



**Office of Rental Development and Homeless Initiatives**

**NOTICE OF FUNDING AVAILABILITY**

**And  
General Guidelines  
For**

**Emergency Solutions Grant Program**

**October 1, 2011 – September 30, 2012**

**DUE DATE: August 11, 2011**

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*“All progress is precarious, and the solution of one problem brings us face to face with another problem.” - Martin Luther King, Jr.*

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**2011-2012 Emergency Solutions Grant Timeline  
October 1, 2011 to September 30, 2012**

<b>June 20, 2011</b>	Publish final NOFA, Exhibit One, comments and response on <a href="http://www.michigan.gov/mshda">www.michigan.gov/mshda</a> , click on <b>Homeless and Special Needs</b> , and then click on <b>Emergency Solutions Grant Application</b> . ESG application available on HALO.
<b>August 1, 2011</b>	Continuum to identify the Housing Assessment and Resource Agency and Fiduciary Agency to your MSHDA Homeless Assistance Specialist
<b>August 11, 2011 No later than 5:00 p.m.</b>	ESG application is due on HALO CoC Planning Update (Exhibit 1) due in MSHDA's Office
<b>September 9, 2011</b>	Grants mailed (Grant documents must be signed and returned within 45 days.)
<b>October 1, 2011</b>	Grant start date
<b>September 30, 2012</b>	Grant end date

**Webinars**

Webinars will include:

- Review of the ESG grant application process;
- Overview of roles/responsibilities and of participating agencies;
- Opportunity for participants to discuss application process;
- Review of Final NOFA, Q&A, Exhibit 1

Audience:

- CoC Coordinators/Chairs
- Fiduciary Agency
- Housing Assessment and Resource Agency
- Sub-grantees
- Any other CoC participating partners

Date	Time
June 29, 2011	10:00 a.m. to Noon
June 30, 2011	1:00 p.m. to 3:00 p.m.
July 11, 2011	1:00 p.m. to 3:00 p.m.

**Sign Up for Webinars at: [www.michigan.gov/mshda](http://www.michigan.gov/mshda), from the menu select: Homeless and Special Housing Needs – in the middle of the page select ESG Webinars for a drop down menu of scheduled dates.**

# Emergency Solutions Grant Program

## NOTICE OF FUNDING AVAILABILITY 2011-2012

### GENERAL OVERVIEW

#### **I. Program Description**

In support of the Campaign to End Homelessness in Michigan, changes to the Emergency Solutions Grant (ESG) program promote Housing First through prevention and rapid re-housing activities. Therefore, at a regional and community level it is essential for all working with those in poverty and homelessness to recognize the proven need to move from a shelter based program to a Rapid Re-Housing/Housing First program where prevention and rapid re-housing are key.

This Notice of Funding Availability (NOFA) describes the allocation process through which these funds will be awarded. All 60 of Michigan's Continuum of Care Bodies (CoC's) will be eligible for funding under this program, but only those that submit an acceptable Exhibit 1, Continuum of Care Update, and are in good standing with MSHDA will be awarded funds.

This program offers funding assistance to public and non-profit organizations that are responding to the needs of homeless populations through a comprehensive communitywide planning process and implementation strategy known as a 10-Year Plan to End Homelessness.

#### **CORE STRATEGIES**

- Develop comprehensive community-based prevention and rapid re-housing systems;
- Embrace Housing First Activities;
- Creation of a Housing Assistance and Resource Agency (HARA) where prevention and rapid re-housing occur;
- Creation of one Grant Fiduciary per Continuum of Care to streamline and better coordinate MSHDA ESG and other housing resources, in partnership with the CoC;
- Collect and analyze data via the Homeless Management Information System (HMIS); (Domestic Violence Agencies use alternative system);
- Implement Continuous Quality Improvement and at a minimum the performance measure outcomes as required by MSHDA;
- Strategize how to best align federal, state, and local dollars to end homelessness;
- Promote program models with successful measurable outcomes that are supported by data;
- Build public support and political will for ending homelessness by sharing data and best practices with mayors, county officials, schools, and other interested parties;
- Ensure emergency housing needs are met.

#### **OVERVIEW OF PROJECT OBJECTIVES**

- Alignment with and support of local 10-Year Plan to End Homelessness;
- Use of a centralized system with one HARA that promotes responsiveness, aligns funding requirements, resources, and diverts people from shelters;
- Completion, submission, and sharing of information on MSHDA Quarterly Progress Reports to improve housing outcomes;
- Establish systems in every community that provide successful prevention and re-housing;
- Increase housing stability/sustainability for those living in poverty;

- Use of shelter beds and transitional housing only when necessary and with a Housing First approach;
- Compliance with HMIS Data entry and the ability to use the data for strategic planning (Domestic Violence Agencies use alternative system);
- Measurable decrease in the net costs of homelessness to public systems through shelter diversion while improving positive outcomes for those we serve;
- Coordination within the Interagency Service Teams (IST);
- Coordination and alignment of resources at the local, state, and federal level;
- Sharing and aligning best practices across the regions and statewide;
- Creation a Fiduciary Agency capable of receiving, distributing and tracking ESG funds.

## **II. Grant Terms**

Grants will begin on October 1, 2011 and end September 30, 2012. No matching funds are required to receive these funds.

