FY2021 HUD COC PROGRAM COMPETITION
NEW, RENEWAL, AND DOMESTIC VIOLENCE BONUS __INFRASTRUCTURE__ PROJECT APPLICATION

AGENCY PROFILE	
Legal Name of Agency	The Salvation Army
Project Name	Coordinated Entry 2 SSO
Contact Person	Victoria Arnold
Title	Director, Kent County Social Services
Address	1215 Fulton Ave East Grand Rapids MI 49503
Email	victoria.arnold@usc.salvationarmy.org
Phone	616-481-8812

Check one:

[✔] Coordinated Entry/Coordinated Assessment System - Supportive Services Only

[ ] Homeless Management Information System (*may only be completed by HMIS Lead*)

Check one:

[ ] New Project Application – SSO-CE

[✔] Renewal Application

[ ] Domestic Violence Bonus Project SSO-CE

Authorized Representative: *I hereby certify that the information contained in this proposal is true and accurate. Any falsification of information will render the application void, and the application will not be accepted. This application has been reviewed and authorized for submission by the agency's board of directors as of the date indicated.*

Name:Victoria Arnold	Title: Director
Date of Board/Local Planning Body Authorization:	
Date of Anticipated Board/Local Planning Body Authorization:	

All projects must include as attachments (please number each attachment as follows):

☐ #1: Proof of 501(c)3 status from the IRS

☐ #2: Financial statements, including cash flow statement

☐ #3: Non-profit Corporation Update (2013) or equivalent

☐ #4: DUNS number and Standard Form 424 (SF-424)

☐ #5: Active registration in SAM

☐ #6: Most recent audit by an independent certified public accountant

☐ #7: Monitoring report by HUD or other federal or state funding entity, including any responses if there were findings noted in the report

☐ #8: Documentation of all match

☐ #9 Project Application in e-Snaps

☐ #10 Preliminary Rendering and Site Plan (if applicable)

INFRASTRUCTURE FUNDING PROJECT APPLICATION

See scorecard for scoring criteria in each question.

PROJECT OVERVIEW

*1.*Renewal Projects: Provide a narrative describing: 1) how the project's performance met the plans and goals established in the current project's application (as specified and/or allowed by the Notice of Funding Opportunity [NOFO] under which the project was originally funded); 2) the project's performance in assisting communities to bring an effective end to homelessness; 3) the project's record of success. *(1,000 word limit)*

As informed by the federal strategic plan to prevent and end homelessness (Opening Doors), and the Contiuum of Care's Compass to effectively end homelessness in Kent County, the critical and primary function of the Coordinated Entry system is to ensure equal access to the crisis response system in a streamlined way, assessing persons' strengths and needs, prioritizing, and matching persons to appropriate housing and mainstream services as quickly as possible. A comprehensive, standardized assessment provides the ability for households to gain access to the best options to address their situation and incorporates participants' choice as much as possible rather than evaluating for a single program within the system. The most intensive interventions are prioritized for those with the highest needs and longest period of homelessness, which includes placement within the community's priority list as appropriate. These actions support the community's goal to make homelessness rare, brief, and one time by strategically connecting interventions to households based on need, eligibility, and choice – all provided through a Housing First and strengths⬚based approach. The Salvation Army shares the belief that housing is a fundamental human right and supports collborative efforts to improve outcomes for all persons exeriencing a housing crisis. The Salvation Army's Housing Assessment Program (HAP) functions as the CoC's Coordinated Entry. HAP takes referrals primarily from United Way 211, according to our local protocol, but also receives referrals from other agencies and providers as well as self-referrals. The project was expanded last year to include increasing the accessibility of Coordinated Entry for Special Populations experiencing homelessness. The special populations included are Veterans, members of the LGBTQ community, Chronically Homeless, Youth and survivors fleeing Domestic Violence and/or Human Trafficking. In order to provide safe and expert service to unaccompanied minors and those experiencing active domestic violence, HAP ensures these participants are quickly referred to community youth and domestic violence providers for specific supports. Minors continue services through these providers while domestic violence survivors are reconnected with HAP once domestic violence service providers can effectively assess for immediate safety from violence from an intimate partner.

*2.*New Projects: Provide a narrative describing the project in detail, what plans and goals will be set for the project to assist the community in bringing an effective end to homelessness. (including focused outcomes that fit within the CoC's current Strategic Plan). *(1,000 word limit)*

N/A

3. *c.* For SSO-CE Projects: How does/will the project include the participation of individuals with lived experience in project design, continuous quality improvement, and evaluation? *(1,000 word limit)*

The Salvation Army Housing Services is committed to partnering with the CoC in encouraing persons with lived experience to participate in CoC activities, meetings, committees, and planning groups. TSA staff that attend these gatherings absorb expereince and input and are able to apply it to program design. HAP staff is also committed to hearing the feedback of clients who call the Housing Assessment Program in order to continuously improve service delivery. In current discussions around redesiging the community's coordianted entry system, TSA is committed to advocating for the inclusion of persons with lived experience so that the redesign process stays focused on client centered and strengths based best practices from the perspective of a person utilizing the system.

