

GLHRN CoC Grant Application

(One project per application)

FUNDING 2018 HUD NOFA
CoC Program interim rule at 24 CFR 578

GRANT PERIOD 2019-20

Application due to matt.stevenson@lansingmi.gov by 12 noon Friday, August 17, 2018

Application organization must have tax-exempt status under 501(c)(3) of the IRS

Date of Application: 8/17/18

PART I: Program Information

Renewal Reallocation Project Non-DV Bonus Project DV Bonus Project
Consolidation Transition Expansion

Organization: Child and Family Charities Gateway Youth Services Division

Contact Person: Jennifer McMahon Title: Division Director

Telephone: 517.882.4000 ext. 121 Email: jenniferm@childandfamily.org

Project Grant Name: Housing for Homeless Youth Minimum # Units (see table): 12 units/19 beds

Renewal only: Previous Year Award Amount: \$169,057 Amount Requesting: \$169,057

Circle the Program Component for Which You Are Requesting Funds:

*Permanent Supportive Housing * Transitional Housing * Rapid Rehousing * **Joint TH-RRH**

* DV-RRH * DV-Joint TH-RRH * DV-Coordinated Entry * HMIS * Coordinated Entry

A. Are other funds leveraged with the requested funds?

Yes: No: If yes, please identify the amounts and sources for all leveraged funds.

Amount \$200,000 Source: USDHHS Family Youth Services Bureau

Amount \$194,728 Source: USDHHS Family Youth Services Bureau

Amount \$192,588 Source: Michigan DHHS

Amount \$19,958 Source: Michigan State Housing Development Authority

Amount \$22,000 Source: Ingham County

Amount \$9,218 Source: City of Lansing ESG

Amount \$20,000 Source: City of Lansing General Fund

Amount \$20,000 Source: United Way

Amount \$2,500 Source: Greater Lansing Food Bank (pays for \$18,500 in food)

Amount \$5,000 Source: Flagstar Foundation

B. This grant requires a 25% cash or in-kind match. Please describe in detail:

a) type (cash or in-kind); b) Source of match; c) Amount, and how it will be documented.

Child and Family Charities (CFC) is applying to renew a Joint TH/PH-RRH Project in the amount of \$169,057. Twenty-five percent of the requested amount is \$42,264. Match amounts will be met using the following:

\$10,250 Cash Match: Program Income: Residents in the RRH Project will be expected to contribute 30% of their adjusted income toward rental expenses. It is projected that by the last quarter of the year, all residents will be able to cover (on average) 30% of their rental expenses for a total of \$10,250. Child and Family Charities will pay the full value of monthly rent each month to the landlord. The 30% of adjusted monthly income will be paid by each resident directly to Child and Family Charities, thus will be classified as Program Rental Income and will be used to cover eligible program expenses. The contract year for the CoC grant award will be 9/1/2019 through 8/31/2020.

\$15,300 Cash Match: Ingham County: Child and Family Charities has been a grant recipient of Ingham County funds to operate the Kevin Moody Youth Home, a licensed home where minor age runaway and homeless youth can receive shelter and supportive services and the site of the TH portion of this Joint project. The grant period is January 2019 through December 2019 and has been consistent for many years.

\$16,714 In-Kind Match: State of Michigan DHHS Homeless and Runaway Grant Award: Child and Family Charities receives \$192,588 from the State of Michigan for its Transitional Living Program (TH component) to cover operating costs. These are federal funds passed through the State of Michigan to operate programs for runaway and homeless youth. \$16,714 will be used as a match for the HUD CoC Grant Award. Contract period for the State of Michigan is 10/1/2019 through September 30, 2020 and is renewed annually.

Documentation: Monthly finance reports are completed based on the following: salaries and benefits allocated to the grant are based on actual number of hours worked by each staff person for each program as noted in timesheets. Payroll reports spread salaries and fringe benefits across programs and then across funding sources. This determines monthly reimbursement from each funding source for salaries and fringes. Operating costs are directly applied to each program. Cash drawdowns from Ingham County and a portion of the cash drawdowns from the State of Michigan will be included as match in the HUD monthly financial status report

For RRH Program Income, youth meet monthly with their case manager to evaluate their income using their pay stubs and other income documentation. They then submit to CFC a check or cash for 30% of their adjusted monthly income for rent and utility expenses. This income is coded RRH Rental Income in CFC's accounting system. Each youth receives a receipt for their rent payment and it is additionally recorded in their client case file. RRH rent income will be recorded each month as match on the HUD monthly financial status report.

