

City of Detroit

Office of Contracting and Procurement (OCP)

on behalf of the

Housing and Revitalization Department (HRD)



2024-2025 Homelessness Solutions ESG and CDBG

Notice of Funding Availability (NOFA)

NOFA #184293

Part I: Informational Packet

NOFA #184293

Release Date: January 31, 2024

Closing Date: March 4, 2024

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**NOTICE OF FUNDING AVAILABILITY NO. 184293
OFFICE OF CONTRACTING AND PROCUREMENT ON BEHALF OF
MICHAEL E. DUGGAN, MAYOR
CITY OF DETROIT
HOUSING AND REVITALIZATION DEPARTMENT**

2024-2025 HOMELESSNESS SOLUTIONS PROGRAM NOTICE OF FUNDING AVAILABILITY
(NOFA) TO APPLY FOR EMERGENCY SOLUTIONS GRANT (ESG)/ COMMUNITY
DEVELOPMENT BLOCK GRANT (CDBG)

The City of Detroit invites community organizations that serve households experiencing homelessness to submit applications for projects to be funded by the 2024- 2025 Emergency Solutions Grant (ESG) and Community Development Block Grant (CDBG) as funded through the U.S. Department of Housing & Urban Development (HUD).

ESG and CDBG Programs: All non-profit organizations that wish to provide homelessness prevention, street outreach, emergency shelter or rapid re-housing services may submit applications. Please reference 24 CFR 576 for eligible program types.

All applications must be prepared and submitted online using the City’s Oracle system. **Applicants must register in Oracle before an application (bid) can be submitted.** The NOFA will open in Oracle on **January 31, 2024**. Applications must be submitted via Oracle by 1:00pm (Eastern Daylight Time) on **March 4, 2024. Mailed, emailed, or faxed copies of applications will not be accepted.** The public recording of application submissions (bids) will take place on March 4, 2024, via Microsoft Teams.

To obtain information regarding Oracle, please visit the City of Detroit Office of Contracting and Procurement webpage at <https://detroitmi.gov/supplier> .

APPLICATION SELECTION & EVALUATION CRITERIA

Applications submitted by the deadline March 4, 2024, by 1:00pm, which meet the minimum threshold requirements, will be reviewed and ranked by a review panel. All applications will go through a selection and ranking process. Applications will be selected and funded based on the applicant’s ability to demonstrate their capacity to implement a successful program, the City’s priorities, project ranking, and available funding.

Selected applications must meet the basic eligibility requirements for ESG and CDBG to be considered for funding. Applications must meet threshold; those that do not meet the eligibility requirements will be eliminated from consideration.

SCORING

Applications passing threshold criteria review will be ranked and scored on a 100-point scale. Applications will be ranked according to score and recommended for funding in rank order. Refer to the NOFA for more information.

The Assessment Criteria is as follows:

Organizational Experience and Capacity in Addressing Homelessness	15
Financial Capacity to Manage City of Detroit Grants	20
Program Budget	15
Program Component Narrative	30

Performance Benchmarks	10
Data	10
Total Points	100

Applications submitted by **1:00pm on March 4, 2024**, will be evaluated by city agencies. Late applications will not be accepted. Funding approval for applications will be determined by the Mayor and City Council.

Note: The City reserves the right to cancel this NOFA or to reject, in whole or in part, any and all submissions received in response to this NOFA upon its determination that such cancellation or rejection is in the best interest of the City.

NOFA Webinars

The Housing and Revitalization Department (HRD) will conduct two informational webinars to present details and answer questions regarding the Homelessness Solutions NOFA. The webinars dates, times, and registration information are as follows:

NOFA Pre-Bid Webinar: Information on Homelessness Solutions NOFA application, programs, regulations, and Oracle overview. **Attendance at Pre-Bid Webinar is mandatory for all applicants.**

- February 7, 2024, at 1:00pm
- [Link to register](#)

NOFA Q&A Webinar: Review of questions and answers submitted in Oracle. Opportunity for applicants to ask additional questions.

- February 21, 2024, at 1:00pm
- [Link to register](#)

Webinar materials will be available on the City’s website at <http://www.detroitmi.gov/hrd> under “Public Notices”. The webinars are designed to help organizations successfully submit their Homelessness Solutions applications.

Office of Contracting and Procurement NOFA Contact:

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Notice of Non-Discrimination: The City of Detroit does not discriminate on the basis of race, color, creed, national origin, age, handicap, sex or sexual orientation. Complaints may be filed with the City of Detroit, Civil Rights, Inclusion, Opportunity, Coleman A. Young Municipal Center, Detroit, Michigan 48226.

Introduction

The City of Detroit’s Housing and Revitalization Department (the City) is committed to a comprehensive response to meet the needs of those experiencing homelessness. Homelessness should be prevented wherever possible, or if it can’t be prevented, it is a rare, brief, and one-time experience. To meet this goal, the City works closely with the Detroit Continuum of Care (CoC), provider organizations, supportive housing developers, and funders to provide a broad array of housing opportunities intended to prevent and end homelessness for households in need. The U.S. Department of Housing and Urban Development (HUD), along with the City and its community partners, expect that our system of service makes steady progress toward reducing homelessness. This includes decreasing the number of people entering the homelessness system, shortening the duration of homelessness, and limiting recurrent episodes of homelessness.

In the 2024-2025 program year, the City of Detroit seeks to use its Emergency Solutions Grant (ESG) funds and Community Development Block Grant (CDBG) to address the urgent needs of residents who are experiencing homelessness or at imminent risk of homelessness. The City intends to award approximately 5 million dollars total in ESG and CDBG Homeless Public Service funds, contingent upon HUD’s budget. The City of Detroit is committed to streamlining processes for subrecipients and as such, publishes a single NOFA for ESG and CDBG funds that support homelessness programs. These funds will be referred to as Homelessness Solutions funds.

Detroit Homelessness Response System Overview

Detroit’s homelessness response system uses a spectrum of programming to prevent, divert, and end homelessness. Prevention and diversion programs are the least service-intensive and aim to prevent households from entering the homeless system. Households that are unable to utilize prevention or diversion programs may access permanent housing resources through street outreach and emergency shelter. Permanent housing is the most service-intensive and includes Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH). In 2022, 6,221 households experienced homelessness in Detroit, Hamtramck, and Highland Park, a 9% decrease from 2021. This NOFA seeks providers that will incorporate and move the needle on the Community Values and Priorities. Programs funded through this NOFA must be able provide housing-focused services that will directly impact a household’s ability to resolve their homelessness in the shortest timeframe possible.

Eligible Activities

Homelessness Solutions funds must be used for the following activities: Street Outreach, Emergency Shelters including Warming Centers, Rapid Re-Housing, Prevention, Coordinated Entry, and Data Collection. In order to ensure comprehensive services to those in housing crisis, these funds are to be used in combination with other federal, state, and local funds as part of a community-wide response to homelessness.

Funding can be used to support data collection managed at both the agency level and through the Detroit CoC’s Lead entity, the Homeless Action Network of Detroit (HAND). HAND oversees and manages Detroit’s Homeless Management Information System (HMIS), ensuring access to accurate information on those experiencing homelessness in our community, what their needs are, and which agencies are working to address those needs. HMIS is a web-based database used by service organizations to collect and record

information on the people they serve. This information is collected for people who are homeless and at-risk of homelessness. The use of the HMIS is federally mandated by the Department of Housing and Urban Development (HUD) for many programs that receive HUD funding. Likewise, the Veterans Administration, the Michigan State Housing Development Authority, the State of Michigan Department of Human Services, and the City of Detroit require the use of HMIS for certain programs.

The City of Detroit's Homelessness Solutions funds help build the infrastructure of the coordinated entry system and systemwide HMIS management. In keeping with the City's commitment to streamline homeless services, we intend to award a portion of our total allocation to the coordinated entry lead entity as well as the HMIS lead entity. As we are not the primary funder of either activity, the City will follow the community's decision-making process for funding. If a new organization becomes the lead for coordinated entry or HMIS, we will provide a commitment of grant funds to support their needs within the scope of what is allowable by HUD.

Match Requirements

In compliance with HUD's ESG match requirements, the City intends to use CDBG Homelessness Public Service funds to partially meet this requirement. Subrecipients may need to provide additional match to fulfill this obligation. ESG match must be expended on ESG-eligible activities and funding sources may include: cash contributions expended for allowable expenses and non-cash contributions including, but not limited to, the value of any real property, equipment, goods, or services committed to support ESG-eligible activities during the period of the subrecipient agreement. Requirements for match funds are described in [24 CFR 576.201](#) of the ESG Interim Rule and the requirements for documentation are described in [24 CFR 576.500\(o\)](#).

Continuous Improvement Commitment

The City of Detroit and the Detroit CoC are committed to continuous improvement to meet the needs of residents at risk or experiencing homelessness as effectively as possible. Continuous improvement efforts are monitored and tailored in several ways, including subrecipient monitoring, oversight of programmatic expectations, and collecting and tracking performance data. Two critical ways the City and the CoC work to monitor performance through data are the System Performance Measures and the Performance-Based Contracting.

HUD System Performance Measures

Our community's performance on HUD's identified System Performance Measures (SPMs) are an important driver of competitive HUD funding. The SPMs provide community-level data to assess how well a system is serving those experiencing homelessness. HUD looks at a broad range of metrics, including the number of new households entering homelessness, the length of time households experience homelessness, and exits to and retention of permanent housing. The SPM reports use the data entered into each community's HMIS to determine how well the community is serving households experiencing homelessness. This includes data from residents served by Homelessness Solutions programs funded through the City of Detroit. With that in mind, the City is focusing intently on both systemwide and subrecipient performance related to these system measures. Please visit HAND's website to view the [SPM dashboards](#).

Performance Based Subrecipient Agreements

Despite fluctuations from year to year, it is important to note that since 2015, Detroit has seen an overall reduction in the number of households experiencing homelessness. This is an outstanding achievement, in large part due to the dedication of our homeless service providers. To support the continued reduction in homelessness, and strengthen the quality of SPMs, the City has generated community-level HMIS performance benchmarks. Awarded projects will enter into performance-based agreements with the City of Detroit.