MSHDA funds can be used as a cash match for HUD/Supportive Housing Program (SHP). Therefore, communities seeking to help local projects address HUD's requirement for matching funds for supportive services, transitional housing operations, permanent supportive housing operations, and HMIS (Domestic Violence Agencies use alternative system) implementation under the McKinney-Vento Supportive Housing Program (SHP) may utilize MSHDA ESG funds to help fulfill these obligations.

Bonus Dollars – at the **end of this grant cycle** one CoC will be eligible and selected (on a statewide basis) to receive a one time \$20,000 bonus award. The recipient will be evaluated on continuous quality improvement based on the Housing Services Outcomes Matrix. The Bonus Award must be used for ESG allowable activities. (MSHDA reserves the right to rescind or decrease these bonus dollars at any time based upon budgetary restrictions.)

Statewide Recognition - The best performing **region**, based on the criteria outlined in Housing Services Outcomes Matrix, will receive public recognition at the fall Summit on Ending Homelessness.

## **III. Defining Homeless Persons for Emergency Solutions Grant Funding**

The applicant and its proposed programs or services must serve individuals and families who are homeless as defined below. MSHDA is requiring file documentation to verify need and homelessness, even if it is self-declaration by the head of household.

To be eligible, individuals must:

- lack a fixed, regular, and adequate nighttime residence; and
- have a primary nighttime residence that is –
  - a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing);
  - an institution that provides a temporary residence for individuals intended to be institutionalized; or
  - a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

Note: Doubled-up can be accommodated but only if they are within 7 days of being evicted or asked to leave. A signed statement from host household stating that the individual is being evicted/asked to leave is required. (This a minimum requirement for HUD monitoring purposes.)

To be eligible for prevention assistance through ESG, individuals must have all of the following:

- Received eviction notices or notices of termination of utility services and
  - are unable to make the required payments due to a sudden reduction of income;
  - the assistance is necessary to avoid the eviction or termination of services;
  - there is a reasonable prospect that the family will be able to resume payments within a reasonable period of time;
  - the assistance will not supplant funding for pre-existing homelessness prevention activities from other sources.

#### **IV. Collaboration**

By collaborating together, local partners will work to leverage and coordinate community resources. Although the HARA may provide many services, it will be beneficial to partner with other local organizations to assure a cadre of available supports.

For use of ESG funds, a Memorandum of Understanding (MOU) must be developed between the CoC Body, Fiduciary Agency, HARA, and Sub-grantees, hereafter referred to as key partners, that identifies what services will be provided, how services will be coordinated, and how monitoring will be conducted to assure all HUD and MSHDA requirements are met. (A sample template is available at [www.michigan.gov/mshda](http://www.michigan.gov/mshda).)

MSHDA will have one grant with the designated Fiduciary and the Fiduciary will issue a grant with local sub-grantee(s).

Following is an explanation of the duties performed by the CoC, Fiduciary, HARA, and sub-grantee agencies.

#### **V. Defining Roles:**

As in previous ESG NOFA's, the CoC Body will recommend to MSHDA, via completion of Exhibit 1 - CoC Update, agencies that will receive funding. The CoC recommended Grant Fiduciary will be awarded the CoC's entire allocation of funds and will be the only agency billing MSHDA for reimbursement.

**Continuum of Care (CoC) Body:** The CoC will:

- Develop a CoC culture that teaches and makes decisions based upon outcomes;
- Ensure the community has a Homeless Assistance Recovery Program (HARP) Lead Agency that refers homeless households to the HARP waiting list and assists them as needed. (As part of Exhibit I, all CoC's must provide updated Coordinated Action Plans.)
- Require ESG grantees to embrace strength-based case management (see Definitions);
- Recommend an agency to function as Fiduciary for these funds;
- Recommend one agency to serve as a HARA for the CoC, with the exception of the City of Detroit who are allowed up to three;
- Work with service agencies and supportive housing developers to assist with the development of a Memorandum of Understanding (MOU) to provide case management services to supportive housing units as they are made available in the community.
- Select two designees from each CoC Body, identified in Exhibit 1, to serve on the local regional council and share/communicate with the CoC Body. (MSHDA recommends that the CoC Chair or Coordinator serve as a designee so that communication occurs.)
- Require buy-in from all ESG Sub-grantees of the HARA;
- Recommend sub-grantees, if applicable;
- Establish local targets for performance;

- Evaluate the quality of services/housing delivery and provide oversight of the sub-grantees based upon documented outcomes;
- Track services provided by the sub-grantees to ensure the quality of the services and accountability of the funds;
- Assure that services provided by the Fiduciary, HARA, and Sub-grantees are meeting the needs of the local community and that critical issues are addressed;
- Receive quarterly updates at CoC meetings and provide feedback;
- Complete an annual consumer satisfaction developed by the CoC (sample at [www.michigan.gov/mshda](http://www.michigan.gov/mshda)) click on Homeless and Special Needs, and then click on Emergency Solutions Grant Application;
- Provide MSHDA with annual Point in Time (PIT) Charts;
- Identify critical services (gaps in service) that need to be addressed;
- Develop short- and long-term goals to accomplish your 10-Year Plan to end homelessness;
- Develop strategies and action steps to accomplish your goals based upon HMIS data (Domestic Violence Agencies use alternative system);
- Re-assess goal accomplishments on an annual basis;
- Work with communities in your **region** to communicate and understand federal and state regulations related to ending homelessness;
- Share ideas and best practices within your **region** and across the state;
- Provide meeting minutes and e-mail minutes, notices, and agendas to your MSHDA Homeless Assistant Specialist.

