and families who are homeless, at risk of homelessness, or in other vulnerable populations; including (1) the development of affordable rental housing, (2) tenant-based rental assistance (TBRA), (3) the provision of supportive services; (4) the acquisition and development of non-congregate shelter units and (5) non-profit building and capacity building assistance. The complete program is described in Notice [CPD-21-10](#) and is formally known as the HOME-American Rescue Plan (HOME-ARP).

HOME-ARP funds were allocated to 19 different cities and counties across the state for a total of \$89,849,402. MSHDA received Michigan’s non-entitlement portion of \$63,793,681. To achieve an equitable distribution of funds statewide, MSHDA considered these local funding amounts when determining regional allocations for MSHDA HOME-ARP. MSHDA used a formula-based calculation that included the percentage of the population at 30% Area Median Income to establish the regional need. MSHDA allocated 85% of its HOME-ARP, less MSHDA Administrative costs, to regions across the state and maintains 15% of the total award as a statewide pool for additional regional allocation as needed.

MSHDA published its HOME-ARP Allocation Plan for public comment and hosted multiple virtual public comment sessions to solicit feedback and questions regarding the plan. All feedback was reviewed, and any necessary changes were incorporated into the submitted HUD Action Plan. Please see [MSHDA’s HOME-ARP Allocation Plan](#) for more information.

MSHDA has allocated \$3 million in HOME-ARP funds to support housing navigation services for qualifying individuals and families searching for housing or newly housed with vouchers and other housing programs. Please review Addendum A for this grant’s Continuum of Care (CoC) allocation methodology.

### III. **Program Description**

HOME-ARP Housing Navigation Program (HNP) is a two-year (2) grant that will provide staffing support for the delivery of services to households who qualify per HOME-ARP eligibility criteria. Each CoC has a pre-determined allocation of funds (Addendum A). The CoC will respond to this NOFA with its selected subgrantee to provide services. This NOFA will provide details regarding Qualifying Populations, Eligible Activities, and Costs, along with the subgrantee requirements.

**NOTE:** The Balance of State CoC (BOSCOC) has one allocation for these funds and must determine a process by which a geographic area is prioritized to administer Housing Navigation services.

The funds from this program will be awarded by MSHDA to perform services to eligible households that are linked to the Homeless Preference Housing Choice Voucher (HCV) program or other HUD CoC or Emergency Solutions Grant (ESG) housing programs. Services will include but are not limited to the following:

- Robust housing search assistance
- Completion of any required eligibility paperwork to access rental assistance
- Completion of any required annual recertification paperwork to maintain eligibility and rental assistance
- Landlord mediation
- Other services identified in partnership with the household to support housing retention and stabilization

### IV. **Grant Term**

Housing Navigation is a two-year (2) grant. Grants will begin **May 1, 2023** to **April 30, 2025**.

### V. **Qualifying Populations as Defined by HOME-ARP**

The following populations are qualified to receive assistance under the HNP. Please review the [HOME-ARP Notice](#) for more detailed information.

**Homeless**, as defined in [24 CFR 91.5](#):

- An individual or family who lacks a fixed, regular, and adequate nighttime residence.
- An individual or family who will imminently lose their primary nighttime residence.
- Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:
  - Are defined as homeless under section 387 of the Runaway and Homeless Youth Act (42 U.S.C. 5732a), section 637 of the Head Start Act (42 U.S.C. 9832), section 41403 of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2), section 330(h) of the Public Health Service Act (42 U.S.C. 254b(h)), section 3 of the Food and Nutrition Act of 2008 (7 U.S.C. 2012), section 17(b) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)), or section 725 of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a);
  - Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;



- Have experienced persistent instability as measured by two moves or more during the 60 days immediately preceding the date of applying for homeless assistance: **and**
- Can be expected to continue in such status for an extended period because of chronic disabilities, chronic physical health or mental health conditions, substance addiction, histories of domestic violence or childhood abuse (including neglect), the presence of a child or youth with a disability, or two or more barriers to employment, which include the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment.