The City shifted to performance-based agreements in the 2019-2020 program year to drive quality improvement in services and increase permanent housing outcomes. This change aligned with national best practice to use data for objective, transparent, and fair decision making. Shifting to performance-based agreements will continue to reduce homelessness by providing residents with high-quality services that ensure housing and long-term stability. Now, in the fifth year of implementation, performance-based agreements will require tracking performance against community performance measures and making improvements where necessary. Measures for each funded activity are outlined in the City of Detroit's [Homelessness Solutions Policies and Procedures Manual](#). Performance benchmark methodology, measures, and goals by program type are detailed in Appendix C. Additional details on performance-based agreements and expectations will be outlined in award letters for projects funded through this NOFA.

It is expected that these benchmarks will change in 2024 to align with the Strategic Planning process currently being undertaken with the Detroit CoC. The Strategic Plan, developed in strong coordination with stakeholders and persons with lived experience of homelessness, will outline top priorities for our community and as such, providers can expect shifts in expectations, funding priorities, and reporting requirements to monitor program effectiveness. All changes will be communicated broadly to providers.

Grievances

The City of Detroit is committed to funding high quality programming that serves residents with dignity and respect. As the City's homeless programs operate within the broader Detroit CoC, we have co-authored the [Detroit Continuum of Care Consumer Grievance Policy](#). As such, Homelessness Solutions staff, along with other funders, investigate alleged grievances against the agency. If substantiated, the agency may be required to provide additional staff training, update policies and procedures, and/or make building repairs. Mirroring last year's NOFA, the 24-25 NOFA will deduct one point per substantiated grievance, up to 5 points total. **Per the 2022-2023 Homelessness Solutions NOFA, substantiated grievances will continue to impact the overall score of an application.** Agencies should take care to ensure that adequate staff training and an internal grievance process is in place to quickly and fairly address resident complaints.

Program and Application Requirements

The City intends to award approximately \$5 million dollars in ESG and CDBG Homeless Public Service funds, contingent upon HUD's budget. Subrecipient funding requests should be for a minimum of \$100,000 to operate programs that are in compliance with Homelessness Solutions funded activities. Funding will be awarded based on the quality and quantity of applications received and the needs of the Detroit CoC. The City reserves the right to increase or decrease the estimated allocations without notice if circumstances merit such an adjustment.

Disclaimer: The City of Detroit reserves all rights not expressly stated in this NOFA, including making no awards, awarding partial funding, increasing funding based on budget availability, and negotiating with any applicant regarding the funding amount and other items of any contract resulting from this NOFA. The City reserves the right to cancel this NOFA or to reject, in whole or in part, any and all submissions received in response to this NOFA upon its determination that such cancellation or rejection is in the best interest of the City.

Subrecipient Grant Terms

Homelessness Solutions awards are for 12-month grant terms. Unless otherwise noted, contracts for the 2024-2025 grant term will start on:

- Warming Centers: November 1, 2024
- All other program types: January 1, 2025

Subrecipient Expectations and Requirements

Eligible applicants must be **private, nonprofit, tax-exempt organizations** that plan to provide Street Outreach, Navigation, Emergency Shelter, Warming Center, Rapid Re-Housing, and/or Homelessness Prevention services. HUD defines a private nonprofit organization as an organization that is a secular or religious organization described in section 501(c) of the Internal Revenue Code of 1986 and which is exempt from taxation under subtitle A of the Code, has an accounting system and a voluntary board, and practices nondiscrimination in the provision of assistance. A private nonprofit organization does not include a governmental organization, such as a public housing agency or housing finance agency. All subrecipients must participate in the following requirements:

CoC Participation

Homelessness Solutions programs provide vital services to the Detroit CoC. As such, organizations must fully participate in the CoC through CoC membership and respective program-specific workgroups and committees. For additional information about the Detroit CoC and how to become a CoC voting member, please visit [HAND's website](#).

HMIS

All programs funded through this NOFA are required to record all household related data and activity within 48 hours using the CoC-established HMIS, or a comparable database if serving survivors of domestic violence. Organizations will be responsible for providing all required reporting including generating HUD ESG Consolidated Annual Performance and Evaluation Report (CAPER) and Annual Performance Report (APR).

Organizations that do not currently use the Detroit HMIS system to record household data on programs seeking funding through this NOFA must demonstrate participation in an HMIS system for at least one (1) full year through submission of **Form 1a** OR submit a data tracking plan (**Form 1b**) that demonstrates their ability to use HMIS successfully. See the NOFA attachments for form templates. For organizations serving survivors of domestic violence, the City must approve an HMIS-comparable database upon receipt of award notice; the comparable database must be able to generate the HUD mandated CAPER at least once per quarter during the grant term.

CAM Participation

HUD requires all homeless programs receiving funding to participate in coordinated entry. Locally, the coordinated entry system is referred to as the CAM (Coordinated Assessment Model). Participation includes receiving all household referrals through CAM, designating a CAM liaison for all programs, and participating in the coordinated entry process for housing referrals.

Housing First

Services offered by Homelessness Solutions programs must be consistent with the [Housing First model](#). Housing First is an approach that prioritizes providing housing to those experiencing homelessness. All programs and services must be low barrier and cannot exclude or screen out participants for preconditions such as sobriety, mental health, lack of income, or criminal background. Permanent housing is the goal of all services and programs funded by Homelessness Solutions.

Performance Benchmarks

Each subrecipient will be evaluated on their ability to meet community performance benchmarks. Benchmarks vary according to program component. Additional information is provided under each program component section. Applicants should also review Appendix C for additional information.

Historically, the City of Detroit held subrecipients to performance measures that aligned with the calendar year. In order to better conform with the City's internal budgeting process as well as the Detroit CoC and federal reporting standards, performance measures will align with the HUD reporting year for System Performance Measures (SPM), October 1 to September 30.

Additional Expectations and Requirements

Applicants are encouraged to review the [Homelessness Solutions Policies and Procedures Manual](#) for additional expectations and requirements.

Quarterly Technical Assistance

The City requires subrecipients to participate in quarterly technical assistance meetings. City staff, agency leadership, finance, and program staff will convene to discuss and analyze the following topics:

- Performance reporting requirements- HMIS APR, Accomplishment Report, Performance Benchmark Report
- Reimbursement request packets (billings)
- Grant spending and projections
- Program capacity
- Documentation of required trainings and training needs*
- Grievances
- Organizational updates/changes, highlights, and concerns
- Grant Closeout activities

These meetings will allow subrecipients to request technical assistance, check in on the overall health of the grant, as well as discuss challenges and opportunities with their assigned Program Manager. The City is invested in our subrecipients and values the work that they do. These meetings will allow for a formal opportunity to discuss their contract and ways that both the City and the organization can improve performance. If the organization is struggling with meeting the funding requirements listed above, these meetings could move to a more frequent cadence depending on the needs of the program. Mandated support from the City may include, but not be limited to:

- Desk-monitoring
- In-person monitoring
- Unscheduled on-site visits
- Corrective action planning

*Please note that required trainings are referenced in the Homelessness Solutions Policies and Procedures Manual: Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) Programs.

Program Components and Additional Information

This NOFA allows subrecipients to apply for Homelessness Solutions funding, which is a combination of CDBG and ESG funds. Funds may be used for Street Outreach, Emergency Shelters including Warming Centers, Rapid Re-Housing, Prevention, and Data Collection. The five program components and the eligible activities that may be funded under each component are set forth in 24 CFR 576.101 through § 576.107.

Eligible Program Participants

Programs funded through Homelessness Solutions grants must serve only eligible homeless participants, as defined by [24 CFR 91.5](#). Furthermore, programs are limited to serving specific homeless category definitions (see Appendix A or link above for category definitions). Applicants must serve the following populations in their programs:

Program Component	Category 1: Literally Homeless	Category 2: Imminently At Risk of Homelessness	Category 3: Other Federal Statutes	Category 4: Domestic Violence
Street Outreach	X			
Emergency Shelter	X	X	X	X
Rapid-Rehousing	X			X
Prevention		X	X	X

Please review the “Eligible Program Participants” section of each program component in the next section for additional information.

NOFA Timeline

Please be aware of the following important dates associated with this NOFA:

Date & Time	Description
January 31, 2024	NOFA open in Oracle
February 7, 2024, 1:00pm	NOFA Pre-Bid Webinar- Registration Link Attendance is mandatory for all applicants
February 21, 2024, 1:00pm	NOFA Question and Answer Webinar- Registration Link
February 22, 2024, 11:00am	Questions close in Oracle
March 4, 2024, 1:00pm	NOFA closes in Oracle

The Applications must be uploaded into the [Oracle system](#) and time stamped no later than **1:00pm on March 4, 2024**. Applicants are strongly encouraged to submit applications before the deadline to allow time for resolving any technical difficulties. **Late submissions will not be accepted. Mailed, faxed, or emailed copies of the application will not be accepted.**

Street Outreach Component

Attention: Each team must have dedicated hours for both navigation and outreach activities. Please see the sections below for more information.

Funding Priorities

Projects that align with the values and priorities outlined in the Introduction section will be prioritized for funding. A strong application would reflect the following:

- Case management that is resident centered and trauma-informed;
- Demonstrated success in connecting households to mainstream benefits, such as income/employment and health;
- Demonstrated success in exits to permanent housing, with the understanding that households do not first require a shelter stay in order to obtain permanent housing;
- A strong mental health and crisis management service delivery model;
- Participant-driven, and strengths-based service delivery that goes beyond basic needs;
- Flexibility to adjust schedule to meet the needs of those experiencing unsheltered homelessness, including working outside regular business hours and/or holidays;
- Ability to provide comprehensive navigation services, including obtaining the required documents needed for Permanent Supportive Housing, Rapid Rehousing, and the Housing Choice Voucher housing packet submission to CAM;
- Strong partnerships with agencies providing homeless services; and
- Commitment to quality HMIS data entry, including having a process for ensuring intakes, case notes, and referrals are entered in a timely manner.

Eligible Program Participants

All street outreach programs must serve those experiencing unsheltered homelessness as defined by [24 CFR 91.5, Defining Homeless Final Rule](#). Program participants must meet the following definition:

Category 1: Literally Homeless

1. An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - i. Primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground

Street outreach teams are required to document eligibility using the CoC approved [Unsheltered Homeless Verification Form](#).

