



# **WASHTENAW URBAN COUNTY**

## **2014 Action Plan**

**July 1, 2014 – June 30, 2015**

**FINAL DRAFT**

**Urban County Executive Committee Approval: 3/25/14**

**Washtenaw County Board of Commissioners Approval:**



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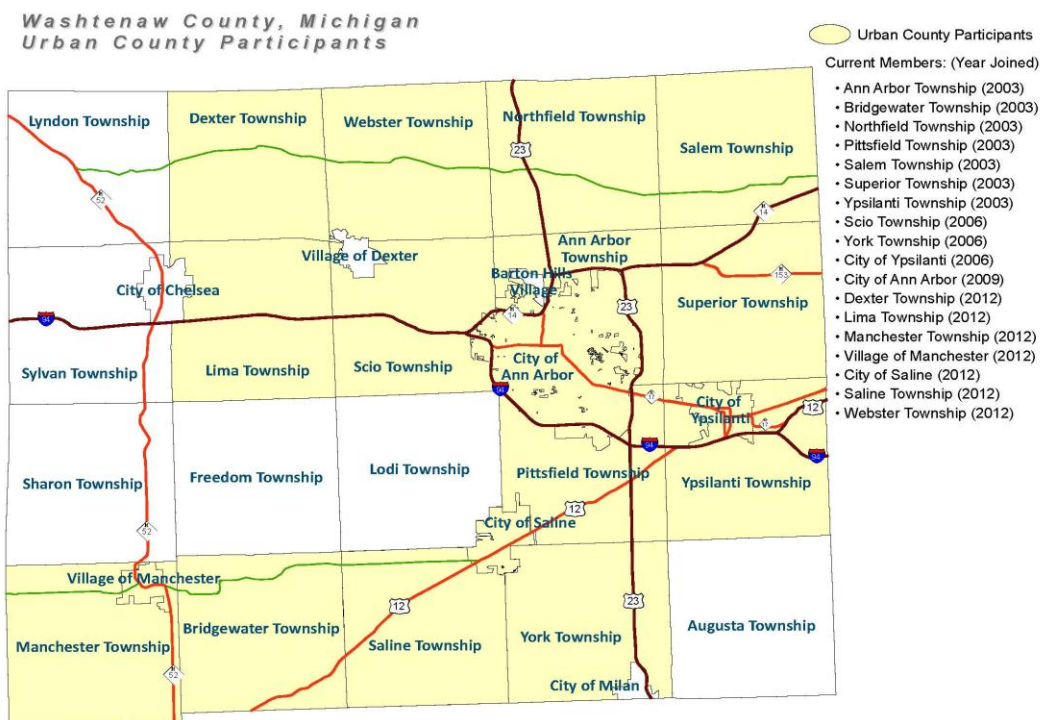
# Washtenaw Urban County 2014 Action Plan

## Executive Summary

### AP-05 Executive Summary 24 CFR 91.200(c), 91.220(b)

#### Introduction

The 2014 Action Plan provides a concise summary of the actions and activities expected to take place with 2014 Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG) funding that comes to Washtenaw County from the U.S. Department of Housing & Urban Development (HUD) for the jurisdictions currently participating in the Urban County. The 2014 Action Plan covers the 2<sup>nd</sup> year of Washtenaw Urban County 2013 – 2017 Consolidated Plan, which describes community development priorities and multi-year goals, based on an assessment of housing and community development needs, an analysis of housing and economic market conditions and available resources. The Washtenaw Urban County consists of the City of Ann Arbor, City of Saline, City of Ypsilanti, Ann Arbor Township, Bridgewater Township, Dexter Township, Manchester Township, Lima Township, Northfield Township, Pittsfield Township, Salem Township, Saline Township, Scio Township, Superior Township, Webster Township, York Township, Ypsilanti Township and Manchester Village. The Washtenaw Urban County is committed to creating housing and economic opportunities and to providing a suitable living environment, principally for low- to moderate-income residents. Administrative and planning support for the Urban County is provided through the Washtenaw County Office of Community and Economic Development (OCED).



#### Washtenaw Urban County Participants

## **Summarize the objectives and outcomes identified in the Plan**

The Washtenaw Urban County has identified the following over-arching housing and community development goals of:

1. Increasing quality, affordable homeownership opportunities
2. Increasing quality, affordable rental housing
3. Improving public facilities and infrastructure
4. Promoting access to public services and resources
5. Supporting homelessness prevention and rapid re-housing services
6. Enhancing economic development activities

## **Evaluation of past performance**

The 2013-14 Program Year (July 1, 2013 – June 30, 2014) is the first of five years covered under the Washtenaw Urban County 2013 – 2017 Consolidated Plan. During this first year, the Washtenaw Urban County has actively worked to increase quality, affordable home ownership opportunities, increase quality, affordable rental housing opportunities, improve public facilities, promote access to public services and resources, and support homeless prevention and rapid re-housing activities. Ninety days after the end of the PY, a Consolidated Annual Performance and Evaluation Report (CAPER) will be compiled and submitted to HUD to document progress towards achieving the intended outcomes. At this time, the 2013 CAPER has not yet been completed.

Major accomplishments reported under the 2012 CAPER include:

- 41 homeowners received services through the housing rehabilitation program
- 23 households received assistance to become first time homebuyers
- 87 rental units were rehabilitated
- 3 public infrastructure improvement projects were completed in Pittsfield Township, Superior Township and Ypsilanti Township
- 4 blighted structures were demolished in the City of Ypsilanti
- 1 public facility improvement project was completed in the City of Ypsilanti
- 2,557 low- to moderate-income persons were provided with access to public services at 3 area non-profit agencies
- 227 low- to moderate-income persons received improved access to public services at 2 Community Based Development Organizations (CBDO)

While specific accomplishment data for the 2013-14 Program Year are not yet available, the Washtenaw Urban County has made other programmatic improvements to better assist with meeting community needs.

The UCEC further solidified its commitment to acting on a more regional level by adopting a “Priority Project” policy. On an annual basis, the new policy allows for an optional 10% of CDBG project funding to be set aside during the allocation process for a priority project having a more regional impact. The UCEC has approved a 2014 pilot priority project that is multi-jurisdictional, enhances the walkability of one of the county’s major corridors, and is consistent with other regional planning efforts.

To ensure compliance with the implementation of HUD’s Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act regulations, a restructured Continuum of Care (CoC) governance charter was adopted in January 2014. The changes mainly involve expanding the CoC membership to include a larger body of community representatives who have an interest in the housing and homelessness system of care. The expanded membership is responsible for electing a CoC board, that in turn will be responsible for making final CoC decisions, and annually outlining the roles and responsibilities of the CoC membership, the CoC board and other community partners.

During the 2013 year, HUD published a Final Rule to amend the HOME regulations. In order to fully understand the program changes, OCED staff attended a briefing, viewed webcasts, and took part in a technical assistance conference that overviewed the changes. Following these informational sessions, OCED staff began to update internal procedures and guidelines including: revision of written agreements, revised CHDO qualification process, revised eligibility requirement for down payment assistance program applicants.

Additionally, the Office of Community and Economic Development (OCED) has taken strides to better affirmatively further fair housing in Washtenaw County, through the addition of a Fair Housing section on their webpage, engaging Urban County jurisdictions in Fair Housing events and funding the Fair Housing Center of Southeastern Michigan.

### **Summary of Citizen Participation Process and consultation process**

OCED sought out participation and consultation in the development of this plan from citizens at large, non-profit organizations, human service providers, the continuum of care, public housing associations, government employees, elected officials, neighborhood associations, and businesses. One public hearing, in conjunction with a 30-day comment period, was held to gather input on housing and community development needs. The needs identified through the consultation and citizen participation processes were reviewed for consistency with goals and objectives included in the Consolidated Plan and with project proposals. Three public hearings and a 30-day public comment period were made available to provide an opportunity for public comments on the draft plan. The notices of public hearings and public comment periods were posted in local newspapers, County offices and on the web, and emailed to all OCED partner agencies. The draft plan was available on the web at [www.ewashtenaw.org/oced](http://www.ewashtenaw.org/oced).

### **Summary of public comments**

Local service providers and members of the public commented on the need for affordable housing and support services for persons that are low-income, with disabilities, homeless, having special needs, and older adults. A growing need for homeowner weatherization assistance was also identified. Feedback from local senior citizens highlighted the need for community living experiences, housing that is affordable and designed for older adults (all amenities on one floor of house), more subsidized housing, transportation services, elder abuse prevention services, and ADA compliant/accessable units.

## **Summary of comments or views not accepted and the reasons for not accepting them**

All public comments were accepted.

### **Summary**

The 2014 Action Plan reflects the coordinated efforts of Urban County members and active citizens, as well as the wide network of housing and human service providers in Washtenaw County. Through the projects and activities outlined in this plan, the effectiveness and impact of federal funds will be maximized through targeted investments, reduced duplication of services and improved service delivery. The goals and objectives identified in this plan aim to improve the quality of life in Washtenaw County, particularly for low-income, homeless and special needs individuals and families.

## The Process

### PR-05 Lead & Responsible Agencies – 91.200(b)

#### Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	Washtenaw County	Office of Community and Economic Development

**Table 1 – Responsible Agencies**

The lead entity for the administration of Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG) programs is Washtenaw County government, primarily through the Office of Community and Economic Development (OCED). As the lead agency, Washtenaw County is responsible for overseeing the development and implementation of the 5-Year Consolidated Plan and Annual Action Plans. OCED provides administrative and planning support for the Urban County, including acting as the primary staff support to the Washtenaw Urban County Executive Committee (UCEC). The UCEC is comprised of the chief elected officials from each of the eighteen units of local government that participate in the Urban County, as well as a representative from the Washtenaw County Board of Commissioners.

#### Consolidated Plan Public Contact Information

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## **AP-10 Consultation – 91.100, 91.200(b), 91.215(l)**

### **Introduction**

As the lead agency, Washtenaw County, through the Office of Community and Economic Development (OCED), oversees the completion of the 5-year Consolidated Plan and annual Action Plans. OCED collaborates with a wide network of housing and human service providers, government officials, business leaders, residents and clients. The 2014 Action Plan incorporates the needs identified through these partnerships, as well as from public hearings and public comment opportunities. A complete list of the agencies, organizations and plans consulted as a part of the planning process can be found on pages 9 – 12.

