

**[Exhibit A]**  
**2016 Iowa Balance of State Continuum of Care (CoC)**  
**Letter of Intent Form**  
**For New Projects and Voluntary Reallocation New Projects**

<b>All New Projects</b>	
a. Name and Location of Agency	City of Muscatine Muscatine, Iowa
b. Name and Location of New Project	Muscatine Re-Housing Initiative Muscatine, Iowa
c. Type of Project	<input checked="" type="checkbox"/> New Project <input type="checkbox"/> Voluntary Reallocation New Project
d. Project Component	<input type="checkbox"/> Permanent Supportive Housing for chronically homeless individuals and families <input checked="" type="checkbox"/> Rapid Rehousing for individuals, including HUD-prioritized populations <input type="checkbox"/> Supportive Services for centralized/coordinated assessment
e. Amount Requested	<u>\$191,759</u>
f. Primary Agency Contact Person	Name: Jodi Royal-Goodwin Email: jroyal-goodwin@muscatineiowa.gov Phone: 563-264-1554
g. Alternate Agency Contact Person	Name: Charla Schafer Email: cschafer@mcsaiowa.org Phone: 563-264-3278
h. Federal identification/registration	DUNS #: 1445096630000 Date of IRS 501(c)(3) status determination letter: <u>The City does not have a 501(c)(3) designation; it was incorporated January 23, 1839</u> SAM Registration Current? <input checked="" type="checkbox"/> yes <input type="checkbox"/> no
i. Two-three sentence description of project	The Muscatine Re-Housing Initiative is a collaborative program that will assist 15 homeless individuals and families obtain and maintain adequate housing by providing rental, deposit, and utility assistance and appropriate supportive services provided or coordinated by the Housing Navigator. Assistance will be provided for up to 12 months and clients may continue to receive case management services for up to 6 months after program exit.
<b>Additional Items for Voluntary Reallocation Projects</b>	
j. Name of renewal project being reallocated	N/A
k. Eligible current renewal amount	\$ _____
l. Retained by renewal project: \$ _____	Reallocated for new project: \$ _____ Additional requested for new project: \$ _____

**[Exhibit B]**

**2016 Iowa Balance of State Continuum of Care (CoC)**

**New Project Narrative**

**For New Projects and Voluntary Reallocation New Projects**

*Points possible: 100*

*Please be concise. Narrative responses should generally be limited to 1,000 characters or less. If selected to submit in E-snaps, the following questions mirror many of the questions in E-snaps. The E-snaps system has character limits for all fields, some of which may be different from 1,000 characters, but this provides a rough estimate.*

*NOTE ANY APPEALS of SORING Are due to the Appeals committee or Amber Lewis by 4pm on August 30<sup>th</sup>*

**Name of Agency: City of Muscatine**

**Name of Project: Muscatine Re-Housing Initiative**

**AGENCY SUMMARY (1 point)**

- 1) **Provide a brief introduction to the agency.** *Include how this particular project fits within the overall agency.*

The City of Muscatine is a local government agency with a goal to provide programs and services to meet the needs of and improve the quality of life for all community members. To do this the City recognizes that a range of housing types and affordability are critical. The City serves as the designated public housing agency for Muscatine County. Through the Housing Department the City administers the Housing Choice Voucher and public housing programs, manages a privately owned elderly housing project, operates a self-sufficiency program and supports homeless prevention initiatives in partnership with local non-profit entities.

Muscatine Center for Social Action (MCSA) is a nonprofit organization with a mission to help Muscatine-area homeless get back on their feet through the expansion of case management, along with emphasis on skill development and personal responsibility. The agency focuses on improving the quality of life for those experiencing or at-risk of homelessness through the provision of shelter and housing programs aimed at emergency, and supportive housing, and homeless prevention; as well as providing onsite dental and optical clinics, mental health and therapeutic services, and domestic violence sheltering .

The proposed project will be administered by the City Housing Department in collaboration with MCSA, as a subrecipient, to assist households facing significant barriers in obtaining and sustaining housing. This program will expand housing services available by providing supportive housing to assist families transitioning out of homelessness. Participating families



4) **Housing type: (1 point)**

- a. **Barracks:** Individuals and/or families sleep in a large room with multiple beds. Also includes large shelters which are traditionally used in the Emergency Solutions Grants Program.
- b. **Dormitory, shared or private rooms:** Individuals and/or families share sleeping rooms or have private rooms; persons share a common kitchen, common bathrooms, or both.
- c. **Shared housing:** Shared housing is defined as an arrangement in which two or more unrelated people share a house or an apartment. Each unit must contain private space for each assisted household, plus common space for shared use by the residents of the unit. Common space must be appropriate for shared use by the residents and private space must contain at least one bedroom for each two persons in the family. A zero or one bedroom unit may not be used for shared housing.
- d. **Clustered apartments:** Each individual or family has a self-contained housing unit located within a building or complex that houses both (1) persons with special needs—e.g., homeless or formerly homeless persons, persons with substance abuse problems persons with mental illness, or persons with AIDS/HIV—and (2) persons without any special needs.
- e. **Scattered-site apartments (including efficiencies):** Each individual or family has a self-contained apartment. Apartments are scattered throughout the community.
- f. **Single family homes/townhouses/duplexes:** Each individual or family has a self-contained, single family home/townhouse/duplex that is dispersed throughout the community.