Scope of Services

Connection to Permanent Housing

The goal of outreach is to work with those experiencing unsheltered homelessness and make connections to permanent and stable housing by utilizing tailored services and support of a resident's choice. Services include case management, housing navigation, transportation, connection to emergency shelter, and

access to mainstream benefits. All services must be offered using person-centered, trauma-informed care that is rooted in Housing First and harm reduction principles.

Outreach teams are required to partner with CAM to coordinate shelter and housing referrals. Households who meet the definition of chronically homeless should be prioritized for navigation services. Teams will assist households to become “document ready” and move them into permanent housing. “Document ready” is defined as assisting residents with obtaining all documentation needed for obtaining permanent housing. Training for team members can be found on under the HMIS section of [HAND’s website](#). Additionally, applicants must be available to respond to households experiencing unsheltered homelessness at any point during their scheduled shifts. The City will review the number of PSH packets, RRH referrals, and HCV pre applications submitted to CAM on a quarterly basis with awarded outreach teams.

Coordination with Outside Entities

In order to ensure outreach coverage in the Detroit CoC, Street Outreach teams will partner with a council district to develop relationships with local community groups and businesses in order to educate the neighborhood on available homelessness services. It is the City’s goal that all households experiencing unsheltered homelessness, regardless of location, have access to services. Therefore, each team will be responsible for working with their assigned area’s Neighborhood Police Officer (NPO), [Department of Neighborhood \(DON\) district managers](#), block clubs, and relevant social service agencies to develop rapport. Outreach teams will continue to work with already connected individuals, regardless of the area they are located in.

Outreach teams must attend mandatory outreach workgroup meetings, participate in the chronic-by-name list (CBNL) process, and be proactive in coordinating with the Detroit Police Department Neighborhood Police Officers (NPO) in the areas of service, as well as work with police to provide services to individuals in encampments as necessary.

Hours of Operation

An application must include both outreach and navigation activities for a minimum of 5 days a week, 8 hours per day, with hours outside of normal business hours, and/or weekend hours. The submitted budget must outline all staff members charged to the grant.

Applicants are expected to mobilize a “code blue response” during extreme cold conditions, defined as:

1. The temperature drops below 20 degrees Fahrenheit, or the wind chill falls below 0 degrees OR
2. Ice storms or freezing rain; OR
3. Snowstorm greater than 6 inches

During these extreme weather conditions outreach teams must make contact with all households they are working with to ensure access to shelter, coordinate with other teams to ensure outreach coverage of the entire CoC, and adjust their outreach schedule as requested by the City

DHOT

The City of Detroit may fund one outreach provider to continue to serve as part of the Detroit Homeless Outreach Team (DHOT) program and has the potential to increase the number of providers dependent upon other funding partners. This program was piloted in March 2021 in partnership with Detroit Wayne Integrated Health Network (DWHIN), Detroit Police Department (DPD), HRD, and the awarded outreach

team. The program seeks to prevent future emergency services by having homeless outreach providers and mental health case managers jointly engage in street outreach. Currently, DHOT hours are Monday, Wednesday, and Friday from 4:00pm- 8:00pm, with the possibility of hours changing or expanding based on program needs. The awarded outreach team will conduct DHOT outreach together with the awarded DWHIN provider in coordination with DPD. The DHOT provider is required to participate in HMIS, in addition to other required data entry, and attend a weekly DHOT coordination meeting. If an organization is willing to be a DHOT provider, the City will determine if there are resources available from DPD and DWHIN to expand current operations.

HRD Outreach Request Smartsheet

The City of Detroit uses Smartsheet to track outreach requests that come from outside entities such as CAM, DPD, and community members. Requests for outreach are assigned via the Outreach Request Coordination Smartsheet, based on an organization's operating schedule. Outreach teams will be responsible for the following activities related to outreach requests:

- Attempt to contact the household within 24 hours of notification or during the next scheduled outreach shift;
- Attempt to connect with household on 3 separate occasions if unable to contact;
- The Outreach Request Coordination Smartsheet must be updated within 48 hours of each contact/ attempted contact; and
- Provide all requested information including, status of intake, assessments completed, basic needs provided, and housing status

Eligible Activities

The HUD ESG Program allows for six eligible activities funded under Street Outreach; however, the City of Detroit focuses the bulk of the awards on four eligible activities: Engagement, Case Management, Transportation, and Data Entry (HMIS). More information can be found in the [Homelessness Solutions Policies and Procedures Manual](#). Applications should be mindful that their application reflects allowable expenses for these three activities.

Per the ESG Interim Rule, [24 CFR § 576.101](#), these activities are defined as:

Engagement

Engagement includes the costs of activities to locate, identify, and build relationships with persons experiencing unsheltered homelessness and engage them for the purpose of providing immediate support, intervention, and connections with homeless assistance programs and/or mainstream social services and housing programs. These activities consist of making an initial assessment of needs and eligibility; providing crisis counseling; addressing urgent physical needs, such as providing meals, blankets, clothes, or toiletries; and actively connecting and providing information and referrals to programs targeted to homeless people and mainstream social services and housing programs, including emergency shelter, transitional housing, community-based services, Permanent Supportive Housing, and Rapid Re-Housing programs. Eligible costs include the cell phone costs of outreach workers during the performance of these activities.

Case Management

Case Management includes the costs of assessing housing and service needs, arranging, coordinating, and monitoring the delivery of individualized services to meet the needs of the program participants. Eligible services and activities include: using the centralized or coordinated assessment system as required under [24 CFR 576.400\(d\)](#); conducting the initial evaluation required under [24 CFR 576.401\(a\)](#), including verifying and documenting eligibility; counseling; developing, securing and coordinating services; obtaining Federal, State, and local benefits; monitoring and evaluating program participant progress; providing information and referrals to other providers; and developing an individualized housing and service plan, coordinating medical care as needed, as well as achieving permanent housing stability.

Transportation

The transportation costs of travel by outreach workers, social workers, medical professionals, or other service providers are eligible, provided that this travel takes place during the provision of services, under this section. The costs of transporting persons experiencing unsheltered homelessness to emergency shelters or other service facilities are also eligible. These costs include the following:

1. The cost of a program participant's travel on public transportation
2. Mileage allowance for service workers to visit program participants, if service workers use their own vehicles
3. The cost of purchasing or leasing a vehicle for the recipient or subrecipient in which staff transports program participants and/or staff serving program participants. This includes the cost of gas, insurance, taxes, and maintenance for the vehicle
4. The cost of subrecipient staff time to accompany or assist program participants to use public transportation
5. Train or bus tokens, taxi or rideshare for program participant travel to and from medical care

Services for Special Populations

ESG funds may be used to provide services for homeless youth, victim services, and services for people living with HIV/AIDS, so long as the costs of providing these services are eligible. The term "victim services" mean services that assist program participants who are victims of domestic violence, dating violence, sexual assault, or stalking, including services offered by rape crisis centers and domestic violence shelters, and other organizations with a documented history of effective work concerning domestic violence, dating violence, sexual assault, or stalking. While all the activities listed above are allowable under HUD regulations, the City of Detroit's primary focus is engagement and case management to link unsheltered households with shelter, permanent housing, and other services.

Note: if your organization is applying for a special populations outreach program, you must provide data that shows the need for serving a special population only.

HMIS

ESG funds may be used to pay the costs of contributing data to the HMIS designated by the CoC for the area, including the costs of:

- Purchasing or leasing computer hardware;
- Purchasing software or software licenses;
- Purchasing or leasing equipment, including telephones, fax machines, and furniture;

- Obtaining technical support;
- Leasing office space;
- Paying charges for electricity, gas, water, phone service, and high speed data transmission necessary to operate or contribute data to the HMIS;
- Paying salaries for operating HMIS, including:
 - Completing data entry;
 - Monitoring and reviewing data quality;
 - Completing data analysis;
 - Reporting to the HMIS Lead;
 - Training staff on using the HMIS or comparable database; and
 - Implementing and complying with HMIS requirements;
- Paying costs of staff travel to and attend HUD-sponsored and HUD-approved training on HMIS and programs authorized by Title IV of the McKinney-Vento Homeless Assistance Act;
- Paying staff travel costs to conduct intake; and
- Paying participation feeds charged by the HMIS Lead, if the recipient or subrecipient is not the HMIS Lead. The HMIS Lead is the entity designated by the CoC to operate the area's HMIS.

Performance Measures

The City will require that all Street Outreach providers track their performance on the following measures:

- Percentage of households that exit to any positive destination; and
- Percentage of households that exit to a permanent housing destination.

In the 2022-2023 grant year, the Outreach and Outreach Navigation components were combined. As part of this change, baseline data and benchmarks were established. Current subrecipients will be asked to calculate the performance measures, but calculations will not count against them for the 24-25 NOFA.

Historically, the City of Detroit held subrecipients to performance measures that aligned with the calendar year. In order to better conform with the City's internal budgeting process as well as the Detroit CoC and federal reporting standards, performance measures will align with the HUD reporting year for System Performance Measures (SPM), October 1 to September 30.

Emergency Shelter Component

This section includes both year-round emergency shelters and seasonal warming centers.

New: Shelters must provide a minimum of 20 shelter beds to be considered for funding.

Funding Priorities

Projects that align with the values and priorities outlined in the Introduction section will be prioritized for funding. For example, preference will be given to shelter projects with:

- Facilities that provide overnight shelter;
- Strong housing-focused case management that is resident-centered and trauma-informed;
- Demonstrated success in exits to permanent housing using CoC resources and non-CoC resources;
- Demonstrated success in connecting households to mainstream benefits, such as income/employment and health, as shown through HMIS data;
- Onsite programs and amenities that go beyond basic needs. Examples include, but are not limited to, quiet spaces, learning labs, onsite health services, onsite employment services, etc.;
- Flexible, participant-driven, and strengths-based service delivery;
- Shelters that don't require participants to leave the building during daytime hours;
- Commitment to quality HMIS data entry, including having a process for ensuring intakes, case notes, and referrals are entered in a timely manner; and
- Shelter access is low barrier, including a flexible curfew and no prerequisites to enter the shelter

Eligible Program Participants

Funds under the Emergency Shelter component may be used to provide short-term emergency housing for families and individuals experiencing homelessness, as defined by all categories of the [Homeless Definition Final Rule](#). Emergency Shelters cannot require occupants to sign leases or occupancy agreements.

