



**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	Housing Assessment Program
Contact Person	Victoria Arnold
Title	Director, Kent County Social Services
Address	1215 Fulton St 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:	9.29.2021

**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 flowstatement
- #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 Continuum 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 collaborative efforts to improve outcomes for all persons experiencing 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 includes 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 encouraging persons with lived experience to participate in CoC activities, meetings, committees, and planning groups. TSA staff that attend these gatherings absorb experience 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 redesigning the community's coordinated 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
<input type="checkbox"/>	Decrease in the number of persons served		
<input type="checkbox"/>	Change in number of units		
<input type="checkbox"/>	Change in project site location		
<input type="checkbox"/>	Change in target population		
<input type="checkbox"/>	Change in component type		
<input type="checkbox"/>	Change in grantee/applicant		
<input type="checkbox"/>	Line item or cost category budget changes more than 10%		
<input type="checkbox"/>	Other: <a href="#">Click here to enter text.</a>		
If change was made include as many of the following that apply as attachments to your application:			
Attached (check)			
<input type="checkbox"/>	Attachment: Written communication to HUD requesting the significant change		
<input type="checkbox"/>	Attachment: HUD’s written approval of the change requested		
<input type="checkbox"/>	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)

*While HUD has not identified any outcomes or performance measures for SSO funded Coordinated Entry project types, The Salvation Army recognizes the need for a strong, data-driven Coordinated Entry process and tracks the following outputs as a basis to demonstrate the information and results that impact our community’s homeless crisis response. During the last grant cycle:*

*13,312 Total calls, 1,594 Households referred for a literal assessment (reported being literally homeless), 2318 households referred to a prevention or diversion resource, 640 referrals sent for RRH/PSH*

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

*The Salvation Army recognizes that the goal of continuous quality improvement is to ensure that, as newly identified needs, gaps, and best practices come to light, they all are considered against the existing process for improvement and effective implementation of crafted solutions. HAP continues to incorporate HUD’s Equal Access in Housing practices, as directed in the 2017 notice, to ensure equitable service delivery regardless of gender identity or sexual orientation. This enhancement continues to generate further conversation about training opportunities related to cultural competency and trauma-informed care. It is critical for any project to continuously evaluate its relationship to the community environment and the needs of community members. In accordance with the local Coordinated Assessment Policies and Procedures (August 2014), System*

*Transparency and Governance (Section 9) requires overall Coordinated Assessment system evaluation. 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 maintains 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.*

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 has carefully reviewed 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 in the areas of access, assessment, prioritization, referral, and data management. HAP will continue to work with the Coordinated Entry committee and CoC staff to reviewed and update all related items as needed. It is 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. The Housing Services Management team 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. They also attend multiple meetings with the CoC 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*

*Efficient Use of Funding (If the renewing project has 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)*

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

a. Total amount awarded	\$228,488
b. Total amount spent	\$228,488
c. Percentage spent (answer b. divided by a. multiplied by 100)	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 Specialist  
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):

*In June 1993 the Financial Accounting Standards Board (FASB) issued two Statements of Financial Accounting Standards which significantly affect not-for-profit organizations. Statement No. 116 establishes standards of financial accounting and reporting for contributions received and contributions made. Statement No. 117 establishes standards for general purpose external financial statements provided by not-for-profit organizations and extends the application of generally accepted accounting principles (GAAP) to all not-for-profit organizations. There are some accounting policies in The Salvation Army for which the accounting practices are not specifically addressed in FASB Statements No. 116 and No. 117, or for which slight modifications of these standards are authorized in these fiscal policies. Nevertheless, The Salvation Army recognizes that substantial compliance with current accounting standards is essential to fulfill its fiduciary obligations to the public. Therefore, these standards form the basis for financial reports issued for fiscal years beginning after December 15, 1994. The Salvation Army's financial records are recorded using Shelby accounting system software. Separation of duties is practiced within the Finance Department, so that no one person handles the complete transaction. This allows for safeguarding assets and data. All checks generated must bear two signatures Any equipment purchases over \$1,000 require Finance Board approval. All purchases require supervisor approval. An external CPA firm conducts an annual audit including an A-133 audit. Fiscal year end is September 30. The audit firm arrives by November so to have the final audit report generated within six months following fiscal year end.*

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.*

Financial Information

**PROJECT BUDGET**

Activity	Requested Funds	Other Funding	Total Project Cost
Acquisition	\$	\$	\$
New Construction	\$	\$	\$
Rehabilitation	\$	\$	\$
Leasing	\$	\$	\$
Rental Assistance	\$	\$	\$
Supportive Services	<b>\$184,216</b>	<b>\$38,350</b>	<b>\$222,566</b>
Operating Costs	\$7,892	\$7,892	\$15,784
HMIS	\$25,500	\$0	\$25,500
Project Administration (limited to 7%)	\$10,880	\$10,880	\$21,760
<b>Total Project Cost</b>	<b>\$228,488</b>	<b>\$57,122</b>	<b>\$285,610</b>

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	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input type="checkbox"/> C <input checked="" type="checkbox"/> PP	June 2021	\$ \$228,488	% 33	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HUD	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input type="checkbox"/> C <input checked="" type="checkbox"/> PP	June 2021	\$ \$276,089	% 40	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
United Way	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input checked="" type="checkbox"/> C <input type="checkbox"/> PP	July 2021	\$ \$50,000	% 7	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
DHHS UNP	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input type="checkbox"/> C <input checked="" type="checkbox"/> PP	January 2022	\$ \$52,000	% 8	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Donations	<input checked="" type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input checked="" type="checkbox"/> C <input type="checkbox"/> PP	October 2021	\$ \$86,003	% 12	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input type="checkbox"/> C <input type="checkbox"/> PP		\$	%	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input type="checkbox"/> C <input type="checkbox"/> PP		\$	%	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Cash <input type="checkbox"/> In Kind	<input type="checkbox"/> C <input type="checkbox"/> PP		\$	%	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Total leveraged from other sources</b>				\$ \$692,580	%	

Attach additional forms as necessary

## Attachment B

### General Administration Requirements and Terms for HUD Financial Assistance Awards

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Administrative Requirements and Terms for HUD Financial Assistance Awards

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

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

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

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

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

■ *Violence Against Women Reauthorization Act of 2013: Implementation in HUD Housing Programs (24 CFR Parts 5, 91, 92, 93, 200, 247, 547, 576, 880, 882, 883, 884, 886, 891, 905, 960, 966, 982, and 983).* See Section 6 of the General Administrative Requirements and Terms for HUD Financial Assistance Awards

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

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

Agency: The Salvation Army

Acknowledged By: Victoria Arnold

Title: Director, Kent County Social Services

Date: 9.29.2021