Participants will be able to use assistance to rent appropriate and adequate housing in varied housing types including: clustered apartments, scattered-site apartments or single-family homes/townhouses/duplexes.

**AGENCY EXPERIENCE (20 points)**

- 5) **Describe the experience of the agency in effectively utilizing federal funds and performing the activities proposed in the application, given funding and time limitations.** *Describe why the applicant, subrecipients, and partner organizations (e.g., developers, key contractors, subcontractors, service providers) are the appropriate entities to receive funding. (For housing projects) Provide concrete examples that illustrate their experience and expertise in the following: 1) working with and addressing the target population's identified housing and supportive service needs; 2) developing and implementing relevant program systems, services, and/or residential property construction and rehabilitation; 3) identifying and securing matching funds from a variety of sources; and 4) managing basic organization operations including financial accounting systems. (10 points)*

The City of Muscatine has served as a public housing agency since 1982 administering federal funds for the development and operation of public housing. Subsequently the City received an allocation of Section 8 Housing Choice Vouchers (HCV) through the U.S. Department of Housing and Urban Development (HUD). In the past decade the City has pursued and received funding for programs to further support clients and the community, including Family Self-Sufficiency and Housing Counseling grants. The City has federally

approved accounting procedures with checks and balances to insure funds are used as authorized and efficiently.

In July 2015, the City hired a new Housing Administrator, Jodi Royal-Goodwin, who previously administered more than \$6 million in annual allocations from the HUD Community Planning and Development Department and Special Needs Assistance Programs as the Housing and Community Development Manager for the City of Reno, Nevada, with a staff of five. Annual block grant funding came from the Community Development Block Grant, HOME Investment Partnership and Emergency Solutions grants. The City participated in the Continuum of Care (CoC) and in 2006 became the HMIS lead entity for Washoe County and the Balance of State CoCs utilizing CoC grants. Upon adoption of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) the City served as the Collaborative applicant for the Washoe County CoC.

Nevada was hard hit by the recent economic recession, and the City received stimulus funding through HUD under the Homeless Prevention and Rapid Re-Housing and Neighborhood Revitalization programs exceeding \$12 million in three years; all funds were expended in compliance and within the expenditure deadlines. These monies were used to develop and implement a successful re-housing program that served almost 50 households per year and develop transitional and supportive housing opportunities for individuals and families experiencing homelessness.

During her time administering funds for the City of Reno no compliance issues were noted during HUD or third-party reviews. As part of the federal effort to ensure agency's had the capacity to administer stimulus funds, the Neighborhood Revitalization Program was audited by the Office of Inspector General with the determination that the organization capable of administering funds and had strong accountability and implementation policies in place.

This new staff experience at the City has provided an opportunity for the City to partner with Muscatine Center for Social Action (MCSA) to improve services for Muscatine residents most in need.

In 1991, MCSA was created to help address the social needs of area residents. By remaining flexible and developing extensive business and inter-agency partnerships the non-profit has developed the ability to adapt to changing needs and growing demand. MCSA currently provides a range of housing and supportive services, including emergency and domestic violence shelters, temporary and supportive housing, and a homeless prevention program.

With a focus on being a community partner and good steward of resources, MCSA has demonstrated responsible use of public and private resources over the past 25 years facilitating partnerships with businesses that support the organization both financially and operationally. Today on-site partner agencies provide an adult vision clinic, pediatric dental care, community meals, behavioral health services, and children and family therapy.

In 2011, MCSA recognized a growing number of families at-risk of homelessness and hired a homeless prevention navigator to assist clients in accessing available resources, identifying housing options and working with landlords to develop solutions to prevent homelessness. The program leverages a collaborative partnership between MCSA, Muscatine County Community Services and the City of Muscatine to assess needs, provide appropriate interventions and maximize resources. In 2015, the program helped more than 200 families remain housed, through the dedication of staff time and partnering with external agencies to access necessary support and financial resources.