All households served in emergency shelters must be homeless, evaluated for eligibility and assistance needed in accordance with [24 CFR 576.401\(a\)](#). Each household's eligibility and homeless status must be documented in accordance with the requirements in [24 CFR 576.500\(b\)](#). Household and activity data must be entered into the local HMIS in accordance with the requirements in [24 CFR 576.400\(f\)](#). The shelter must follow the written standards required under [24 CFR 576.400\(e\)](#) related to emergency shelters and essential services.

Scope of Services

Overview

The goal of the shelter system is to provide a safe, accessible place to stay for those experiencing homelessness and to move them towards stable permanent housing. Shelters connect homeless households with appropriate permanent housing resources, as well as community resources that will help them obtain or maintain housing. Case management services must be housing focused and offered at least once every 30 days. Case management services must be documented in HMIS.

The City of Detroit funds two types of shelters, year-round emergency shelters and seasonal warming centers. Please see the description of each shelter below:

Year-Round Emergency Shelters: serve families and individuals experiencing homelessness year-round. Emergency shelters may be population specific, such as those serving youth, Veterans, or domestic violence survivors.

Seasonal Emergency Shelters (Warming Centers): serve families and individuals experiencing homelessness during the winter months (typically November through March). This component, along with short-term emergency shelter, operates as a first line of defense during freezing temperatures for those experiencing homelessness.

Facilities that provide overnight shelter and do not require participants to leave during the day will be prioritized for funding.

Shelter Access

All emergency shelter referrals must come from CAM. Bed vacancies must be reported to CAM every morning by 9:00am. Shelters serving a special population (such as domestic violence or refugees) must receive prior authorization from the City to take referrals outside of CAM. Regardless, these shelters must coordinate with CAM to coordinate referrals for households that present to CAM. Emergency Shelters and Warming Centers must be low-barrier and accept referrals without any screening criteria. **This means that households cannot be screened out of shelter for substance use, mental health, disability, family composition, or gender identity.** Any walk-in households must be referred to CAM the next business day. Walk-ins and overflow are expected to be entered into HMIS and provided with services.

Shelters must follow Housing First guidelines and adhere to the [Equal Access Rule](#). The Equal Access Rule provides protection for any person or family seeking emergency shelter and removes barriers to access based on gender identity and family composition. This means that programs cannot require an individual to prove their gender identity, prohibit entry due to appearance or gender stereotypes, segregate residents based on gender identity, or separate families regardless of their composition. **No exceptions will be made to the requirements under the law.** The City of Detroit stands firmly that all persons requesting shelter and utilizing shelter services are treated with the utmost respect and dignity. Discrimination of any kind will not be tolerated. All emergency shelters must establish policies and procedures for program admissions, occupancy, and participant privacy and security that align with the requirements established in the Equal Access Rule.

Applicants are expected to mobilize a “code blue response” during extreme cold conditions, defined as:

1. The temperature drops below 20 degrees Fahrenheit, or the wind chill falls below 0 degrees OR
2. Ice storms or freezing rain; OR
3. Snowstorm greater than 6 inches.

During these extreme weather conditions emergency shelters and warming centers cannot deny access to any household seeking shelter. Additionally, shelters may not voluntarily or involuntarily exit a household from shelter. Please refer to the [Homelessness Solutions Policies and Procedures Manual](#) for additional information.

Community Standards

In 2023, the City developed Community Standards for Detroit CoC Emergency Shelters. The goal of the Community Standards is to ensure shelters are designed to benefit and help households in need through a low-barrier approach, person-centered services, and evidence-based practices and ultimately increase positive household outcomes to permanent housing. Community Standards include the topics of curfews, bed holds, resident work schedules, daytime access to shelter, service animals, shelter bans, personal items, and overflow protocols. Please reference Appendix F for additional information.

Eligible Activities

The HUD ESG Program allows a number of eligible activities as part of the essential services for individuals and families experiencing homelessness and residing in emergency shelters. For a comprehensive list of all eligible activities, please refer to the [Homelessness Solutions Policies and Procedures Manual](#). However, the City of Detroit focuses the bulk of the awards on three eligible activities: Housing-Focused Case Management, Operations, and Data Entry (HMIS).

Per the ESG Interim Rule, [24 CFR § 576.102](#), these activities are defined as:

Housing Focused Case Management

The goal of emergency shelter is to provide a safe environment for those in a housing crisis AND to ensure that services and support are provided that assist the person with moving into permanent housing. While HUD defines “essential services” widely, the City of Detroit requires all emergency shelters to provide the coordination of or direct housing-focused case management services to all persons experiencing homelessness being served by their agency. Eligible costs include the cost of assessing, arranging, coordinating, and monitoring the delivery of individualized services to meet the needs of the program participants. Shelter providers must ensure their case management ratio allows for the implementation of housing-focused case management. Housing-focused case management activities consist of:

- Using the centralized or coordinated assessment system as required under 24 CFR §576.400(d);
- Conducting the initial evaluation required under 24 CFR § 576.401(a), including verifying and documenting eligibility;
- Counseling;
- Developing, securing, and coordinating services and obtaining Federal, State, and local benefits;
- Monitoring and evaluating program participant progress;
- Providing information and referrals to other providers;
- Providing ongoing risk assessment and safety planning with victims of intimate partner violence, dating violence, sexual assault, and stalking;
- Developing an individualized housing and service plan, including planning a path to permanent housing stability;
- Assisting program participants in obtaining permanent housing and required documentation; and
- Case management services, such as housing plans and case notes, and documentation of case management activities in the resident’s chart and HMIS when applicable.

Shelter Operations

Eligible costs for shelter operations are the costs of maintenance (including minor or routine repairs), rent, security, fuel, equipment, insurance, utilities, food, furnishings, and supplies necessary for the operation of the emergency shelter.

Services for Special Populations

ESG funds may be used to provide services for homeless youth, victim services, and services for people living with HIV/AIDS, so long as the costs of providing these services are eligible under paragraphs (a)(1)(i) through (a)(1)(x) of [24 CFR 576.102](#). The term victim services mean services that assist program participants who are victims of intimate partner violence, dating violence, sexual assault, or stalking, including services offered by rape crisis centers and domestic violence shelters, and other organizations with a documented history of effective work concerning intimate partner violence, dating violence, sexual assault, or stalking.

Note: if your organization is applying for a special populations shelter, you must provide data that shows the need for need for serving a special population only.

HMIS

ESG funds may be used to pay the costs of contributing data to the HMIS designated by the Continuum of Care for the area. **Please refer to [page 17](#) for HMIS eligible costs.**

Performance Measures

The City will require that Emergency Shelter providers track their performance on the following measures:

- Shelter utilization rate must be at 95% according to the APR/ CAPER;
- Percentage of exits to a permanent housing destination.

Historically, the City of Detroit held subrecipients to performance measures that aligned with the calendar year. In order to better conform with the City's internal budgeting process as well as the Detroit Continuum of Care and federal reporting standards, performance measures will align with the HUD reporting year for System Performance Measures (SPM), October 1 to September 30.

Rapid Re-Housing Component

Funding Priorities

Rapid Re-Housing projects that advance the City of Detroit’s commitment to end homelessness, rehouse vulnerable populations, and that align with the values and priorities outlined in the Introduction section will be prioritized for funding. Preference will be given to RRH projects with:

- A staffing structure designed specifically to support households experiencing homelessness (maximum case management ratio of 1:25);
- High-quality, tenant-centered housing search resources and experience;
- A demonstrated progressive engagement model;
- Strong housing-focused case management that is resident-centered and trauma-informed;
- Demonstrated success in connecting households to mainstream benefits, such as income / employment and health;
- Demonstrated success in exits to permanent housing;
- A direct connection to workforce development; and
- Flexible, participant-driven, and strengths-based service delivery.

Eligible Program Participants

The RRH component is designed to serve individuals and families experiencing homelessness, as defined by categories 1 and 4 of the [Homeless Definition Final Rule](#). Rapid Re-Housing programs must serve only households referred by the coordinated entry lead agency. It is important to note that not all households who qualify for Rapid Re-Housing assistance will receive it and that prioritization criteria have been established by the community to prioritize limited resources. Agencies must take care to ensure proper documentation is obtained and stored with agency and household files. **All eligible households must be served without any additional participation requirements, targeting, or entry criteria.** The City will give preference to qualified applicants that have the flexibility to serve both families and individuals, and both youth and adults.

Scope of Services

Overview

RRH program design should support the Detroit CoC’s commitment to end homelessness through the provision of low-barrier and Housing First approaches that quickly connect individuals and families experiencing homelessness to safe, affordable, and sustainable housing opportunities complemented by ongoing services that are designed to stabilize households and to prevent future returns to homelessness. Additionally, project design must address the unique needs of high-risk populations including older adults, racial and ethnic minorities, people with medical conditions, and people with disabilities. Please see [this resource](#) describing the core components of RRH.

Program Models

While all RRH programs are expected to have a progressive engagement model, the City is seeking applications to fund two **different RRH program design models listed below**. Applicant organizations may apply for one or more program models.

