[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 30th

Name of Agency: Hawkeye Area Community Action Program, Inc.

Name of Project: Eastern Iowa Rapid Rehousing II

(must match with Letter of Intent submitted by July 22, 2016)

AGENCY SUMMARY (1 point)

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

HACAP provides programs and services to the community that fit into our strategic initiatives; Health and Nutrition, Early Childhood, Safe & Affordable Housing/Energy, Advocacy/Information Exchange, and Employment/Family Preservation. Each initiative provides numerous services to the community to help individuals develop skills to become successful. With an annual operating budget over $27 million, HACAP brings innovative and effective solutions to community identified needs. Services include supporting seniors in maintaining health and independence, providing early education for low-income and disabled children, supporting business and employment opportunities, preserving affordable housing in our communities, and providing families and individuals with the tools they need in times of financial and housing crisis. HACAP's Eastern Iowa Regional Rapid Rehousing II project, a rapid re-housing project, provides rental supports and case management to literally homeless households while they work on obtaining job skills, income, and other supports. The project is part of our Safe & Affordable Housing/Energy initiative, which strives to place low income and homeless families and youth into affordable, safe, and permanent housing.

PROJECT SUMMARY (2 points)

2) **Provide a brief summary of the proposed project.** *The summary will serve as a guide to orient reviewers to the project. If seeking a voluntary reallocation of an existing renewal project, explain this.*

The project will provide support services and rental assistance for literally homeless households, this includes households who are in shelter or living in places not meant for human habitation. Homeless families and youth will be targeted for medium term rental assistance with the project. Participant households will be targeted with the assistance of other local homeless service partners and the prioritization lists create through the coordinated entry system. HACAP is seeking a partial voluntary reallocation of its current transitional housing grant that serves Johnson County but replacing transitional housing units in the project with tenant based rental assistance for permanent housing in the community. Homeless households will have permanent housing while enrolled in the project and still receive all support services instead of being considered homeless during the length of the program. The partial reallocation also allows HACAP to continue to build relationships with private landlords in the community and establish more community partners to help end homelessness.

PROJECT TYPE (2 points)

PERMANENT SUPPORTIVE HOUSING ___ **check here**

RAPID REHOUSING _X_ **check here**

3) **Units/beds: (1 point)**
   a. **Total units:** Includes all of the units in the project, regardless of size: 9 units with medium term rental assistance at a minimum
   b. **Total Beds.** Includes all of the beds in the project, regardless of unit configuration: 37 beds

4) **Housing type: (1 point)**
   a. **Scattered-site apartments (including efficiencies):** Each individual or family has a self-contained apartment. Apartments are scattered throughout the community.
   b. **Single family homes/townhouses/duplexes**: Each individual or family has a self-contained, single family home/townhouse/duplex that is dispersed throughout the community.

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)**

Since 1965 HACAP has administered federal DOE, DOL, VA, HUD, DOA, and HHS funds to provide human service to low-income & high risk populations. The agency has a history of achieving outcome measures and expending federal funds in an efficient and timely manner. HACAP currently operates other federal funded homeless programing including, CoC grants for Transitional Housing and Rapid Re-housing, Support Services for Veteran Families, Emergency Solutions Grants. HACAP's federal programs and the agency are audited and monitored on a continuing basis, with the agency audit conducted annually in the fall. In the last completed agency audit, no findings or concerns were present. HACAP understands and provide housing services tailored to specific populations: housing first models for PH for chronically homeless, rapid rehousing for veterans, and TH programs for vulnerable families with children and people coming from shelter. The agency regularly meet or exceed HUD's outcome measures for placing these families into permanent housing with increased income. Programs are evaluated annually to ensure services align with the presenting needs of the target populations. HACAP utilizes local – like United Way and foundations – and state funds, private & corporate donations, and volunteers to provide diversified and sustainable match

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)**

HACAP has over 40 years' experience in leveraging and matching federal, state, and local dollars to bring programming and resources to communities in need. The agency continues to develop strategic partnerships with businesses and other social service providers to leverage limited federal resources in our communities. Over the past 5 years, the Housing and Homeless Programs have been able to leverage more resources into the homeless system than ever before by utilizing a network of community partners in order to work together to end homelessness. Resources, monetary and in-kind, have been committed from federal, state, county, local business and community foundations across the service area. Also in 2013, HACAP implemented its first direct mail campaign in order to engage individuals who are seeking ways to give back to the community. HACAP has manages multiple federal contracts that require match and leveraging components, including other CoC funds and Head Start services, and is familiar federal departments and OMB regulations regarding the use of funds.