**At the risk of Homelessness**, as defined in [24 CFR 91.5](#):

- An individual or family who:
  - Has an annual income below 30 percent of the median family income for the area, as determined by HUD;
  - Does not have sufficient resources or support networks, *e.g.*, family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place described in paragraph (1) of the “Homeless” definition; **and**
  - Meets one of the following conditions:
    - Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
    - Is living in the home of another because of economic hardship;
    - Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance;
    - Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by federal, State, or local government programs for low-income individuals;
    - Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons or lives in a larger housing unit in which there reside more than 1.5 people per room, as defined by the U.S. Census Bureau;
    - Is exiting a publicly funded institution, or system of care (such as a health-care facility, a mental health facility, foster care or other youth facilities, or a correction program or institution); *or*
    - Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient's approved consolidated plan.
  - A child or youth who does not qualify as “homeless” under this section, but qualifies as “homeless” under section 387(3) of the Runaway and Homeless Youth Act (42 U.S.C. 5732a(3)), section 637(11) of the Head Start Act (42 U.S.C. 9832(11)), section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6)), section 330(h)(5)(A) of the Public Health Service Act (42 U.S.C. 254b(h)(5)(A)), section 3(l) of the Food and Nutrition Act of 2008 (7 U.S.C. 2012(l)), or section 17(b)(15) of the Child Nutrition Act of 1966 (42 U.S.C. 1786(b)(15)); *or*
  - A child or youth who does not qualify as “homeless” under this section but qualifies as “homeless” under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2)), and the parent(s) or guardian(s) of that child or youth if living with her or him.

## Fleeing, or Attempting to Flee, Domestic Violence, Dating Violence, Sexual Assault, or Human Trafficking

- **Domestic violence**, which is defined in [24 CFR 5.2003](#) includes felony or misdemeanor crimes of violence committed by:
  - A current or former spouse or intimate partner of the victim (the term “spouse or intimate partner of the victim” includes a person who is or has been in a social relationship of a romantic or intimate nature with the victim, as determined by the length of the relationship, the type of the relationship, and the frequency of interaction between the persons involved in the relationship);
  - A person with whom the victim shares a child in common;
  - A person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner;
  - A person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving HOME-ARP funds; *or*
  - Any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.
- **Dating violence**, which is defined in [24 CFR 5.2003](#) means violence committed by a person:
  - Who is or has been in a social relationship of a romantic or intimate nature with the victim; and
  - Where the existence of such a relationship shall be determined based on a consideration of the following factors:
    - The length of the relationship.
    - The type of relationship
    - The frequency of interaction between the persons involved in the relationship.
- **Sexual assault**, which is defined in [24 CFR 5.2003](#) means any nonconsensual sexual act proscribed by Federal, Tribal, or State law, including when the victim lacks the capacity to consent.
- **Stalking**, which is defined in [24 CFR 5.2003](#) means engaging in a course of conduct directed at a specific person that would cause a reasonable person to:
  - Fear for the person’s safety or the safety of others; or
  - Suffer substantial emotional distress.
- **Human Trafficking**, includes both sex and labor trafficking, as outlined in the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7102). These are defined as:
  - *Sex trafficking* means the recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purpose of a commercial sex act, in which the commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
  - *Labor trafficking means* the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

**Other Populations**, where providing supportive services or assistance under section 212(a) of NAHA ([42 U.S.C. 12742\(a\)](#)) would prevent the family's homelessness or would serve those with the greatest risk of housing instability. HUD defines these populations as individuals and households who do not qualify under any of the populations above but meet one of the following criteria:

- **Other Families Requiring Services or Housing Assistance to Prevent Homelessness** is defined as households (i.e., individuals and families) who have previously been qualified as “homeless” as defined in [24 CFR 91.5](#), are currently housed due to temporary or emergency assistance, including financial assistance, services, temporary rental assistance or some type of other assistance to allow the household to be housed, and who need additional housing assistance or supportive services to avoid a return to homelessness.
- **At Greatest Risk of Housing Instability** is defined as household who meets either option below:
  - Has annual income that is less than or equal to 30% of the area median income, as determined by HUD and is experiencing severe cost burden (i.e., is paying more than 50% of monthly household income toward housing costs), *or*
  - Has annual income that is less than or equal to 50% of the area median income, as determined by HUD, **AND** meets one of the following conditions from paragraph (iii) of the “At risk of homelessness” definition noted above.

**Veterans and Families that include a Veteran Family Member** that meet the criteria for one of the qualifying populations described above are eligible to receive HOME-ARP assistance.

## VI. **Selection Criteria for Eligible Subgrantees**

CoCs will select the chosen subgrantee(s) agency to administer the HNP in accordance with the requirements noted below.