### **Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))**

OCED will continue to work on the following activities to enhance coordination between public and assisted housing provides and private and governmental health, mental health and service agencies:

- “E-Government”: In order to disseminate information about County services to the community, Washtenaw County will continue the initiative to develop itself as an “E-Government”. E-Government can be defined as the services made available via Internet access whereby the business of government is conducted. Technologies now available allow governments to interact in new, more efficient ways with customers, employees, partners and constituents and to create new applications and services that were not previously possible.
- Consolidation: OCED is the result of a consolidation of three Washtenaw County departments, where there were similar and in some cases duplicative services. This consolidation of Community Development, the County Workforce Development Agency, and the Economic Development Department will continue to coordinate and streamline efforts to improve quality of life in Washtenaw County.
- Streamlining: A coordinated funding model for public services has resulted in real and concrete savings of time and resources for applicant nonprofits, and funders. OCED will continue to eliminate artificial bureaucratic barriers for those in need by coordinating with other major public and private human service funders to create a streamlined application, review, and monitoring process.



**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The Washtenaw geographic area receives two sources of Emergency Solutions Grant (ESG) funding: one directly from HUD to the Washtenaw Urban County, and the other through an allocation from the Michigan State Housing Development Authority (MSHDA). All ESG funding is distributed through an application process that includes public notice, broad stakeholder engagement, Continuum of Care (CoC) Funding Review Team (FRT) review and scoring, OCED as fiduciary/oversight, and regular OCED/CoC monitoring. The FRT is responsible for examining quarterly program reports, reviewing and scoring new applicants for requests for proposals, conducting the project review for continued funding opportunities and making funding recommendations to the CoC and CoC Board. Data review is a significant part of these processes including outcomes and data quality. FRT members are community stakeholders or are from housing & homeless service agencies that are not funded by CoC or ESG funds and therefore do not have a conflict of interest when reviewing proposals, applications, and reports. The implementation of ESG programming is reported out during a standing agenda item at all CoC meetings.

The administration and operation of the Homeless Management Information System (HMIS) is determined by the HMIS Governance Agreement signed between the CoC and the HMIS lead, OCED. OCED works to develop and implement HMIS, coordinate the annual "Point-In-Time Count" of homeless persons, as well as complete the Annual Homeless Assessment Report (AHAR) and the Annual Performance Report (APR), as required by the U.S. Department of Housing and Urban Development (HUD). The HMIS System Administrator attends CoC meetings to report quarterly on data and outcomes to the CoC membership.

**Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

<b>Agency/Group/Organization</b>	<b>Agency/Group/Organization Type</b>	<b>What section of the Plan was addressed by Consultation?</b>
ANN ARBOR	Other government - Local Civic Leaders	Homelessness Strategy Market Analysis
AVALON HOUSING, INC	Housing Services-homeless Neighborhood Organization	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans
CHILD CARE NETWORK	Services-Children	Housing Need Assessment

<b>Agency/Group/Organization</b>	<b>Agency/Group/Organization Type</b>	<b>What section of the Plan was addressed by Consultation?</b>
	Services-homeless	Homelessness Strategy Homeless Needs - Families with children Non-Homeless Special Needs
Community Action Network	Housing Services-Children Services-homeless	Housing Need Assessment Non-Homeless Special Needs
FOOD GATHERERS	Services-Health	Non-Homeless Special Needs
HOUSING BUREAU FOR SENIORS/UNIVERSITY OF MICHIGAN HEALTH SYSTEM	Housing Services-Elderly Persons	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs
LEGAL SERVICES OF SOUTH CENTRAL MICHIGAN	Service-Fair Housing	Non-Homeless Special Needs
MICHIGAN ABILITY PARTNERS	Housing Services-Persons with Disabilities	Housing Need Assessment Homelessness Strategy Homelessness Needs - Veterans Non-Homeless Special Needs
Ozone House, Inc.	Housing Services-Children Services-homeless	Housing Need Assessment Homelessness Strategy Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs
SHELTER ASSOCIATION OF WASHTENAW COUNTY	Housing Services-homeless Services-Health	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Non-Homeless Special Needs
SOS COMMUNITY SERVICES	Housing Services-Children Services-homeless	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Non-Homeless Special Needs
Urban County Executive Committee	Planning organization Civic Leaders	Market Analysis
Ypsilanti Housing Commission	PHA	Public Housing Needs
Habitat for Humanity	Housing	Housing Need Assessment
Peace Neighborhood Center	Housing Services-Children	Homeless Needs - Families with children

<b>Agency/Group/Organization</b>	<b>Agency/Group/Organization Type</b>	<b>What section of the Plan was addressed by Consultation?</b>
		Non-Homeless Special Needs
SafeHouse Center	Services-Victims of Domestic Violence	Non-Homeless Special Needs
Ann Arbor Housing Commission	PHA	Public Housing Needs
HIV/AIDS Resource Center	Services-Persons with HIV/AIDS	Non-Homeless Special Needs HOPWA Strategy
Department of Human Services	Services-Children Services-homeless Child Welfare Agency Other government - State	Homelessness Strategy
Education Project for Homeless Youth	Services-Children Services-homeless	Homeless Needs - Families with children
Washtenaw Health Plan	Services-Health Health Agency	Non-Homeless Special Needs Market Analysis
Catholic Social Services	Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Employment	Homelessness Strategy Homeless Needs - Families with children Non-Homeless Special Needs
Dawn Farms	Housing	Non-Homeless Special Needs
Faith in Action	Services-Children	Non-Homeless Special Needs
Interfaith Hospitality Network	Housing Services-Children Services-homeless	Homeless Needs - Families with children
Jewish Family Services	Services-Children Services-Elderly Persons	Non-Homeless Special Needs
POWER Inc	Housing Services-homeless	Homeless Needs - Families with children
The Salvation Army	Housing Services-homeless	Homeless Needs - Families with children
Washtenaw Housing Alliance	Housing Services-homeless Planning organization	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless

Agency/Group/Organization	Agency/Group/Organization Type	What section of the Plan was addressed by Consultation?
		Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Market Analysis
Ann Arbor Transportation Authority	Planning organization	Market Analysis
MISSION	Housing Services-homeless	Homeless Needs - Chronically homeless
Ann Arbor Area Community Foundation	Planning organization Foundation	Economic Development Market Analysis
Trinity Health	Services-Health	Non-Homeless Special Needs
United Way of Washtenaw	Planning organization Business Leaders Foundation	Market Analysis
University of Michigan Health System	Health Agency	Market Analysis
Michigan Works!	Services – Employment	Economic Development Market Analysis

**Table 2 – Agencies, groups, organizations who participated**

### **Identify any Agency Types not consulted and provide rationale for not consulting**

It is unknown if there were any other agencies not consulted.

### **Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Office of Community and Economic Development	The local Continuum of Care (CoC) body, is a collaboration of at least 32 non-profits and government agencies who meet semi-annually to focus on homelessness and housing issues and solutions. This body elects a CoC Board that meets monthly to make final funding decisions, ensure implementation of CoC policies and regulations, and monitor CoC committee progress (including overseeing the Funding Review Team, which makes

<b>Name of Plan</b>	<b>Lead Organization</b>	<b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>
		funding recommendations to the CoC Board).
Blueprint for Aging	Blueprint for Aging	The Blueprint for Aging is a collaborative of seniors, family members, nonprofits, businesses, and government agencies that work to create and test innovative system changes that make Washtenaw County a great place to live and age. The aging plan is called The Blue Print for Aging and it supports this plan's goals of creating affordable housing and providing services to senior citizens.
Food Security Plan	Food Gatherers	Food Gatherers leads a network of high-capacity emergency hunger relief providers who meet regularly to focus on solutions for food insecurity. The Food Security Plan furthers our goal to increase access to public services and meet food security needs.
Status of Young Children	Success by 6 Great Start Collaborative	Success by 6 Great Start Collaborative is a coalition of 40 member groups who meet regularly to focus on solutions for early childhood issues across the county. The early childhood plan is called the Status of Young Children, which supports this plan's goal to increase access to public services to our community's youth.
WACY Work Plan	Washtenaw Alliance for Children and Youth (WACY)	Washtenaw Alliance for Children and Youth (WACY) is a coalition of 27 member groups who meet regularly to focus on solutions for school-aged youth issues across the county. The school-age youth plan is called the WACY Work Plan and it supports the goal to increase youth access to public services and resources.
Safety Net Health and Nutrition Work Plan	Washtenaw Health Plan (WHP)	The Safety Net Health and Nutrition providers group, led by the Washtenaw Health Plan (WHP), is a coalition of 19+ agencies who meet regularly to discuss and implement solutions for safety net health and nutrition issues across the county.

**Table 2 – Other local / regional / federal planning efforts**

## AP-12 Participation – 91.105, 91.200(c)

### Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Washtenaw County Office of Community and Economic Development (OCED) sought out public participation in the development of this plan from citizens at large, non-profit organizations, human service providers, government employees, elected officials, neighborhood associations, and business. One public hearing, in conjunction with a 30-day comment period, was held to gather input on housing and community development needs. OCED staff also met with residents of a local subsidized senior-housing apartment complex to gain a better understanding of housing and community development needs from the perspective of senior citizens and veterans. The needs identified through the consultation and citizen participation processes were reviewed for consistency with the goals and objectives of the Consolidated Plan. Later, three public hearings and a 30-day public comment period were made available to provide an opportunity for public comments on the draft 2014 Action Plan. The notices of public hearings and public comment periods were posted in local newspapers, posted in County offices and on the web, and emailed to all OCED partner agencies. The draft plan was available on the web at [www.ewashtenaw.org/oced](http://www.ewashtenaw.org/oced).

The following table provides a summary of all citizen participation efforts undertaken as a part of the planning process.

#### Citizen Participation Outreach

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
Newspaper Ad	Non-targeted/broad community	Ad published on November 28, 2013 for 30-day public comment period (December 17, 2013 - January 16, 2014) and for December 17 public hearing on housing and community development needs:	One comment was received by e-mail from a local senior citizen sighting the need for single-floor housing options and community living experiences.		

Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
		One comment was received by e-mail.			
Public Hearing	Non-targeted/broad community	December 17, 2013 Urban County Executive Committee Meeting held a public hearing on housing and community development needs in Washtenaw County: Representatives from Avalon Housing and Habitat for Humanity attended.	The need for affordable housing and support services were identified for persons that are low-income, with disabilities, homeless, having special needs, and older adults. A growing need for homeowner weatherization assistance was also identified.		
Public Meeting	Other – Senior Citizens	January 16, 2014 OCED staff met with seniors at Towne Centre Place to discuss housing and community needs.	The need for subsidized housing, transportation services, elder abuse prevention services and ADA compliant / accessible apartment units were identified.		
Newspaper Ad	Non-targeted/broad community	Ad published February 9, 2014 for 30 day public comment period February 19, 2014 – March 21, 2014.	No public comments were received.		
Internet Outreach	Non-targeted/broad community	February 19, 2014 draft plans posted on website and sent to partner agencies.	No public comments were received.		<a href="http://www.ewashtenaw.org/oced">www.ewashtenaw.org/oced</a>
Public	Non-	February 25, 2014	No public comments		

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>	<b>URL (If applicable)</b>
Hearing	targeted/broad community	Urban County Executive Committee Meeting held a public hearing on the Draft 2014 Action Plan.	were received.		
Public Hearing	Non-targeted/broad community	March 13, 2014 Ann Arbor Housing and Human Services Advisory Board Meeting held a public hearing on the Draft 2014 Action Plan.	No public comments were received.		
Public Hearing	Non-targeted/broad community	March 19, 2014 Washtenaw County Board of Commissions Meeting held a public hearing on the Draft 2014 Action Plan.– One public comment was provided.	One citizen encouraged more efforts to advance affordable housing and to end homelessness, as this plan will not do that, and further encouraged the Washtenaw Urban County to change its meeting location.		

**Table 3 – Citizen Participation Outreach**



## Expected Resources

### AP-15 Expected Resources – 91.220(c) (1, 2)

#### Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 2				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,832,712	20,000	0	1,852,712	4,948,419	These funds will leverage other public investment through infrastructure projects investment of jurisdictions.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	925,308	0	0	925,308	2,336,949	These funds will be matched with LIHTCs, FHLB, private financing, and donated materials and labor through the provision of affordable housing.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 2				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	156,155	0	0	156,155	374,681	These funds will leverage other public investments through the Washtenaw County Coordinated Funding Process.

**Table 4 - Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Community Development Block Grant funds will leverage additional resources as follows:

- Public Infrastructure & public facility projects will be supported with other funds from participating jurisdictions
- Rehabilitation funds will leverage Weatherization and other sources to expand the scope of rehabilitation assistance

HOME Investment Partnership Funds will leverage additional public and private investment:

- Homeownership investment will leverage funds from other agencies such as the Michigan State Housing Development Authority and other funds such as HUD SHOP and/or Community Challenge Planning Grant funds.
- Rental projects supported by HUD will leverage additional funding from Federal Home Loan Bank programs, the application of Low Income Housing Tax Credits and corresponding private

equity investment, private construction and acquisition financing; and other sources.

- HOME match requirements are achieved via in-kind support of numerous agencies, the donation of labor and materials on numerous homeowner projects, and the application of payments in lieu of taxes for affordable housing developments in numerous communities.

Emergency Solutions Grants will leverage additional investment including portions of the following public and human services investments through the local coordinated funding process:

- United Way- \$2.6 million
- City of Ann Arbor- \$1.2 million
- Washtenaw County- \$1 million
- Ann Arbor Area Community Foundation- \$275,000
- RNR Foundation - \$120,000

Additionally, OCED leverages resources from a number of federal, state, and local funding agencies to offer complementary affordable housing, community, and economic development programs for lower-income residents of the Urban County.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

Washtenaw County owns land on Platt Road in the City of Ann Arbor that was the previous location of a juvenile detention and services facility. After these services were relocated, the property was demolished and is being considered in the context of furthering numerous goals, including the provision of additional affordable housing and other community goals. Washtenaw County looks forward to engaging the community, and working with partner agencies and jurisdictions to further the goals of affordable housing through the utilization of this property.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

**Table 5 – Goals Summary**

Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
Increase quality affordable homeowner opportunity	2013	2017	Affordable Housing	Housing Rehabilitation Down Payment Assistance Accessibility / Barrier Free Improvements Energy Efficiency Improvements Lead Paint Remediation Property Acquisition / Resale	\$920,319	Homeowner Housing Added: 10 Household Housing Unit Homeowner Housing Rehabilitated: 45 Household Housing Unit Direct Financial Assistance to Homebuyers: 15 Households Assisted
Increase quality affordable rental housing	2013	2017	Affordable Housing	Rental Housing Rehabilitation Energy Efficiency Improvements Lead Paint Remediation	\$1,051,336	Rental units constructed: 15 Household Housing Unit Rental units rehabilitated: 35 Household Housing Unit
Improve public facilities and infrastructure	2013	2017	Non-Housing Community Development	Accessibility / Barrier Free Improvements Parks, Recreation and	\$ 337,731	Number of Persons Assisted: 11,500

Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
				Community Facilities Street, Sidewalk, Water/Sewer Improvements Senior and Youth Facilities and Services		
Promote access to public services & resources	2013	2017	Homeless Non-Homeless Special Needs	Senior and Youth Facilities and Services Supportive Services Food Security	\$ 468,634	Public service activities other than Low/Moderate Income Housing Benefit: 2,800 Persons Assisted
Support homeless prevention & rapid re-housing	2013	2017	Homeless	Permanent Supportive Housing Emergency Shelters / Transitional Housing Supportive Services	\$156,155	Public service activities for Low/Moderate Income Housing Benefit: 150 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 9 Households Assisted Homeless Person Overnight Shelter: 700 Persons

Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
						Assisted Homelessness Prevention: 3,200 Persons Assisted Housing for Homeless added: 175 Household Housing Unit
Enhance economic development activities	2013	2017	Non-Housing Community Development		\$0	

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b)**

Approximately 210 households will have improved affordable housing conditions and opportunities as a result of the affordable housing efforts under the 2014 HOME funded activities.

## **AP-35 Projects – 91.220(d)**

### **Introduction**

The following 2014 projects are intended to meet the needs identified in the Washtenaw Urban County 2013 - 2017 Consolidated Plan.

<b>#</b>	<b>Project Name</b>
1	CDBG Administration
2	CDBG Single Family Housing Rehabilitation
3	CDBG Single Family Rehabilitation Service Delivery
4	CDBG Rental Housing Rehabilitation
5	CDBG Homeowner Assistance
6	CDBG Community Based Development Organizations
7	CDBG Public Facilities/Infrastructure Improvements
8	CDBG Public Services
9	HOME Administration
10	HOME Down Payment Assistance
11	HOME Rental Housing Rehabilitation
12	HOME CHDO Reserve
13	HOME CHDO Operating
14	ESG Administration, Homelessness Prevention and Rapid Re-Housing

**Table 6 – Project Information**

## Projects

### AP-38 Projects Summary

#### Project Summary Information

Project Name	Goals Supported	Needs Addressed	Funding
CDBG Administration			CDBG: \$366,542
CDBG Single Family Housing Rehabilitation	Increase quality affordable homeowner opportunity	Housing Rehabilitation Accessibility / Barrier Free Improvements Energy Efficiency Improvements Lead Paint Remediation	CDBG: \$403,169
CDBG Single Family Rehabilitation Service Delivery	Increase quality affordable homeowner opportunity	Housing Rehabilitation	CDBG: \$183,271
CDBG Rental Housing Rehabilitation	Increase quality affordable rental housing	Rental Housing Rehabilitation	CDBG: \$147,489
CDBG Homeowner Assistance	Increase quality affordable homeowner opportunity	Property Acquisition / Resale	CDBG: \$123,803
CDBG Community Based Development Organizations	Promote access to public services & resources	TBD	CDBG: \$100,000
CDBG Public Facilities/Infrastructure Improvements	Improve public facilities and infrastructure	Parks, Recreation and Community Facilities Street, Sidewalk, Water/Sewer Improvements Senior and Youth Facilities and Services	CDBG: \$270,185
CDBG Public Services	Promote access to public services & resources	TBD	CDBG: \$274,907



HOME Administration			HOME: \$92,531
HOME Down Payment Assistance	Increase quality affordable homeowner opportunity	Down Payment Assistance	HOME:\$52,500
HOME Rental Housing Rehabilitation	Increase quality affordable rental housing	Rental Housing Rehabilitation	HOME: \$434,762
HOME CHDO Reserve	Increase quality affordable rental housing	Rental Housing Rehabilitation	HOME: \$299,250
HOME CHDO Operating	Increase quality affordable rental housing	Rental Housing Rehabilitation	HOME: \$46,265
ESG Administration, Homelessness Prevention and Rapid Re-Housing		Permanent Supportive Housing Emergency Shelters / Transitional Housing Supportive Services	ESG: \$156,155

## **AP-50 Geographic Distribution – 91.220(f)**

### **Rationale for the priorities for allocating investments geographically**

Decision-making regarding the allocation of funding geographically in the Urban County is guided by three main factors. First, projects are generally concentrated in areas where the population, particularly the low- to moderate-income population, is highest, as these tend to be the areas of greatest need. Second, the Urban County member jurisdictions have committed to working together regionally to develop and implement projects that meet the affordable housing and community development needs of the overall community. Therefore, projects will be funded outside of the areas of concentration to serve lower-income families in rural areas that also have need. Lastly, the Urban County Executive Committee bylaws include a formula that guides the distribution of project funding each year, taking into account such factors as poverty, overcrowding, overall population, etc. To the greatest extent practical, it is the role of the Office of Community and Economic Development to balance projects across jurisdictions according to this formula.

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

One Year Goals for the Number of Households to be Supported	
Homeless:	4
Non-Homeless	177
Special-Needs	29
Total	210

**Table 61 - One Year Goals for Affordable Housing by Support Requirement**

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	36
Rehab of Existing Units	135
Acquisition of Existing Units	39
Total	210

**Table 62 - One Year Goals for Affordable Housing by Support Type**

## **AP-60 Public Housing – 91.220(h)**

### **Actions planned during the next year to address the needs to public housing**

During the 2013 Action Plan process, the AAHC applied for and received approval to use CDBG funds to rehabilitate and convert public housing units to project-based vouchers under the Rental Assistance Demonstration project and that project is expected to begin this year. AAHC has also been approved to receive 2014 CDBG funds to assist with the demolition 19 rental units and construct 42 new units, as well as the rehabilitate to duplex buildings. Similarly, under the 2014 Action Plan, the Ypsilanti Housing Commission applied for and is slated to receive HOME funding to demolish 80 public housing units and construct 86 new units.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

The Ann Arbor Housing Commission (AAHC) has active resident councils at four of its largest public housing sites and will continue to encourage resident participation. When a single public meeting is required, AAHC will hold 6-8 meetings in order to maximize resident participation. AAHC will also continue to participate in the Family Self Sufficiency Program and the Washtenaw Housing Education Partnership program.

The Ypsilanti Housing Commission (YHC) has two active resident councils, Paradise Manor and Hollow Creek, in which residents are encouraged to participate.

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

AAHC and YHC are not designated as troubled, as defined under 24 CFR part 902.