In October 2015, MCSA hired a new Executive Director, Charla Schafer, who has initiated a comprehensive review of programs and services offered by the agency. This review is intended to identify existing strengths as well as opportunities to improve efficiency and effectiveness in serving families experiencing poverty. This leadership change and refocusing has opened additional partnership opportunities to further expand services.

For the Re-Housing Initiative MCSA will serve as a subrecipient providing case management and supportive services to participating families under contract with the City. The City will pay all direct service costs, including deposits, utilities, and leasing assistance.

6) **Describe the experience of the agency in leveraging other federal, state, local, and private sector funds. Include experience with leveraging all Federal, State, local and private sector funds. (5 points)**

The City's Housing Counseling program was originally funded with internal funding and a grant from the local housing trust fund program. This limited the program size, and in 2014 the City secured a federal housing counseling grant to expand the scope of services and program size.

In the 1990's HUD authorized the City to divest of single-family houses that no longer provided positive cash flow. The Housing Department continues to utilize the proceeds from these sales more than 20 years later to support quality of life programming, including afterschool and summer enrichment programs for children residing in public housing. These resources are then used to leverage private funds expand services (more hours) and enrich experiences (e.g. attending community events or providing supplies to participate in activities). The programs are designed to support student educational attainment, engage children in the broader community, and break the cycle of dependence on public benefits.

The City Housing Department has staff with experience securing legislative allocations to support the development of supportive housing within new housing developments funded with other HUD funds or low-income housing tax credits. Additional experience included reallocate resources between projects to meet matching requirements for the HMIS grant, while maintain all funding use eligibility and prevent service cuts.

As a non-profit MCSA has been required to leverage and balance funding sources to survive the past 25 years. Every program is an amalgam of funding sources. The shelter utilizes a Shelter Assistance Fund grant, local trust allocations, private and public grants, along with individual and corporate donations, fundraisers and county monies. Overall operations are also supplemented with income from apartment rentals.

7) **Describe the basic organization and management structure of the agency. Include evidence of internal and external coordination and an adequate financial accounting system. Include the organization and management structure of the applicant and all subrecipients; be sure to include a description of internal and external coordination and the financial accounting system that will be used to administer the grant. (5 points)**

The City has a city manager form of government by charter. The City Manager oversees the various City departments, including the Housing Department, who implement policy and direction established by the City Council. Housing has seen a significant amount of discussion by Council during the preceding fiscal year. Council has given direction to

evaluate the full range of housing needs in the community as well as make efforts to secure resources to increase housing services to those most in need.

Housing Department staff is skilled in operating housing programs, but does not have the capacity to meet the case management and service needs of individuals and families experiencing homelessness, and reached out to MCSA to consider a partnership in pursuing opportunities to increase supportive housing assistance resources in the community. This effort will expand upon the current model the City, County and MCSA utilize to prevent at-risk families from falling into homelessness.

MCSA is a non-profit entity governed by a Board of Directors with an executive director managing the day-to-day operations of the organization. The agency is operated with a focus on external collaboration to prevent service duplication. This alignment produces a highly efficient, fully developed network of services for the clients.

The City has a strong financial accounting system, utilizing Springbrook as an electronic platform, with receipt and expenditure checks and balances. All bills received are reviewed and acknowledged by the purchaser and submitted for processing by the Office Coordinator. Invoices are secondarily reviewed by the Housing Administrator for approval before being submitted to finance for payment. Finance Department staff reconciles accounts at least quarterly and a mid-year budget review for each program is completed prior starting the new budget process.

For HUD funded activities the City accounts for all eligible expenditures and draws funds down monthly or quarterly depending upon the grant terms. All draw requests are approved by the Finance Director. Copies of the request with all back up documentation are retained in the finance department. A qualified audit is completed annually.

For this grant the City will be the grantee and follow all established finance policies for direct expenses. A request for reimbursement with supporting documents will be required for expenses incurred by the subrecipient, including reimbursable personnel costs of the Housing Navigator.

## **PROJECT DETAIL (26 points)**

### **8) Describe the scope of the project. (10 Points)**

#### **a. Describe the target population(s) to be served (*Be specific*) (2 Points)**

The target population for the Re-Housing Initiative is families as defined by HUD and the City's Administrative Plan for the Housing Choice Voucher Program.