### **All Housing Navigation Subgrantees must meet the following requirements:**

- Recommended by the CoC;
- A 501(c)3 nonprofit agency or a local unit of government that operates its principal place of business in the State of Michigan.
- A local unit of government can subgrant the funds to a PHA; (Public Housing Authority)
- Actively involved in the CoC planning process;
- Willing to re-align existing program structures and use of funds to fill gaps and end homelessness;
- Willing to use HMIS (Homeless Management Information System) to collect relevant data (Domestic violence service agencies use a comparable database);
- Capacity to use a standardized assessment tool or process;
- Participation in a QSOBAA (Qualified Services Organization Business Associates Agreement) to allow sharing within HMIS;
- Exhibits the financial capacity to administer funds as demonstrated through an audited financial statement;
- Has financial management systems in place such as cash receipts and disbursement logs, invoices and cancelled check registers, etc.
- Employs staff person who possess bachelor's degree in accounting, *or* possess experience in accounting along with college accounting credits, *or* a bookkeeper whose work is overseen by an accounting firm;

- Does not require program participants to complete any prerequisites to receive services (i.e., religious activities, sobriety treatment, etc.); and
- Displays the ability to collaborate, coordinate, and partner with other local organizations.

*MSHDA reserves the right to evaluate the past performance of all recommended agencies and to approve or deny their participation.*

## **VII. Eligible Costs**

HNP funds may be used to pay eligible costs associated with the HOME-ARP supportive services by the requirements in this NOFA.

**Case Management:** Funding to support local homeless service agencies in providing housing navigation services for qualifying individuals and families that are searching for housing/newly housed with MSHDA's Homeless Preference HCV program or other CoC or ESG-funded housing programs. Services will include but not be limited to robust housing search assistance; assistance with eligibility paperwork; assistance with the annual recertification paperwork; landlord mediation; and housing retention and stabilization services. Case management costs can account for no less than 90% of the total grant allocation.

**Administrative Costs:** Expenses associated with fiduciary and/or subgrantee administrative support during the grant period. Administrative costs can account for up to 10% of the total grant allocation.

## **VIII. Ineligible Costs**

HNP funds cannot be used for any form of financial assistance to the household or other activities/programs beyond the scope noted above.

## **IX. Collaboration**

By collaborating, local partners will work to leverage and coordinate community resources. Although the selected subgrantee may provide many services, it is beneficial to partner with other local organizations to assure a cadre of available support.

For the use of HNP funds, a Memorandum of Understanding (MOU) must be completed between each CoC and MSHDA to ensure all HOME-ARP Qualifying Populations can be served by the local Coordinated Entry System (CES). The MOU must be completed before the release of funds and can be found on [MSHDA's HOME-ARP webpage](#). MSHDA will have one grant with the designated Fiduciary and that Fiduciary will be responsible for grant distribution of funds, compliance, and monitoring with community subgrantees.

## **X. Defining Roles**

Following is an explanation of the minimum duties performed by the CoC, Fiduciary, and subgrantee (s). The CoC-recommended Fiduciary will be awarded the funds; therefore, the Fiduciary is the only agency billing MSHDA for reimbursement.

***MSHDA reserves the right to alter any/all recommendations based on issues of prior applicant performance, applicant capacity, eligibility of project activities, and consistency with the criteria and standards discussed in this NOFA.***

### **Continuum of Care (CoC)**

Each CoC operates a CES by mapping out the resources and delivery process used to prevent homelessness and rapidly re-house people living in homelessness. As a result, duplication of services is reduced and gaps within the community's system are identified. In addition, the CoCs CES overcomes barriers that individual programs cannot address, allowing communication, coordination, and collaboration to be brought to scale on a community-wide level.

Under HOME-ARP, CoCs are required to expand the scope of their CES to include all Qualifying Populations defined in the HOME-ARP notice. This expansion relates only to the assessment of eligibility for and referral to HOME-ARP resources. Coordinated Entry Systems are responsible to perform the following functions:

- Implement and maintain a homeless crisis response system that is routinely monitored and evaluated based on HUD's System Performance Measures.
- Develop a culture that teaches and makes decisions based on outcomes.
- Analyze the local portfolio of grants to determine if the right mix of housing and services is available to meet the needs of the homeless households that present for assistance. Determine whether funding for some projects, in whole or in part, should be reallocated to make resources available for new efforts.
- Prioritize the use of MSHDA grant funds for proven strategies.
- Solidify and enhance partnerships within the following areas:
  - Behavioral Health
  - Domestic violence and human trafficking
  - Education and employment
  - Healthcare
  - Law enforcement
  - Veteran and youth services
- Further the application and implementation of best practices and HOME-ARP guiding principles.
- Confirm and support the identified agency(s) that will function as HPP Fiduciary and Subgrantee(s).
- Monitor services provided by the Fiduciary and Subgrantee(s) to ensure they meet the needs of the local community and that any critical issues are addressed.
- Provide meeting minutes, notices, and agendas to the designated MSHDA Homeless Assistance Specialist.
- Ensure that all MSHDA HOME-ARP-funded agencies participate in CoC or local planning body (LPB) meetings.
- Ensure completion of HMIS sharing agreement between all relevant CoC/LPB agencies.