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

**Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Locally, Project Outreach Team (PORT) is the primary resource for reaching out to unsheltered persons experiencing homelessness and connecting them to mainstream services and housing. PORT is a part of our community mental health agency – CSTS – and provides outreach services county-wide. In addition to the SOAR program, they do County Jail in-reach for those dealing with mental illness or co-occurring disorders to reduce chance of discharge back to the streets. The single adult shelter has outreach staff and a "non-residential" program (laundry, showers, meals, medical clinic) to engage those sleeping on the streets. Additionally, our VA's Homeless Veterans' Program finds disenfranchised homeless veterans to connect them with VASH vouchers and other support. Outreach efforts will continue to be coordinated throughout the jurisdiction to reduce duplication of effort and ensure that the greatest number of persons are assisted. The outreach efforts are done with a Housing First approach, targeting the need for Permanent Supportive Housing (PSH) units for the chronically homeless.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

Emergency housing needs are generally processed by Housing Access for Washtenaw County (HAWC), the centralized intake and assessment agency for Washtenaw County. HAWC administers all eviction prevention services, rapid re-housing and shelter placement services. In partnership with housing and service providers, including United Way's 211 line, all calls for housing resources will continue to be routed to the HAWC line.

The Continuum of Care's (CoC) Blueprint to End Homelessness specifically cites utilizing services and accessing affordable housing as the strategy for successful transition out of emergency shelters and transitional housing. The Michigan State Housing Development Authority (MSHDA) has designated that all new Housing Choice Vouchers be dedicated to persons and households who were homeless, giving the Housing Access for Washtenaw County (HAWC) the responsibility to fill those wait list slots.

On May 15, 2013, the CoC Board– represented at that time by the Washtenaw Housing Alliance (WHA) Board of Directors – approved a resolution to redirect existing Transitional Housing (TH) and Supportive Services Only (SSO) grants from the local HUD CoC Program to create 1) additional Rapid Re-housing (RRH), utilizing a progressive engagement approach to working with people facing homelessness, and 2) additional Permanent Supportive Housing (PSH) units. This decision was made in order to be aligned with best practices around the country. To ensure a fair and transparent process, the CoC/WHA Board concurrently approved the utilization of a Request for Proposals (RFP) process to determine the reallocation of these funds, to be conducted by the Funding Review Team (FRT).

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

As a result of reallocating all Supportive Services Only and Transitional Housing project in 2013, the PSH beds dedicated to chronically homeless (CH) will increase by 78 by 2015. In 2014, the CoC will create a policy to ensure all CoC-funded PSH will dedicate 100% of turnover to CH people. The CoC will also work with providers to ensure 100% of PSH turnover be filled with CH and that all new and vacant units be filled thru referrals from a list of the longest term homeless people. The CoC will monitor compliance with these policies during the annual renewal evaluation process.

To address the homeless needs of families with children, the CoC received one reallocation project for 10 Rapid Re-Housing (RRH) units last year and applied for two new RRH reallocated projects this year. The CoC also has RRH funded through ESG and will be ensuring these units are occupied, commitments are kept and, if possible, that units increase over the next two years. Additionally, the CoC will work with providers of new RRH units created through a local funding application process in the spring of 2014 (our CoC is projecting 5 units) to ensure programs are aligned and coordinated with CoC policies and priorities.

Ozone House services (for ages 10-20) are geared towards helping homeless unaccompanied youth lead safe, healthy and productive lives by providing case management, counseling, employment training, nightly hot meals at a Drop-In Center, emergency shelter, TH, and PSH. Avalon has a 7-unit in collaboration with Ozone specifically targeted to homeless, unaccompanied youth with a disability. Unaccompanied youth ages 18-24 are served through Shelter Association of Washtenaw County regular programs and when possible are connected to Ozone House Programs to enhance service provision.

In regards to housing homeless veterans, HAWC requests veteran status and links veterans to the VA Hotline. The single adult shelter has 10 contract beds for Veterans that are filled by the VA Hospital and their programs serve veterans ineligible for VA homeless assistance. Avalon has an SPC voucher dedicated to a chronically homeless veteran not eligible for VA services. They also have 5 VASH Project Based Vouchers. Catholic Social Services' single adult services staff serve all non-VA eligible veterans. Michigan Ability Partners (MAP) offers Grant Per Diem TH, SSVF services, and temporary housing for veterans in the SUD/IOP VEAR programs. HCHV case managers respond to regional calls that come into National Call Center for Homeless Veterans. HCHV are able to refer veterans to MAP for services even if the veteran is ineligible for VA benefits.

To decrease the length of time families remained homeless, CoC continues to provide ongoing training to the centralized intake agency, emergency shelters, and TH providers on expediting access to housing

for HHs in ES, TH and unsheltered situations. Utilizing the HUD Opening Doors framework, the CoC has been working to increase the inventory of PSH and RRH units, through ESG & other state funds. The CoC and HMIS lead developed benchmarks/dashboards to be used by all agencies to evaluate length of stay. Agencies were made aware of the tools and offered technical assistance.

The CoC is committed to reducing returns to homelessness with a focus area in our Continuous Quality Improvement (CQI) process for monitoring recidivism rates. In an effort to evaluate program effectiveness, recidivism reports are reviewed quarterly by the Data Leadership Performance Team (DLPM). The CoC will continue to offer trainings to assist agencies in learning housing retention skills and strategies and how to work with landlords & property managers to improve housing stability. Additionally, agencies are also providing more follow up post-exit from the system- which has been shown to be effective in reducing returns.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

Agencies use the following methods in order to ensure minimal returns to homelessness: contact by phone on a monthly basis; contact with landlords to assess for any indications of potential problems and/or make a home visit if persons cannot be contacted by phone; developing landlords as partners and encouraging them to contact staff as soon as they have concerns; increased contact at signs of decreased stability to revise housing stability plan and make community referrals to prevent further episodes of homelessness. HAWC is also connected to the eviction court system to allow for greater eviction prevention, less costs to the tenant, decreasing the number of months before assistance with back-rent is sought out and provided, and to lessen the burden on the entire system.

For individuals being discharge from publicly funded institutions, the CoC works with health care, mental health, foster care, and corrections facilities in order to prevent individuals from being discharged into homelessness.

**Mental Health:** State mandated policy specified in Section 330.1209b of the State Mental Health Code, effective March 28, 1996, requires that "community mental health services program shall produce in writing a plan for community placement and aftercare services that is sufficient to meet the needs of the individual."

**Corrections:** The Prisoner Reentry Initiative (MPRI) is the Department of Corrections (MDOC) initiative to better prepare and support returning citizens. MDOC Policy 03.02.100 states that as a prisoner prepares for release, "highly specific reentry plans are organized that address housing, employment, and services to address...areas of serious need that the prisoner may have."

**Hospitals:** The CoC- approved Hospital Discharge Planning Protocol prevents discharge of hospital patients into homelessness, helping hospital discharge planners identify patients that might be homeless upon discharge and to provide information and referral to community homelessness prevention. The protocol establishes discharge planning steps and assigns responsibility to engage community providers with planning and problem solving.

**Foster Care:** Case planning for transition begins with all youth in foster care (ages 14-21) several years prior to their discharge, in accord with CFF 722-6 (Independent Living Preparation). A treatment plan and services agreement (RFF67 and RFF 69) including attention to locating suitable living arrangements and assistance in moving in to housing (CFF 722-7) must be completed for each individual prior to systems discharge.

To address education needs, HAWC, centralized intake, asks callers about any homeless children between ages 3 to 20. Identified school-aged children are automatically linked to Education Project for Homeless Youth (EPHY) for supplemental educational expenses and information. CoC/ESG funded shelter policies require all school aged youth to be enrolled in and attend school. Two of three shelters have dedicated Children's Services staff to ensure children are appropriately connected to schools, early childhood education programs or other essential services.

Increasing the mainstream benefits, non-employment income, and employment of the CoC/ESG program participants is a CoC objective and is closely monitored by various CoC committees to ensure compliance and to identify agencies that need additional TA and training to achieve required outcomes based on set CoC performance benchmarks. The CoC will continue to provide training on mainstream benefits eligibility and application processes twice per year. In preparation for the ACA implementation, training will be provided on new eligibility and application guidelines in spring of 2014. Additionally, the CoC partners will connect providers to state-run SOAR trainings and identify training opportunities on cash benefits like TANF, Social Security & VA Pensions, as well as work with the workforce agency to increase employment opportunities.



## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction**

The Office of Community and Economic Development (OCED) will continue to administer a homeownership program to provide down payment and closing cost assistance to first-time and lower-income homebuyers. This program provides an incentive for low-income renters, who otherwise may not be able to afford to purchase a decent, affordable home, to become homeowners in the Urban County. OCED will also provide low-interest, deferred payment loans and grants to owner-occupied, low- to moderate-income households throughout the Urban County for rehabilitation improvements, lead remediation, energy efficiency, emergencies and accessibility modifications. Further, federal funds will be used to improve affordable rental housing units in the Urban County and Ypsilanti Township is dedicating funds to acquire homes that will ultimately be sold to income-qualified homebuyers. Other strategies to remove barriers to affordable housing due to public policies and/or local market are described below.

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

Home Rule: The Washtenaw Urban County will continue to take a **regional approach** to affordable housing and community development, which gains strength as new members join the collaboration.

Neighborhood Resistance: OCED will encourage and facilitates partnerships between housing developers and neighborhood associations, local government officials, etc. to start conversations early and **encourage citizen participation** in the design and implementation of affordable housing developments.

Transportation: Washtenaw County's Sustainable Communities Challenge Planning Grant seeks to expand existing affordable and energy efficient housing options and to connect them to job centers and healthy food through an **enhanced multi-modal transportation corridor**. The goal is to rectify the disparity between isolated segments of the community by removing barriers and creating a coordinated approach to housing, transportation, environmental and economic development policies and programs. In addition, the County, WATS, and local jurisdictions have continued to work on developing non-motorized trails throughout the County, such as the Border-to-Border Trail initiative, which is lead by the Washtenaw County Parks and Recreation Commission.

Property Taxes: As of 2007, the Michigan legislature passed a law that allows for **tax abatement** on property owned by nonprofit housing developers for homeownership. This law could be used effectively to lower the development and carrying costs for acquisition, development, and resale projects in low-mod areas, the primary goals of which are to increase the homeownership rate and neighborhood conditions.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction**

The Washtenaw Urban County will engage in a variety of activities intended to further local housing and community development goals.

### **Actions planned to address obstacles to meeting underserved needs**

The Office of Community and Economic Development (OCED) will continue to collaborate and partner with a wide network of housing and human service providers, government officials, business leaders and citizens to identify areas of need in the community. A coordinated effort will be made to continually improve service delivery systems, reduce duplicative services and to create a process that is flexible enough to meet new needs as they develop.