- **Standard RRH:** provision of housing search and responsive, person-centered financial assistance including housing startup costs, arrears payments, security deposits, rental assistance, and housing stabilization services designed to provide each household referred with what it needs to exit homelessness and become stable in permanent housing. Within Standard RRH there are two options:
 - **Scattered Site RRH:** Housing placements are in private market apartments scattered throughout the city or county and are based on resident preference.
 - **Project Based RRH:** Subrecipients identify permanent housing units that meet ESG requirements and enter into a rental assistance agreement with the owner to reserve the unit(s) and subsidize its rent for eligible program participants.
- **Sheltered Housing Placement:** provide primarily housing search case management to those living in Detroit CoC emergency shelters. Households will be referred to the program through coordinated entry. The priority population for this program will be based on system needs and determined by the City, HAND, CAM, and the selected organization, primarily households who have been pulled for a Housing Choice Voucher (HCV). Caseloads are expected to remain at a 1:25 ratio of case manager to household. The agency must have a strong working relationship with emergency shelters in the Detroit CoC and local landlords. Priority will be given to agencies that can be flexible in order to meet the needs of those in emergency shelters. Agencies will be required to spend a predetermined number of hours each week at each emergency shelter in the Detroit CoC depending on caseloads. Teams will be responsible for connecting emergency shelter residents to vital documents needed for permanent housing. Permanent housing includes: leasing up with a housing subsidy, units at fair market rent, or other stable housing options. The main focus of the program is to provide housing case management so that households quickly move out of emergency shelter. Financial assistance should be offered using a progressive engagement model and therefore only provided as needed to stabilize households in permanent housing. **Only one (1) award will be made for the Sheltered Housing Placement program**

Eligible Activities

Per the ESG Interim Rule, [24 CFR § 576.104](#), eligible activities are defined as:

Rental Assistance

Provide short-term and medium-term rental assistance, including rental arrears, to support persons moving from a homeless situation into permanent, stable housing.

For additional information on short- term and medium-term rental assistance, review the [CoC Rapid Re-Housing Policies and Procedures](#).

Housing Relocation and Stabilization Services

Funds will be used to support case management staff who will work with persons and/or households who are homeless to ensure long-term housing stability during the program and after the rental assistance term ends. Notwithstanding Housing First expectations, RRH projects are required to meet with project participants at least once monthly to help ensure long-term housing stability for the participant. Such services include providing participants with the necessary assessment and services to assist them with locating, moving into, and maintaining permanent housing, as well as developing a plan to assist the program participant to retain permanent housing after the ESG assistance ends. These funds may also be used to provide direct financial assistance to assist households who are experiencing homelessness with moving into housing, as described below:

Financial Assistance	Services Costs	Other Eligible Costs
<ul style="list-style-type: none"> • Rental application fees • Security deposit • Last month's rent • Moving costs • Utility deposits • Utility payments 	<ul style="list-style-type: none"> • Housing search and placement • Housing stability case management • Mediation • Legal services • Credit repair 	<ul style="list-style-type: none"> • Staff and facility costs

All organizations providing Rapid Re-Housing will need to follow local expectations outlined in the [CoC Rapid Re-Housing Policies and Procedures](#).

HMIS

ESG funds may be used to pay the costs of contributing data to the HMIS designated by the Continuum of Care for the area. **Please refer to [page 17](#) for HMIS eligible costs.**

Performance Measures

The City will require that Rapid Re-Housing providers track their performance on the following measures:

- Average length of time (days) to move households into housing from program entry;
- Percentage of households who exit to a permanent housing destination;
- Percentage of households that exit within 180 days of program entry*

*In previous years The City monitored program and system level performance on this benchmark but did not score this measurement as progressive engagement efforts were implemented to offer longer term assistance during the pandemic. The City will resume scoring the performance benchmark in the 25-26 NOFA.

Historically, the City of Detroit held subrecipients to performance measures that aligned with the calendar year. In order to better conform with the City's internal budgeting process as well as the Detroit Continuum of Care and federal reporting standards, performance measures will align with the HUD reporting year for System Performance Measures (SPM), October 1 to September 30.

Homelessness Prevention Component

Attention: Applicants must be able to provide prevention services to all eligible program participants and **may not limit services to eviction prevention only.**

Funding Priorities

Projects that advance the City of Detroit’s commitment to end homelessness, seek to prevent homelessness among vulnerable populations, and align with the values and priorities outlined in the Introduction section will be prioritized for funding. Preference will be given to Homeless Prevention projects with:

- High-quality, tenant-centered housing search resources and experience;
- Strong housing-focused case management that is resident-centered and trauma-informed;
- Demonstrated success in connecting households to mainstream benefits such as income/employment, education, training and healthcare;
- Demonstrate a progressive engagement model;
- Demonstrated success in exits to financially sustainable permanent housing;
- Direct connection to workforce development;
- Agencies that can work with households that are doubled-up and can assist with relocation;
- Agencies must demonstrate the ability to perform all the core components of prevention: rental assistance and housing relocation and stabilization; and
- Flexible, participant-driven, and strengths-based service delivery.

Eligible Program Participants

The Homelessness Prevention component provides eligible financial assistance and support services to prevent homelessness for qualified program participants as defined by categories 2, 3 and 4 of the [Homeless Definition Final Rule](#), also found in Appendix A and have an annual income at or below 30% of area median income for the area as determined and defined by HUD. Agencies must take care to ensure proper documentation is obtained and stored with agency and household files. Prevention programs may only serve households referred by the coordinated entry system or approved by the City of Detroit. The City will give preference to qualified applicants that have the flexibility to serve both families and individuals.

Scope of Services

Homeless Prevention assistance is only allowable to the extent that the assistance is necessary to help program participants regain stability in their current permanent housing or achieve stability by moving into other permanent housing. The City of Detroit’s preference is for providers to serve households with a “light touch” in order to reach more households experiencing housing crises; however, agencies are allowed to serve residents up to the regulatory limits.

Based upon assessed local need and identified local priority, the City will require that Homelessness Prevention providers:

- Serve all eligible households without additional entry criteria or participation requirements;
- Be able to serve doubled-up households (non-leaseholders);
- Coordinate with mainstream services, including but not limited to Michigan Department of Health and Human Services (MDHHS) and the 36th District Court; and
- Conduct habitability inspections and lead compliance as required.

Eligible homeless prevention support service activities or programs are designed to prevent an incidence of homelessness or housing instability. Funds may be used for the operations and direct financial assistance associated with the two (2) Homeless Prevention activities described below.

Additional HUD requirements emphasized by the City:

- Assistance must be provided in accordance with the housing relocation and stabilization services requirements in 24 CFR 576.105, the short- and medium-term rental assistance requirements in 24 CFR 576.106, and the written standards and procedures established under 24 CFR 576.400;
- Program participants receiving rental assistance must have a legally binding written lease for the rental unit, unless the assistance is solely for rental arrears. The lease must be in the participant’s name and the participant must retain the lease in the same name once they exit the program; and
- Subrecipients are required to have a rental assistance agreement with owners of the units housing program participants. Subrecipients may make rental assistance payments only to an owner with whom the recipient or subrecipient has entered into a rental assistance agreement.

Eligible Activities

Per the ESG Interim Rule, [24 CFR § 576.103](#), these activities are defined as:

Rental Assistance

Provide short-term and medium-term rental assistance, including rental arrears, necessary to prevent a household from moving into an emergency shelter or another place described in paragraph (1) of the “homeless” definition in [24 CFR § 576.2](#).

Housing Relocation and Stabilization Services

Housing relocation and stabilization services will be used to support case management staff who will work with Prevention participants to ensure long-term housing stability after the assistance ends. Such services will include meeting with households regularly and providing participants with the necessary assessment and services to assist them with locating, moving into, and/or maintaining permanent housing. These funds may also be used to provide direct financial assistance to households who are at risk of experiencing homelessness as described below:

Financial Assistance	Services Costs	Other Eligible Costs
<ul style="list-style-type: none"> • Rental application fees • Security deposit 	<ul style="list-style-type: none"> • Housing search and placement 	<ul style="list-style-type: none"> • Staff and facility costs

<ul style="list-style-type: none"> • Last month's rent • Moving costs • Utility deposits • Utility payments 	<ul style="list-style-type: none"> • Housing stability case management • Mediation • Legal services • Credit repair 	
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HMIS

ESG funds may be used to pay the costs of contributing data to the HMIS designated by the Continuum of Care for the area. **Please refer to [page 17](#) for HMIS eligible costs.**

Performance Measures

The City will require that all Homeless Prevention providers track their performance on the following measures:

- Percent of households in the program for three months or less*;
- Percentage of households who exit to a permanent housing destination

*In previous years The City monitored program and system level performance on this benchmark but did not score this measurement as progressive engagement efforts were implemented to offer longer term assistance during the pandemic. The City will resume scoring the performance benchmark in the 25-26 NOFA.

Historically, the City of Detroit held subrecipients to performance measures that aligned with the calendar year. In order to better conform with the City's internal budgeting process as well as the Detroit Continuum of Care and federal reporting standards, performance measures will align with the HUD reporting year for System Performance Measures (SPM), October 1 to September 30.

Ineligible Activities for all Components

Activities and expenses that are NOT deemed eligible for reimbursement under the Homelessness Solutions program include:

- Staff recruitment;
- Facilities/equipment depreciation;
- Costs associated with the operation of the parent organization other than those associated with funded ESG/CDBG specific program;
- Costs associated with organizational outreach, advertisements, pamphlets, surveys, etc.;
- Staff training (except ESG-CDBG eligible activities), entertainment, conferences or retreats;
- Public relations, advertising or fundraising expenses;
- Payments for bad debts/late fees;
- Mortgage assistance/payments for program participants;
- Subrecipient mortgage/debt services;
- Indirect organizational costs, if an Indirect Cost Plan has not been accepted by the City prior to execution of the contract; and

Budget

Eligible Cost Guides

For additional information on eligible costs for each program component please reference the following items:

- [ESG Eligible Activities Overview](#)
- [Emergency Solutions Grants \(ESG\) Program Components Quick Reference](#)
- [24 CFR 576](#)- Emergency Solutions Grant Program regulations

Indirect Costs vs. Direct Costs

Before exploring the methods available through the Uniform Administrative Guidance for recovering indirect costs, please review the difference between direct and indirect costs.

- **Direct Costs:** The Uniform Administrative Guidance (2 CFR §200.413) defines direct costs as *“those costs that can be identified specifically with a particular final cost objective.”* For ESG and CoC programs, most expenses are direct costs and are exclusively used for that program (e.g., case manager salary, rental assistance for households, purchase of food for shelter meals).
- **Indirect Costs:** In contrast, indirect costs (2 CFR §200.56) are costs *“incurred for a common or joint purpose benefiting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted.”* These costs are shared by more than one program.