**Note:** LPBs are subsets of the BOSCOG. While each LPB operates its CES, they are all responsible to follow the overarching guidance and instruction of the BOSCOG.

### **Fiduciary**

The Fiduciary is an agency selected and affirmed by the CoC to receive and distribute MSHDA HOME-ARP funding as allocated by the approved budget. The Fiduciary agrees to the following responsibilities:

- Execute grant documents for the CoCs allocation, including:
  - Memorandum of Understanding (MOU) with the CoC and with all key partners.
  - Sign the contract and applicable documents required by MSHDA;

- Initiate and execute subgrantee grants as needed.
- Assure use of funds by the grant agreement, communicating knowledge of any fraudulent activity to MSHDA and the CoC;
- Submit quarterly Financial Status Reports (FSRs) in the IGX system;
- Advise the CoC of agencies not using dollars promptly to avoid loss of funds to the community and possible recapture by MSHDA;
- Evaluate the quality of services and provide oversight to funding subgrantees based upon documented outcomes and in partnership with the CoC;
- Monitor ten percent (10%) of all participant files, as well as the financial records, of all subgrantees except for emergency shelters.

### **Subgrantee(s)**

The Subgrantee(s) is an agency selected and affirmed by the CoC to facilitate services outlined in this NOFA. The Subgrantee(s) agrees to the following responsibilities:

- Employ staff to provide Housing Navigation services;
- Actively participate in the Coordinated Entry System, including acceptance of referred, eligible households and regular communication on available Housing Navigation resources;
- Provide routine reports to the CoC on Housing Navigation performance, including the number of households identified and served and the status of funding expenditure;
- Maintain knowledge of Housing Navigation and HOME-ARP requirements, regulations, and service standards.

## Addendum A

### MSHDA HOME-ARP - Housing Navigation Program Notice of Funding Availability (NOFA) - Allocation & Methodology

MSHDA has allocated \$3,000,000 in HOME-ARP funding to support Housing Navigation under the Supportive Services component of HOME-ARP. Each Continuum of Care (CoC) will receive an allocation to support the activities outlined in the NOFA.

In determining the Housing Navigation allocation for each CoC, MSHDA considered the following:

- Housing Choice Voucher (HCV) allocation by CoC
- HUD CoC Program allocation by CoC
- MSHDA Emergency Solutions Grant (ESG) allocation by CoC

All allocations are subject to the following eligible budget lines:

- At least 90% of the total grant must be used for staffing costs to support Housing Navigation services
- Up to 10% of the total grant can be used for administrative costs

The table below represents each CoC Housing Navigation funding allocation.

CoC Name/Number	HOME-ARP Housing Navigation 2-Year Allocation	Minimum Full-Time Equivalency (FTE)
MI-500 (Balance of State CoC)	\$150,000	1 FTE
MI-501 (Detroit CoC)	\$300,000	2 FTE
MI-502 (Out-Wayne County CoC)	\$225,000	1.5 FTE
MI-503 (Macomb County CoC)	\$210,000	1.25 FTE
MI-504 (Oakland County CoC)	\$210,000	1.25 FTE
MI-505 (Genesee County CoC)	\$150,000	1 FTE
MI-506 (Kent County CoC)	\$225,000	1.5 FTE
MI-507 (Kalamazoo County CoC)	\$150,000	1 FTE
MI-508 (Ingham County CoC)	\$150,000	1 FTE
MI-509 (Washtenaw County CoC)	\$150,000	1 FTE
MI-510 (Saginaw County CoC)	\$150,000	1 FTE
MI-511 (Lenawee County CoC)	\$90,000	.5 FTE
MI-512 (Grand Traverse Area CoC)	\$150,000	1 FTE
MI-514 (Calhoun County CoC)	\$150,000	1 FTE
MI-515 (Monroe County CoC)	\$90,000	.5 FTE
MI-516 (Muskegon County CoC)	\$90,000	.5 FTE
MI-517 (Jackson County CoC)	\$90,000	.5 FTE
MI-518 (Livingston County CoC)	\$90,000	.5 FTE
MI-519 (Ottawa County CoC)	\$90,000	.5 FTE
MI-523 (Eaton County CoC)	\$90,000	.5 FTE
<b>TOTAL</b>	<b>\$3,000,000</b>	



## RAPID REHOUSING SERVICE STANDARDS

### OVERVIEW

Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term.

**The three core components of a rapid re-housing program are: housing identification, move-in and rent assistance, and rapid re-housing case management and services.** <sup>1</sup>

Programs proposing to provide rapid re-housing services within the Continuum of Care are expected to align their policies and procedures with the standards outlined within this document.