*Family as defined by HUD includes, but is not limited to the following, regardless actual or perceived sexual orientation, gender identity, or marital status, a single person, who may be an elderly person, disabled person, near-elderly person, or any other single person; or a group of persons residing together. Such group includes, but is not limited to a family with or without children (a child who is temporarily away from the home because of placement in foster care is considered a member of the*

*family), an elderly family, a near-elderly family, a disabled family, a displaced family, or the remaining member of a tenant family.*

*A family also includes two or more individuals who are not related by blood, marriage, adoption, or other operation of law but who either can demonstrate that they have lived together previously or certify that each individual's income and other resources will be available to meet the needs of the family.*

*Each family must identify the individuals to be included in the family at the time of application, and must notify the PHA if the family's composition changes.*

Priority will first be given to families experiencing chronic homeless, and second to families who are unsheltered or accessing emergency shelter and most likely to become chronically homeless without intervention.

- b. Describe the project community/service area including a clear and concise description existing housing needs including a list of other currently funded ESG/COC projects in the project's service area **(2 Points)**

The project area will be the City of Muscatine. The City has a population of almost 24,000 but more than 46% of the children in the community are on free lunch program, meaning they reside in families with extremely low incomes. Those with extremely low incomes in the community have few housing options that are affordable, and even fewer that are affordable and provide decent housing. For families recovering from homelessness the barriers are often insurmountable without an experienced advocate and supports to assist in retaining housing.

This project will provide the first supportive housing program specifically for residents experiencing homelessness. There are no other CoC or ESG funded projects in the community.

- c. Describe how the project will work in coordination with other funding sources and other mainstream and homelessness provider's partners **(2 Points)**

City staff will administer the Re-Housing Initiative to streamline services and facilitate access to mainstream housing resources. Participants in the Re-Housing Initiative will be given preference to City housing programs, including Housing Choice Voucher and public housing programs depending upon the family's needs and preference, in order to insure they maintain adequate housing upon exit from the program.

The project will be implemented in partnership with MCSA, the main homeless service provider in the community. This partnership will avoid complications for clients attempting to access services by maintaining a single-point of entry. This will also streamline the referral process to and from community services.

- d. Please provide the project plan for addressing the identified housing and supportive service needs, **(2 Points)**

The proposal is to assist 15 families obtain and sustain adequate housing providing deposits, leasing, and utility assistance in coordination with supportive services. The City will contract with MCSA to complete client intake and assessment and provide and/or coordinate services. Clients will be eligible for up to 12 months of rental assistance and placed on the City's Housing Choice Voucher waiting list with a preference. This process will allow clients to obtain permanent housing subsidies before exiting the re-housing program. Participants will remain eligible for six months of case management services upon exit from the Re-Housing Initiative.

Experience illustrates in addition to more affordable housing, clients typically need an array of services including mental health treatment, employment and soft skills training, and as well as family and child supportive services. Assistance through the Re-Housing Initiative will facilitate access for all clients to these services, as appropriate.

- e. Please describe how these projected project outcome(s) will enhance the COC system wide performance outcomes (These performance measures track the average length of homeless episodes, rates of return **(2 Points)**)

The provision of re-housing services through this program and coordinated with local services, such as long-term rental assistance, will allow us to reduce the length of homeless episodes and improve the sustainability of assisted households over time.

Length of time families remains homeless – It is anticipated assisted families will experience a reduction in length of homelessness from 180+ days to 60-90 days during the first program operating year.

Families who exit to permanent housing – It is anticipated 90% of assisted families will exit to permanent housing.

Families who leave homelessness experience additional homeless episodes

Within 6-12 months – It is anticipated less than 10% of households exiting to permanent housing will have another episode of homelessness within 6-12 months.

Within 2 years – It is anticipated less than 10% of households exiting to permanent housing will have another episode of homelessness within 2 years.

Number of homeless persons – As there is no data regarding homelessness in Muscatine currently reported in HMIS and the community has not historically participated in the point-in-time count this will likely counter reductions in other communities during the first program year. However, it will give a more accurate account of homelessness in the state and in following years we would anticipate a positive impact on the overall CoC outcomes.

Employment & income growth – It is anticipated at least 30% of assisted households will have increased income during the term of assistance.

- 9) **Describe the estimated schedule for the proposed activities, the management plan, and the method for assuring effective and timely completion of all work.** *Demonstrate how full capacity will be achieved over the term requested in this application. Keep in mind, in order to expend funds within statutorily required deadlines, NOTE: all RRH project must begin rental assistance within the first 10 months of award for full points (5 points)*

Upon award the City and MCSA will begin promoting the program within the community and preparing for the referral process. Upon execution of a grant agreement referrals and intake will begin immediately. It is anticipated the first households would be placed in housing within 60 to 90 days, and 3 to 5 households could be placed each month. This rate of absorption would fill all rental slots within 8 months of award. All funds would be expended within 20 months.