Financial reports, including income and expenses, are reviewed monthly and presented to the CFC Board of Directors by the Director of Finance. An annual agency budget is presented to the board and approved in November of each year. An independent CPA firm performs an annual audit and presents the results to the Board. The most recent audit had no negative findings.

C. Does/Will the agency follow the Orders of Priority as defined in CPD-16-11 (See Exhibit A of this application)? Yes: X No:

D. How many households will be housed during the funding year? 19

Part II: Narrative

Please be concise. Use bullets where possible.

1. Describe the **target population** for the Project. Specifically identify who the project will serve. i.e. individuals; families; chronic; Special populations. What is the **average acuity** level? If the Project has admission preferences for different sub-populations, please explain.

GYS's joint Transitional Housing/Rapid Rehousing Program (TH/RRH) serves the special population of unaccompanied youth ages 16 through 24 who are homeless or at risk of homelessness. The program serves individual youth as well as youth who are pregnant or parenting. GYS prioritizes youth who are living on the street or in places not meant for human habitation; living in unsafe households where abuse, neglect, domestic violence, or human trafficking are described to occur; have faced multiple episodes of homelessness; are living in emergency shelters; are aging out of foster care or the juvenile justice system without a safe place in which to return; and are doubled up with other households and facing impending eviction.

Youth prioritized for TH include minor youth as there is nowhere else for them to go in the service area, as well as adult youth who may need time to gather identification documents, create safety plans, and locate a unit for the RRH component. Adult youth will be quickly transitioned into RRH as soon as they are able and express readiness. Adult youth do not have to enter TH services. They can go directly from street-based services to the RRH component.

GYS staff received training on the use of the TAY-VI-SPDAT, the Transition Age Youth-Vulnerability Index- Service Prioritization Decision Assistance Tool, to create a standardized measure of homeless acuity and implement an objective measurement tool to prioritize youth for housing and supportive services. The TAY-VI-SPDAT takes into account the specialized developmental needs of youth. GYS has had an active Street Outreach Program Team goes into the community to identify homeless and street youth (as identified in detail in #8 below). Youth with a TAY-VI-SPDAT score of 4 or higher will be prioritized for RRH. In the event that there are more youth applicants than beds available, youth with higher TAY-VI-SPDAT scores will be prioritized for housing first. The average acuity level of the youth who have been assessed using the TAY-VI-SPDAT is six.

2. Provide examples of how the **Project outcomes** will contribute to improving the CoC's system-wide performance, as measured by HUD's system performance measures below:
 - Reducing the length of time people are homeless
 - Increasing discharges to permanent housing

- Preventing returns to homelessness (reducing recidivism)
- Increasing client income

The TH-RRH Program will follow the guidelines identified in the Framework to End Youth Homelessness (United States Interagency Council on Homelessness, 2013) and the Recommendations for Youth Centric Rapid Re-housing (National Network for Youth). The TH-RRH program will help youth attain the project outcomes (reducing the length of time youth are homeless, increasing discharges to permanent housing, preventing returns to homelessness (reducing recidivism) and increasing client income).

The project outcomes for the TH-RRH program are in line with HUD's priorities to serve the priority population of youth, maximizing the use of mainstream resources, building partnerships, and strategic resource allocation. The goals are also in line with GLHRN's priorities to provide Rapid Rehousing, Supportive Services with targeted case management and wrap around services to lead to self-stability and Essential Services for vulnerable sub-populations. The TH-RRH project outcomes are the following:

-Reducing the length of time people are homeless

CFC has begun to analyze the length of time between Street Outreach engagement and move-in to TH. We will continue this analysis with the RRH component set to begin September 1, 2018. CFC has already begun discussion about strategies to reduce the length of time youth remain homeless. These include:

- Decreasing the intake process. Providing only the RHY Intake to document program eligibility and TAY-VI-SPDAT for acuity for prioritization.
- Focus on moving youth from the street into housing before completing additional assessments to determine need for supportive services. Supportive services will be prioritized once housing is stabilized.