### ELIGIBILITY REQUIREMENTS

- Programs offering rapid re-housing programs shall utilize the coordinated assessment system for all program referrals.
- In the coordinated assessment/central intake process, all households will be assessed and prioritized using a standard tool. Households who are literally homeless (HUD definition category 1) and have a high level of acuity will receive priority for referral to rapid re-housing.
  - No participants will be denied a referral based on no or too low of income, or poor credit history.

### Core Component Program Standards

While a household that is rapidly rehoused is not required to utilize all three core components, a rapid re-housing program must offer program participants all three core components: housing identification, move-in and rent assistance, and rapid re-housing case management and services. The core components can be provided by a single agency or in partnership with other agencies and still meet these program standards.

#### **1. Housing Identification**

Housing Identification is the first core component of rapid re-housing, the goal of which is to find housing for program participants quickly. Activities under this core component include recruiting landlords with

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<sup>1</sup> This document has been adapted from the National Alliance to End Homelessness' document *Rapid Rehousing Performance Benchmarks and Program Standards* which was based on what are currently considered promising practices by the National Alliance to End Homelessness, the U.S. Department of Veteran Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), U.S. Interagency Council on Homelessness (USICH), federal technical assistance providers, and nationally recognized, high-performing rapid re-housing providers. Continuums of Care are required to develop standards locally for providers that include who receives rapid re-housing and how much rent a participant is required to pay.



units in the communities and neighborhoods where program participants want to live and negotiating with landlords to help program participants access housing.

### **Principles**

- Within the limits of the participant’s anticipated income, a rapid re-housing program should have the ability to help households access units that are desirable and sustainable—those that are in neighborhoods where they want to live in, that have access to transportation, are close to employment, and that ~~are safe~~ pass the applicable HUD-enforced housing quality standards.
- Housing identification efforts should be designed and implemented to actively recruit and retain landlords and housing managers willing to rent to program participants who may otherwise fail to pass typical tenant screening criteria.
- Critical to the formation of landlord-program relationship is the recognition of the landlord as a vital partner. The RRH provider must be responsive to landlords to preserve and develop those partnerships for the purposes future housing placements.

### **Housing Identification Program Standards**

H1. Program has a mechanism by which landlords are identified, recruited and encouraged to rent to homeless households served by the program. Staff have the knowledge, skills, and agency resources to: understand landlords’ perspectives, understand landlord and tenant rights and responsibilities, and negotiate landlord supports.

H2. Staff are trained on housing identification, housing inspection, landlord tenant rights and responsibilities, and other core competencies as well as the wider array of housing assistance available within a community. Program has routine ways to onboard new staff and to keep staff regularly updated on new strategies, policies, and housing assistance options in the community.

H3. Program has written policies and procedures for landlord recruitment activities, including screening out potential landlord partners who have a history of poor compliance with their legal responsibilities and fair housing practices.

H4. Program offers a standard, basic level of support to all landlords who lease to program participants. This support is clearly communicated to landlords. Program can negotiate additional supports, as needed, on a case-by-case basis. At a minimum, this policy specifies that program staff:

H4a. Seek to resolve conflicts around lease requirements, complaints by other tenants, and timely rent payments; and

H4b. Whenever possible, negotiate move-out terms and assist the person/household to quickly locate and move into another unit without an eviction (see Rapid Re-Housing Case Management Program Standard C15.).

H5. Program has a written policy requiring staff to explain to participants basic landlord-tenant rights and responsibilities and the requirements of their specific lease.

## **2. Rent and Move-In Assistance**

Rent and Move-In Assistance is the second core component of rapid re-housing, the goal of which is to provide short-term help to households so they can pay for housing. Activities under this core component include paying for security deposits, move-in expenses, rent, and utilities.

### **Principles**

- Rent and move-in assistance should be flexible and tailored to the varying and changing needs of a household while providing the assistance necessary for households to move immediately out of homelessness and to stabilize in permanent housing.
- A rapid re-housing program should make efforts to maximize the number of households it is able to serve by providing households with the financial assistance in a progressive manner, providing only the assistance necessary to stabilize in permanent housing.

### **Rent and Move-In Assistance Program Standards**

R1. Program staff are trained on regulatory requirements of all rapid re-housing funding streams and on the ethical use and application of a program's financial assistance policies, including, but not limited to initial and ongoing eligibility criteria, program requirements, and assistance maximums. Program has a routine way to onboard new staff and to keep staff regularly updated on changing regulations and/or program policies.

R2. Programs utilize the principles of progressive engagement in determining rental assistance needs. Guidelines are flexible enough to respond to the varied and changing needs of program participants, including participants with zero income.