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)**

HACAP is governed by a tripartite board, which consists of private, public, and consumer seats. The board approves the annual budget, outcome reports, agency policies, grant submissions, and large

contracts. Day to day operations is overseen by the CEO and members of the Executive Team. HACAP's Administrative Division Director oversees compliance on all federal, state, and local programing and internal controls. The CEO directs the business office which is responsible for financial accounting for the agency. Monthly financial reports are provided to program managers and coordination between the business office is crucial for each program's success. All members of the Strategic Leadership team, which includes all division directors, have attended OMB circular trainings regularly, are up to date on changing federal and local priorities and policy, and coordinate to present clients with individualized service packages. HACAP's annual agency audit is conducted in November by WipFli, a nationally recognized provider.

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)**

HACAP will be targeting homeless families and youth for rapid rehousing assistance. Households served will met the literal homeless definition of residing in emergency shelter, in a place not meant for human habitation, or fleeing domestic violence. Homeless households meeting the targeting criteria will be pulled from the prioritization lists set up in the HMIS system.

   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)**

In Johnson County Shelter House, Domestic Violence Intervention Program, and Willis Dady, all receive ESG dollars. HACAP also receives ESG funding and works in collaboration with the other CoC project in the county, Shelter House, in providing homeless services. HACAP currently serves the community with CoC funded transitional housing services and rapid rehousing services target towards homeless veterans. Iowa City and the Johnson County community is a resource rich area for the Balance of State, but there are still significant barriers for homeless households. Finding affordable housing units in a community with a large university is very difficult. Landlords often prefer to rent to college students rather than households with limited resources or significant barriers. Occupancy rates are extremely high also making it difficult to find available rental units. The community also struggles with landlords willing to rent to homeless individuals, even with rental and supportive services can be difficult at times. The area also has very few permanent supportive housing units, making it difficult for homeless households who do have the most barriers in the community to remain permanently housed.

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

HACAP works in collaboration with other homeless service providers in the area. Specialization between organizations over the past few years has been develop resulting in homeless households in the community receiving better services that have been identified

for their presenting needs. Once the coordinated entry system and prioritization lists are in place the organizations will work together to place homeless households in the best program and permanent housing options available in the community. HACAP's Eastern Iowa Rapid Rehousing II program will be a part of the prioritization and collaboration meetings placing homeless households in the best program type for their needs.

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

All homeless households will have a VI-SPDAT performed for entry into the homeless assistance services system. The score of the assessment will help the homeless providers determine what type of housing intervention is best suited for the household. After the assessment is completed and the household is assigned to a homeless services provider the provider will work with the household to identify more specific supportive service needs. HACAP's Eastern Iowa Rapid Rehousing II project will pull individuals from the prioritization lists in the community based on needed and targeted population. After a household is enrolled in the program, staff will immediately work on finding appropriate permanent housing, the program will be tenant based assistance, and connecting them to appropriate mainstream resources. HACAP has multiple individuals who are SOAR certified on staff and all participants will be screened for potential need for those services.

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)**

In collaboration with other homeless services providers HACAP will work with the system to reduce the length of stay measures by housing targeted homeless populations as quickly as possible into permanent housing. HACAP will continue to strengthen relationships with landlords in the community and advocating for safe and affordable housing for all individuals. Homeless households will be screened for rapid rehousing assistance prior to entering shelter and work on enrollment into the program will begin immediately. HACAP's goal would be to have each homeless household rehoused within 30 days of program enrollment. The program will also work with getting all households connected to mainstream resources after placement into permanent housing. Connection to other cash and non-cash resources will supply the program participant the resources needed to help maintain permanent housing. The program will also work with the participant on developing tenant/landlord skills and ways to help be a good neighbor in their community.

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)**

The Eastern Iowa Regional Rapid Rehousing II would operate on a July-June fiscal year. The project would be part of HACAP's Housing and Homeless Services division, which

includes transitional housing, TBRA, Support Services for Veteran Families, ESG, and permanent housing services.