Outcome: Over the course of the 2018-2019 contract year, CFC will identify the current benchmark for length of time between engagement and move in to TH or RRH. At the end of the 2020 contract year, CFC will reduce the number of days between engagement and move in to housing.

-Increasing discharges to permanent housing

Outcome: The addition of the RRH component for youth offers youth in our community an additional alternative for permanent housing with youth-focused supportive services. The goal of the RRH component is to help youth transition in place, or take over the terms of their lease and be able to sustain the apartment or home on their own. During program participation, youth learn how to read and understand the terms of their lease and build healthy landlord/tenant relationships. Youth also learn how to manage conflict in their apartment communities. **90% of youth will leave the TH/RRH project to safe and stable housing.**

-Preventing returns to homelessness (reducing recidivism)

Outcome: Youth in the TH-RRH program work toward improving life skills necessary for independent living which includes building permanent connections in the community, accessing mainstream financial and other resources necessary for housing stability, and addressing mental health issues that often lead to homelessness. Youth are eligible to receive ongoing aftercare supportive services after leaving the housing component of the program. **80% of youth contacted at six months post-program discharge will identify maintaining safe and stable housing.**

-Increasing client income

Outcome: Youth are taught employment skills and offered employment case services that include applying for jobs, creating resumes, and learning soft skills for healthy job maintenance and promotional opportunities. Additionally, youth are connected to employment services in the community including Michigan Rehabilitation Services, Michigan Works, Peckham Vocational Industries, and a variety of temp agencies based on youth interests. Youth with identified disabilities are connected to a SOAR provider to help with SSI/SSDI applications. Youth are also connected to mainstream benefits including Child Care Assistance, Medicaid, Cash Assistance, and Food Assistance. CFC Case Managers are trained MI Bridges Navigators. Youth work with their case manager to learn budgeting skills to manage their income. CFC is working with Flagstar bank to evaluate and improve our financial literacy curriculum. **65% of youth will demonstrate an increase in cash income between project intake and project discharge.**

3. Using Exhibit B-Describe the Project's implementation of the **Housing First** approach. Include 1) eligibility criteria; 2) process for accepting new clients; 3) process and criteria for exiting clients as it pertains to substance use, income, criminal records (with exceptions for restrictions imposed by federal, state, or local law or ordinance), marital status, familial status, actual or perceived sexual orientation, gender identity. Include descriptions of program policies and procedures to address situations that may lead to termination. How will the project assist clients in finding decent housing?

Eligibility Criteria/Process for Accepting New Clients: All youth who identify as homeless receive crisis intervention and immediate connection to housing options. Homelessness is determined by referrals from the CEA and emergency shelters, by Street Outreach teams, and by personal statements from the youth. Youth often run away from home due to abuse, neglect, domestic violence, and/or human trafficking. Some youth are kicked out of their homes by their caregivers and lack the life skills and resources needed to live independently. CFC also works with youth who are exiting the foster care system without a safe and/or stable housing option available. Youth who are on the street are quick targets for human traffickers, thus they need quick access to low barrier shelter options. Since the Transitional Housing program is a communal living environment with up to 6 youth varying in age from 12-21 and is co-ed, assessments also determine the best housing model for the youth. If youth cannot live in a co-ed communal environment safely (intensive history of assaultive behavior, criminal sexual conduct, substance abuse disorder requiring detox or inpatient medical care first, severe emotional disturbances that jeopardize the safety of the youth and/or other residents requiring intensive psychiatric services first) youth are referred to housing programs that better meet their needs. The Transitional Living Program for Youth is housed in a Licensed Child Caring Institution in order to receive approval by the State of Michigan to house unaccompanied minor children. Licensure requires specified safety regulations. Without the license, homeless minors could not be sheltered. Considerations must be made regarding the safety of all residents. Adult youth ineligible for housing in the TH component may be served in the RRH component. Intake forms identify eligibility criteria based on HUDs definition of homelessness.