R3. Programs may require participants to pay part of their income towards rent. This should be clearly defined in the program's policies and procedures and explained to the participant at the time of program intake or orientation.

R4. Program issues checks quickly and on time and has the capacity to track payments to landlords and other vendors.

R5. The transition off financial assistance is coordinated with case management efforts to assist program participants to assume and sustain their housing costs (see Rapid Re-Housing Case Management and Services Program Standards C18.-C20., C24.).

### ***3. Rapid Re-Housing Case Management and Services***

Rapid re-housing case management and services is the third core component of rapid re-housing. The goals of rapid re-housing case management is to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports if needed.

### **Principles**

- Rapid re-housing case management should be client-driven. Case managers should actively engage participants in voluntary case management and service participation by creating an environment in which the participant is driving the case planning and goal-setting based on what they want from the program and services, rather than on what the case manager decides they need to do to be successful.

- Rapid re-housing case management should be flexible in intensity—offering only essential assistance until or unless the participant demonstrates the need for or requests additional help. The intensity and duration of case management is based on the needs of individual households and may lessen or increase over time.
- Rapid re-housing case management uses a strengths-based approach to empower clients. Case managers identify the inherent strengths of a person or family instead of diagnoses or deficits, then build on those strengths to empower the household to succeed.
- Rapid re-housing program case management reflects the short-term nature of the rapid rehousing assistance. It focuses on housing retention and helping a household build a support network outside of the program. It connects the participant with community resources and service options, such as legal services, health care, vocational assistance, transportation, child care, and other forms of assistance, that continue beyond participation in the rapid re-housing program.

### **Rapid Re-Housing Case Management and Services Program Standards**

C1. Case manager’s job descriptions direct case managers to focus on housing and to use strengths based practices focused on participant engagement and meeting the unique needs of each household.

C2. Case managers are trained on rapid re-housing case management strategies and related evidence-based practices as well as program policies and community resources. Additionally, a program has a regular process for onboarding new staff and regularly updating the training of current staff.

C3. Except where dictated by the funder, program participants direct when, where, and how often case management meetings occur.

C4. Case managers respect a program participant’s home as their own, scheduling appointments ahead of time, only entering when invited in, and respecting the program participant's personal property and wishes while in their home.

C5. Services offered by a program have voluntary participation. Programs should seek participant input in determining the type and design of services that are offered in the program to ensure the program is meeting participant need and not providing unnecessary services.

C6. Program has clearly defined relationships with employment and income programs that it can connect program participants to when appropriate.

C7. Program has clearly defined policies and objective standards for when case management should continue and end. These guidelines are flexible enough to respond to the varied and changing needs of program participants. In instances where cases are continued outside of these defined policies and objective standards, there is a review and approval process.

C8. Assessments completed prior to housing are strengths based, limited, and focus on those things necessary to support health and safety and resolve the housing crisis as quickly as possible.

C9. Program has resources and/or be able to connect participants to community resources that help participants: resolve or navigate tenant problems (like rental and utility arrears or multiple evictions) that landlords may screen for on rental applications; obtain necessary documentation such as identification;

prepare participants for successful tenancy by reviewing lease provisions; and support other move-in activities such as providing furniture.

C10. Program offers basic tenancy skills learning opportunities which can include instruction or guidance on basic landlord-tenant rights and responsibilities, requirements and prohibitions of a lease, and meeting minimum expectations for care of the housing unit, such as not causing damage.

C11. Program staff work directly with the participant and landlord to resolve tenancy issues without threatening the participant's tenancy. Program works quickly to mediate the situation, encouraging a strong and healthy landlord and tenant relationship that can continue following the participant's exit from the program.

C12. When necessary, case managers help participants avoid evictions before they happen, and maintain a positive relationship with the landlord.

C13. Housing plans focus on how program participants can maintain a lease and address barriers to housing retention, including maximizing their ability to pay rent; improving understanding of landlord/tenant rights and responsibilities; and addressing other issues that have, in the past, resulted in housing crisis or housing loss. Plans account for participant preferences/choices, and include only goals created with and agreed to by the participant.

C14. Case managers make referrals to appropriate community and mainstream resources, including, but not limited to income supplements/benefits (TANF, Food Stamps/SNAP, etc.), non-cash supports (healthcare, food supports, etc.), legal assistance, credit counseling, and subsidized childcare. A participant may choose not to follow up on or participate in any referred services or programs.

C15. As rapid re-housing assistance is short-term, case managers pay particular attention to participants' incomes moving forward. Though income is not a requirement at the beginning of a program, case managers help participants review their budgets, including income and spending, to make decisions about reducing expenses and increasing income.

