

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 SCORING Are due to the Appeals committee or Amber Lewis by 4pm on August 30th

Name of Agency: Humility of Mary Shelter, Inc.

Name of Project: Rapid Rehousing

(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.*

Since 2008, Humility of Mary Shelter, Inc. (HMSI) has served adults experiencing homelessness in the Quad Cities area. HMSI provides emergency shelter, transitional housing for veterans, rapid rehousing and homelessness prevention for veterans and their families, and permanent supportive housing in the community. Adding a rapid rehousing program fills a much needed gap in services in the Quad City area and will greatly help to bolster HMSI's mission of reducing the number of people experiencing homelessness in our community.

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.*

Our Rapid Rehousing project will serve a minimum of 100 households experiencing homelessness in Scott County and Muscatine County, Iowa. The project goal is to quickly rehouse and stabilize those experiencing homelessness. Individuals eligible for assistance must be literally homeless. They will be individuals or families with moderate mental or physical health issues, who are likely to be able to achieve housing stability over a short time period. A medium or short-term rent subsidy and access to case management will be provided. The VI-SPDAT assessment will be used to determine who should be recommended for this type of housing intervention. Case management will be the most important component of the program, with up to six months of temporary financial assistance for deposit and rent provided to those who qualify. Participants of the program will have housing choice and services will be provided through a progressive case management approach.

PROJECT TYPE (2 points)

PERMANENT SUPPORTIVE HOUSING **check here**

RAPID REHOUSING **check here**

3) Units/beds: (1 point)

- a. **Total units:** Includes all of the units in the project, regardless of size: 100
- b. **Total Beds.** Includes all of the beds in the project, regardless of unit configuration: 100

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.

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)*

Federal funds HMSI has managed include: Supportive Services Only, Permanent Supportive Housing, Housing First, and Transitional Housing programs. In 2015, HMSI voluntarily reallocated its Transitional Housing program to Permanent Supportive Housing for chronically homeless individuals. HMSI also manages a Grant and Per Diem program and a Supportive Services for Veteran Families (SSVF) program, both funded by the VA. HMSI has demonstrated its ability to effectively carry out the activities proposed in annual renewal applications and in new projects by effectively using funds and meeting proposed timelines.

Our SSVF program will be the model for identifying this Rapid Rehousing program's target population and supportive service needs. We have operated our SSVF program since 2011, enrolling up to 136 households annually who were literally homeless or at risk of becoming homeless. Our extensive work in engaging landlords for SSVF, in both Scott and Muscatine counties, has garnered support for the quality of services HMSI provides. Identifying affordable housing that meets rent reasonableness standards and provides participants with housing choice will be possible through the ground work laid by our SSVF program.

HMSI's administrative team and program managerial staff work together to ensure that adequate matching funds are secured through local grants and donations. Finance staff members use Quickbooks computerized accounting software. Match is tracked and documented with each grant and draw down of funds.

- 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)*

We are successful in using HUD grant funds to leverage community donations and grants from private sources such as United Way, Community Foundation of the Great River Bend, and local foundations such as The Amy Helpenstell Foundation. Additional leverage sources include Emergency Solutions Grant funds, Community Development Block Grant funds, in-kind donations of goods or services, and cash donations. HUD CoC grant funds are a critical component of helping us obtain the local support that is needed for our participants to become stably housed in our community.

- 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)**

HMSI's Board of Directors oversees policy and strategic planning. The Executive Director provides leadership for day to day operations and works closely with the Finance Director who is responsible for fiscal management of our programs. The Director of Services and Director of Operations oversee all program operations, including capacity, and quality assurance and improvement. The Service Coordinators provide direct supportive services to program participants.

The Director of Services, using the Interim Rule and HMSI's Purchasing Policies and Procedures, oversees all program expenditures. The Director of Services and the Service Coordinators will submit all time sheets and purchase orders to the Finance Team for processing. The Finance Team will submit monthly draws and complete all reporting requirements. Internally, the Finance Team is made up of the Finance Director and the Accounting and Grants Assistant; they utilize Quickbooks to accurately track and record expenses and income for all projects. External audits are performed each year by an independent auditor, and various funders such as the VA also regularly monitor HMSI.