The CoC may elect to recommend a single agency to serve as Grant Fiduciary and HARA or these roles may be performed by two separate agencies. *The Grant Fiduciary and HARA may be the same agency.* In either case, the agency(ies) must meet selection criteria.

**Grant Fiduciary:** The Grant Fiduciary will be responsible for:

- Execution of grant documents for the community's allocation, including:
  - Memorandum of Understanding (MOU) with the CoC Body and with all Key Partners,
  - Sign contract and applicable documents required by MSHDA;
  - Initiate and execute sub-grants as needed.
- Assuring use of funds in accordance with the grant agreement, communicate knowledge of fraudulent activities to MSHDA and the CoC Body;
- HALO billing;
- Advise the CoC of agencies not using dollars in a timely manner to avoid loss of funds to the community/recapture by MSHDA;
- Based upon documented outcomes and in partnership with the CoC, evaluate the quality of services and provide oversight of the sub-grantees;
- Collect and submit quarterly Progress Reports that address specific performance outcomes supported by HMIS data (Domestic Violence Agencies use alternative system). The signed original to be submitted to MSHDA with a copy to the CoC.
- Review annually 10 percent of all tenant files, as well as the financial records of sub-grantees, and provide a copy of your findings report to your MSHDA Homeless Assistance Specialist;
- Maintain financial and client level records to support billings. The information must be retained for four years.

(MSHDA recommends that CoC Body's look to existing Lead Agency's and/or HRC's to act as the HARA.)

**Housing Assessment and Resource Agency will be responsible for:**

- Operating a centralized intake and housing assessment agency is in place within the community, thereby assuring a comprehensive communitywide service and housing delivery system;
- Practicing shelter diversion;
- Embracing housing first;
- Employing a staff member to function as a Housing Resource Specialist (see Definitions);
- Developing a culture that teaches and makes decisions based upon outcomes;
- Practicing strength-based case management (see Definitions);
- Working with the CoC Body to ensure quality service delivery;
- Entering client information on HMIS;
- Routinely review and correct HMIS data quality issues and monitor outcome performance;
- Providing services and/or make referrals to appropriate service agencies as needed;
- Submitting quarterly Progress Reports that address specific performance outcomes supported by HMIS data to the Grant Fiduciary as outlined in their contract.

**Sub-grantees will be responsible for:**

- Develop a culture that teaches and makes decisions based upon outcomes;
- Embrace strength-based case management (see Definition);
- Providing allowable services as defined within this NOFA and as specified in their contract with the Grant Fiduciary;
- Entering client information on HMIS (Domestic Violence Agencies use alternative system);
- Routinely review and correct HMIS data quality issues and monitor outcome performance;
- Maintain financial and client level records to support billings. Retain records for four years;
- Request payment and provide necessary supportive documentation to the grant fiduciary;
- Submission of quarterly Progress Reports that address specific performance outcomes supported by HMIS data to the Grant Fiduciary as outlined in the grant contract;
- Ensure compliance with grant terms and provide the grant fiduciary and MSHDA access to financial and programmatic records.

*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.*

**VI. Selection Criteria**

**Grant Fiduciary:**

- Recommended by the local Continuum of Care;
- Be a 501(c)3 nonprofit agency or local unit of government that operates its principle place of business in the State of Michigan (A CoC Body, if incorporated as a 501(c)3 Entity, is eligible);
- Actively involved in the Continuum of Care planning process;
- Use HMIS to produce quarterly reports. (Domestic Violence Agencies use alternative system);
- Willing to execute 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 disbursements logs, invoices and cancelled check registers, etc;
- Employs a staff person who possesses a 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;
- Considered a *Leader* in the community with the ability to collaborate, coordinate and partner with other local organizations.

**Housing Assessment and Resource Agency (HARA):**

- Recommended by the local Continuum of Care;
- Be a 501(c)3 nonprofit agency or local unit of government that operates its principle place of business in the State of Michigan. (A CoC Body, if incorporated as a 501(c)3 Entity, is eligible);
- Actively involved in the Continuum of Care planning process;
- Experienced in serving homeless populations;
- Experienced in providing assessment referrals/case management services specifically targeted to people who are homeless;
- Experienced with successful HMIS data collection.
- Willing to execute 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 disbursements logs, invoices and cancelled check registers, etc;
- Employs a staff person who possesses a 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;
- Has established office hours in the county being served;
- Considered a *Leader* in the community with the ability to collaborate, coordinate and partner with other local organizations.

**Sub-grantees:**

- Recommended by the local Continuum of Care;
- Be a 501(c)3 nonprofit agency or a local unit of government that operates its principle place of business in the State of Michigan. (A CoC Body, if incorporated as a 501(c)3 Entity, is eligible.)
- Actively involved in the Continuum of Care planning process;
- Willing to use HMIS to collect relevant data. (Domestic Violence Agencies use alternative system);
- Willing to execute a QSOBAA to allow sharing within HMIS;
- Exhibit the financial capacity to administer funds as demonstrated through an audited financial statement;
- Has financial management systems in place such as cash receipts and disbursements logs, invoices and cancelled check registers, etc;
- Employs a staff person who possesses a 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;
- 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. Use of the Funds**

These funds cannot be used to supplant existing mainstream resources and services. CoC Bodies should be mindful of positive outcomes, based on HMIS (Domestic Violence Agencies use alternative system) and other data, before selecting agencies for funding. Individuals eligible for services through domestic violence, mental health, and substance abuse delivery systems must have services funded through existing budgets. In addition, CoC Body's must be mindful that these ESG funds are used for services that are directly related to obtaining or sustaining housing. (See eligible activities/uses below.)