Process and Criteria for Exiting Clients: Two safety-related issues might disqualify a youth from ongoing program participation in the TH component. These include multiple and recent incidents of physical assault and/or inappropriate sexual behavior and repeatedly returning to the youth home

while under the influence of illegal substances. If the youth is determined to be a safety risk for group home living, or if the youth identifies that a group home living environment is not a good option for them, case management services continue to quickly connect the youth with housing options that better meet the needs of the youth.

There are no restrictions for entry into the TH-RRH program imposed by past substance abuse, income, criminal records (other than Criminal Sexual Contact), marital status, familial status, actual or perceived sexual orientation, or gender identity. Youth identifying or demonstrating substance use disorders, meaning daily life functioning and ability to achieve life goals is impeded, are referred for substance abuse assessments. Recommendations for treatment are discussed and youth are encouraged to set risk/harm reduction goals. While youth cannot use alcohol or drugs on the premises of the Youth Home (TH), or return to the Youth Home while under the influence, youth are not required to demonstrate sobriety before entering housing services. If detox or inpatient substance abuse services are recommended, case managers assist youth in accessing these services and youth are able to reapply for TH/RRH again upon completing inpatient treatment.

It is rare that youth enter the program with income. Once the youth's housing is stabilized in TH or RRH and their basic needs are met, case managers connect youth to employment services (Workforce development, temp services, Michigan Rehabilitation Services) and provide employment-focused case management to help youth acquire and maintain employment. GYS serves a high volume of lesbian, gay, bi-sexual, transgender, and questioning youth who are rejected from parents, caregivers, and society due to their sexual orientation and/or gender identity. Transgender youth self-identify their gender, chosen name, and preferred pronouns, and are assigned bedrooms based on the information provided, not by what is on their birth certificate. GYS also serves pregnant and parenting youth. Heads of household can be either male or female.

Goals are developed with the youth to provide the youth with the best possible chance of obtaining and sustaining permanent housing. Each youth establishes an individualized service plan with the case manager to develop and improve life skills needed for self-sufficiency. Service plan goals are developed through a series of assessments that take into consideration the youth's identified needs and goals. Service options that the youth may choose aid in gaining skills and enhance positive relationships with housemates and staff. Assessment of need is ongoing and goals are updated every 90-days.

Youth who are age appropriate and demonstrate self-sufficient life skills necessary to live without the need for imposed structure and supervision will be quickly referred to the new Rapid Rehousing component. Youth will be accepted into the Rapid Rehousing program regardless of their sobriety or use of substances, completion of treatment, and participation in services. Youth will not be rejected on the basis of no income, a poor credit history or lack of financial or rental history. Supportive services and case management will be individualized, youth driven, and without predetermined goals.

CFC has a lengthy disciplinary process that addresses behavioral issues in the TH and lease issues in the RRH. This is reviewed with the youth during program intake and reviewed with the youth as needed. The first step in addressing any violations to program expectations outlined in the Program Agreement and signed by the youth is to verbally discuss the violation with the youth, reiterating

its importance. The second step is a written warning highlighting the violations in the Program Agreement or lease and identifying immediate actions needed to remedy the situation. The third step is a Behavior Improvement Plan that is a therapeutic method designed to help youth understand what needs are being met by their “inappropriate behaviors” and how to get their needs met in a healthy manner that does not jeopardize their housing and important relationships. This plan also identifies additional supports and strategies the youth and case manager will access to help the youth with their plan. Step four is an eviction warning where youth work with their case managers to identify alternative housing options in the event that eviction does occur. This includes talking to community support persons, checking on housing waitlist status, identifying other youth housing partners in neighboring counties, and ability to live independently without housing support from CFC. Even if youth are no longer appropriate to receive housing services from CFC, they still remain eligible for aftercare supportive services to help obtain and maintain housing elsewhere.