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)**

This project will serve literally homeless (Category 1 and 4) households residing in Scott County and Muscatine County, Iowa. Participants in the project will have a mid-level acuity, targeted as most likely to be successful using this type of housing intervention, as determined by their VI-SPDAT score.

- 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 service area is Scott and Muscatine Counties in Iowa, which includes urban and rural areas. Scott County has a population of approximately 172,000. Davenport and Bettendorf are the urban hubs of the county, and are surrounded by rural farmland and small towns. Muscatine County is a much more rural area with a population of approximately 43,000. Outreach will be targeted to address current underserved rural areas, specifically those in the Muscatine County area.

Other currently funded CoC projects in the service area include:

Humility of Mary Shelter, Inc.: CoC-Collaborative Permanent Supportive Housing, Housing First, Permanent Supportive Housing for Chronically Homeless, Supportive Services Only **ESG-Shelter**

Family Resources: CoC-Transitional Housing **ESG-Rapid** Rehousing, shelter

Vera French: CoC-Permanent Supportive Housing

Humility of Mary Housing, Inc.: **ESG-Shelter**

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

This project will primarily work in coordination with other homeless service providers by using them as a referral base. Referral partners will include homeless service providers that work with unaccompanied youth, domestic violence victims, families and the general population. HMSI will collaborate with shelters and programs including: The Salvation Army Family Service Center (Davenport), Family Resources (Davenport), Kings Harvest (Davenport) and Muscatine Center for Social Action (Muscatine). HMSI has already developed and utilized a network of mainstream resources for individuals in Scott and Muscatine counties. These mainstream resources connect individuals experiencing homelessness to: healthcare, income support programs (FIP, Social Security, VA benefits, etc.), food assistance, and transportation assistance.

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

HMSI will work in collaboration with program participants to utilize the VI-SPDAT, as well as a Housing Assessment tool, to correctly identify housing placement. Our Service Coordinators will work with area landlord associations, private landlords, and online apartment listings, to find housing that meets the program participant's needs. HMSI will advocate on behalf of the participant to find housing quickly, therefore reducing trauma prolonged by homelessness. Progressive case management will assist the program participant in obtaining needed supportive services in the community and with fully utilizing mainstream resources to provide stability in maintaining housing in the future.

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)

This Rapid Rehousing Project will serve a minimum of 100 households. The current spectrum of homeless services in the Scott and Muscatine County area does not include rapid rehousing as an intervention option for the general population. Individuals will move more quickly out of homelessness and into

housing, shortening the average length of homeless episodes. Once housed, case management will ensure supports are in place to lessen the rate of return to homelessness.

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)

Humility of Mary Shelter, Inc. (HMSI) staff have already begun preparing for this project. In 2014, HMSI's Executive Director and Director of Services joined a collaborative homeless services providers group and met with the Director of the Scott County Housing Council (SCHC) to discuss the need for a rapid rehousing program in Scott County, and the possibility of HMSI developing a new program. In the fall of 2015, the Director of SCHC leveraged \$50,000 from the Community Foundation of the Great River Bend to begin a pilot project for rapid rehousing in our community. While the grantor limited funding only to temporary financial support and not to case management, it paved the way for a larger, more comprehensive program.

By April 2017, HMSI will hire two Service Coordinators and, through current landlord relationships, will identify rent reasonable units in Scott and Muscatine Counties. These tasks will be completed by the Director of Shelter Services and the Director of Operations. Beginning May 2017, our Rapid Rehousing program will open, and our two Service Coordinators for this program will begin housing participants. The Service Coordinators will meet weekly with the Director of Services for supervision and will attend weekly staff meetings and monthly trainings. An average of eight households will be enrolled monthly to ensure that 100 households are served between May 1, 2017 and April 30, 2018. Monthly reports specific to the program will be shared at weekly staff meetings.