Agency staff that travel and are reimbursed with MSHDA ESG funds cannot exceed the state standard rate for mileage. The state travel reimbursement rates are at [www.michigan.gov/mshda](http://www.michigan.gov/mshda), click on Homeless & Special Needs.

MSHDA will allow CoC Bodies to more narrowly define the scope of services provided; however, funding categories cannot be broadened. These funds cannot be used for construction or rehabilitation of shelters. No grant can be less than \$10,000 with the exception of CoC Coordination.

This NOFA requires CoC Body's to award a minimum of 40 percent of their allocation to provide prevention, rapid re-housing activities, and housing stabilization services. The remaining 60% of the funds can be used for Essential Services, Operating Expenses, Administration Expenses, and Continuum Expenses. Out of the 40 percent, 15 percent must be dedicated to rapid re-housing.

To receive Prevention and Rapid Re-housing funds a household's income must be at or below 40 percent of AMI, and a CoC is allowed to restrict funds to households below 40 percent if they so choose. Although third party income verification is not required, the household file must be documented. For example, if a household has rental arrearages and is working, a copy of a pay check stub showing weekly income would be sufficient.

The following are allowable uses for ESG funds:

**A. Operating Expenses** are expenses associated with the operation of a shelter, transitional housing, or related service facility, including (but not limited to):

- Insurance
- Rent
- Food
- Utilities
- Telephone/cell phone service
- Internet expense
- Furnishings
- Office Supplies
- Agency vehicles - includes gasoline and general maintenance – not purchasing of vehicles
- Staff transportation
- Maintenance and repair of facilities
- Security

**B. Essential Services** - Case management related to emergency shelter, street outreach or *referrals* to employment, health care, substance abuse and related services within the community. (Note that *referrals* can be provided, however, **direct case management** for employment, health, substance abuse and other related services **cannot** be provided with these funds.)

**C. Housing Stabilization Services** - Funds must be used to create and implement a comprehensive, easily accessible service and housing response system that addresses the needs of those who are homeless or at serious risk of homelessness.

Eligible activities include:

- Housing stabilization services include arranging, coordinating, linking and monitoring the delivery services that assist participants to obtain and sustain housing stability; this includes the salary of the Housing Resource Specialist(s);
- Monitoring program participant progress;
- Assuring that the rights of participants are protected;
- Development of individualized Housing Plans for each program participant;
- Housing search and placement activities designed to assist participants in locating, obtaining and retaining housing which may include credit counseling, when needed;

**D. Financial Assistance – includes activities detailed in the chart below:**

	<b>PREVENTION</b>	<b>RAPID RE-HOUSING</b>	<b>GUIDANCE (Payment always goes to a third party.)</b>
<b>Short Term Leasing Assistance 1-3 Months</b>	Not Available. (See category directly below for Short Term Leasing Assistance within prevention.)	Available Household must be street homeless, living in a shelter, or doubled-up. Capped at 3 months rent per household/per year.  This is the only type of rental assistance that can be counted to meet the 15% of 40% described in Section VII, Use of Funds, in the NOFA.	<ul style="list-style-type: none"> <li>• Units cannot exceed MSHDA Payment Standards;</li> <li>• Leasing payments must be made directly to landlords;</li> <li>• Grantees must maintain verification of need, income, and all other pertinent information as required by HUD and MSHDA in the participant’s file;</li> <li>• Grantees must create a housing stabilization plan accessible on HMIS, if the recipient is receiving leasing assistance. DV agencies that do not have access to HMIS will be able to upload a housing plan to the MSHDA Web site;</li> <li>• Participants must be assisted to apply for resources available through the SER Program administered by DHS, or the participants file must be documented showing them not qualified for SER</li> <li>• Lead Based Paint requirements apply per ESG PB #3.</li> </ul>
<b>Rental Arrearages &amp;/or Short Term Leasing Assistance 1-3 Months</b>	Available Only if it prevents an eviction, see guidance. Capped at 3 months rent per household/per year; <b>NOTE:</b> Total per household/per year is capped at 3 months of rental assistance for the <u>combination</u> of rental arrearages and short term leasing – <b>NOT</b> 3 months for each category.	Not Available	<ul style="list-style-type: none"> <li>• Units cannot exceed MSHDA Payment Standards;</li> <li>• Leasing payments must be made directly to landlords;</li> <li>• Grantees must maintain verification of need, income, and all other pertinent information as required by HUD and MSHDA in the participant’s file;</li> <li>• Grantees must create a housing stabilization plan accessible on HMIS, if the recipient is receiving leasing assistance. DV agencies that do not have access to HMIS will be able to upload a housing plan to the MSHDA Web site;</li> <li>• Participants must be assisted to apply for resources available through the SER Program administered by DHS, or the participants file must be documented showing them not qualified for SER</li> <li>• Lead Based Paint requirements apply per ESG PB #3.</li> </ul> <p><b>Documentation may be either a copy of a Notice to Quit, Demand for Possession or Summons &amp; Complaint.</b></p>