- 10) **Housing First.** *The Housing First model is an approach to: 1) quickly and successfully connect individuals and families experiencing homelessness to permanent supportive housing 2) without barriers to entry, such as sobriety, treatment or service participation requirements or 3) related preconditions that might lead to the program participant's termination from the program. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry. Review Sections II.A.6. and VII.A.1.h. of the FY 2015 CoC Program Competition NOFA and the Housing First in PSH brief at [www.hudexchange.info/resource/3892/housing-first-in-permanent-supportive-housing-brief/](http://www.hudexchange.info/resource/3892/housing-first-in-permanent-supportive-housing-brief/) for more information. (11 points)*

(a) Has the project removed the following barriers to accessing housing and services? Check the box next to each item to confirm that the project has removed (or never had) barriers to program access related to each of the following (select all that apply):

- ✓ Having too little or no income (all projects should check this; the Iowa Council on Homelessness voted in 2015 to prohibit CoC-funded projects from screening applicants out due to too little or no income); (1 point)
- ✓ Active or history of substance abuse; (1 point)
- ✓ Having a criminal record with exceptions for state-mandated restrictions; (1 point)
- ✓ Fleeing domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement). (1 point)

(b) Does the project ensure that participants are not terminated from the program for the following reasons? Select all that apply. Please also attach a copy of the project's termination/appeals policy; no points may be awarded in this section if the policy is not included, or if the policy includes contradictory information.

- ✓ Failure to participate in supportive services; (1 point)
- ✓ Failure to make progress on a service plan; (1 point)
- ✓ Loss of income or failure to improve income; (1 point)
- ✓ Being a victim of domestic violence; (1 point) or
- ✓ Any other activity not covered in a lease agreement typically found in the project's geographic area. (1 point)

(c) Verify that the project's termination policy clearly matches with the responses above. (1 point for Yes; no point for No)  Yes  No

(d) Verify that the project's admissions and terminations don't discriminate on the basis of residency requirements **Yes**/No (1 point)

Termination and Grievance Process is Attached.

**SUPPORTIVE SERVICES FOR PARTICIPANTS (20 points)**

11) For all supportive services available to participants, indicate who will provide them, how they will be accessed, and how often they will be provided: **(10 points)**

Assessment of Service Needs	Subrecipient ▼	Quarterly ▼
Assistance with Moving Costs	Non-Partner ▼	As needed ▼
Case Management	Subrecipient ▼	Monthly ▼
Child Care	Partner ▼	As needed ▼
Education Services	Partner ▼	As needed ▼
Employment Assistance and Job Training	Partner ▼	As needed ▼
Food	Partner ▼	As needed ▼
Housing Search and Counseling Services	Subrecipient ▼	Monthly ▼
Legal Services	Non-Partner ▼	As needed ▼
Life Skills Training	Subrecipient ▼	As needed ▼
Mental Health Services	Partner ▼	As needed ▼
Outpatient Health Services	Partner ▼	As needed ▼
Outreach Services	Subrecipient ▼	Monthly ▼
Substance Abuse Treatment Services	Partner ▼	As needed ▼
Transportation	Non-Partner ▼	As needed ▼
Utility Deposits	Partner ▼	As needed ▼

12) **Describe how participants will be assisted to obtain and remain in permanent housing:**

*Describe plans to move program participants from the streets, other places not meant for human habitation, emergency shelters, and safe havens into PH, as well as plans to ensure that program participants stabilize in PH. A good response will acknowledge the needs of the target population and include plans to address those needs through current and proposed case management activities and the availability and accessibility of supportive services through primary health services, mental health services, educational services, employment services, life skills, and/or child care services. Good strategies should be highly population specific and will look markedly different for youth, older adults, and families. For example, youth may require a more time intensive service array including specifically tailored life skills, housing, and education programming with more points of contact with a case manager meeting them at their apartment or in youth relevant locations. Similarly, a young parents*

*program might include parenting classes and other child care services. If program participants will be housed in units not owned by the project applicant, the narrative must also indicate how appropriate units will be identified and how the project applicant or subrecipient will ensure that rents are reasonable. Established arrangements and coordination with landlords and other homeless services providers should be detailed in the narrative. (5 points)*

Individuals and families experiencing homelessness may present themselves for service at MCSA or be referred for partnering and other community agencies. It is believed that, because MCSA is the primary provider of services for those experiencing homeless in our community, most clients will result from direct contact with eligible households accessing these services. If staff becomes aware of others who do not appear to be presenting for services, efforts will be made to engage those individuals and families in services.

Upon presenting for services the Housing Navigator will complete the intake and SPDAT assessment to determine eligibility for the program. If families are not eligible for this program they will be directed toward appropriate services available in the community. Those families with moderate barriers will be given priority for assistance. Families will work with the Navigator to identify appropriate housing, including discussing unit size and type, payment standards, and other aspects of unit selection. Participants will also attend *Are You Ready to Rent?* A class designed to help families prepare for being a renter by educating them on tenant-landlord laws and responsibilities, fair housing, how to choose an appropriate home, home maintenance, and steps to take to ensure a deposit refund.