To ensure timely work completion and full program capacity, the Board of Directors will be given a timeline of all necessary tasks to be completed by May 2017, and will be updated via progress reports submitted during board meetings. Once the Rapid Rehousing program begins, the Board will receive outcome reports at each of its meetings, to assess whether the program is achieving target objectives. The Executive Director will generate the timeline, progress reports, and program outcome reports for the Board.

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/No YES

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

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	Weekly
Assistance with Moving Costs	Non-Partner	As needed
Case Management	Applicant	Weekly
Child Care	Non-Partner	As needed
Education Services	Non-Partner	As needed
Employment Assistance and Job Training	Non-Partner	As needed
Food	Non-Partner	As needed
Housing Search and Counseling Services	Applicant	Weekly
Legal Services	Non-Partner	As needed
Life Skills Training	Applicant	Weekly
Mental Health Services	Non-Partner	As needed
Outpatient Health Services	Partner	As needed
Outreach Services	Applicant	Weekly
Substance Abuse Treatment Services	Non-Partner	As needed
Transportation	Applicant	As needed
Utility Deposits	Non-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)

The program will use the VI-SPDAT to target individuals that need a moderate housing intervention. Progressive case management will be used to connect participants to medical, mental health and mainstream resources to promote independence, including a minimum of weekly home visits. Client-directed goals will help ensure that participants have a "stake" in remaining stably housed, and the center of every case plan will include steps to ensuring positive landlord tenant relationships. Staff will be trained on rent reasonableness and a habitability inspection to ensure safe, affordable housing. The program will maintain contact with well-established landlords in the area for identification of open, scattered units. HMSI currently operates 42 units of permanent supportive housing, as well as a rapid rehousing program for veterans, in which leased units are utilized. The agency has established relationships with landlords who are willing to take on additional units. These landlords collectively own hundreds of affordable rental units in Scott County and are eager to help our participants. Muscatine County has a well-developed landlord association, private landlords, and a housing authority as well as area social media sites which will be used to identify open units. One month prior to the program start date, HMSI will employ the staff for the program, whose focus will be on identifying specific available units that are rent reasonable and ready for occupancy. HMSI will fund this month of costs with local funds.

The population served in this program will be literally homeless and coming from emergency shelters, although targeted outreach for those living in unsheltered locations will be a specific part of the outreach plan. Participants will be connected to the local Integrated Health Program through the Robert Young Center, to address mental health needs; this program establishes an integrated health home by providing a nurse/case worker to manage physical and behavioral health services and ensure access to care 24 hours a day. This service will continue for participants in the rapid rehousing program even after they have been discharged, creating a seamless transition for those that need ongoing support. Life skills will be provided on a weekly basis by our two full-time Service Coordinators.

HMSI collaborates with community partners to provide support for program participants. Our relationships include Iowa Workforce Development, which offers training in interview preparation, workplace conflict and job readiness; Community Action of Eastern Iowa, which provides the Iowa Child Care Resource and Referral Network for parents who need qualified, affordable daycare; and Eastern Iowa Community College District (EICCD), which provides a range classes for adults, including basic GED classes. EICCD's community colleges are located in both Scott and Muscatine counties.

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)*

Through the coordination efforts of two full-time Service Coordinators, HMSI will assist participants with increasing employment and/or income, and maximizing their ability to live independently. Participants with severe mental illness or long term substance abuse who are unable to work will have access to a trained SSI/SSDI Outreach, Access, and Recovery (SOAR) worker at HMSI, to help them obtain SSI/SSDI benefits.

HMSI maintains a relationship with Iowa Workforce Development, which offers classes such as “Job Readiness, Interviewing Skills and Managing Conflict in the Workplace.” Participants accessing RRH often have few job skills and sporadic work history. The classes participants can receive through Iowa Workforce Development set the ground work for finding stable employment. Participants' access to education will be provided through the Eastern Iowa Community College District, where individuals can access literacy, GED and continuing education classes.