	<b>PREVENTION</b>	<b>RAPID RE-HOUSING</b>	<b>GUIDANCE (Payment always goes to a third party.)</b>
<b>Security Deposits</b>	Available Cannot exceed one month's rent.	Available Cannot exceed one month's rent.	<ul style="list-style-type: none"> <li>Participants must be assisted to apply for resources available through the SER Program administered by DHS, or the participants file must be documented showing them not qualified for SER;</li> <li>Lead Based Paint requirement applies per ESG PB #3.</li> </ul>
<b>Utility Arrearages</b>	Available <ul style="list-style-type: none"> <li>For utility arrearages only if they have shut off notice.</li> <li>Capped at \$1,500 per household/per year; <b>NOTE:</b> Total per household/per year is \$1,500 for the combination of prevention and re-housing. Not \$1,500 for each category.</li> </ul>	Available only if it enables utilities to be turned on at a new address. <ul style="list-style-type: none"> <li>Capped at \$1,500 per household/per year; <b>Note:</b> Total per household/per year is \$1,500 for the combination of prevention and re-housing. Not \$1,500 for each category.</li> </ul>	<ul style="list-style-type: none"> <li>Participants must be assisted to apply for resources available through the SER Program administered by DHS, or the participants file must be documented showing them not qualified for SER.</li> </ul>
<b>Legal Assistance</b>	Available <ul style="list-style-type: none"> <li>Capped at \$100</li> </ul>	Available <ul style="list-style-type: none"> <li>Capped at \$100</li> </ul>	<ul style="list-style-type: none"> <li>Mediation or attorney for landlord/tenant disputes</li> </ul>
<b>Identification (ID)</b>	Available <ul style="list-style-type: none"> <li>Obtain IDs</li> </ul>	Available <ul style="list-style-type: none"> <li>Obtain IDs</li> </ul>	<ul style="list-style-type: none"> <li>Eligible expenses include: birth certificates, social security cards, and driver's license.</li> </ul>
<b>Lead-Based Paint Inspection</b>	<ul style="list-style-type: none"> <li>Required if the household has a child under the age of 6 and if the property was built prior to 1978.</li> </ul>	<ul style="list-style-type: none"> <li>Required if the household has a child under the age of 6 and if the property was built prior to 1978.</li> </ul>	<ul style="list-style-type: none"> <li>Lead Based Paint requirement apply to both prevention and rapid re-housing; see Lead Based Paint Policy ESG PB #3.</li> </ul>
<b>Housing Quality Standards (HQS) Requirement</b>	N/A However, a home visit to assure the property is safe and sanitary is recommended.	N/A However, a home visit to assure the property is safe and sanitary is recommended.	N/A
<b>Mortgage Arrearages Including Land Contracts</b>	Not Available	Not Available	No longer an eligible use of these dollars.

**E. Administrative Expenses** - limited to 10 percent of the total CoC grant amount. Examples of administrative expenses include HMIS data entry, monitoring sub-grantees, and staff to operate the program, such as bookkeepers, accountants, and support staff. The distribution of administrative fees must be negotiated locally.

**F. Continuum of Care Coordinating Expenses** - Only one Continuum Coordinating grant per CoC body will be considered. Funding for this activity will flow through the Grant Fiduciary.

Funds can be used for expenses associated with Continuum of Care coordinating activities, for example:

- Coordination salary, including Continuous Quality Improvement (CQI);
- Costs of printing, postage, and office supplies;
- Consumer involvement costs;
- Travel related expenses – reimbursed at the state standard rate for mileage and meals, go to [www.michigan.gov/mshda](http://www.michigan.gov/mshda), Homeless and Specials Needs.
- Regional council representatives expenses (travel and meals).

**G. Ineligible Activities** - ESG funds cannot be used to expand the number of shelter beds in an existing shelter or supplant existing mainstream resources. Payments can only be made to third parties, such as landlords or utility companies; payments cannot be made to program participants. In addition, an assisted property may **not** be owned by the grantee, sub-grantee, or the parent subsidiary or affiliated organization of the sub-grantee.

Other ineligible activities include:

- Mortgage Assistance (including land contracts);
- Hotel/Motel Vouchers;
- Purchasing agency vehicles;
- Rental assistance payments cannot be made on behalf of eligible individuals or families for the same period of time and for the same cost types that are being provided through another federal, state, or local housing subsidy program;
- Moving Expenses (Funding for this activity is available through State Emergency Relief - SER);
- Furniture (Grantees are encouraged to use existing community sources);
- Pet Care and/or Pet Deposits;
- Credit card bills or other consumer debt;
- Car repair;
- Medical or dental care and medicines;
- Clothing and grooming;
- Entertainment activities ;
- Work or education related materials, including literacy classes;
- Cash assistance to program participants;
- Development of discharge planning programs in mainstream institutions such as hospitals, nursing homes, jails, or prisons. (However, persons who are being imminently discharged into homelessness from such public funded institutions are eligible to receive financial assistance through ESG);
- Payment of licenses, certifications, and general classes.

### **VIII. Central Intake and Housing Assessment Process**

The Central Intake and Housing Assessment process is comprised of two parts:

1) Screening and *Intake* - The initial point of contact includes an intake in order to prioritize households based on the severity of their housing crisis and targets the most appropriate response with the situation presented. The intent is to discern *primary* need and the *urgency* of the need.