During the housing search phase clients are anticipated to meet with the Housing Navigator weekly or as needed to receive the necessary support and assistance. Families searching for housing will be provided resources to identify available units, information on landlords that are familiar with and willing to participate in the program, assistance looking at units and completing applications, and other support as needed. The Navigator may also meet with the client and landlord to assist in securing a unit.

A request for tenancy will be submitted to the City to request a unit inspection, rent reasonableness determination, and affordability evaluation. Participants will move in once the unit passes inspection and may be assisted with security and utility deposits to facilitate the move in. Participants will be required to pay 30% of their adjusted gross income toward rent and may not pay more than 40%, which would apply if the unit selected exceeds the applicable payment standard.

Once a unit is secured participants will work with the Navigator to develop individualized service plans. We anticipate a range of participant needs to support the goal of becoming and remaining stably housed. It is anticipated that many participating families will have low educational attainment levels and poor work histories. These participants may be provided opportunities to pursue a High School Equivalency Diploma (HSED) or certificate programs in specific fields of work, be aided through the process to return to school, coached on resume building, completing an employment application and interviewing, or may be referred to specific jobs with employers who have agreed to work with the program clients.

Individuals with disabilities or who are retired will be helped to start the process of receiving social security benefits. If they already receive benefits they may be signed up for payee services. Parents of children will be assessed for service needs including parenting, health screenings, child care, etc. and referred to partner agencies, including Lutheran Social

Services, Muscatine County Community Services, HOPES, and other programs as appropriate.

Many clients accessing services through the Homeless Prevention Program face challenges due to mental health issues, and it is anticipated that will be similar to those who are experiencing homelessness and become participants in this program. As a result the Navigator will work closely with the Robert Young Center, a partner agency, to initiate services and monitor progress.

Service emphasis is placed on assisting participants obtain adequate housing so that families may begin to work on the issues that have prevented them from remaining stably housed.

- 13) **Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently:** *Address the needs of the target population, the required supportive services, the availability and accessibility of those supportive services, and any coordination with other homeless services providers and mainstream systems. Describe how service delivery directly leads to program participant employment; how service delivery leads directly to program participants accessing SSI, SSDI, or other mainstream services; and how the requested funds contribute to program participants becoming more independent. **Note:** Education plays an important role in the personal development of program participants, **especially youth participants**, and should be considered a strategy to maximize their ability to live independently. Youth are also unlikely to have job experience or familiarity with the workforce and government-provided supplementary income sources and so may require unique programming to meet their needs. (5 points)*

Experience with the Homeless Prevention Program indicates that the most significant barrier to accessing services to maximize self-sufficiency is the ability to navigate the system of services that will move the household forward. Families know how to access FIP or food stamps and other basic services, but are unfamiliar with programs that will actually provide services to improve their condition long-term, including improving employability. Operating practices used to support participants in the Homeless Prevention Program provide the model for improving employment and income for Re-Housing Initiative clients.

The partnership implementing the Re-Housing Initiative is focused on improving the long-term sustainability of families through sustainable income. Staff at MCSA has developed processes and partnerships to assist families to improve their employment opportunities. Opportunities include obtaining the HSED and pursuing training certificates or degrees, which the Navigator can facilitate through relationships developed with staff at Iowa Works and Eastern Iowa Community College.

Participants who do not have a high school diploma are encouraged to pursue the HSED and appropriate referrals are made with services such as transportation provided to support these efforts. Participants are referred to Iowa Works for assessing their interests and eligibility to pursue various employment programs, specifically programs of interest to the participant and with job demand in the community, such as welding. Referrals are based on an evaluation of individual needs, capacity and desires.

Additionally, the Navigator maintains a list of current job openings and has developed relationships with individuals in positions to hire clients likely to participate in MCSA programs.

As a group we recognize the difficulty individuals face when pursuing social security benefits. Unfortunately the County no longer has a SSI/SSDI Outreach, Access, and Recovery (SOAR) worker but is currently in the process of re-establishing the position. The City and MCSA will support these efforts in all appropriate ways and, once the position is restored, will evaluate participants for referral. At this time, clients are supported with the SSI/SSDI application process by referring to legal assistance when appropriate, reviewing correspondence and assisting with required follow up activity, etc.

Funding being requested for supportive services associated with the Re-Housing Initiative will be used to connect participants to identified resources while on-going case management will support individual efforts, provide encouragement through difficult times, and monitor progress. These efforts will be supported by the ability to look at each individual as a whole and identify other services and supports necessary to overcome barriers to improving the family's current situation.