2. RenewalProjects: Has the project had any significant changes since the last funding approval?

☐ Yes   ☑ No if "yes" complete the chart below to indicate the change.

Check change type		Previous	New
☐	Decrease in the number of persons served		
☐	Change in number of units		
☐	Change in project site location		
☐	Change in target population		
☐	Change in component type		
☐	Change in grantee/applicant		
☐	Line item or cost category budget changes more than 10%		
☐	Other: Click here to enter text.		
If change was made include as many of the following that apply as attachments to your application:			
Attached (check)			
☐	Attachment: Written communication to HUD requesting the significant change		
☐	Attachment: HUD's written approval of the change requested		
☐	N/A: HUD has not yet provided written approval of the requested change		

PERFORMANCE AND IMPROVEMENT

3. List the outcomes reported to HUD for this project and describe the project's progress in reaching those outcomes (For new/domestic violence bonus projects or renewing projects that have not yet completed a full year: share information from the last completed year of another HUD funded project or similarly designed project through this agency). *(500 word limit)*

Total persons served, 9097. Number of adults served, 7298. Number of children served, 1799.

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

We recognize that the goal of continuous quality improvement is to ensure that as newly identified needs, gaps, barriers and best practices are identified, they are all considered against the existing process for improvement and effective implementation of crafted solutions. HAP continues to incorporate the HUD's Equal Access in Housing notice to ensure equitable service delivery regardless of gender identify or sexual orientation. This enhancement continues to generated further conversation about other training opportunities related to cultural competency and trauma-informed care. It is our belief that it is critical for

any or our social service projects to be continuously evaluated against our relationship to the community environment and the needs of community members. The Salvation Army is continuously monitoring the effectiveness and efficiency of service through HAP, seeking out opportunities to improve performance through internal process adjustments. The Salvation Army has a full-time Quality Assurance position to oversee and assist with the process and related activities. Any process adjustments are vetted to align with both local CoC policies and procedures for Coordinated Assessment, as well as identified best practices from HUD. This includes the Coordinated Entry Process Self-Assessment, published by HUD in January 2017. Continual quality improvement actions are data -driven and are reviewed with CoC staff and community partners as needed to ensure that data quality remains high and that community developed processes are not negatively impacted. Additionally, HAP engages with multiple community partners and experts for populations within the broader homeless experience that have more specific and unique needs, including survivors of domestic violence. Through this project, HAP staff receives regular training support from domestic violence service providers to ensure that the process of Coordinated Entry effectively implements survivor-centered practices in the provision of housing and services, maximizing client choice and maintaining the safety and confidentiality of program participants. This is completed in an environment and with a process methodology that upholds the necessity of safety and accommodates the unique circumstances and needs of this population. Another example would be HAP's colloboration with Community Rebuilders related to management of by name lists for special populations and an innovative technological system that assesses and priortizies families for resources. The process implemented by Community Rebuilders runs concurrently with current Coordianted Entry policies and procedures and The Salvation Army is commited to colloboration around data and quality improvement within this new structure.

5. How does the project ensure alignment in practices with both HUD and CoC priorities? *(500 word limit)*

The Coordinated Entry Process Self-Assessment, published by HUD in January 2017, states the requirements, recommendations, and optional items for consideration in the implementation of each CoC Coordinated Entry Process. HAP leadership completed an indepth review of this information to ensure HAP is fulfilling the requirements at a minimum and striving for the recommended and optional actions as it best fits identified local need. HAP ensures that the local process is compliant inthe areas of access, assessment, prioritization, referral, and data management. HAP has continued to work with the CoC and staff to review and update all related items as needed, and has engaged in recent discussions related to redesign of the Coordianted Entry system to understand the interpretation of HUD and CoC priorites as it relates to effective practices. It remains imperative that leadership within The Salvation Army, as well as direct service staff, have a strong and current understanding of all the provisions in the HUD CoC program requiring coordinated entry; the priorities for ending homelessness; and the system performance measures. HAP Staff and the Director of Social Services devotes time to reviewing materials from HUD on a continuous basis, using this information to shape internal practices and inform staff of expectations for services. The Director and Housing Services Management team also attends multiple meetings with the CoC, including the Steering Committee, Family Functional Zero,Data Analysis and Coordinated Entry, to share information and contribute to informed decisions on local processes and priorities.