- All households will be screened either by phone or in person to determine if they in fact have a housing crisis. The screening will determine if the consumer should present for an Intake Session.
- Protocol must be developed between the HARA and a crisis line, e.g. 211, taking calls during non-traditional work hours. The crisis line, e.g. 211, must make callers aware that he/she should contact the HARA when their office reopens.
- Households who are presented with immediate safety issues will be re-directed appropriately (Domestic Violence or 911).
- Intake interviews are required to determine primary issues.
- If the screening concludes there is **not an immediate housing** need (but other needs are present), households will be referred to the appropriate resource to address the need (Food assistance through DHS, mental health through CMH, etc.).
- If the intake concludes there **is an immediate housing need**, households will proceed to a full housing assessment or be scheduled for a housing assessment within two business days.
- Sharing of client information – an executed sharing QSOBAA to allow sharing within HMIS between agencies.

2) *Housing Assessments* – Depending on the urgency and priority identified in the screening, the Housing Assistance and Resource Agency will conduct a comprehensive housing assessment with the household. The assessment will function as the basis for creating the “Housing Plan” (HP) which serves as the foundation for resource coordination and resolution of the housing crisis. Housing assessments will be

done through HMIS. MSHDA will provide domestic violence agencies with a paper version of the HP done on HMIS.

- The Housing Resource Specialist (see Definitions) will utilize an assessment tool within HMIS (Domestic Violence agencies use Access), focusing on issues related to obtaining and maintaining housing. Assessments will be conducted in person.
- The Housing Resource Specialist will identify the most appropriate resources for which the household may be eligible and provide this information to the household both verbally and in a written form as part of the "Housing Plan."
- Households will be offered case management to assist them with accessing the appropriate resources/support

### **August 1, 2011**

#### **IX. Identification of Housing Assessment and Resource Agency and Fiduciary Agency**

The CoC Chairperson or Coordinator must e-mail their Homeless Assistance Specialist by **August 1, 2011 to advise them of their selection of the Fiduciary Agency and/or the HARA.**

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

## X. Statewide Homeless / Housing Services Outcomes Matrix:

Outcome	Outcome Definition	Provider Type	Review Group
LOS in Shelter: % of persons with shelter stays of less than 31 days and exit to positive destination.	% of discharges meeting criteria/total discharges.	<ul style="list-style-type: none"> <li>System of Care</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Quarterly</li> <li>CoC - Quarterly</li> <li>Region - Biannual</li> <li>CSIG - Biannual</li> </ul>
Recidivism: % of persons that experience more than one shelter stays in one year.	% of persons with multiple stays / total persons served	<ul style="list-style-type: none"> <li>System of Care</li> </ul>	<ul style="list-style-type: none"> <li>CoC - Quarterly</li> <li>Region - Biannual</li> <li>CSIG - Biannual</li> </ul>
Retention in Housing: % of persons that retain housing for 7 months or longer.	% of PSH lives and discharged clients that are 7 months or longer.	<ul style="list-style-type: none"> <li>System of Care</li> <li>PSH</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Biannual</li> <li>CoC - Biannual</li> <li>Region - Annual</li> <li>CSIG - Annual</li> </ul>
Engagement: % of discharges where staff were able to track discharge destination upon exit.	% of discharges with “unknown” or null discharge destinations.	<ul style="list-style-type: none"> <li>Emergency Shelter,</li> <li>TH,</li> <li>PSH,</li> <li>Case Management/SO.</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Quarterly</li> <li>CoC - Quarterly</li> <li>Region - Biannual</li> <li>CSIG - Biannual</li> </ul>
Discharge to Housing: % of discharges where the exit destination is positive.	% of discharges where discharge destination meets “+” housing criteria.	<ul style="list-style-type: none"> <li>Emergency Shelter,</li> <li>TH,</li> <li>PSH,</li> <li>Case Management / SO</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Quarterly</li> <li>CoC - Quarterly</li> <li>Region - Biannual</li> <li>CSIG - Biannual</li> </ul>
Income: % of persons with cash &/or non-cash income at exit.	% of adults with cash &/or non-cash income at exit.	<ul style="list-style-type: none"> <li>TH,</li> <li>PSH,</li> <li>Case Management / SO</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Quarterly</li> <li>CoC - Quarterly</li> <li>Region - Biannual</li> <li>CSIG - Biannual</li> </ul>
SS Matrix: % of persons that improved on CoC specified domains.	CoCs will specify at least 3 domains they consider critical to self-sufficiency. Measure = % of persons that improved performance from initial to the most recent measure. PIT Measure	<ul style="list-style-type: none"> <li>90- Day Emergency Shelter</li> <li>TH</li> <li>PSH</li> <li>Case Management / SO</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Biannual</li> <li>CoC - Biannual</li> <li>Region - Annual</li> <li>CSIG - Annual</li> </ul>
HPRP / ESG Goals & Objectives: Percent of achieved goals individually defined in the Case Management Module	% of persons that retained housing. % of persons that achieved success on at least one other defined goal.	<ul style="list-style-type: none"> <li>Prevention Programs</li> </ul>	<ul style="list-style-type: none"> <li>Agency - Biannual</li> <li>CoC - Biannual</li> <li>Region - Annual</li> <li>CSIG - Annual</li> </ul>
*Targets set by CoC based on historical performance and performance rates for their Region.			
<p>Several performance issues were recommended to CoCs for process review:</p> <ol style="list-style-type: none"> <li>Determine causes of exits from PSH where the LOS is less than 7 months. CoCs should explore whether this resulted from a mismatch in housing, lack of a critical service(s), or household left on positive exit.</li> <li>Develop a process to reduce the number of chronically homeless / those that are recidivating in the CoC. To do this that CoC should establish an inter-agency review team to ensure services has been optimized. CSIG should look at options for improving access for these clients to HARP vouchers as new vouchers become available.</li> </ol>			

**August 11, 2011**

**XI. Exhibit 1: CoC Update**

Exhibit 1: CoC Update must be received by **5:00 p.m. on August 11, 2011**. The application should be mailed in **ONE envelope**. Faxed or e-mail copies will **NOT** be accepted.