Post-award announcement & pre-contract period:

a. Work with the HUD Field Office, IFA, and other community partners to develop program structure to fulfill community needs and meet federal program guidelines.
b. Coordinate with HACAP's current network of private landlords identify potential rapid rehousing partners for the project.
c. Work with HMIS, the Johnson County Local Homeless Coordinating Board and other local homeless providers to identify characteristics of homeless families and youth that are most in need for medium term rental assistance supports.

Months 1 to 3:

d. Hiring of case management and compliance staff
e. Training on project and HMIS systems
f. Continue coordination of relationships with area landlords and over community providers

Months 4 to 6:

g. Enrollment of homeless families and other targeted households into the program
h. Services and rental assistance will begin

Months 6 to 12:

i. Full project implementation and enrollment of and targeted households.

Project evaluation

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/ 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**

(d) Verify that the project's admissions and terminations don't discriminate on the basis of residency requirements **Yes** (1 point)

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	Applicant	Quarterly
Assistance with Moving Costs	Partner	As needed
Case Management	Applicant	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	Applicant	Daily
Legal Services	Partner	As needed
Life Skills Training	Applicant	Monthly
Mental Health Services	Partner	As needed
Outpatient Health Services	Non-Partner	As needed
Outreach Services	Applicant	Daily
Substance Abuse Treatment Services	Partner	As needed

Transportation	Partner	As needed
Utility Deposits	Applicant	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 programing 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)**

Hawkeye Area Community Action Program, Inc. will work with community partners to target and identify homeless families and youth in need of medium term rental assistance to reside in permanent housing. Once identified and assessed for service needs, the case manager will work with the homeless household to identify what type of housing meets their needs. Households served will be homeless families and youth who are in need of Rapid Rehousing services based on the VI-SPDAT and the community prioritization lists in HMIS. HACAP will work with and expand the landlord relationships that have already been established in the service area for appropriate housing placements. Once placed in housing, case managers will work with the participant and refer the targeted population to intensive support services available to them in their community while providing support services for the length of time the participant is enrolled in the program. These services could include mental health counseling, substance abuse counseling, enrollment in health care, screening for SOAR services, and enrollment in other mainstream benefits the household may be eligible for. Case managers will also work with other HACAP programs including Head Start and LiHeap to ensure that each participant is receiving a package of services to help them maintain their permanent housing. Case managers will meet with enrolled households at least once a month and more often if needed. Enrollment in offered programs is not required and if a participant does not wish to receive services that are referred to them there is no penalty and the household will still receive rapid rehousing services. The homeless household will be able to choose the unit they will reside in, HACAP will work with the participant to determine that the unit is safe and meets required rent standards.

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)**

Once an enrolled participant is placed into housing the case manager begins working with on the needed resources for the participant to live independently. If a household is not enrolled in mainstream benefits, helping the participant navigate those systems is a top priority. For many homeless families and youth, the navigation of that system is an unfamiliar task and accessing resources is a challenge. Enrollment into health care, eligible child care programs, educational services, and other mainstream benefits the household are entitled to receive but may not access due to stigmas associated with those benefits. The case manager will help the program participant navigate the system and work with the other support service agencies in the community to connect the household with services to assist the participant to live independently. Outreach workers and case managers will be SOAR certified to help households navigate the application systems for SSI and SSDI benefits. In conjunction with assisting the participant on accessing mainstream resources, employment and independent living skills will be addressed. This will be done with referrals to Kirkwood's KPACE and other educational programs as well as Iowa Works. Medium term rental assistance and case management allows the participant time to adapt to their new living environment, access additional income and employment supports, and time to connect the homeless household to other resources that will allow for long term independent living.

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. 15%
    b. Directly from emergency shelters. 75 %
    c. Directly from safe havens. ___%
    d. Persons fleeing domestic violence (or attempting to flee). 5%
    e. **Total of above percentages (must be 95% for full points): 100 %**

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*
    No, but homeless households who identify that they want to move to the Johnson County area through a part of the state that has a system will be identified and offered service if they meet the targeted population and prioritization scores.

b. *Does the project participate in Coordinated Entry?* **Once established in the Johnson County area the project will participant in the Coordinated Entry system.**

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 planning group in Johnson County is the Johnson County Local Homeless Coordinating Board. Meetings occur every month and HACAP sends a representative to attend the meetings and share current homeless program information as well as updates on other agency services that may be beneficial to the homeless population. Currently the group is working on homeless advocacy to the Johnson County community, developing increased options for PSH in the area, and in the winter focuses on overflow capacity for the on the street homeless population. HACAP coordinates increased Point in Time efforts in county in order to capture a true picture of homelessness in the area. The standard Point in Time count occurs in January when on the street numbers are usually decreased due to the cold weather. Last year, HACAP helped conduct a July count for a more accurate picture of homeless in the summer months.