4. Explain how the **needs assessment** process ensures that participants are directed to appropriate services. How are participants connected to **mainstream resources**? Are there **MOUs or letters of commitment**? (These must be dated between May 1, 2018 and September 18, 2018.) Include collaborations with other programs or agencies. For renewals, how successful have these collaborations been?
(See Mainstream Resources definition in glossary)

Using the Self-Sufficiency Matrix and other evidence-based assessment tools (Daniel Memorial Life Skills Assessment, Adult-Adolescent Parenting Inventory, Trauma Screening Tool), the case manager develops a specialized and unique service plan to address barriers to self-sufficiency. The following connections are commonly made for youth in the TH-RRH based on individual need:

- (a) Referrals to Michigan Works! and other employment related services: Based on the youth’s age, work history, and work “ability”, youth are provided on-site employment case management and supportive services including job search; application/resume building; career exploration and networking; mock interviewing; and soft skills for maintaining employment. Additionally, youth are connected with the following resources based on need: temporary employment services, Michigan Works, Michigan Rehabilitation Services, and other “work placement” and assisted employment agencies.
- (b) If a youth has a disabling condition that impairs daily functioning, specifically the ability to obtain and/or maintain employment as a source of income, the case manager helps the youth apply for SSI/SSDI using local SOAR (SSI/SSDI Outreach, Access, and Recovery) Trained workers and helps the youth gather the needed documentation to verify disability. The case manager will engage Legal Services of South Central Michigan (a GLHRN member) in the event that an appeal is needed.
- (c) Healthcare: GYS’s license requires that GYS obtain a physical for youth upon shelter entry if the youth has not had a physical in the previous 12 months, which is usually the case. GYS case managers help the youth apply for health coverage, including MiChild (Michigan’s Health Insurance Program for Children), Medicaid or coverage under the Affordable Care Act, to address ongoing health issues. GYS also has a long-standing relationship with Ingham County’s Teen Health Center, located in Willow Plaza.
- (d) Food Assistance Program (FAP). While residing in the Youth Home, three healthy meals and snacks are provided to the youth daily. Upon exit, the Case Manager assists

the youth in applying for Food Assistance as well as knowing the locations of local food banks and organizations that provide meals.

- (e) Schools. The Case Manager provides an education assessment for each youth. Staff work closely with the McKinney-Vento liaison for the schools. Youth who have not completed high school are enrolled in public school and GYS provides transportation to school. If the youth is between 18 and 21 and a return to high school is not practical, the youth may be directed to a program that will result in completion of a GED. Youth who are completing their final year of high school or their GED are provided assistance with applying for post-secondary vocational training or higher education at community colleges or universities. Youth who transition to Job Corp, the Michigan Career and Technical Institute, or other universities apply for housing assistance through these programs where housing is offered in a dormitory-style fashion that provides developmentally appropriate structure and supervision.
- (f) Rapid Rehousing. Youth who are adults will be referred to the Rapid Rehousing for Youth program.
- (g) The intake coordinator, the case manager, and the therapist additionally provide extensive referrals for diagnostic and mental health services.
- (h) Transportation is provided for the youth through bus tokens and passes until such a time where the youth obtains income and is able to budget for transportation costs. Youth are taught how to access and utilize public transportation to meet their needs in their local community. Case Managers also work with youth who desire to pursue drivers training and the attainment of a driver's license with budgeting goals to purchase a personal vehicle.
- (i) CFC is a MI Bridges Community Partner. Jennifer McMahon, GYS Division Director, is the agency lead point of contact.

Collaborations are generally successful in helping youth to meet their goals. CFC case managers meet weekly to process cases, share information on resources, what works, and where we run into system barriers. Whenever barriers arise, CFC management reaches out to agency administrators to discuss and reduce barriers, whenever possible. For example, CFC is preparing to meet with Clinton Eaton Ingham Community Mental Health next month to discuss barriers to accessing psychiatric services for youth residing in a licensed Child Caring Institution.

5. How will clients be assisted in maximizing their ability to live independently? What criteria are used to evaluate participants' readiness to "graduate" or transition from the project to other permanent housing?