C16. Case managers work with participants to identify pathways for increasing earned income, including participating in mainstream and community employment support programs as well as using a program's own employer connections.

C17. If necessary, participants are assisted in identifying existing familial and personal connections that can help them maintain housing by providing supports such as child care, transportation, etc. Participants may choose not to engage in this process.

C18. When closing a case, case managers provide information to participants about how they can access assistance from the program again if needed and what kind of follow-up assistance may be available. In instances when a participant is at imminent risk of returning to homelessness, program has the capacity to either directly intervene or provide referral to another prevention resource.

## **Program Philosophy and Design**

Beyond ending homelessness for individual households, rapid re-housing plays a key role in ending homelessness overall. To do so effectively and efficiently, a program must coordinate with the broader

homeless system, not screen out large portions of the homeless population, and have a commitment to a Housing First approach.

### **Principles**

- In order to identify, engage, and assist as many households experiencing homelessness as possible, a program should coordinate and fully participate with the broader homeless assistance system.
- Rapid re-housing is an intervention designed for and flexible enough to serve anyone not able to exit homelessness on their own. Rapid re-housing programs should not attempt to screen out households based on a score on an assessment tool or criteria that are assumed, but not shown, to predict successful outcomes, such as a minimum income threshold, employment, absence of a criminal history, evidence of “motivation,” etc.
- Rapid re-housing participants should have all the rights and responsibilities of typical tenants and should sign a standard lease agreement.

### **Program Philosophy and Design Standards**

P1. Program staff are trained on the principles of Housing First and oriented to the basic program philosophy of rapid re-housing. Program has routine way of onboarding new staff that includes training on Housing First and rapid re-housing principles.

P2. Program uses the standards included in this document (or other similar standards) as the basis for training and supervising staff.

P3. Program has well-defined and written screening processes that use consistent and transparent decision criteria. Criteria do not include screening possible participants out for income or lack thereof.

P4. Eligibility criteria for the program do not include a period of sobriety, a commitment to participation in treatment, or any other criteria designed to “predict” long-term housing stability other than willingness to engage the program and work on a self-directed housing plan.

P5. Disabilities are only assessed insofar as they may be a direct factor causing past housing instability or loss and when related to the participant’s ability to obtain a disability-specific benefit, service, or accessible unit.

P6. Leases for program participants are legally binding, written leases. Leases with additional requirements, such as drug testing or program participation, are not allowed.

P7. Program participates in the local community’s Homeless Management Information System (HMIS) meaning they collect all required data standards and take steps to ensure quality data entry.

P8. Program participates in and accepts referrals from the local coordinated entry system and participates in efforts to improve the efficiency and quality of referrals when necessary.

P9. Program has an ongoing performance improvement process that includes evaluation of participant outcomes and participant feedback. The performance benchmarks and standards in this document provide a framework for performance evaluation and performance improvement efforts.



## RAPID RE-HOUSING PERFORMANCE BENCHMARKS

This document provides details on performance benchmarks that would qualify a program as effective. These benchmarks are accompanied by qualitative program standards for each of the rapid re-housing core components that are likely to help a program meet the performance benchmarks.

### Performance Benchmarks

Ultimately the effectiveness of a rapid re-housing program is determined based on a program's ability to accomplish the model's three primary goals:

- Reduce the length of time program participants spend homeless,
- Exit households to permanent housing, and
- Limit returns to homelessness within a year of program exit.

Benchmarks for performance on the above outcomes are detailed below. When examining a program's ability to meet the benchmarks, it is important to remember that rapid re-housing is a Housing First intervention, meaning, among other things, that programs should not be screening out households based on criteria that are assumed to predict successful outcomes, such as income, employment, criminal history, mental health history, medical history, or evidence of "motivation." The benchmarks detailed below are based on performance data of programs that do not screen households out on the basis of the above barriers. Programs assisting individuals and families with high housing barriers are able to achieve these outcomes. It should also be noted that one of the program standards is that a program does not screen out households on the basis of the above barriers, so a program that met the performance benchmark, would still not meet the accompanying program standards if it was screening out households for those reasons. It may be necessary for rapid re-housing programs to have some prevention capacity to serve high barrier households after placement. It is a possibility that some households that are rapid re-housed will need periodic support to avoid a return to homelessness.

While programs should strive for these benchmarks, funders can use performance on these benchmarks as an opportunity to assess relative effectiveness between programs and to undertake performance improvement efforts, including assessing barriers to better performance and performance improvement planning. The performance benchmarks also provide a baseline from which funders can establish performance improvement goals and performance-based contracting standards.