6. How does (How will, for New or Domestic Violence Bonus Project applications) the project's progress toward outcomes support the efforts of permanent housing projects throughout the CoC? *(500 word limit)*

Coordinated Entry is a necessary and required component of the local homeless crisis response system. As shared in the HUD Notice for Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System (January 2017), the primary goal of Coordinated Entry is to create a process that is to "increase the efficiency of local crisis response systems and improve fairness and ease of access to resources, including mainstream resources". For this process to be effective, it is important that the CoC continue to lead and support our system response through Coordinated Entry. HAP Leadership and staff work diligently to ensure alignment with HUD and local policies through its role, working with ESG, HUD CoC, and non-HUD funded agencies to ensure that all housing resources are coordinated for referral. HAP utilizes the VI-SPDAT to determine household need and makes referrals to housing service providers based on a standardized prioritization process that considers program eligibility, availability, and participant choice. HAP colloboartes with Community Rebuilders in using the Community Housing Connect assessment to screen families and prioritize for programs based on availability, eligibility, and participant choice. In the Coordinated Entry role, HAP maintains a priority list for literally homeless individuals that assists in connecting the most vulnerable to housing resources. This firmly moves service delivery away from a first-come/first-served approach and provides those most vulnerable with stabilizing services as quickly as possible. HAP staff enters all participant data into HMIS, including HMIS-based referrals to partnering service providers. By bringing together the elements of screening, assessment, and prioritization HAP can effectively make matches to available housing resources and set-up a process for timely assistance for those experiencing homelessness.

7. Renewal Projects: Expenditure of Funds: Use last completed HUD fiscal year.

a. Total amount awarded	
b. Total amount spent	
c. Percentage spent (answer b. divided by a. multiplied by 100)	

HUD Monitoring

8. a. Does the recipient have any HUD monitoring findings for any of the agency's projects? ☐Yes ☑No

If yes, explain below in detail for the Funding Review Committee. Include details on the nature of the finding, along with the resolutions and corrective actions taken, if any.

N/A

b. Has your organization been monitored by HUD in the past three (3) years? ☑ Yes ☐ No

If yes, include as attachments: Monitoring report from HUD, your organization's response to any findings, documentation from HUD that finding or concern has been satisfied, and any other relevant documentation.

If no, reference most recent monitoring by an entity other than HUD for federal or state funding (ESG, CDBG, etc) and include as attachments: Monitoring report, your organization's response to any findings, documentation from entity that finding or concern has been satisfied, and any other relevant documentation.

Organizational Capacity

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

Janssens, Keana BA – Housing Resource Specialist
DeKryger, Arlene BA – Housing Resource Specialist
Lauren, Potter — Office Coordinator
Furlong, Todd BA – Social Services Manager- Housing Services
Kok, Joseph BA — Intake Specialist
Koppenhofer, Celeste – Intake Specialist
McDonald, Dawn BA – Intake Specialist
Miller, Shonta BSW - Intake Specialist
Victoria Arnold MSIO — Director, Kent County Social Services
Westhouse, Samantha MSW — Social Services Manager- Coordinated Entry
Post, Patricia BA – Intake Specialist
Thompson, Quiana BS – Housing Resource Specalist
Jarrell, Krystal BS - Outreach Specalist
Anten, Alyssa LLMSW - Quality Assurance Manager

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

See Attachment

11. Describe the training applicant and sub-applicant staff have undergone or will undergo as well as agency policies or procedures related to diversity, equity, and inclusion as it pertains to service provision. *(500 word limit)*:

The Salvation Army has two trainings and a Diversity and Inclusion Policy that is implemented organization wide. The ONE Conference is a biennial conference of The Salvation Army Central Territory. The training equips officers, ministry leaders and employees for inter-cultural ministry and to actively engage communities in ways that are just and inclusive. The Racial Justice Summit was created to bring together officers, soldiers, and staff of The Salvation Army to address the critical issue of racism. This summit looks to educate on how to go about dismantle racism, fighting intentionally and vigorously for diversity, inclusion, and anti-racism. By holding the summit, The Salvation Army acknowledges the need for a more open and honest dialogue on race. Some topics include renewal of organizational commitment to fight against systemic racism; Increasing the capacity of Salvationists to address the racists system and structures within the Army and in society; Create space for new ideas and fresh approaches to increasing greater diversity and inclusion; Provide a safe and structured way to examine systems and structure of the Army that are keeping ethnic minorities from full participation and advancement; Create policies and practices where the Army can

stand, work and struggle together for racial justice; Promote the Kingdom value of ethnic diversity and inclusiveness in all expressions of Salvation Army life.