**OUTREACH FOR PARTICIPANTS (4 points)**

14) **Enter the percentage of homeless person(s) who will be served by the proposed project for each of the following locations:** Indicate the percentage of homeless persons who are (or have been) admitted from each of the listed locations. **(2 points)**

- a. Directly from the street or other locations not meant for human habitation. 30%
- b. Directly from emergency shelters. 50%
- c. Directly from safe havens. 0%
- d. Persons fleeing domestic violence (or attempting to flee). 15%
- e. **Total of above percentages (must be 95% for full points):** 95%

15) **Outreach** *Explain how program participants will be identified and connected with the offered housing and services below. (2 points)*

- a. *Is there a current coordinated entry system in all or part of the project service area* yes/no
- b. *Does the project participate in Coordinated Entry?* yes/no or a Domestic Violence Organization

**CONTINUUM OF CARE PARTICIPATION (10 points)**

16) **Local Collaboration:** Does the agency participate in any local regional planning group? If so, what is it called and how does the agency participate? **(3 points)**

The City participates in a number of local planning groups that support efforts to improve services to families on limited incomes or experiencing other barriers to full participation in the community. The Wednesday morning housing coordination group includes representatives from MCSA, Muscatine County Social Services and the City. This group reviews cases weekly and allocates assistance through the homeless prevention program to assist families who become or remain housed. City staff participates in the CPPC, a community initiative to address the causes of and prevent child abuse. In addition, City

and MCSA staff are on the Adult Education/Training Strategy Network of the Aligned Impact Muscatine initiative. Both of these groups meet monthly.

The Local Housing Cluster is a group consisting of representatives from agency working on housing issues from homeless prevention to first-time homebuyers that meets monthly. The City and MCSA participate in the Affordable Housing Partnership which includes representation from the Muscatine Welfare Association and local trusts and evaluates opportunities for local affordable housing expansion. The Muscatine Consortium also meets monthly. The more than 20 agencies represented discuss the system of services for those facing some barrier to full inclusion, e.g. low incomes, disabilities, etc, identifies/anticipates pending system changes, and works to develop informal mechanisms to adapt to these changes while minimizing service disruptions to clients. The City and MCSA participate in these initiatives.

The City facilitates a Program Coordinating Committee as part of the Family Self-Sufficiency Program. This committee identifies community resources to support the goals of participants to end their dependence on welfare and improve their income conditions. The group also evaluates how clients access community services to improve the referral system. MCSA is a member of the PCC.

MCSA also participates in the Muscatine Health Foundation which addresses public health issues, the Muscatine Transit Advisory Committee that addresses the effectiveness of transportation options for varied markets.

- 17) Has any representative of the program been an active participant in 2016 meetings of the Iowa Council on Homelessness? (*Note that anyone can participate in council meetings even if not a voting member.*) Briefly describe. **(2 points)**

Since coming to the City a year ago, the Housing Administrator has attended 2 Iowa Council on Homelessness meetings by phone conference. The Housing Administrator and MCSA Executive Director attended the July 15 meeting in person. The Housing Administrator has looked into applying for inclusion on the Council, but at the time there were no vacancies she was eligible to fill. Currently City staff is investigating the ability of the Housing Administrator to serve as the alternate for the Iowa League of Cities.

- 18) Has any representative of the program been an active participant in Iowa Council on Homelessness committees and working groups? Briefly explain. **(5 points)**

Neither the City nor MCSA has been an active participant in committees or working groups. However, with or without an award of funding the City and MCSA ~~is~~ are anticipating additional involvement in Council activities. The Housing Administrator has served on the Executive and Homeless Management Information Systems committees for the the Washoe County and Nevada Balance of State CoC's. As well as the Coordinated Entry Committee for Washoe County.

## **BUDGET AND CAPACITY (15 points)**

19) **Budget request:** Provide a summary budget for the proposed project. Include the amounts that will be requested in each relevant category, according to HUD’s rules for the particular proposed project. Include the total budget request. Also include the amount that will be requested for Administration. **(10 points)**

The following budget identifies the sources and uses of all funds proposed for the proposed project. The City is requesting \$191,759 to support this new re-housing initiative.

Muscatine Re-Housing Initiative Requested Funds

Sources & Uses

Use of Funds	Source of Funds		Total
	CoC	Local	
Rental Assistance	151,680		
Deposit Assistance	2,579	860	3,439
Support Services	25,000	7,500	32,500
Administration	12,500	12,500	25,000
<b>Total Program</b>	<b>\$191,759</b>	<b>\$20,860</b>	<b>\$60,939</b>

20) **Match** Provide a summary of how the proposed project will meet the HUD matching requirement (25% for all categories except leasing) **(5 Points)**

For all categories except rental assistance at least 25% of the line item will be provided by local match funds. Sources of match funds include local housing trust funds, private grants and other City funds.