The Service Coordinators will also work with participants on life skills such as personal hygiene, housekeeping, and understanding the landlord tenant relationship. Each of these skills will help participants maximize their independence by giving them the tools they need to remain in permanent housing.

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. | 5% |
| b. Directly from emergency shelters. | 90% |
| c. Directly from safe havens. | 0% |
| d. Persons fleeing domestic violence (or attempting to flee). | 0% |
| 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*
There is no current coordinated entry system in the service area.
- b. *Does the project participate in Coordinated Entry? yes/no or a Domestic Violence Organization*

The agency will participant in the coordinated entry system developed by the Balance of State Continuum of Care.

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)**

HMSI participates in the two local homeless planning groups in our region: the Scott County Housing Cluster and the Shelter and Transitional Housing Council; HMSI attends monthly meetings for both and has been the lead in planning local efforts to operationalize coordinated entry. A staff member from our SSVF Program serves as the secretary of the Shelter and Transitional Council, and our Executive Director is the secretary for the Scott County Housing Council. Our Director of Services utilizes connections made through these meetings to conduct outreach for our Permanent Supportive Housing Programs and to gather information on the needs of our community.

- 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)**

The Executive Director and Director of Services participate in all Iowa Council on Homelessness conference calls and review all materials published by the Council and posted on the Iowa Finance Authority website.

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

HMSI’s Director of Services was a member of the “Closed with Exceptions” work group during the previous year. This group advised the Council on recommendations for the Iowa Balance of State Coordinated Services Network.

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)**

Supportive Services (case management; 2 Service Coordinators)	\$70,000
Transportation (e.g. bus tokens)	\$2,000
Financial Assistance (e.g. rent, deposits)	\$132,849
Administration	\$14,000
Total Assistance	\$218,849
Cash Match	\$54,713
In-Kind Match	\$0
Total	\$273,562

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

Local grant and donation funds will be used to provide the required match. Sources may include United Way grant and donation funds as well as other local grantors such as The Amy Helpenstell Foundation.

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? **(5 Points for new service area projects)**

Humility of Mary Shelter, Inc.

Termination and Appeal Procedure-Rapid Rehousing Program

If a participant does not agree with their termination from a program, they can file an appeal orally or in writing to resolve their concerns.

Appeal Procedure

- Participants will receive a copy of the Termination and Appeal Procedure at program entry and be asked to sign a copy.
- If a participant does not agree with their termination from a program they can file an appeal within 48 hours from date of their termination.
- Appeal forms are available at the front desk or the appeal can be completed verbally to the Director of Services/Operations.
- The appeal form is given to the Director of Services or Director of Operations who will meet with the participant within 2 business days.
- In the event the appeal is not satisfied, the participant will meet with an appeal committee within 2 business days of notification of the decision from the Director of Services or Director of Operations. Once a time is scheduled, participants will be notified by letter and must be present for the scheduled time of the appeal.
- The appeal committee will consist of three neutral staff; to never include the participant's Service Coordinator, Director of Services or Director of Operations.
- The appeal committee will first meet with the participant and then review all relevant documents.
- The appeal committee will immediately give their decision to the Director of Services or Director of Operations who will issue a written determination to the participant within 24 hours.

Termination from Rapid Rehousing Program can only occur for the following reasons:

- Household members threatened or intimidated staff
- Has stated in writing that they no longer want to be in Rapid Rehousing Program
- Has been incarcerated for more than 30 days
- Has been hospitalized for either medical or psychiatric reasons for more than 30 days
- Has sublet the unit to another person or persons
- Involved in illegal or gang activity in the unit

Termination from program does not necessarily mean eviction from unit. Landlord-tenant law applies.

I have reviewed, understand, and agree to all contents in this document, and have been offered a copy of this document.

Participant Signature: _____ Date: _____

Service Coordinator Signature: _____ Date: _____