PROJECT BUDGET

Activity	Requested Funds	Other Funding	Total Project Cost
Acquisition	$	$	$
New Construction	$	$	$
Rehabilitation	$	$	$
Leasing	$	$	$
Rental Assistance	$	$	$
Supportive Services	$ 61,334	$ 86,003	$ 147,337
Operating Costs	$	$	$
HMIS	$	$	$
Project Administration (limited to 7%)	$ 4,616	$	$ 4,616
Total Project Cost	$ 65,950	$ 86,003	$ 151,953

Complete Match and Leveraging worksheet, Attachment A.

Attachment A

Identify all HUD and non-HUD funding that comprises the project budget. Only those dollars or non-cash contributions (in-kind) that directly support the project should be listed. This may include federal, state, or local government funds, private funds, grants, and/or other sources, including donations.

Match must be at least 25% of total funding requested. Documentation of match must be provided with the application.

Resource	Cash or In Kind	Committed or Planned/ Pending	Available (MM/YY)	Amount/ Value	% of Total Budget	Serves as CoC Program Match? (Y/N)
HUD	☐ Cash ☐ In Kind	☐ C ☐ PP		$ $228,488	%	☐ Yes ☐ No
HUD	☐ Cash ☐ In Kind	☐ C ☐ PP		$ $276,089	%	☐ Yes ☐ No
United Way	☐ Cash ☐ In Kind	☐ C ☐ PP		$ $50,000	%	☐ Yes ☐ No
DHHS UNP	☐ Cash ☐ In Kind	☐ C ☐ PP		$ $52,000	%	☐ Yes ☐ No
Donations	☐ Cash ☐ In Kind	☐ C ☐ PP		$ $86,003	%	☐ Yes ☐ No
	☐ Cash ☐ In Kind	☐ C ☐ PP		$	%	☐ Yes ☐ No
	☐ Cash ☐ In Kind	☐ C ☐ PP		$	%	☐ Yes ☐ No
	☐ Cash ☐ In Kind	☐ C ☐ PP		$	%	☐ Yes ☐ No
Total leveraged from other sources				$	%	

Attach additional forms as necessary

Attachment B

General Administration Requirements and Terms for HUD Financial Assistance Awards

The agency certifies to the Grand Rapids Area Coalition to End Homelessness that it and its principals are in compliance with the following requirements as indicated by checking the box.

■ *Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity.* See the Federal Register dated February 1, 2012, Docket No. FR 5359-F-02 and Section 2 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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

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

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

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

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

☐ *Conducting Business in Accordance with Core Values and Ethical Standards/Code of Conduct*. See Section 14 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards *Ensuring the Participation of Small Disadvantaged Businesses, and Women Owned Business.* See Section 3 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

☐ *Equal Participation of Faith-based Organizations in HUD Programs and Activities.* See Section 4 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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

☐ *OMB Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. See Section 7 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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

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

☐ *Participation in HUD-Sponsored Program Evaluation*. See Section 6 of the General

Administrative Requirements and Terms for HUD Financial Assistance Awards

☐ *Environmental Requirements.* Notwithstanding provisions at 24 CFR 578.31 and 24 CFR 578.99(a) of the CoC Program interim rule, and in accordance with Section 100261(3) of MAP-21 (Pub. L. 112-141, 126 Stat. 405), activities under this NOFA are subject to environmental review by a responsible entity under HUD regulations at 24 CFR part 58. Yes

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

☐ Safeguarding Resident/Client Files. See Section 9 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards *Compliance with the Federal Funding Accountability and Transparency Act of 2006 (Pub. L. 209-282) (Transparency Act), as amended*. See Section 10 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

☐ *Lead-Based Paint Requirements*. For housing constructed before 1978 (with certain statutory and regulatory exceptions), CoC Program recipients must comply with the requirements of the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4801, et seq.), as amended by the Residential Lead-Based. No

☐ *Paint Hazard Reduction Act of 1992* (42 U.S.C. 4851, et seq.); and implementing regulations of HUD, at 24 CFR part 35; the Environmental Protection Agency (EPA) at 40 CFR part 745, or State/Tribal lead rules implemented under EPA authorization; and the Occupational Safety and Health Administration at 29 CFR 1926.62 and 29 CFR 1910.1025. No

☐ *Violence Against Women Reauthorization Act of 2013: Implementation in HUD Housing Programs (24 CFR Parts 5, 91, 92, 93, 200, 247, 547, 576, 880, 882, 883, 884, 886, 891, 905, 960, 966, 982, and983).* See Section 6 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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

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

Agency: The Salvation Army

Acknowledged By: _____

Title: Director, Kent County Social Services

Date: 9.29.2021