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)**

Yes, representatives of the HACAP's homeless programs, including the HUD II project, actively participate on the Iowa Council on Homelessness. Heather Harney and David Hagen attend council meetings. David Hagen is a voting member and attends meetings via the ICN or in person and Heather Harney attends the meetings via the ICN or conference call as a project representative. The assigned HACAP representatives will continue to represent the mission of the agency and the homeless programs on the council.

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

Yes, both David Hagen and Heather Harney are active participants in committees and working groups in the Council. David Hagen chairs the Coordinated Entry/Progressive Engagement and the Data Analysis committee. Mr. Hagen also sits on the Executive Council of the Iowa Council on Homelessness. Heather Harney sits on the Iowa Homeless Best Practices and Standards committee in helping the state of Iowa develop standards for all homeless programs and also leads the Zero Homeless Veterans initiative. HACAP staff members also participate in other council activities including Homeless Day on the Hill.

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)**

Support Services $9,278
This category includes .2 FTE Case Manager/Housing Specialist

Rental Assistance $35,544
Tenant based rental assistance for medium term assistance 3 units, tentative configuration based on enrolled household needs and Iowa City FMR rates 1 2 bedroom units, 2 3 bedroom units. Based on program income and match more units may be assisted by the project then budgeted.

Administration $3,116
Total Budget Request: $47,938

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

HACAP will be using program income, in kind food goods, and other local funding cash match supports as match of requirement of $11,985

Additional leveraging will be provided from:
1. Head Start services for the homeless children of enrolled participants.
2. Volunteer hours and in kinds donations from the community members providing household goods for homeless individuals.

BONUS:

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

Housing Appeal Process

If the program participant is not satisfied with program decisions regarding service provided, denial from program, disciplinary actions, eviction from program or if participant believes he/she has experienced discrimination or abuse from staff, he/she has the right to appeal. A program participant can retain his or her property during appeals as long as the rent is paid and the participant follows all rules. If the specifics of the appeal require that the appeal should fall under other jurisdictions outside of HACAP Housing, the appeal rules and procedures for that process would be used.

An administrative appeal procedure will not be granted for a 3-Day Notice to Quit for reasons of "Clear and Present Danger"; these issues must be resolved in court. The property will not be rented to another person until the resolution of that appeal.

The Process for an Appeal

Step 1: The program participant has seven (7) working days after the incident or decision to contact the HACAP Regional Housing Director or designee. The appeal must be submitted in writing to:

HACAP Housing Appeal – Regional Housing Director
P.O. Box 490
Hiawatha, Iowa 52233

The HACAP Regional Housing Director or designee must accept or deny the appeal in writing, explaining his/her decision within five (5) working days.

Step 2: If the program participant is not satisfied with the result of Step 1 he/she may submit an appeal to the HACAP Executive Director or designee. This appeal must be submitted in writing within ten (10) working days of the decision from Step 1. The appeal must be mailed to:

HACAP Housing Appeal -Executive Director
P.O. Box 490
Hiawatha, Iowa 52233

The Executive Director or designee must respond to the appeal in writing within seven (7) working days. The decision is final. Any further remedies must be pursued by legal means.

Assistance

The program participant can receive assistance from any appropriate HACAP employee to assist in preparing documentation for appeals in any of the Steps.

Representation

The program participant has a right to representation of his or her choice at all levels of the appeal process.

What an Appeal Needs to Contain

For an appeal to a 30 Day Notice to Quit for noncompliance with the Transitional Housing Program, it is important for the appeal letter to include any information and documentation that assists in making the most informed decision on an appeal. This includes but is not limited to:

- Circumstances beyond your control that affected your ability to meet compliance requirements and how they have since been appropriately addressed.
- Action steps you have taken to correct deficient areas that result in you currently meeting compliance requirements. Please include documentation of these actions.