### **Actions planned to foster and maintain affordable housing**

OCED will provide down payment and closing cost assistance to first-time and lower-income homebuyers and continue to operate a single-family rehabilitation program. Other planned actions that will foster affordable housing include public and rental housing rehabilitation programs and the acquisition/rehab/resale of units to low-income homebuyers. To further enhance low- to moderate-income neighborhoods, sidewalk improvements, park improvements, tree removal and replanting are also planned.

OCED is also working to update the 2007 Washtenaw County Affordable Housing Needs Assessment. Ultimately, the updated report will assess housing needs throughout Washtenaw County and will provide realistic, implementable goals and policy recommendations related to affordable housing.

### **Actions planned to reduce lead-based paint hazards**

Lead risk assessments will be completed for all housing units receiving assistance through the OCED Housing Rehabilitation Program. When conditions are found which indicate a potential lead-based paint hazard, appropriate remedial action will be included as a part of the rehabilitation work. All lead work (interim control/abatement) will be conducted in accordance with federal regulations and performed by an appropriately certified and/or licensed contractor.

Information is available to any family who is concerned that they may be at risk and the County also has two HEPA vacuums available for public use.

### **Actions planned to reduce the number of poverty-level families**

Washtenaw County will enforce its **Living Wage Ordinance** with all companies contracting with the County, which requires all employees of these companies be paid, at a minimum, the current area living wage rate.

The Urban County will encourage CHDO and other non-profit agencies to **hire low-income residents** and

local contractors for CDBG and HOME funded projects.

The County and City of Ann Arbor will continue to support a variety of outside **human service programs** through general fund dollars, including permanent supportive housing services, food distribution, preventative health care for young mothers and families, medical services, shelter services for families, medical access for older adults, and transportation, youth mentoring, youth volunteering, child care, early learning & intervention, and prenatal programming. These programs will assist families to reach their full potential, increase self-sufficiency, and work to address gaps in other mainstream programs for individuals below the poverty line.

The Office of Community and Economic Development (OCED) will continue to partner with the Department of Human Services and Michigan Rehabilitation Services to provide the **PATH Program**. PATH partners assist families with removing barriers to work and providing connections to jobs, education and training that will allow for long term self-sufficiency.

Washtenaw County's **Sustainable Communities Challenge Planning Grant** will begin to work towards expanding existing affordable and energy efficient housing options and to connecting them to job centers and healthy food through an enhanced multi-modal transportation corridor. The goal is to rectify the disparity between isolated segments of the community by removing barriers and creating a coordinated approach to housing, transportation, environmental and economic development policies and programs. The advancement of affordable housing and transportation options will save families time and money, ultimately assisting in the movement out of poverty.

### **Actions planned to develop institutional structure**

The County's institutional structure and delivery systems are well-coordinated and impactful. The Urban County Executive Committee (UCEC) is committed to creating housing and economic opportunities on a regional level. Public services in the community are prioritized through a unique model of coordinated funding partners. This cooperative model minimizes duplicative work for applicants and maximizes the effectiveness funds by targeting investments.

In an effort to continuously improve services and service delivery, OCED will continue to find improved ways to interact more efficiently with customers, employees and partners, to streamline application, review and monitoring processes where possible, and to facilitate cooperation and partnerships within and between governmental, non-profit and private agencies.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

OCED regularly coordinates with service providers and housing developers by holding monthly public meetings, facilitating and participating in community-wide committees, and engaging local experts to recommend and provide programs for their target populations.

OCED collaborates with and engages other funders and planning bodies through the Washtenaw

Coordinated Funding for public services and with Michigan State Housing Development Authority (MSHDA), Ann Arbor Downtown Development Authority (DDA), Federal Home Loan Banks (FHLB), and Corporation for Supportive Housing (CSH) for housing projects. This coordinated funding model minimizes duplicative work for applicants and maximizes the effectiveness and impact of funds, including CDBG dollar, by targeting investments.

OCED will continue to work on the following activities to enhance coordination between public and assisted housing provides and private and governmental health, mental health and service agencies:

- “E-Government”: In order to disseminate information about County services to the community, Washtenaw County will continue the initiative to redevelop itself as an “E-Government”. E-Government can be defined as the services made available via Internet access whereby the business of government is conducted. Technologies now available allow governments to interact in new, more efficient ways with customers, employees, partners and constituents and to create new applications and services that were not previously possible.
- Consolidation: OCED is the result of a consolidation of three Washtenaw County departments, where there were similar, and in some cases duplicative services. This consolidation of Community Development, the County Workforce Development Agency, and the Economic Development Department will continue to coordinate and streamline efforts to improve quality of life in Washtenaw County.
- Streamlining: The coordinated funding model has resulted in real and concrete savings of time and resources for applicant nonprofits, and funders. OCED will continue to eliminate artificial bureaucratic barriers for those in need by coordinating with other major public and private human service funders to create a streamlined application, review, and monitoring process.

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

#### Other CDBG Requirements

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>0</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	80.00%

**HOME Investment Partnership Program (HOME)**  
**Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

Other forms of investment include HUD SHOP funds which are sought by Habitat for Humanity, acquisition support through the HUD Office of Sustainable Housing and Communities Community Challenge Planning Grant, and a variety of other sources including private and other public investments.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Housing that is subsidized through HOME funds will either have a recapture formula or a resale formula to ensure that the units remain affordable for a specific period of time. The recapture formula below is the standard formula. In some cases, a resale formula will be used for high cost neighborhoods in the City of Ann Arbor and for units that are required to be permanently affordable through a development agreement. If a unit has an existing permanent resale formula through a Covenant, then a buyer who is also approved for down payment assistance, will have a 20-year lien for the down payment assistance, however, the equity sharing formula will not apply because the unit already has a resale restriction. The recipient will only be required to pay back the principal, from net proceeds of the sale, if the recipient sells the unit within the 20-year term.

Example Recapture Formula:

Initial Appraised After Rehab Value (IARV)	\$90,000
Initial Purchase Price (IPP)	\$75,000
County investment (\$15K DPA & \$20K Rehab)	\$35,000
County investment as percent of IARV	39%

**Scenario A)** Sold 10 years later with significant increase in value

Appraised Value (AV)	\$200,000
Increase in Appraised Value ( $-AV - IARV$ )	\$110,000
39% of Increase in Value	\$42,900

*\$42,900 is greater than \$35,000, so the homeowner repays \$42,900*

**Scenario B)** Sold 10 years later with moderate increase in value

Appraised Value (AV)	\$150,000
Increase in Appraised Value ( $-AV - IARV$ )	\$60,000
39% of Increase in Value	\$23,400

Net proceeds \$80,000

*\$23,400 is less than \$35,000 and the net proceeds are greater than \$35,000, so the homeowner repays \$35,000.*

**Scenario C) Sold 10 years later with decrease in value**

Appraised Value/Sales Price	\$85,000
Owner Private Mortgage Lien repayment -	\$60,000
Owner initial cash investment -	\$1,000
Closing Costs and Realtor -	\$6,000
Balance	\$19,000

*\$19,000 is repaid instead of \$35,000*

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The Washtenaw Urban County plans to utilize resale provisions to preserve the long-term affordability of assisted homeownership units for particular types of projects, which will generally occur in the higher housing cost areas of the Urban County. The local municipality secures permanent affordability through a deed restriction and a 20-year lien on the property. Every time the property is transferred or sold, the municipality must ensure that the new buyer is income qualified and the sales price is affordable, and the seller receives their fair return. An independent appraisal of the building is conducted at the time of the initial purchase or investment and at the time the owner wishes to sell the unit. The difference between the new and the old appraisal determines the increase in appraised value. The seller retains 25% of the increase in the appraised value. The resale formula will maintain affordability and provide a fair return to the seller. In practice, the formula will operate as follows:

Sample Appraisal-Based Resale Formula

Initial Total Development Costs	\$140,000
Initial purchase price	\$100,000
Initial County Subsidy	$\$140,000 - \$100,000 = \$40,000$ subsidy
Initial appraisal	\$150,000
Resale appraisal at next sale	\$200,000
Increase in appraised value	$\$200,000 - \$150,000 = \$50,000$ increase
Resale price increase	$\$50,000 \times 25\% = \$12,500$
Resale price	$\$100,000$ (initial) + $\$12,500 =$ <b>\$112,500</b>

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Multi-family projects developed by housing organizations that receive HOME or other funds for rehabilitation through the Office of Community Development may apply for HOME or other funds to

refinance existing debt, consistent with the HOME regulations at 24 CFR 92.206(b)(2), if they meet the following guidelines:

- Refinancing is necessary to permit or to continue affordability under 24 CFR 92.252 for HOME funds and if HOME funds are not eligible, then other funds may be used;
- Rehabilitation is the primary eligible activity. A minimum of \$5,000 of rehabilitation per unit is required;
- The grantee must demonstrate management capacity and practices that ensure that the long term needs of the project can be met and the targeted population can be served over an extended affordability period;
- The grantee must demonstrate that the new investment is being made to maintain current affordable units, to create greater affordability in current affordable units; or to create additional affordable units;
- Refinancing will be limited to projects that have previously received an investment of public funds;
- The minimum HOME affordability period shall be 15 years;
- HOME and other funds may be used for refinancing anywhere in the Urban County;
- HOME funds cannot be used to refinance multi-family loans of 5 units or more, made or insured by any Federal program, including CDBG.



**Emergency Solutions Grant (ESG)**  
**Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

Please see the attached Washtenaw County CoC Governance Charter and the draft Housing Alliance of Washtenaw County Policies.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The CoC-established centralized intake and assessment center, locally called Housing Access for Washtenaw County (HAWC), is primarily funded by ESG funding. As a result, all components of HAWC were designed in compliance with the ESG CFR. In reference to 576.400, (a) the CoC Board, the decision-making body of the CoC, finalizes all funding decisions and approves HAWC policies and procedures; (b) HAWC refers and fills SPC vouchers, Housing Choice Vouchers, education referrals to the McKinney-Vento agency, ESG Rapid Re-housing programs, HUD TH and PSH program, housing choice vouchers, public housing, EFSP linkages, shelter beds and many other contacts; (c) HAWC has a direct, HAWC-only liaison with the Department of Human Services to expedite applications for mainstream benefits; (d) all housing agencies have formally agreed to not circumvent HAWC; (e) written standards for HAWC are in place and adopted by the CoC Board, and (f) HMIS participation is mandatory by all agencies associated with HAWC.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The Washtenaw geographic area includes two sources of ESG funding (directly from HUD to the Washtenaw Urban County and through an allocation from the state housing authority - MSHDA). OCED, as the fiduciary, oversees the funding process together with the Washtenaw County Continuum of Care (CoC) to ensure a coordinated plan supporting our centralized intake system, Housing Access for Washtenaw County (HAWC), as well as prevention and RRH activities. All ESG funding is distributed through an application process that includes public notice, broad stakeholder engagement, CoC Funding Review Team (FRT) review/scoring, OCED as fiduciary/oversight, and regular OCED/CoC monitoring. The FRT is responsible for oversight of ESG funded and HUD CoC funded project review. Team members examine quarterly reports of the programs, review and score new applicants for requests for proposals, conduct the project review for continued funding opportunities and make funding recommendations to the CoC and CoC Board. Data review is a significant part of these processes including outcomes and data quality. FRT members are community stakeholders or are from housing & homeless service agencies that are not funded by CoC or ESG funds and therefore do not have a conflict of interest when reviewing proposals, applications, and reports.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The jurisdiction meets the homeless participation requirement as identified in 24 CFR 576.405. The Michigan Itinerant Shelter System-Interdependent Out of Need (MISSION), as well as the community's first grassroots camp community, called Camp Take Notice, are CoC members and ensure participation from homeless and/or formally homeless individuals.