**Mail to:  
Juliann Kline  
MSHDA, Rental Development & Homeless Initiatives  
735 E. Michigan Avenue  
PO Box 30044  
Lansing, MI 48909**

**XII. Grant Fiduciary Application Process**

**Application via the Homeless Assistance Link Online (HALO) is due by August 11, 2011.**

In accordance with recommendations determined by the local Continuum of Care, the fiduciary agency applies for ESG funding directly to MSHDA. One application will be submitted by the fiduciary agency for each Continuum of Care.

The other funded agencies in a CoC will submit a paper application (provided by MSHDA) to the fiduciary agency.

**Mail all fiduciary agency application documents in one envelope. The due date is August 11, 2011 at 5:00 p.m. Faxed or e-mail copies will NOT be accepted.**

- **All organizational documents are required to be submitted and they cannot be uploaded or sent electronically.**

**Mail To:  
Juliann Kline  
MSHDA, Rental Development & Homeless Initiatives  
735 E. Michigan Avenue  
PO Box 30044  
Lansing, MI 48909**

**XIII. Definitions**

**Area Median Income:** The area median divides the household income distribution into two equal parts: one-half of the cases falling below the median household income and one-half above the median. (Attached to this NOFA)

**Central Intake and Housing Assessment:** The Central Intake and Housing Assessment process consists of two parts. The intent of the intake is to discern *primary* need and the *urgency* of the need. The intent of the assessment is to identify barriers to housing to be addressed in the Housing Plan.

**Client Releases:** Releases that reflect the MOU's to assure all parties charged with caring for clients may share information. A single "Community Release" may be appropriate. (See HMIS for QSOBAA) This agreement/MOU defines the local sharing practice and is required to allow interagency sharing through HMIS

(Domestic Violence Agencies use alternative system). Signatories on the agreement include those agencies who are working collaboratively with the person(s) receiving assistance.

**Housing Assessment and Resource Agency (HARA):** A physical location with consolidated services in a community for homeless individuals/families. The center is the one recognized central point of entry/intake and assessment to ease the process of applying for resources. A HARA often has consolidated human services, housing assistance and other related services as available. The HARA employs a Housing Resource Specialist(s) who serves the CoC area.

**Housing Locator:** The Michigan Housing Locator identifies affordable housing and can be found at [www.michiganhousinglocator.com](http://www.michiganhousinglocator.com). The Housing Locator may be helpful in rapidly re-housing people.

**Housing Plan (HP):** A Housing Plan (HP) must be completed for all individuals that receive an assessment. The Housing Plan is intended to be a guide for both the household and the service agencies.

**Housing Resource Specialist:** The Housing Resource Specialist knows the local rental housing stock and its turnover rate, area landlords, and the condition of their property.

Housing Resource Specialists must receive training to make the centralized intake and housing assessment process effective. Activities performed by a Housing Specialist include: intake; assessment; creation of a Housing Plan that includes a path to permanent housing stability subsequent to these funds; arrangement, coordination, monitoring, and delivery of services to assist participants to obtain housing stability. Component activities may include: housing counseling, developing, securing, and coordinating services, monitoring and evaluation of program participant progress, and assuring that the program participants' rights are protected. The Specialist has a basic understanding of other rental assistance programs, such as HARP, TBRA, Shelter plus Care.

**Key Partners:** For purposes of the NOFA Key Partners include: CoC Body, HARA, Grant Fiduciary, and Sub-grantee(s).

**Leasing Assistance:** Units cannot exceed MSHDA's payment standards. Leasing payments must be made directly to the Landlord.

**Memorandum of Understanding (MOU):** One (1) MOU must be created between the CoC, Fiduciary/HARA and Sub-Grantees, clearly defining the relationship between all parties. Sharing of information is required. (See Client Releases definition above.)

**Michigan Statewide Homeless Management Information System (MSHMIS):** This system details the homeless demographics in Michigan including the problems they face, the resources used, and where current services are falling short. (Domestic Violence Agencies use alternative system.)