There are three options for requesting reimbursement of indirect costs:

1. The 10 Percent De Minimis Rate
2. Negotiated Indirect Cost Rate Agreement
3. Cost Allocation Plan

How these indirect, or “shared” costs are expensed is a business decision that must be made by the organization, considering all its federal awards and the impact that this decision would necessarily have for all of them. The HUD toolkit (link below) is a great place to start if you are new to these concepts. Also, your Program Analyst is a good resource and can give you information that may assist you as you make some of these decisions.

[HUD Indirect Cost Tool Kit](#)

Program Contractual Services

Program Contractual Services refers to services that you have to sub-contract in order to provide the activities for which you were awarded. For example, if you are awarded a prevention contract that includes eviction prevention, you might sub-contract legal services out to an individual or law firm, as you might not have such staff on hand. Please note that you must make the City aware of the intent to procure a sub-grantee and you must procure that sub-grantee properly. More information on proper procurement procedures can be found [here](#).

Appendices

Appendix A: Eligible Program Participants

Important: Homelessness or at-risk status must be documented for every household participating in a Homelessness Solutions program.

Homelessness Definitions

Homeless Definitions (per Homeless Definition Final Rule)			Eligible Component
Category 1	Literally Homeless	<p>Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:</p> <ul style="list-style-type: none"> i. Has a primary nighttime residence that is a public or private place not meant for human habitation; ii. Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state or local government programs); or iii. Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution. 	<p>Emergency Shelter</p> <p>Rapid Re-Housing</p> <p>Street Outreach</p>
Category 2	Imminent Risk or Homelessness	<p>Individual or family who will immediately lose their primary nighttime residence, provided that:</p> <ul style="list-style-type: none"> i. Residence will be lost within 14 days of the date of application for homeless assistance ii. No subsequent residence has been identified, and; iii. The individual or family lacks the resources or support networks needed to obtain other permanent housing 	<p>Emergency Shelter</p> <p>Homelessness Prevention</p>

<p>Category 3</p>	<p>Homeless Under Other Federal Statutes</p>	<p>Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:</p> <ul style="list-style-type: none"> i. Are defined as homeless under the other listed federal statutes; ii. Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application; iii. Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; and iv. Can be expected to continue in such status for an extended period of time due to special needs or barriers 	<p>Emergency Shelter Homelessness Prevention</p>
<p>Category 4</p>	<p>Fleeing/ Attempting to Flee Domestic Violence</p>	<p>Any individual or family who:</p> <ul style="list-style-type: none"> i. Is fleeing, or is attempting to flee, domestic violence ii. Has no other residence; and iii. Lacks the resources or support networks to obtain other permanent housing 	<p>Emergency Shelter Rapid Re-Housing Homelessness Prevention</p>

“At Risk” Homeless Definitions

	<p align="center">“At Risk” Homeless Definitions (per Homeless Definition Final Rule)</p>	<p align="center">Eligible Component</p>
<p>Individuals and Families</p>	<p>An individual or family who:</p> <ul style="list-style-type: none"> i. Has an annual income <u>below 30% of median family income</u> for the area; AND ii. Does not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or another place defined in Category 1 of the “homeless” definition; AND iii. Meets one of the following conditions: <ul style="list-style-type: none"> A. Has moved because of economic reasons 2 or more times during the 60 days immediately preceding the application for assistance; OR B. Is living in the home of another because of economic hardship; OR C. Has been notified that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance; OR D. Lives in a hotel or motel and the cost is not paid for by charitable organizations or by Federal, State, or local government programs for low-income individuals; OR E. Lives in an SRO or efficiency apartment unit in which there reside more than 2 persons or lives in a larger housing unit in which there reside more than one and a half persons per room; OR F. Is exiting a publicly funded institution or system of care; OR G. Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient’s approved Con Plan 	<p>Homelessness Prevention</p>
<p>Unaccompanied Children and Youth</p>	<p>A child or youth who does not qualify as homeless under the homeless definition, but qualifies as homeless under another Federal statute</p>	<p>Homelessness Prevention</p>
<p>Families with Children and Youth</p>	<p>An unaccompanied youth who does not qualify as homeless under the homeless definition, but qualifies as homeless under section 725(2) of the McKinney-Vento Homeless Assistance Act, and the parent(s) or guardian(s) or that child or youth if living with him/her.</p>	<p>Homelessness Prevention</p>

Appendix B: Running and Saving the CoC APR as a PDF

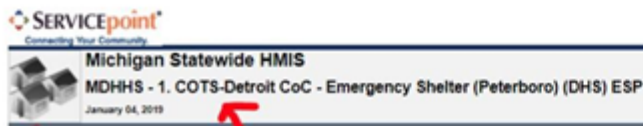
Agencies currently using HMIS to document households served should refer to steps 1-4 on pages 1- 2 and step 14 on page 11 of the job aid found [here](#).

Running and Reviewing the CoC APR

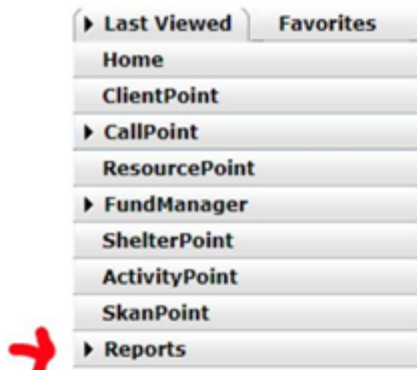
1. EDA as the project you are running the report for.



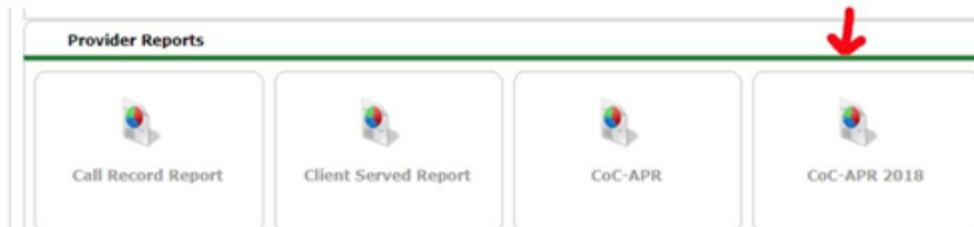
Note: Some staff may automatically default to this project and can skip this step after checking the program listed in the upper right corner of their ServicePoint login home screen.



2. On the left-hand side of your screen, go to the "Reports" module



3. Under "Provider Reports" click the tile labeled "CoC APR 2018"



4. Complete the prompts for the project you are running the report for. *Make sure the **provider** matches the page you may have EDA'd into in step 1 above.* Once prompts are completed, select “build report”. For **program date range**, you will likely want to match this up with your project’s grant term if another set of reporting parameters is not provided by the entity requesting your APR. Once prompts are completed, select **build report**.

14. If you wish to save a PDF copy of your APR, this can be done by: a. Right clicking inside of the report. Then selecting “print” → save as PDF → Save. *Note: You may wish to include the project in the file name.*

OR by printing a copy directly from your internet browser and then scanning it to save as a PDF.

Appendix C: Performance Benchmarks

Updated Timeframe

Historically, the City of Detroit held subrecipients to performance measures that aligned with the calendar year. In order to better conform with the City’s internal budgeting process as well as the Detroit Continuum of Care and federal reporting standards, performance measures align with the HUD reporting year for System Performance Measures (SPM), October 1 to September 30.

Methodology

HAND generates CoC APRs for all:

- Single Adult Shelter Programs (programs serving primarily adults)
- Family Shelter Programs (programs serving primarily families, but may also serve single adults)
- Youth Shelter Programs (programs serving only youth under age 24)
- Warming Center Programs
- Outreach Programs
- Housing Navigation Programs
- Rapid Re-Housing Programs
- Prevention Programs

Using the APRs, the City calculates Performance Baselines using the same method applicants are required to use in the grant application. To review the calculations used to establish the baselines, refer to **Form 5**. The annual baselines are then averaged and used to determine the Performance Benchmarks for the upcoming grant year. When award letters are issued, the performance benchmarks for that grant year will be shared. The baselines and benchmarks for the 2024-2025 grant year appear in the chart that follows.

	Performance Measure	Source of Baseline Data	22-23 Benchmark (Scored in the 24-25 NOFA)	23-24 Benchmarks (Scored in the 25-26 NOFA)	2023 Baseline (Used to determine 24-25 Benchmarks)	24-25 Benchmark (Performance Expectations for the 24-25 contractual year)***
Street Outreach	Percent of households who exit to any positive destination	CoC APR for all Street Outreach Programs run by HAND - see 23c total persons exiting to positive housing destinations/ (TOTAL - Total persons whose destinations excluded them from the calculation)	TBD*	TBD	56%	62%
	Percent of households who exit to a permanent housing destination	CoC APR for all Street Outreach Programs run by HAND - see 23c total persons exiting to Permanent Situations/ (TOTAL - Total persons whose destinations excluded them from the calculation)	TBD*	TBD	42%	46%
Emergency Shelter	Shelter utilization rate according to data reported on CoC APR	Performance expectations outlined in the City of Detroit Policy and Procedure Manual	90%	90%	95%	
	Percentage of exits to a permanent housing destination	Family Empower DB CY21 data for exit destinations -CoC APR for COD Family Shelters Provider Group - see 23c last row TOTAL Percentage Positive exits	73%	73%	62%	73%
		Singles CoC APR for All Single Shelters run by HAND - see 23c last row TOTAL Percentage Positive exits	34%	34%	32%	35%
		Youth CoC APR for COD Youth Shelters Provider Group - see 23c last row TOTAL Percentage Positive exits	55%	70%	58%	64%
Warming Centers	Shelter utilization rate according to data reported on CoC APR	Performance expectations outlined in the City of Detroit Policy and Procedure Manual	90%	90%	95%	
	Percentage of exits to a permanent housing destination	CoC APR for Warming Centers Reporting Group - see 23c last row TOTAL Percentage Positive exits	17%	17%	20%	22%
RRH	Average length of time (days) to move households into housing from program entry	CoC APR run by HAND for all Rapid-Rehousing programs - see 22c	62 days	50 days	36 days	32 days**
	Percent of households who exit to a permanent housing destination	CoC APR for All RRH run by HAND - see 23c last row TOTAL Percentage Positive exits	92%	96%	98%	98%
	Percent of households who exit within 180 days of program entry	CoC APR run by HAND for all Rapid-Rehousing programs - see 22a1 (LEAVERS 30 days or less + LEAVERS 31 to 60 days + LEAVERS 61 to 90 days+LEAVERS 91 to 180 days) / (LEAVERS total)	This measurement of performance was temporarily suspended as Covid resources were shifted to address the needs of individuals who required additional services to achieve stability during the pandemic	This measurement of performance was temporarily suspended as Covid resources were shifted to address the needs of individuals who required additional services to achieve stability during the pandemic	28%	30%
Prevention	Percent of in the households program for three months or less	CoC APR for all Prevention programs - 22a1 (LEAVERS 30 days or less + LEAVERS 31 to 60 days + LEAVERS 61 to 90 days)/ (LEAVERS total)	This measurement of performance was temporarily suspended as progressive engagement efforts were implemented to offer longer term assistance during the pandemic	This measurement of performance was temporarily suspended as progressive engagement efforts were implemented to offer longer term assistance during the pandemic	18%	20%
	Percent of households who exit to a permanent housing destination	CoC APR for all Prevention programs run by HAND - see bottom of section 23c = Total persons exiting to positive housing destinations/ (TOTAL - Total persons whose destinations excluded them from the calculation)	99%	99%	85%	93%

*Street Outreach and Housing Navigation were combined in the 2022-2023 grant year; as such, baselines have been set for the Street Outreach benchmarks following a full year of programming.