5. Describe performance standards for evaluating ESG.

Washtenaw County has adopted the Michigan State Housing Development Authority's (MSHDA) statewide performance standards, which include 1) length of stay, 2) recidivism, 3) housing retention, 4) engagement at exit, 5) discharge to housing, 6) income, 7) self-sufficiency matrix, and 8) achievement of case goals.

The Funding Review Team (FRT), appointed by the CoC Board, is responsible for monitoring HUD CoC and ESG projects at least quarterly. The FRT dives into an array of data, including APRs, agency-wide and programmatic budgets, staff reports on prior year recommendations, and third party audits. Additionally, the FRT has a contractual relationship with the Washtenaw County OCED, the CoC's fiduciary for a vast majority of HUD funds that include HUD NSP, HOME, CDBG, ESG, HHS CSBG and others, to conduct annual site-monitoring visits to review a variety of information that include HMIS data quality and regulatory compliance, financial and record-keeping systems, and compliance with grant terms and HUD requirements. The FRT and onsite monitoring provide an overview of how agencies are performing in regards to CoC and HUD established performance goals, including ending chronic homelessness, increasing housing stability, increasing project participant income, increasing participant obtaining mainstream benefits, as well as using RRH to reduce homelessness among families.

**Washtenaw Urban County 2014-15 Planned Activities**

2014-15 Allocations

<b>Community Development Block Grant (CDBG)</b>	<b>\$</b>	<b>1,832,712</b>
<b>HOME Investment Partnership Program (HOME)</b>	<b>\$</b>	<b>925,308</b>
<b>Emergency Solutions Grant (ESG)</b>	<b>\$</b>	<b>156,155</b>
<b>TOTAL</b>	<b>\$</b>	<b>2,914,175</b>

**Community Development Block Grant (CDBG)**

<b>Activity</b>	<b>Agency</b>	<b>Jurisdiction</b>	<b>Allocation</b>
Single Family Rehabilitation	OCED	All	\$ 403,169
Single Family Rehabilitation Service Delivery	OCED	All	\$ 146,617
Priority Project - Sidewalk Improvements	Pittsfield & Ypsilanti Townships	Pittsfield & Ypsilanti Townships	\$ 183,271
Rental Housing Rehabilitation & Redevelopment - N. Maple	Ann Arbor Housing Commission	Ann Arbor City	\$ 147,489
Community Based Development Organization (CBDO)	TBD	Ann Arbor City	\$ 100,000
Park Improvements	City of Ypsilanti	Ypsilanti City	\$ 56,184
Sidewalk Improvements	Northfield Township	Northfield Township	\$ 9,383
Neighborhood Improvements - Washington Square	Superior Township	Superior Township	\$ 21,347
Homebuyer Assistance	Ypsilanti Township	Ypsilanti Township	\$ 123,803
Human Services	TBD	All	\$ 274,907
CDBG Administration	OCED	All	\$ 366,542
<b>TOTAL</b>			<b>\$ 1,832,712</b>

**HOME Investment Partnership Program (HOME)**

<b>Activity</b>	<b>Agency</b>	<b>Jurisdiction</b>	<b>Allocation</b>
Homebuyer Assistance	Habitat for Humanity	All	\$ 52,500
Rental Housing Rehabilitation - Parkridge Homes	Ypsilanti Housing Commission	Ypsilanti City	\$ 434,762
CHDO Rental Rehabilitation - Arbordale Apartments	Avalon Housing	Ann Arbor City	\$ 299,250
CHDO Operating	Avalon Housing		\$ 46,265
HOME Administration	OCED		\$ 92,531
<b>TOTAL</b>			<b>\$ 925,308</b>

**Emergency Solutions Grant (ESG)**

<b>Activity</b>	<b>Agency</b>	<b>Jurisdiction</b>	<b>Allocation</b>
Homeless Prevention & Rapid Re-Housing	OCED	All	\$ 145,225
ESG Administration	OCED	All	\$ 10,930
<b>TOTAL</b>			<b>\$ 156,155</b>

# Washtenaw Urban County Citizen Participation Plan

## **Introduction**

The Citizen Participation Plan provides a framework for ensuring residents of the Washtenaw Urban County have an opportunity to provide meaningful input on planning issues related to Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Emergency Solutions Grants (ESG) programs. The Citizen Participation Plan describes the policies and procedures for involving the general public during the preparation of Five-Year Consolidated Plans, Annual Action Plans, Consolidated Annual Performance and Evaluation Reports (CAPER) and Substantial Amendments.

The Urban County Executive Committee/HOME Consortium is the governing body for CDBG, HOME and ESG programs and meets on a monthly basis. These meeting dates and locations are published on the Washtenaw County website, posted in County facilities, and provided to all participating jurisdictions to invite and encourage public participation regarding the use and management of program funds.

## **Community Outreach Procedures**

The following processes will be utilized to ensure maximum community outreach:

- *Contact community leaders and stakeholders* throughout the Urban County/HOME Consortium areas, particularly in low- to moderate-income areas. Those community leaders may include: ministers, civic leaders, block captains, neighborhood organizations, school officials and local small business owners.
- The Urban County Executive Committee/HOME Consortium representatives will *participate in community forums and meetings* pertaining to the issue of decent, safe and/or affordable housing.
- The Urban County Executive Committee/HOME Consortium will *hold public hearings to gather citizen input on*:
  - ❖ Housing and community development needs to be addressed in the Five-Year Consolidated Plans and Annual Action Plans (Needs Assessment)
  - ❖ Draft Five-year Consolidated Plans and Annual Action Plans
  - ❖ Draft Consolidated Annual Performance and Evaluation Reports
- *Ensure public hearings are conveniently timed and located* to provide access for all communities, including minorities and persons with disabilities, especially for those who might or will benefit from program funds.

A note will be included in all Notice of Public Hearings that assistance will be provided to citizens with special needs, given a notice of seven days. Further, the County will utilize interpreter services for a variety of non-English speakers, should those services be required to assist a resident attending the hearings.

- *Ensure adequate and timely notification of Public Hearings* to maximize community attendance by:
  - ❖ Publishing the Notice of Public Hearing in the current Washtenaw County paper of record, or a publication of appropriate circulation, at least two weeks prior to the hearing.
  - ❖ Posting an announcement of the hearing on CTN, the local public access television station.
  - ❖ Posting an announcement of the hearing on the Washtenaw the Urban County Executive Committee/HOME Consortium webpage.



- ❖ E-mailing the Notice of Public Hearing to the Urban County Executive Committee/HOME Consortium representatives, local public service agencies and faith-based organizations.
- ❖ Maintaining a general public e-mail distribution list and e-mailing the Notice of Public Hearing to that list.
- *Provide a Public Comment Period of no less than 30 days to review and submit comments on:*
  - ❖ Draft Consolidated Plans
  - ❖ Draft Annual Action Plan
  - ❖ Draft Consolidated Annual Performance Evaluation Reports
  - ❖ Proposed/Draft Substantial Amendments
  - ❖ Proposed/ Draft amendments to the Citizen Participation Plan

As appropriate, comments and suggestions will be incorporated into the associated document. Community input submitted in writing will receive response from the Urban County Executive Committee/HOME Consortium within 15 working days.

### **Publication of Consolidated Plans, Action Plans, and Performance Reports**

The Urban County Executive Committee/HOME Consortium will distribute draft copies of Consolidated Plans, Action Plans and Consolidated Annual Performance and Evaluation Reports to Urban County jurisdiction offices, some Washtenaw County offices, and to some previously identified local leaders for public review during the comment period. These draft documents will also be posted on the Washtenaw County Office of Community and Economic Development website.

### **Complaints**

The Urban County Executive Committee/HOME Consortium staff will provide a timely (10-15 working days) and responsive written reply to every written community complaint regarding the consolidated plans, action plans the CDBG Program, the HOME Program, ESG Program, plan amendments, and performance reports.

### **Public Information about Programs and Services**

The Washtenaw County Office of Community and Economic Development will provide interested communities and community groups with information about eligible programs and activities, given due regard to privacy and confidentiality. The Office of Community and Economic Development will also keep a list of the names and addresses of interested groups and communities and will use the file to distribute information.

### **Retention of Records**

The following records will be maintained for the duration of the current Consolidated Plan period and will be available to the public at the Washtenaw County Office of Community and Economic Development:

- Records of public hearings
- Mailings and other promotional materials
  - Efforts made to involve communities in the development of HOME grant applications
- Copies of Grantee Consolidated Plans, Action Plans, Consolidated Annual Performance and Evaluation Reports, Substantial Amendments and Citizen Participation Plan
- Copies of applications, letters of approval, grant agreements, progress reports, regulations and other pertinent documents



**Technical Assistance**

Office of Community and Economic Development staff will provide technical assistance to groups representative of low-income persons that request such assistance in developing proposals for funding assistance under the Consolidated Plan.

**Amendments/ Modifications**

A substantial amendment is defined as the addition of a new program or activity that has not been funded in the previous three program years or any change that is greater than 20% of the fiscal year entitlement. If the amendment arises as an urgent community need due to emergency or disaster situations, the amendment will not be considered substantial.

**Relocation/Displacement**

The Urban County Executive Committee/HOME Consortium is committed to minimizing the displacement of persons receiving assistance from the CDBG, HOME, or ESG programs. While no displacement is expected as a result of proposed activities, the Urban County Executive Committee/HOME Consortium is prepared to provide for reasonable benefits to any person involuntarily and permanently displaced as a result of the use of HOME or CDBG funds to acquire or substantially rehabilitate residential and nonresidential property in accordance with the Uniform Relocation Act.