**Partners:** include organizations, agencies and members of the public who fund programs or interact regularly with people in crisis, poverty, or at risk of homelessness. These may include the following:

- Head Start and Early Head Start Agencies;
- Department of Human Services; Child Welfare Agencies; Unemployment Offices;
- WIC Agencies; Hospitals and Health Clinics; Mental Health Agencies;
- Public Housing Agencies; Public Housing Tenant Associations; Property Managers/Landlords;
- Utility Companies;
- Substance Abuse Treatment Programs; Domestic Violence Programs;
- Food Banks; Community Action Agencies; Help Lines (and 211 lines);
- Police; Jails; Prisons; and Probation Offices; Courts;

- Culturally Specific Organizations; Shelters and Homeless Assistance Providers; Veterans Services Organizations; Legal Aid Agencies; School Homeless Liaisons; Community Resource Centers;
- Family Support Centers; Businesses; Workforce Centers;
- Churches and other Faith-Based Organizations

**Positive Destination**

The following “**bolded**” destinations recorded in HMIS are mapped as positive. Based on the consensus view of our Reports Committee, treatment facilities were included as positive based the fact that accessing needed treatment was always positive. Deceased was also logged in the “+” column as we determined that programs should not be penalized for this and it is certainly permanent. Finally, those items included in “other defined” are currently included in the formula as they are almost always positive and reflect mapping problems to the HUD Data standards. For example some providers don’t identify “Section 8 Vouchers” or HARP as “Rental by client, (non-VASH) housing subsidy.” We are working on that.

This definition is slightly broader than HUD’s definition as they don’t make a call on Treatment destinations.

**HUD Destination Categories:**

<input type="checkbox"/> Don't Know	<input type="checkbox"/> <b>Rental by client, (non-VASH) housing subsidy</b>
<input type="checkbox"/> Emergency Shelter, including hotel or motel paid for with emergency shelter voucher	<input type="checkbox"/> Hotel or motel paid for without emergency shelter voucher
<input type="checkbox"/> <b>Hospital (non-psychiatric)</b>	<input type="checkbox"/> Staying or living with friends, temporary tenure (room, apartment, house)
<input type="checkbox"/> Jail, Prison/Juvenile Detention	<input type="checkbox"/> <b>Rental by client, VASH subsidy</b>
<input type="checkbox"/> <b>Owned by client, no housing subsidy</b>	<input type="checkbox"/> <b>Staying or living with friends, permanent tenure</b>
<input type="checkbox"/> <b>Permanent supportive housing for formerly homeless persons (S+C, SHP, SRO Mod Rehab)</b>	<input type="checkbox"/> Place not meant for habitation
<input type="checkbox"/> <b>Psychiatric hospital or other psychiatric facility</b>	<input type="checkbox"/> <b>Other,</b> _____
<input type="checkbox"/> Refused	<input type="checkbox"/> <b>Owned by client, with housing subsidy</b>
<input type="checkbox"/> <b>Rental by client, no housing subsidy</b>	<input type="checkbox"/> <b>Staying or living with family, permanent tenure</b>
<input type="checkbox"/> Staying or living with family, temporary tenure (room, apartment, house)	<input type="checkbox"/> <b>Deceased</b>
<input type="checkbox"/> <b>Substance abuse treatment facility or detox center</b>	<input type="checkbox"/> Safe Haven
<input type="checkbox"/> <b>Transitional Housing for homeless persons (including homeless youth)</b>	<input type="checkbox"/> <b>Foster Care / Foster care group home</b>

**Payment Standards:** Payment Standards: Based on Fair Market Rents, Payment Standard is the maximum subsidy the Housing Authority can provide toward the gross rent (rent plus a utility allowance). MSHDA Payment Standards can be found at [www.michigan.gov/MSHDA](http://www.michigan.gov/MSHDA).

**Strength-based Case Management:** The relationship between the case manager and the family is one of advocacy and collaboration. The individual family’s strengths and goals are identified. The case manager works with the family to achieve short- and long-term goals, helping them access the necessary services available. Although housing is usually the primary goal, this cooperative relationship addresses counseling, education, employment, and life skills goals.

## What Is It?

- Strengths-Based Practice assesses the inherent strengths of a person or family, and then builds on them.
- Strengths-Based practice uses peoples' personal strengths to aid in recovery and empowerment.
- It's really about reframing personal perception to find good even in the worst situation.

## Why Use It?

- It is an empowering alternative to traditional therapies which typically describe family functioning in terms of psychiatric diagnoses or deficits.
- It avoids the use of stigmatizing language or terminology which families use on themselves and eventually identify with, accept, and feel helpless to change.
- It is at odds with the "victim identity" -- epitomized in popular culture by the appearance of individuals on television or talk radio sharing intimate details of their problems -- which is inherently self-defeating.
- It fosters hope by focusing on what is or has been historically successful for the person, thereby exposing precedent successes as the groundwork for realistic expectations.
- It inventories (often for the first time in the person's experience) the positive building blocks that already exist in his/her environment that can serve as the foundation for growth and change.
- It reduces the power and authority barrier between the person and therapist by promoting the person to the level of expert in regards to what has worked, what does not work, and what might work in their situation.
- It reduces the power and authority barrier between person and therapist by placing the therapist in the role of partner or guide.
- Families are more invested in any process where they feel they are an integral part.
- And lastly - it works.

**Sudden Reduction of Income:** "Sudden" loss of income means, for example, the loss of a job or the inability to work do to illness.

**QSOBAA (Qualified Services Organization Business Associates Agreement):** This agreement/MOU defines the local sharing practice and is required to allow interagency sharing through HMIS. (Domestic Violence Agencies use alternative system.) Signatories on the agreement include those agencies who are working collaboratively with the person(s) receiving assistance.

**Uniform Administrative Requirements (UAR):** Local governments: see OMB Circular A-87; and non-profits: see OMB Circular A-122. These circulars establish principles and standards to provide a uniform approach for determining allowable costs when working with federal grants. Go to [www.hud.gov](http://www.hud.gov).