All of the below performance outcomes can be measured using data in the Homeless Management Information System (HMIS). As such, individual programs must be entering high quality data into HMIS. A rapid re-housing provider who is also a domestic violence provider would not participate in a community's

HMIS. Thus, in order to be able to calculate the performance benchmarks, that provider would be required to use an alternative, equivalent method that collects all of the necessary data points.

Programs that have not been operating for a year will not have sufficient data to meet all of the performance benchmarks, but these programs can meet the program standards, which are intended to design programs that do achieve the benchmarks and are detailed later in this document. Additionally, in the first several months of operations, providers may need time to bring operations to scale and reach full capacity.

### ***Performance Benchmark #1: Reduce the length of time program participants spend homeless***

The first goal of rapid re-housing is to reduce the amount of time individuals and families spend homeless. The primary opportunity for a rapid re-housing program to impact how much time a household spends homeless is the speed with which it is able to identify and help households access appropriate housing options.

For a program to meet this performance benchmark, households served by the program should move into permanent housing in an average of 30 days or less.

This measure is the average length of time between the date when an individual or family is identified as having entered a rapid re-housing program (HMIS rapid re-housing program entry date) to when they move into permanent housing (HMIS residential move-in date). This measure is only calculated for those households that move into a permanent housing destination and does not include those who have not yet moved in or move into a non-permanent housing destination.

$$\text{Average} = \frac{\text{Sum of number of days from program entry to move in date for all households}}{\text{Total number of households}}$$

Permanent housing may include private, unsubsidized housing; subsidized housing; permanent supportive housing; or housing shared with friends or family in a sustainable living situation (one that should not be categorized as “temporary”). Permanent housing does not include shelter, a transitional housing program, jail or prison, or a treatment facility.

### ***Performance Benchmark #2: Permanent housing success rates***

The second goal of a rapid re-housing program is to exit households to permanent housing in the community with or without a subsidy. A rapid re-housing program can impact permanent housing success through the combination of an appropriate housing placement, financial assistance, and effective case management and services (see Housing Identification, Rent and Move-In Assistance, and Rapid Re-Housing Case Management Program Standards)

For a program to meet this performance benchmark, at least 80 percent of households that exit a rapid re-housing program should exit to permanent housing.

This measure is calculated by taking the number of households who were in permanent housing when they exited the rapid re-housing program (HMIS rapid re-housing program exit date and destination at exit) and dividing by all of the households who exited the rapid re-housing program regardless of

destination over the same period of time. This figure should be calculated for households exiting the rapid re-housing program over the preceding 12 month period. A program working on performance improvement, may wish measure this for shorter intervals.

$$\text{Percent} = \left( \frac{\text{Total number of households exited to PH during a time period}}{\text{Total number of households that exited program during same time period}} \right) 100$$

Permanent housing may include private, unsubsidized housing; subsidized housing; permanent supportive housing; or housing shared with friends or family in a sustainable living situation (one that should not be categorized as “temporary”). Permanent housing does not include shelter, a transitional housing program, jail or prison, or a treatment.

**Performance Benchmark #3: Returns to Homelessness**

The third goal of a rapid re-housing program is to reduce the number of households returning to homelessness following soon after an exit from a rapid re-housing program. The primary opportunities for a rapid re-housing program to impact the success of a household in remaining housed is through the combination of securing appropriate housing and effective case management and services (see Housing Identification and Rapid Re-Housing Case Management Program Standards).

For a program to meet this performance benchmark, at least 85 percent of households that exit a rapid re-housing program to permanent housing should not become homeless again within a year.

This is typically measured by examining HMIS data from homeless programs across the entire community to determine whether people who successfully exit from the rapid re-housing program to permanent housing returned to homelessness, meaning an unsheltered location, emergency shelter, transitional housing, or a Safe Haven, within 12 months of exiting.

$$\text{Percent} = \left( \frac{\text{Total number of households who did NOT return to homelessness during time period}}{\text{Total number of households exited to permanent housing during the same time period}} \right) 100$$

Programs operating for less than a year will not be able to meet this benchmark. Additionally, to calculate this measure, programs must have access to homeless system data for all other programs in the community (open data system) or the ability to access an HMIS report from their community’s HMIS lead agency.

This measure of returns to homelessness tracks the percentage of households who do not experience a subsequent episode of homelessness. If a household receives some type of emergency or permanent housing assistance, but does not experience another episode of homelessness, then they should be considered a household that did not return to homelessness for the purpose of this performance benchmark. And, if a household moves from one permanent housing situation to another permanent housing situation or doubled up situation without another episode of homelessness in-between moves, it is also considered a household that did not return to homelessness for the purpose of this measure.

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