**Approved by the Urban County Executive Committee: 3/26/13**

For more information, contact the Washtenaw County Office of Community and Economic Development at 110 N. Fourth, Suite 300, Ann Arbor, MI 48107-8645 or by phone at (734)622-9025.



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# WASHTENAW COUNTY CoC

## GOVERNANCE CHARTER

### PURPOSE OF THE CoC AND CoC BOARD

Washtenaw County CoC coordinates the community's policies, strategies and activities toward ending homelessness. Its work includes gathering and analyzing information in order to determine the local needs of people experiencing homelessness, implementing strategic responses, educating the community on homelessness issues, providing advice and input on the operations of homeless services, and measuring CoC performance. The Washtenaw County CoC Board approves the local process for applying, reviewing, and prioritizing project applications for funding in the annual HUD Homeless Assistance CoC Grants competition.

### RESPONSIBILITIES

The Washtenaw County CoC is comprised of Washtenaw County community agencies/representatives, a governing CoC Board, a Collaborative Applicant lead agency, and an HMIS lead agency.

The CoC will hold meetings of the full CoC membership at least semiannually. The Washtenaw County CoC Board will announce the date, time and location of these meetings at least one month in advance to encourage broad participation.

The CoC will review, update as needed, and approve this governance charter at least annually every July. Amendment of the charter requires a majority vote of those present at the CoC at a regularly scheduled meeting of the CoC, provided that notice of the scheduled vote on the charter amendment was provided at least one month prior to that CoC meeting.

The responsibilities of the Washtenaw County CoC include the following activities:

### OPERATING A CoC

- Develop, follow, and update annually this governance charter, which will include procedures and policies needed to comply with HUD requirements and with HMIS requirements, including a code of conduct and recusal process for the Washtenaw County CoC Board, its co-chair, and any person acting on behalf of the Washtenaw County CoC Board. This charter can be updated anytime, but will be updated minimally every July.
- In consultation with recipients of ESG funds within the CoC, provide oversight to a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.
- In consultation with recipients of ESG funds within the CoC, establish and consistently follow written standards for providing CoC assistance.
- Consult with recipients and subrecipients to establish performance targets appropriate for population and program type.
- Monitor performance of CoC and ESG recipients and subrecipients as outlined by existing policies.
- Evaluate the outcomes of projects funded under ESG and CoC programs as outlined by existing policies.
- Take action against ESG and CoC projects that perform poorly.
- Report the outcomes of ESG and CoC projects to HUD annually.

## CoC PLANNING

- Work closely with Washtenaw Housing Alliance (WHA) in its capacity as the Planning & Coordinating body for the Washtenaw Coordinated Funding Model. In this role, the WHA assists in coordinating the system of care, researching and distributing best practices and research on housing and homelessness, and assisting providers in working toward common outcomes that lead to ending homelessness.
- In coordination with the WHA, coordinate the implementation of a housing and service system within Washtenaw County. This system includes: outreach, engagement, and assessment; shelter, housing, and supportive services; and prevention strategies.
- Plan for and conduct an annual point-in-time count of homeless persons within Washtenaw County that meets HUD requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans, specifically, as HUD requires.
- Conduct an annual gaps analysis of the needs of homeless people, as compared to available housing and services within Washtenaw County.
- Provide information required to complete the Washtenaw County Consolidated Plan.
- Consult with State of Michigan and Washtenaw County's ESG recipients for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and subrecipients.

## DESIGNATING AND OPERATING AN HMIS LEAD AGENCY

The Washtenaw County CoC has designated Washtenaw County's Office of Economic and Community Development (OCED) as the HMIS lead agency and the only entity eligible to apply for HUD HMIS funding for the CoC. HMIS lead agency has the following responsibilities:

- Annually update and implement HMIS Governance Charter
- Review, revise, and approve an annual CoC HMIS data privacy plan, data security plan, and data quality plan.
- Ensure that the HMIS is administered in compliance with HUD requirements
- Provide support and make all efforts to ensure consistent and accurate HMIS participation by all CoC and ESG recipients and subrecipients.

## DESIGNATING AND OPERATING A COLLABORATIVE APPLICANT FOR FUNDING

The Washtenaw County CoC has designated OCED as the collaborative applicant to collect, combine, and submit the required application information from all applicants. As the Collaborative Applicant,, OCED has the following responsibilities:

- Staff committees
- Produce planning materials
- Coordinate needs/gaps assessments
- Collect and report performance data
- Monitor program performance
- Coordinate resources, integrate activities and facilitate collaboration
- Prepare collaborative application for CoC funds
- Recruit and educate stakeholders
- Recommend projects for CoC funding



# CoC REGULATIONS AND PROCEEDINGS

## CONFLICT OF INTEREST

No member shall vote on or participate in the discussion of any matters that directly affect the financial interests of that member, his/her immediate family, his/her employer, or an agency or group for which he/she serves as trustee. Members may not vote on or participate in the discussion of any funding or reallocation of funding to the organization in which they or a family member are employed or have a financial interest.

Disclosure should occur at the earliest possible time and if possible, prior to the discussion of any such issues. Individuals with a conflict of interest should abstain from voting on any issues in which they may have a conflict. An individual with a conflict who is the CoC Board co-chair shall yield that position during discussion and abstain from voting on the item.

## COMMITTEES AND WORKGROUPS

The Washtenaw County CoC will appoint committees, subcommittees, or workgroups to fulfill the work of the Washtenaw County CoC. Much of the Washtenaw County CoC's work is conducted at committee and workgroup meetings. Standing committees may include CoC Board Executive Committee, Funding Review Team, Centralized Assessment Executive Team, and Data Leadership & Performance Measurement Team,.

Members of the Washtenaw County CoC Board will be represented in each committee. Other committee membership will include relevant CoC members, and other interested stakeholders or experts. The Washtenaw County CoC committees may meet monthly or more frequently depending on the tasks to be accomplished. Each committee will have clear purpose, goals and anticipated outcomes, and overall timeline for addressing issues or problems that it was chartered to address. Committees or workgroups will present their progress to the Washtenaw County CoC Board at each Board meeting.

The Washtenaw County CoC may also create time-limited ad-hoc committees to develop recommended solutions to the specific issue for which they were created.

Additionally, in order to leverage the community education, best practice knowledge, and the planning & coordination being done through Coordinated Funding by the Washtenaw Housing Alliance (WHA) and its members, the Washtenaw County CoC will work collaboratively with the WHA whenever possible.

## CoC MEMBERSHIP RECRUITMENT AND OUTREACH

The Washtenaw County CoC will publish an open invitation at least annually for persons within the Washtenaw County CoC area to join as new CoC members. Recruitment efforts will be documented by OCED.

The Washtenaw County CoC (*or its designee*) will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders. The Washtenaw County CoC (*or its designee*) will recruit members to ensure that it meets all membership requirements set forth in its governance charter, including representation of specific populations and organizations. Specifically, outreach will be conducted to obtain membership from the following groups as they exist within the Washtenaw County CoC geographic area and are available to participate in the CoC:

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Governments
- Businesses
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Mental health agencies
- Hospitals
- Universities
- Affordable housing developers
- Law enforcement
- Organizations that serve veterans
- Homeless and formerly homeless individuals

- Other relevant organizations within the CoC's geography (which may include mental health service providers and funders, substance abuse service providers and funders, foster care, local job councils, etc.).

## RELATIONSHIP BETWEEN WASHTENAW COUNTY CoC BOARD AND FULL CoC MEMBERSHIP

Washtenaw County CoC Board meetings will be open to the full membership and the public and the CoC Board will post minutes of the CoC Board meetings on the Washtenaw County OCED website. Between CoC meetings CoC Board co-chairs will keep the full membership involved by involving CoC members in workgroups and committees and sharing information (including meeting minutes, resources for homeless services providers, plans and implementation progress, data about homelessness in the region and funding availability) via email list or via the OCED website.

## MEMBERSHIP OF THE CoC BOARD

The Washtenaw County CoC Board is the lead decision-making body of the Washtenaw County CoC comprised of up to 25 member representatives. The following agencies and community representatives have been selected to form a robust group of mainstream service providers whose agencies impact and are impacted by homelessness, those with access to critical resources, and those who bring homelessness and housing expertise. This Board make-up will provide the CoC with the guidance and influence needed to effectively implement policies, strategies and activities toward ending homelessness. The CoC Board is made up of the following:

- At least two currently or formerly homeless people (as defined by HUD's current definition of homeless)
- Washtenaw County Board Chair or designee
- City of Ann Arbor Mayor or designee
- Washtenaw County Sheriff, Ann Arbor Police Chief, or designee
- Two WHA Board members
- Public Health director or designee
- At least two homeless or housing program representatives
- OCED director or designee
- CSTS director or designee
- DHS director or designee
- At least one CoC nonfunded agency representative
- At least one local business/merchant representative
- Another Twp or City Highest Elected Official or designee
- At least one Faith Community Representative
- A private funder representative
- Substance Abuse Coordinating Agency director or designee
- Two at-large representatives from public/government/academic organizations (e.g. universities, Veteran's Administration)

## TERMS OF OFFICE

The members of the Washtenaw County CoC Board shall serve two-year terms.

## LEADERSHIP OF THE CoC BOARD

The Washtenaw County CoC Board shall have two co-chairpersons and a secretary, selected into leadership by the CoC Board members annually by a majority vote. These officers shall serve as the CoC Executive Committee. Co-chairs and secretary serve one-year terms. OCED designee cannot serve in a leadership capacity within the CoC Board. Co-chairs are responsible for the following:

- At least one chairperson should preside at all CoC meetings and CoC Board meetings.
- Engage in other activities relevant and appropriate to its purpose, charge, and powers.
- Ensure the maintenance of all records of all CoC Board proceedings, including all other task forces/committees (with the assistance of OCED staff).
- Ensure the dissemination of meeting minutes to each member of the CoC Board to be approved at the next meeting.

## CoC BOARD MEETINGS & MEMBER RESPONSIBILITIES

Washtenaw CoC Board members will meet at least quarterly at a time agreed to by the membership. Members who fail to attend two (2) or more meetings during the course of a year may be asked to find a replacement representative. Members shall notify the co-chairs of their expected absence in advance of scheduled meetings. Washtenaw County CoC Board members are expected to do as follows:

- Attend regular monthly meetings and contribute to informed dialogue on actions the group undertakes
- Serve on at least one committee of the Washtenaw County CoC Board
- Provide overall direction and leadership of the CoC process
- Provide strategic planning, goal-setting, and formal decision making on behalf of the CoC
- Establish, monitor, and evaluate system and program outcomes for evaluation purposes
- Establish priorities for and making decisions about the allocation of CoC resources
- Receive reports and recommendations from sub-committees and task groups
- Establish sub-committees and task groups as needed to perform CoC functions
- Provide official communications from the CoC, including advocacy and public education efforts.