CFC offers youth a full continuum of services from Street Outreach and Emergency Shelter, to Transitional Housing, Permanent Supportive Housing and Rapid Rehousing. Each youth will create an individualized stable housing and care plan with their case manager that is evaluated weekly for youth in TH and monthly for youth in RRH and updated every three months. Housing goals for each youth will differ. Some youth are still working toward a successful family reunification that offers extended financial support until the youth can obtain a livable wage. For many, this option may be achievable once family conflict, the youth's mental health, substance use disorders, education and income are addressed. For youth who cannot return home, housing may include staying with extended family members, living in a co-op, renting a room in a home with shared communal space, renting a small studio or one bedroom apartment, sharing housing expenses with selected roommates, or moving to a college dormitory. All options will be explored with each

youth so they can select the option that best fits their needs. Housing plans may change over time as the youth's needs and skills evolve.

Staff members utilize the CLASS Curriculum for teaching life skills. The CLASS curriculum was developed by the Daniel Memorial Institute, and is recommended for use with at-risk youth by the Michigan Department of Health and Human Services to help youth transition successfully to independence. CLASS stands for Curriculum and Lessons for Attaining Self-Sufficiency. The curriculum addresses 14 life skills categories including interpersonal skills, educational planning, money management, food management, personal appearance, health, job seeking, job maintenance, legal skills, emergency and safety skills, community resources, housekeeping, housing, and transportation. Concrete skills are taught through exercises, worksheets, games, and practice. Each session takes about 45 minutes.

Program readiness is evaluated on a case-by-case basis depending on housing goal. For youth returning to live with family, readiness is dependent on the expectations of the family. For example, the youth may be required to do chores to compensate for their room and board, or they may be required to contribute to household bills. For youth transitioning out of RRH, readiness is dependent on their ability to take over the terms of the lease including monthly rental and utility expenses.

6. CoC policies require that participants be **referred from the Coordinated Entry Agency (CEA)**. What is your estimate of the % of referrals you accept from the CEA? Please explain how you track/verify this information.

Program referrals for the special population of youth that GYS serves come from several sources, including GLHRN member agencies who encounter homeless youth under the age of 21 through Coordinated Entry. The CEA does send referrals via HMIS. GYS attempts to follow up with 100% of CEA HMIS referrals. GYS staff document youth contacts from referrals in HMIS. During the past year 67 referrals have been made to CFC from the CEA. Forty-one remain open under the Street Outreach program, 26 have been closed out. Of the 26 referrals closed, 61% of the youth referred for services moved into our housing programs.

In addition, GYS has partnered with East Lansing Public Library, the Capital Area District Libraries, East Lansing Schools, East Lansing Police Department, Lansing Schools, the Lansing Police Department, Ingham County Community Mental Health, the state Department of Health and Human Services (DHHS), the federal DHHS, All Saints Episcopal Church, University Lutheran Church, Ingham County, and others and who all act in the capacity of Safe Zones connecting homeless youth to Gateway's 24/hour crisis hotline.

All youth ages 18 or over are referred to the CEA to determine eligibility for housing waitlists. Since the youth's data is already in HMIS and the youth is an adult, a release can be signed by the youth for electronic CEA referral.

7. How will the project **engage those with the most severe needs or vulnerabilities, disabilities or limited English proficiency** per the GLHRN CoC/HUD prioritization policy? Describe any Outreach efforts. Reaching participants throughout the County that may not otherwise have known of the Project?

First, the term “most vulnerable” seems tailored to the precise population that GYS serves. Once youth find themselves rudderless and on the street, studies have shown that a significant majority of these youth are at much higher risk of exploitation, injury, or death than their housed or sheltered peers. In addition to the TH-RRH, GYS operates a Street Outreach Program (SOP) that searches the streets for homeless youth and brings them to shelter or a safer housing situation. The SOP also provides youth with basic needs such as food, clothing, and hygiene products as a way of building rapport and trust with the youth. GYS also runs a support group for LGBTQ youth, a particularly vulnerable population that is at-risk for homelessness. The SOP conducts community outreach to educate the community about our mission and to increase awareness of the signs of homelessness (that youth are sometimes unwilling to discuss). Outreach is conducted at the Refugee Development Center and Samaritas’ Refugee and foster care programs. The SOP team also patrols the Lansing area, looking for likely contact points with street youth such as bridges and encampments. The teams also engages people who may know whether the youth is associating with individuals connected with human trafficking. The SOP team works closely with the TH-RRH intake coordinator to assure that the youth they come into contact with are provided appropriate shelter and services. The SOP team also works with the intake coordinator to assess the youth’s degree of risk for homelessness or actual homelessness to determine program suitability.