**In upcoming NOFA's, the City of Detroit will align with the CoC measurement of the Average length of time (days) from referral to housing move in.

***Please see page 39 of the 24-25 NOFA Part I: Information Packet for additional details on the calculation and scoring of Performance Benchmarks.

Implementation

To align with best practices and the homeless response system's commitment to data informed decision-making, the City moved to performance-based contracts starting in the 2019-20 contract year. Program outcomes are used to make funding decisions to ensure high quality services are delivered to those most in need. Hence, outcomes on established performance measures will impact funding allocations. The City worked with agencies to implement this plan beginning in 2019. *Note: Please refer to the previous year's NOFA for historical information regarding the implementation of Performance Benchmarks.*

Using Performance Benchmarks to Drive Program Improvement

The following illustrates the methodology used for establishing performance benchmarks.

- **Evaluating Benchmark Progress and Goals** (*Note: The 22-23 Benchmarks will be scored in the 24-25 NOFA, and the 23-24 Benchmarks will be scored in the 25-26 NOFA*)
 - The City of Detroit regularly evaluates performance toward meeting expected benchmark goals.
 - Progress towards achieving benchmarks is reviewed and scored as part of the NOFA process.

- **Review of Baseline Performance** (*Note: 2023 Performance Baselines for the CoC are used to establish 24-25 Benchmarks*)
 - Examination and assessment of Detroit's CoC current performance is reviewed to understand success and evaluate effectiveness.

- **Develop Goals and Performance Benchmarks** (*Note: 24-25 Benchmarks are developed based on 22-23 Baselines*)
 - Based on baselines, benchmarks are developed with the goal to drive improved program performance.
 - The goals are designed to help improve performance outcomes.

Definitions

Performance Measure: Regular measurement of outcomes to review effectiveness of programs.

Performance Baseline: Expected level of performance against which all subsequent levels of performance are compared. These baselines were established using HMIS CoC APR data. Refer to Appendix B for instructions on generating an APR in HMIS.

Performance Benchmark: Expected performance that a subrecipient must meet or exceed.

Annual Performance Report (APR): A reporting tool generated through HMIS to track progress and accomplishments of HUD homeless assistant programs. This report is used by the CoC and by HUD to review data entered by subrecipients for their specific programs.

Appendix D: General Conditions

Any subrecipients, contractors or subcontractors are bound by the General Conditions and any contracts the respondent enters into with them must include the same General Conditions.

Conflict of Interest

The respondent warrants that to the best of its knowledge, belief and, except as otherwise disclosed, it does not have any organizational conflict of interest. Conflict of interest is defined as a situation in which the nature of work under this solicitation and the respondent's organizational, financial, contractual or other interests are such that:

- i. Respondent may have an unfair competitive advantage; or
- ii. The respondent's objectivity in performing the work solicited may be impaired. In the event the respondent has an organizational conflict of interest as defined herein, the respondent shall disclose such conflict of interest fully in the NOFA submission.

The respondent agrees that if, after award, he, she or it, discovers an organizational conflict of interest with respect to this solicitation, he, she or it, shall make an immediate and full disclosure in writing to the City. This shall include a description of the action, which the respondent has taken or intends to take to eliminate or neutralize the conflict. The City may, however, disqualify the respondent or if a contract has been entered into with the respondent, terminate said contract, in its sole discretion.

In the event the respondent was aware of an organizational conflict of interest before the award of a contract and intentionally did not disclose the conflict to the General Manager-Purchasing, the City may disqualify the respondent.

No member of or delegate to the U.S. Congress or Resident Commissioner shall be allowed to share any part of the contract awarded under this solicitation or to any benefit that may arise therefrom. This provision shall be construed to extend to any contract made with the successful respondent.

No member, officer, or employee of the City, no member of the governing body of the locality in which the project is situated, no member of the governing body in which the City was activated, and no other public official of such locality or localities who exercises in any respect to the project, shall during his or her tenure, or for one year thereafter, have any interest, direct or indirect, in any contract or the proceeds thereof resulting from this solicitation.

No member, officer or employee of the respondent selected to perform the services described above shall, during the term of their contract, or for one year thereafter, have any interest direct or indirect, in any contract that they are responsible for procuring, managing or overseeing.

The City reserves total discretion to determine the proper treatment of any conflict of interest.

Cost of Preparing the Application Response

All costs incurred, directly or indirectly, in response to the request for applications shall be the sole responsibility of, and shall be borne by the respondents.

Statement of Applications Tabulations/ Notification

After the award is made, a list of respondents submitting applications will be shared electronically. The list will be furnished upon written request only and will not be provided by telephone. Each unsuccessful vendor will be notified in writing promptly upon award. The notice shall identify the successful respondent.

Form of Contract

The acceptance of the proposed respondent's offer for the services specified herein will be made by issuance of a duly authorized Subrecipient Agreement prepared by the City. Vendors are cautioned to make no assumptions or accept any representations by a representative of the City concerning the award until a Subrecipient Agreement is negotiated and executed.

Government Restrictions

In the event any governmental restrictions may be imposed which would necessitate alteration of the material, quality, workmanship or performance of the goods or services offered, it shall be the responsibility of the successful respondent to immediately notify the City in writing specifying the regulation which requires alteration. The City reserves the right to accept any such alteration, including any reasonable price adjustments occasioned thereby, or to cancel the agreement at no expense to the City.

Non-Conformance to Conditions/ Specifications/ Scope of Services

Services will be reviewed for compliance with specifications. Services not conforming to specifications may not be accepted at the respondent's expense. Services not provided in accordance with the Scope of Services may result in the respondent being found in default. In the event of default, all procurement costs may be charged against the respondent.

Assignment or Transfer

The successful respondent shall not assign or transfer any interest in the contract, in whole or part, without written approval of the City. Claims for sums of money due, or to become due from the City pursuant to the contract, may be assigned to a bank, trust company or other financial institution. The City is hereby expressly relieved and absolved of any and all liability in the event a purported assignment or subcontracting is attempted in the absence of the respondent obtaining the City's prior written consent.

Availability of Records

The Comptroller General of the United States, the Department of Housing and Urban Development (HUD), the City, and any duly authorized representative of each, shall have full and free access to, and the right to audit and to make excerpts and transcripts from, any and all pertinent books, records, documents, invoices, papers and the like, of the vendor, or in the possession of the respondent, which shall relate to, or concern the performance of the contract.

Patents- Licenses and Royalties

The successful respondent shall indemnify and save harmless the City of Detroit, the City and their employees from liability of any kind, including cost and expenses for or on account of any copyrighted, patented, or not patented invention, process or article manufactured or used in the performance of the contract, including its use by the City. If the vendor uses a design, device or material covered by letters, patent or copyright and understands that the applications prices shall include all royalties or costs arising from the use of such design, device or materials involved in the work. Further, all residual rights to Patents, Licenses and Royalties (e.g. software and license to sue same purchased) shall revert to the City at the end of the Agreement.

Permits and Licenses

The successful respondent shall obtain all permits and licenses that are required for performing its work. The respondent shall pay all related fees and costs in connection with required permits and licenses. Proof of ownership shall be made on all software used in the execution of the contract. The respondent will hold the City of Detroit and the City harmless for any violation of software licensing resulting from breaches by employees, owners and agents of the respondent.

Taxes

The successful respondent is responsible for all state and federal payroll and/or social security taxes. The respondent shall hold the City harmless in every respect against tax liability.

Advertising

In submitting an application response, the respondent and their consultants agree not to use the results as a part of any commercial advertising.

Insurance

Insurance – The selected respondent shall maintain at its expense during the term of the Contract the following insurance.

- i. Worker's Compensation Employer's Liability of \$500,000 per accident; \$500,000 each disease; and \$500,000 for each disease/each employee.
- ii. Automobile Liability Insurance (covering all owned, hired and non-owned vehicles with personal and property protection insurance including residual liability insurance under Michigan No Fault Insurance Law) in an amount not less than \$5,000,000 per occurrence and \$5,000,000 aggregate.
- iii. Professional Liability Insurance in the amount of \$1,000,000.
- iv. General Liability Insurance in the amount of \$5,000,000 per occurrence and \$5,000,000 aggregate.
- v. Fidelity bonding or dishonesty protection shall cover employees in an amount equal to the award from the City.
- vi. All policies shall be accompanied by a commitment that such policies shall not be canceled or reduced without at least thirty (30) days prior notice to the City.

The City shall be named as additional insured on all policies.

Waiver – The selected respondent shall not hold the City of Detroit and/or DHC liable for any personal injury incurred by their respective employees, agents or consultants, contractors or subcontractors while working on this Project. The respondent agrees to hold the City of Detroit and/or DHC harmless from any such claim by its employees, agents, consultants, contractors or subcontractors, unless a Court having jurisdiction finds there is gross negligence of an employee of the City while acting within the scope of their employment.