## CoC BOARD SELECTION

All voting members gain membership to the Board through an appointment process defined as follows:

- DHS, CSTS, OCED, WHA, Public Health, Substance Abuse Coordinating Agency, Washtenaw County Sheriff or Ann Arbor Police, Washtenaw County Board Chair, City of Ann Arbor, and city/district/township will assign its representative(s) to the Board.
- Homeless/previously homeless individuals, CoC nonfunded agencies, local businesses/merchants, Homeless and Housing service providers, representatives from the faith community, the private funder representative, and at-large organizations are nominated by the CoC and selected by the CoC Board by the following process: (a) Any individual or organization interested in serving on the CoC board shall be nominated, either by self-nomination or through nomination by another person; these nominations may be submitted up to the day of the CoC meeting; (b) the CoC board shall select board members from each category by a vote of the appointed CoC members.

Representatives who are not meeting their commitment to fulfill their CoC Board responsibilities will be asked to find a replacement representative. This decision will be made by a majority of vote by the CoC Board. The appointed agency will need to appoint a substitute in the event of a removal of their representative.

If a Board member wishes to resign, the Board member shall submit a letter of resignation to the chairpersons at least two weeks before the resignation date.

#### DECISION MAKING

The vote of the majority of members present and voting at a meeting at which quorum is present is enough to constitute an act of the CoC Board. Quorum is determined when at least 50% of the CoC Board members are present.

# HAWC POLICIES 2013-2014



## **HOUSING ACCESS for WASHTENAW COUNTY** **734-961-1999**

### **A program of the Salvation Army in Washtenaw County**

*in partnership with IHN at Alpha House, the Shelter Association of Washtenaw County, SOS, Ozone House, Avalon Housing, Michigan Ability Partners, SafeHouse Center, Legal Services of South Central MI, Washtenaw County Office of Community and Economic Development, and the Washtenaw Housing Alliance.*

#### **1. Housing First**

All partners, including HAWC and other housing providers, agree to the principle of Housing First in which all households will be linked (in order of preference):

- a. To the most appropriate permanent housing option when available; or
- b. To temporary housing (shelter & transitional housing programs) ONLY when appropriate; or
- c. To other non-housing resources when there are no appropriate housing resources available.

#### **2. Shelter Diversion**

All partners commit to the goal of shortening shelter stays by utilizing the Housing First approach and by diverting from shelter whenever possible and safe for the consumer.

#### **3. Meeting the Need**

HAWC commits to using financial assistance to meet the majority of the amount needed for a household to prevent or end homelessness up to the "per household" cap.

- a. An SER decision is required for HAWC to assist households. HAWC can assist households with accessing DHS for an SER before utilizing community funds if needed. There are limited MSHDA exceptions to this policy.
- b. When financial assistance for housing is exhausted, HAWC will inform households there are no financial resources available at that time, will document the amount and purpose of the need, and make the best possible referrals for the household.

#### **4. Shelter Placements made by HAWC**

HAWC is responsible for placing people who are identified as homeless in shelter beds if there are no resources available for them and if there is a shelter bed available. If consumer has not completed the 90 day program at a shelter and is exited, they should be referred back to HAWC.

- a. All shelter beds (except Ozone House and SafeHouse) will be assigned by HAWC.
- b. Shelters agree not to deny program entry based on county of residence.
- c. Shelters agree not to deny program entry based solely on previous criminal convictions according to DHS/TSA Emergency Shelter Program (ESP) funding guidelines.
  - Family shelters will not accept anyone with a CSC conviction or who is on the sexual offender data base.
  - Family shelters will accept those with past violent felony convictions if the person has been out of prison for the related conviction for a minimum of five years. No other specific felony restrictions are enforced for family shelters.
  - Shelters for single adults will accept people with previous felonies or CSC convictions with three exceptions: 1) the person has a history of violence at the shelter; 2) in a past DV situation one party is already at the shelter; and 3) the person has a previous history of predatory behavior at the shelter.

5. Hours of Operation

- a. 8:30 am - 5:00 pm
- b. After hours, automated message will tell people to call back during the next business day.
- c. Special populations will be directed to call the appropriate agency.
- d. Walk in hours are provided on Tuesdays from 9am – 12 pm at The Salvation Army in Ypsilanti. Staff present will include approximately 1-2 screening specialists, 1-2 assessment specialists and 1-2 housing coordinators.

6. After Hours

- a. If a person presents at a shelter after hours and the shelter has the capacity (staff, target population and space) to temporarily house them, they will do so until the next business day at which time they will be referred to HAWC for an intake and assessment as soon as possible.
- b. If a person presents at a shelter after hours and the shelter does not have capacity, they will help problem solve with them, give them other shelter numbers and assist with making calls.
- c. If a person calls seeking shelter after hours and the shelter has capacity, the shelter can house them temporarily until the next business day if the shelter determines they have the resources.
- d. If a person calls seeking shelter and the shelter is not able to house them, they will problem solve with them and provide other numbers for shelters.

7. For Community Agency Staff Use Only

There is a “staff line” 734/548-6091 that can be used by staff of agencies. Request HAWC Coordinator. ***This number should not be given to consumers as the Housing Access number.***

8. Staff Mobility

A HAWC Housing Resource Specialist will be mobile to meet consumers where needed.

9. AMI (Average Median Income)

The work of HAWC is to serve those most in need in our community. ***The target population for financial assistance is households whose income is less than 30% AMI.*** Some exceptions to this rule may be approved depending on the availability of appropriate funds.

10. Section 8, Homeless Preference or other Voucher, or Public Housing

Households in subsidized housing are prioritized for assistance if resources are available.

11. Homelessness Prevention (HP) Financial Assistance Guidelines (Homeless 2 or At Risk)

Assistance is one time only. If ongoing assistance is needed, household may be eligible for ongoing assistance through specific programming. The cap for financial assistance is \$1,500. TSA Director (or another member of the Executive Committee if needed) can approve exceptions.

- a. Targeted at households at or below 30% AMI
- b. This policy will be updated in the future with guidelines based on an assessment tool (Risk Matrix or VI SPDAT).

12. Rapid Re-Housing (RRH) Financial Assistance Guidelines (Homeless 1)

Assistance is for a maximum of six months. Household will be provided with assistance for the first month, and reevaluated before the end of 30 days to determine additional support needs.

- a. Targeted at households at or below 30% AMI
- b. All agencies providing RRH agree to utilize MSHDA paperwork
- c. All agencies providing RRH agree to utilize a shared standardized subsidy determination guideline

13. Assessment Support Services

- a. If assessment staff are not able to assist the household with a shelter referral or financial assistance within 14 days, the case will be closed and household encouraged to call back to Housing Access.
- b. This policy will likely be updated to include guidelines on utilization of an assessment tool (as mentioned in #11)

14. Referrals to other Agencies

All ESG agencies participating in HMIS will enter data into ServicePoint in real time. HAWC will use ServicePoint when making referrals to other ESG agencies. ESG agencies not utilizing ServicePoint will have another system for receiving and tracking referrals.

15. Special Populations

For the purposes of HAWC, special populations are identified as:

- a. Active DV situations (last 30 days)
- b. Youth <18
- c. Veterans

16. Customer Satisfaction

HAWC will conduct customer satisfaction surveys with people who have contacted HAWC for assistance as a part of quality control over the services being provided. The goal is to get a 50% response rate. Data from these surveys will be shared with the Oversight and Evaluation Committee and the community.

The Oversight and Evaluation Committee will conduct a customer satisfaction survey with partner agencies that have assisted consumers with accessing HAWC. Results will be shared with the community.

17. Fair Housing Policy

HAWC follows the Fair Housing Act and does not discriminate against any person (as listed in our non-discrimination policy) when it comes to housing. Actions that are illegal and against our policy include:

- Refusal to rent or sell housing
- Refusal to negotiate for housing
- Make housing unavailable
- Otherwise deny a dwelling
- Set different terms conditions or privileges for sale or rental of a dwelling
- Provide different housing services or facilities or
- Falsely deny that housing is available for inspection, sale or rental

The person responsible for handling concerns about Fair Housing is Tenetia Pulliam and can be reached at 734-548-6091.

18. Non-discrimination Policy

HAWC does not discriminate against any person (including employees, clients and/or volunteers) in any employment, housing, or service delivery based on the person's actual or perceived race, color, age, gender, religion, national origin, physical or mental limitation, height and weight, marital status, family responsibilities, educational association, condition of pregnancy, source of income, sexual orientation, gender identity, or HIV status.

19. Discharge Policy

*Needed...*

## 20. Grievance Policy

If an agency or consumer feels their denial for assistance from HAWC staff is wrong, the first step is to ask to speak with a supervisor and explain their disagreement. If they are still dissatisfied after talking with the supervisor, they may appeal the decision in the following manner:

- a. **Level 1 Appeal: Contact Tenetia Pulliam, HAWC Coordinator (734-668-8353 or 734-548-6091 or [tenetia\\_pulliam@usc.salvationarmy.org](mailto:tenetia_pulliam@usc.salvationarmy.org))** and explain that an appeal is requested. Agency or consumer will provide Tenetia any supporting information and/or documentation related to the appeal at that time.
- b. If Tenetia is not available, contact Marla Conkin at 734-668-8353 or [marla\\_conkin@usc.salvationarmy.org](mailto:marla_conkin@usc.salvationarmy.org)
- c. A response will occur within 48 hours of the request for an appeal. If there is a significant deadline (due to court dates) all efforts will be made to get a decision in time for that action.
- d. The responding person will note the steps taken in reviewing the appeal and the decision made in both the consumer's Housing Access file and in a separate Appeal Tracking Spread Sheet to allow for review and evaluation by the HAWC Oversight and Evaluation Committee.
- e. **Level 2/Final Appeal: Contact the Washtenaw Housing Alliance (734-222-3575 or [carlislea@ewashtenaw.org](mailto:carlislea@ewashtenaw.org))**. Amanda Carlisle will contact two members of the HAWC Executive Team to consider the Level 2 appeal.
- f. The team will respond within 48 hours of having received a Level 2 appeal. If there is a significant deadline (due to court dates) all efforts will be made to accommodate and get a decision in time for that action.
- g. The Level 2 appeal team will note the steps taken in reviewing the appeal, the decision made in both the consumer Housing Access file and in a separate spread sheet to allow for review and evaluation by the Housing Access for Washtenaw County Oversight and Evaluation Committee.