The vast majority of the youth that engage with GYS could meet the ADA definition of having a learning, developmental, psychiatric or substance abuse disability. This also includes youth with physical impairments such as auditory and visual impairments. Program staff are provided with ongoing training on how to meet the needs of youth. Youth are connected to services to specifically address their disabling conditions.

CFC provides training to staff on how to accommodate persons with limited English proficiency (LEP), utilizing translators as needed.

- 8. Are there any **outstanding Civil Rights matters** or financial obligations to the federal government? Yes _____ No X Please explain your experience in managing federal grants. (50 words or less) CFC’s Gateway Youth Services division has been managing federal grants since 1974 when the Runaway and Homeless Act first appropriated funding. The GYS division has been a recipient of HUD funds for over 16 years.

- 9. Who is the agency contact person knowledgeable about **Fair Housing** and HUD priorities? Name: Jennifer McMahon Contact #517.882.4000 ext. 121

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ONLY Renewal Projects, complete questions 10-12

- 10. Are the agency **reports turned in on time (%)**? Is the agency **HMIS data error free (%)**? Are the agency monthly Financial Status Reports correct (%)?

Reports are turned in on time 100% of the time (based on internal records).

HMIS data is 99% error free (combination of HUD notifications; HUD UDE, and HUD additional) for the TH program.

Agency monthly Financial Status Reports have been correct with one exception for a percentage of 92% correct. Corrections were made quickly and resubmitted.

11. **Project cost-effectiveness** – what was the average cost per person or family served in your project? (Take the cost to run the project including match divided by the actual number of households served per project year).

Licensed Child Caring Institutions are very expensive to operate requiring 24/hour staffing for developmentally appropriate structure and supervision. Staffing ratios for youth programs are low. The TH program has a required staffing ratio of no more than 10 youth for every one staff person. Due to the varying ages and co-ed nature of the Youth Home, licensing consultants have recommended a 1:7 staff to youth ratio. The TH program provides for all of the youth's basic care needs including nutritious meals and snacks, clothing, hygiene products, school supplies, transportation to and from school and appointments, age appropriate recreation and social activities, and individualized financial assistance to meet long-term housing goals. Additionally, all TH program participants have access to on-site case managers and therapists who meet with each youth a minimum of weekly. Services are coordinated through a wrap-around treatment team where cases are digested and monitored for progress weekly. The Youth Home utilized trauma-informed care that helps young people heal and recover from the effects of trauma, including traumatic episodes that happened prior to homelessness as well as the impact of being homeless at such a young age. Licensing requires extensive staff screening and training.

The CoC Program provides a portion of the funds necessary to operate the TH. It costs \$591,143 annually to operate the TH where on average 25 youth are served each year for a cost per youth of \$23,646.

Adding the TH-RRH program this September will reduce the costs by moving older youth with independent living skills quickly to off-site RRH apartments with ongoing age appropriate supportive services. Not having to provide 24/hour staffing coverage in RRH units will significantly improve cost effectiveness. The cost projected to house 13 youth in the RRH component is \$160,796 for an annual cost of \$12,368 per youth.

12. Attach the agency's response letter to **any findings or concerns** identified by the City during the **last monitoring/site visit** of the agency. Please provide any CAP (Corrective Action Plan) requested by the City or CoC if applicable.

Please see attached Corrective Action Plan dated September 14, 2017 written by Jennifer McMahon.

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Part III: Budget

Budget may also be submitted in an Excel Spreadsheet – contact HRCS for document.