Qualification – The insurance company covering the respondent must be licensed to do business in the State of Michigan and have a Best's Guide rating of "A+" or higher.

Proof of Liability Insurance

The successful respondent shall furnish to the City a certified copy of the policy or policies covering the work as required in the specifications as evidence that the insurance required will be maintained in force for the entire duration of the contract with the City. The City must be listed as an additional insured.

Standards of Conduct

The successful respondent shall be responsible for maintaining satisfactory standards of its employee's competence, conduct, courtesy, appearance, honesty, and integrity. It shall be responsible for taking such disciplinary action with respect to any of its employees as may be necessary.

Removal of Employees

The City may request the successful respondent to immediately remove from assignment to the City and/or dismiss any employee found unfit to perform duties due to one or more of the following reasons:

- i. Neglect of Duty.
- ii. Disorderly conduct, use of abusive or offensive language, quarreling, intimidation by words or actions or fighting.
- iii. Theft, vandalism, immoral conduct or any other criminal action.
- iv. Selling, consuming, possessing, or being under the influence of intoxicants, including alcohol or illegal substances while on assignment at the City.

Supervision

The successful respondent shall provide adequate competent supervision at all times during the performance of the contract. To that effect, a qualified consultant and one or more alternates shall be designated in writing to the City prior to contract start. The respondent or his designated representative shall be readily available to meet with the City personnel. The successful respondent shall provide the telephone numbers where its representatives) can be reached.

Performance Evaluation Meeting

The selected respondent shall be readily available to meet with representatives of the City weekly the first month of the contract and as often as necessary to resolve any and all performance problems identified at these meetings.

Grievances, Appeals, and Termination Procedures

The City Council/Housing and Revitalization Department (HRD) Homelessness Solutions appeal hearing will serve as a formal opportunity for applicants not recommended for funding to appeal the funding recommendation made to the City Council. All applicants who applied for funding will receive notification of the date, time, and location for the Appeals Hearing. Appeals may only be made by those organizations that were not recommended for funding. Appeals are to be made in writing using the attached **Form 7**. The form is to be submitted on the day of the hearing at the registration table. Organizations are asked to retain a copy of the form for your records. Final decisions will not be made on the day of the appeal, but they will be addressed during the City

Council's subsequent deliberations. Any applicant making an appeal after The Hearing of Appeals or desiring to appeal the subsequent decisions of the City Council may make such an appeal in writing through the Office of the City Clerk utilizing the normal petition process.

The City may terminate awards or subrecipient contracts at any time if subrecipients violate program requirements as outlined in this application, the City's policies, and/or the subrecipient agreement. The termination will follow due process to protect subrecipients' rights based on the City's Grievance and/or written policies, subject to the department director's approval.

Federal, State, and Local Reporting Compliance

The respondent shall provide such financial and programmatic information as required by the City to comply with all Federal, State and local law reporting requirements.

Procurement and Non-Discrimination Notice

The City Office of Contracting and Procurement solicitation meets 2 CFR 200 standards for procurement by competitive applications. The City does not discriminate on the basis of race, color, religious beliefs, national origin, age, marital status, disability, public benefit status, sex, sexual orientation, gender identity or expression. Complaints may be filed with the [Civil Rights, Inclusion, and Opportunity](#) Department (Suite 1240 Coleman A Young Municipal Center Detroit, MI 48226, (313-224-4950, crio@detroitmi.gov .)

Project Personnel

Except as formally approved by the City, the key application response shall be for the individuals who will actually complete the work, at the proposed levels of effort. Changes in staffing must be proposed in writing to the City and approved.

Notices

All written notices required to be given by either party under the terms of the contract resulting from the contract award shall be addressed to the respondent at their legal business residence as given in the contract. Written notices to the City shall be addressed as provided in the contract.

Cancellation

Irrespective of any default, hereunder the City may also at any time at its discretion cancel the contract in whole or in part. In the event of cancellation, the Respondent shall be entitled to receive equitable compensation for all work completed and accepted prior to such termination or cancellation as shall be indicated in the contract.

Laws

The contract shall be governed by the laws of the State of Michigan and applicable federal law.

Contract Documents

Written contract documents will be prepared by the City. Modifications may be adopted based on final negotiations and specific requirements of the contract under this particular NOFA.

Travel

All travel and miscellaneous expenses will be borne by the respondent.

Freedom of Information Act Requests

To ensure that a competitive process is maintained throughout the process of evaluating applications, any proposer who makes a request for a copy of the applications of other proposers before the City awards the contract shall be deemed ineligible for further consideration for award under this NOFA.

Appendix E: Financial Ratio

OCFO Review- Financial Ratios

<u>Financial Ratio</u>	<u>How it's calculated...</u>	<u>This ratio tells us...</u>	<u>Maximum Possible Points</u>
<i>Current Ratio</i>	Current Assets / Current Liabilities	How quickly an agency can convert its short-term assets into cash to pay its short-term liabilities. Watch for big decreases in this number over time. Make sure the accounts listed in "current assets" (numerator) are collectible. The higher the ratio, the more liquid the organization. Generally, a "healthy" organization will have a current ratio of at least 1.	
<i>Financial Observation: A healthy organization will have a ratio of "1" or higher.</i>			2
<i>Debt Ratio</i>	Total Liabilities / Total Assets	Shows the proportion of a company's assets which are financed through debt. If the ratio is less than 0.5, most of the company's assets are financed through equity. If the ratio is greater than 0.5, most of the company's assets are financed through debt. Companies with high debt/asset ratios are said to be highly leveraged. The higher the ratio, the greater risk will be associated with the firm's operation. In addition, high debt to assets ratio may indicate low borrowing capacity, which in turn will lower the firm's financial flexibility.	
<i>Financial Observation: A healthy organization will maintain a ratio of less than 0.5.</i>			2
<i>Cash on Hand (in days)</i>	(Unrestricted Cash & Equivalents x 365 Days) / (Total Operating Expenses - Annual Depreciation)	How long, in days, the organization could meet operating expenses without receiving new income. It is helpful to compare your current figure to past values as well as to other similar organizations. Organizations typically strive to maintain at least 90 - 180 days cash on hand. Also, unrestricted investments can be included in the numerator, if these assets can be converted into cash in a timely fashion.	
<i>Financial Observation: A healthy organization will maintain 90-180 days cash on hand.</i>			2
Total Ratio Analysis Score			6

Updated as of 1/11/24

Appendix F: Community Standards: Detroit CoC's Emergency Shelters

The City of Detroit's Homelessness Solutions (HS) team, with the support of our ESP partners, is committed to improving our homeless system by ensuring it is designed to benefit and help individuals and families in need. To accomplish this, the HS team will work alongside the shelter providers within our community to develop community standards. We wish to continue to improve our system's low-barrier approach and ensure person-centered services and evidence-based practices are in place to increase positive household outcomes to permanent housing.

This is an effort to reduce barriers and overly restrictive rules, while still maintaining structure, to allow residents to receive the most supportive and consistent services possible. These community standards will also help to create a more consistent and standardized approach from all shelters in our CoC.

What's the plan?

Over the next couple of months, we will continue to hold discussions about community standards in the shelter workgroup meeting space. We will also be reaching out to schedule one on-one meetings with each agency to discuss what this means for your operations. We are anticipating that there may be some changes to some of your agency's rules, but maybe not so much. For some of the expectations, there are already processes and policies designed to address them and now we are working to ensure their implementation. During our community's last focus on implementing low barrier practices in shelters, we learned a lot and made a lot of great adjustments. We are hoping to build off this and further streamline our rules and practices to ensure consistent and great services. By the end of this process, our goal is to have all shelters with the same expectations of the residents enrolled in the programs, with little variations on services.

See below for some of the standards that will be considered (this list is not inclusive to all possible changes):

Community Standards	
Topic	Proposed Standards
1. Curfews	Curfew can be no earlier than 9pm on weekdays and no earlier than 11pm on weekends. Residents are expected to be in the shelter no later than the established time, with exceptions to work schedules, prior notice from appointed staff and/or emergency situations, and after-hours/walk-ins residents.
2. Bed Holding/ Permissions for Overnight Stays	Shelter beds will be held for a period of one night of a person's absence from the shelter. Flexibility with residents given certain circumstances requires pre-approval. All shelters should have a clear process for holding beds in case of extenuating circumstances. Additionally, the staff member should document this in a HMIS case note

3. Resident Work Schedules	To eliminate any issues of not being able to meet curfew and being denied entry, resident’s employment status should be established at intake or when employment is gained. Shelters should not require residents to provide documentation to prove their employment; Self-declaration of employment will suffice as appropriate documentation. However, if the resident works past shelter curfew, then additional information can be requested.
4. Daytime Access for Residents	Provisions and exceptions, for daytime access should be provided, dependent on resident situation; exceptions need to be made for residents who are sick, employed on alternative shifts, non-school aged children and their mothers, and seniors.
5. Service Animals	The City of Detroit requires all ESG-funded shelters to comply with Americans with Disabilities Act (ADA) and to ensure provisions for services are made for those who have a service animal.
6. Bans/Suspensions	Involuntary exits (i.e. bans) should be limited to extreme cases, such as physical violence or the use of a weapon. Bans have to be entered into HMIS within 24 hours and cannot last longer than 6 months. Residents will be allowed to re-enter shelter after the ban expires.
7. Personal Items	Entering shelter with personal items needs to be as low barrier as possible (will look different depending on each shelter’s space availability). As part of resident’s discharge/termination, if needed, shelters should hold resident’s personal items for 7 business days after the resident has exited.
8. Overflow Protocols	All residents who present as walk-in/overflow should be entered in HMIS and connected with CAM the next business day; CAM will assist with connecting resident with navigation services and potential shelter placement, when available.

We Need Your Input

We want to implement these changes in a collaborative effort which is why we are requesting one-on-one meetings with all shelters and seeking your feedback and participation in this process. We are also meeting with advisors, state funding partners, HAND, CAM, and anyone else necessary to make this an inclusive process. Your shelter program will be contacted in the near future to discuss the formulation of community standards.