**BONUS:**

21. Does the proposed project service area (Answer 8b.) include no other ESG/COG currently funded projects or proposes a service area in which all existing ESG/COG projects have been defunded **yes/no? (5 Points for new service area projects)**

There are no other ESG/CoC funded projects in the target area.

## Termination & Grievance Policy

### PART I: GROUNDS FOR TERMINATION OF ASSISTANCE

- A. Assistance may be terminated or a participant may be put on probation if the participant violates the conditions of occupancy [24 CFR 582.320(a)]. Examples of program violations are:
1. Repeated complaints from the landlord due to violations of the lease agreement, such as disturbing the quiet enjoyment of the neighbors, allowing unauthorized persons to visit or live in the unit, property damage, repeated failure of HQS inspections, or non-payment of tenant share of the rent;
  2. Violent or threatening behavior, or other behavior that seriously threatens the health and safety of the community; or
  3. Vacating the unit without notice for more than 15 consecutive days.
- B. Judgement shall be exercised in determining when violations are serious enough to warrant probation or termination. The program will do as much as possible to ensure the adequacy of support services so that a participant's assistance is terminated only in the most severe cases. Whenever possible the program will give participants written warning prior to termination so that they have an opportunity to take appropriate action to resolve the problems and thus continue their participation in the program.
- C. No participant's assistance will be terminated simply because the landlord or service provider feels the participant is "difficult". Termination of assistance must illustrate serious and repeated violations of the lease. The service provider may *not* request that a participant be terminated due to lack of participation in services.
- D. Extremely serious program violations (including violent behavior, drug sales, etc.) will result in proceeding immediately to termination proceedings. In all other cases, the participant will first be placed on probation.

### PART II: GREIVANCE PROCESS

Termination is a formal process that recognizes the rights of individuals receiving assistance to due process of law. The termination process is as follows:

**Step One: Informal Resolution.** The Housing Specialist and/or the Housing Navigator will meet informally with the participant to address the problem. Both the Housing Specialist and Housing Navigator should document in the client file these efforts to resolve the problem informally. In the case of serious program violations, such as violent acts, the Housing Specialist may proceed to termination.

**Step Two: Written Warning.** If the behavior cannot be corrected informally, the Housing Navigator will send the participant written notice specifying the reasons his or her participation in the program is in jeopardy, and that if the issues are not resolved, the next step may terminate their housing assistance. Copies of the letter will be sent to the Housing Specialist.

In the participant disagrees with the warning notice, s/he may request an informal conference with the Housing Administrator and Housing Specialist to review the matter.

**Step Three: Written Notice of Termination.** If the participant does not fulfill the terms of the written warning, the Housing Administrator shall either proceed with a termination or postpone the termination for up to 30 days if the participant demonstrated a willingness to address the problems and has partially corrected the issue. If the matter proceeds to termination, the Housing Administrator shall notify the participant in writing that s/he is being terminated from the program. The notice must contain a clear statement of the reason(s) for termination.

The written notice of termination must also contain a statement that the participant has a right to an Informal Hearing for a review of the decision, in which the participant is given the opportunity to present written or oral objections and may be represented by a third-party advocate. To request an Informal Hearing, the participant must do so in writing within ten (10) business days of the date of the termination letter. A participant who fails to request an Informal Hearing waives this right, and the decision to terminate them from the program becomes final.

Once the participant receives a Notice of Termination, the City will send the landlord a Notice of Termination and terminate assistance payment effective the last day of the following full rental period (month).

If the participant requests a hearing within the allotted time period, assistance will continue throughout the hearing process.

**Step Four: Informal Hearing.** If the participant requests an Informal Hearing, the Hearing must be scheduled by the Hearing Officer within ten (10) working days of receipt of the request. The Informal hearings will be conducted by a person or persons approved by the PHA, other than the person who made or approved the decision or a subordinate of the person who made or approved the decision.

The hearing officer is responsible to manage the order of business and to ensure that hearings are conducted in a professional and businesslike manner. Attendees are expected to comply with all hearing procedures established by the hearing officer and guidelines for conduct. Any person demonstrating disruptive, abusive or otherwise inappropriate behavior will be excused from the hearing at the discretion of the hearing officer.

The hearing officer will issue a written decision to the family no later than ten (10) business days after the hearing. The report will provide a brief review of the case and the result of the hearing, overturning or upholding the termination.