	HUD CoC Expenses					
	PH: PSH	PH:RRH	TH	SSO	HMIS	
Rental Assistance		\$78,660				
Leasing						
Supportive Services*		\$41,288	\$38,442			
Operating Costs						
HMIS						
Total Admin		\$8,107	\$2,560			
Sub Total		\$128,055	\$41,002			
Cash Match (all line items except Leasing)		\$19,418	\$6,132			
In-Kind Match (all line items except for Leasing)		\$13,323	\$4,207			
Grand Total		\$160,796	\$51,341			
Shaded areas not eligible for funding in designated categories. Match should total 25%						

	*Supportive Service breakdown
Salaries	\$61,428
Fringe Benefits	\$15,357
Contractual services	
Travel	
Supplies/materials	
Utilities	\$1,145
Repairs/Maintenance	
Financial assistance to clients	\$1,800
Total	\$79,730

Program Income*	
Source	Amount
RRH Rental Income	\$10,250
Total	\$10,250

*Program Income is funds generated by project activities such as participant contributions toward their rent.

Gateway is a division of Child and Family Charities serving runaway, homeless, and at-risk youth



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Toni Young
Contract Manager 38
City of Lansing
Human Relations and Community Services Department
124 W. Michigan Avenue, 4th Floor, City Hall
Lansing, MI 48933

September 14, 2017

Dear Ms. Young,

In response to a your Site Monitoring and Shelter Inspection on May 2, 3 and the 5, 2017 respectively, please accept the following CAP to address the highlighted concerns below:

All Programs

- Documentation in HMIS of SNAP benefits and other referrals to mainstream resources
- Order of priority for obtaining evidence of homelessness is not in written intake procedures per CoC rule 24 CFR 578.103(a)(3) and ESG rule 24 CFR 576.500(b).
- Social Security numbers are not being recorded in HMIS

Higher Ground

- HMIS Release of Information was expired in one case file
- Income verification missing in 50% of HMIS records

Response:

a & e) Documentation of SNAP benefits and other referrals to mainstream resources in HMIS and Income verification in HMIS. A documentation training will be held in October of 2017 to review client case file documents with all case managers. Discharge Summaries request information regarding all referrals made. See attached. The "rent" agreement policy discusses the need to obtain copies of pay stubs to calculate "rent" which will verify income. See attached. Both policies and all accompanying forms will be reviewed during this documentation training. Periodic file checks will be made by the Program Manager to ensure improvement has been made in this area.

b) Order of priority of obtaining evidence of homelessness is not written in intake procedures. Intake procedures have been updated to include prioritization of youth served as well as documentation requested to verify homelessness with order of priority being: 1) third party statements from prior head of household or street outreach workers; 2) observations by the Intake Coordinator (who is also a street outreach worker); and 3) statement of homeless circumstances made by the youth themselves. See attached.

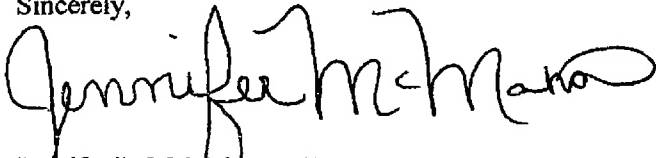
c) Social Security Numbers: Matt Stevenson, HMIS Systems Administrator for the CoC, facilitated a training on August 4, 2017 at the Kevin Moody Youth Home where initial intake documents were reviewed in detail, and the importance of obtaining the information was discussed. All staff members who complete initial intake documents were in attendance. This included a discussion of the importance of trying to obtain social security numbers and their intended purpose for HMIS. It is important to note, however, as a youth serving organization who is serving youth and families in crisis, many

of the youth who enter the programs do not know their social security numbers and the response on the intake is "unknown". Knowing ones social security number is not something that is generally requested of young people until they obtain employment or fill out college applications. Parents also do not typically carry this information on them during intakes. The family is usually in crisis and locating their child's social security cards is not a priority and we do not want to turn youth and families away due to not knowing their social security number. Emergency shelter youth are short-term clients and minors, so obtaining identification records is not a priority unless it is required for school enrollment. For Transitional Housing clients, case managers assist them in obtaining identification documents. Once we obtain a social security number for a client who previously responded "unknown", this information is entered into HMIS.

d) HMIS release of information was expired in one file. All Higher Ground Releases of Information will be set for one year, unless the family specifies otherwise. In the event a participant changes programs or re-enters the same program, a new release will be created during each intake in order to prevent future release expiration issues.

Please let me know if you have any questions or concerns regarding this CAP.

Sincerely,



Jennifer L. McMahon, MPA
Director of Runaway and Homeless Youth Programs