

## 2018 Iowa Balance of State Continuum of Care (CoC)

### Final Coordinated Entry Project Application

*(revised per Executive Committee decision on 7/26/18 to open the competition back up for “re-application” by HACAP or new application from other applicants)*

**Due Wednesday, August 15, 2018 11:59PM (LOI Due August 1, 2018)**

#### Instructions:

- Up to \$400,000 may be available for CE in the 2018 CoC competition, for a project anticipated to begin in late 2019.
- This application may be used for a new lead agency to operate and oversee Coordinated Entry throughout the Balance of State, or to provide any of the 3 necessary elements of a Coordinated Entry system (HMIS data entry and management, 24-hour call center, technical assistance to the Balance of State regions).
- A qualifying Coordinated Entry project must demonstrate the need for a Coordinated Entry system in the CoC that meets the needs of people experiencing homelessness and how the project will implement policies, procedures, and practices that better equip the CoC to meet these needs. It must also demonstrate an approach that will serve the entire 96-county CoC in some way.
- Note that the questions below will be used by the CoC in scoring and selecting a project. If selected, the project will also be required to complete HUD’s online Esnap application and separate questions.
- The Iowa Council on Homelessness makes all decisions regarding selection and ranking of projects to submit to HUD.
- Submit by email to [amber.lewis@iowa.gov](mailto:amber.lewis@iowa.gov) by the deadline of Wednesday, August 15, 2018 11:59PM. Submit as one PDF document that includes any attachments.

*Points possible: 100*

*Please be concise. Narrative responses should generally be limited to 1,000 characters or less.*

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**Name of Agency:** Home Forward Iowa

**Name of Project:** Year III Technical Assistance

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## **PROJECT SUMMARY (20 points)**

- 1) **Provide a brief introduction to your agency.** *(Not scored but will help orient reviewers to your agency.)*

Home Forward Iowa is a housing and services advocate organization working on behalf of lowans experiencing homelessness. Our vision is that every lowan has a home and our values include:

- Housing First, which connects those experiencing homelessness quickly to low barrier housing without preconditions, is the best approach to ending homelessness.
- Permanent housing with supportive services is in the best interest of homeless individuals, government and society at large.
- Solutions to homelessness require community-wide engagement.
- Affordable housing is essential for a community to thrive and sustain long-term vitality.
- There are many solutions to homelessness and each community's needs are different.

HFI received 501(c)(3) status from the IRS three years ago. Our board of directors includes members from throughout Iowa, including all four Continuums of Care. HFI has one full-time staff member.

- 2) **Summarize the scope of the project.** *(Not scored but will help orient reviewers to your project.)*

This project proposes to provide technical assistance (TA) in support of an existing Coordinated Entry system in the Balance of State Continuum of Care (BoS) for one year, expected to begin around January 1, 2020. The nature of this TA is described below and is intended to support overall continuity of Coordinated Entry in collaboration with the Iowa Council on Homelessness' Coordinated Entry Committee, the HMIS provider and the call center.

Variations on particulars and levels of service are provided at certain points throughout, highlighted by parentheses enclosing "2,3," "3" or "L". The proposed budget offers three options, to which these parenthese relate. These designations are made for two purposes: 1) to indicate that the level of resources required and consequent cost to perform a particular action would either not likely be possible at budget levels below that number, or in the case of "L," that the level of effort and resources would be adjusted depending on the budget level approved; and 2) recognizing that the actual work will respond to needs identified at a point in the future of efforts that are ongoing. It is difficult to predict exactly what the process will require in six months, let alone well over a year from now.

3) **Proposed project is applying to provide:** *(Not scored but will help orient reviewers to your project.)*

- **Technical Assistance to Balance of State Regional System, including Balance of Counties**

4) **Describe the goals and plans of a new Coordinated Entry system and how the proposed project will serve the entire 96-county CoC area.** *(5 points)*

The Coordinated Entry system has existed for more than a year, though in its current form does not integrate all 96 BoS counties. The goals, including items stated in IFA's initial planning grant funding announcement of November 2016 include:

- establishing self-defined regions (Coordinated Services Regions, or CSRs) that encompass all 96 counties in the BoS(2,3)
- recruiting actual and virtual access points within each CSR with trained staff engaging in diversion and assessment (VI-SPDAT) protocols(2,3)
- establishing a system of collaboration and governance across all CSRs
- establishing at least one quality shelter, rapid re-housing and permanent supportive housing program in each region(3)
- ensuring quality data collection and reporting in Homeless Management Information System (HMIS) within each region and a plan for timely housing placement of households in appropriate programs based on VI-SPDAT scores
- a statewide call center that supports the entire Balance of State Continuum of Care (BoS), especially regions with limited services
- support for transportation of clients from one CSR to another when accepted by project in CSR other than that where they are living(2,3)

5) **Describe how the project will implement policies, procedures and practices that better equip the CoC to meet these needs.** *(5 points)*

The overall effort of which this project is a part will complete and stabilize a BoS-wide system of Coordinated Entry. Much of this work will be led by the providers of HMIS and call center services. This TA project will help with:

- implementation of regional Policies & Procedures
- coordination of non-HMIS trainings as determined in collaboration with CE partners and the ICH CE Committee(2,3)
- supporting client engagement best practices
- supporting CE Committee by helping gather and report anecdotal data(2,3)
- assisting in monitoring of the client data entry(3)
- helping CSRs identify community resources(L)
- helping facilitate planning process in new CSR/s
- supporting implementation of CSRs new in 2020
- assisting the CE Committee in assessing CE system and implementing quality improvement measures(L)

- 6) **If providing one or two of the necessary elements of Coordinated Entry, describe how the proposed project intends to ensure the other necessary elements are also provided. (10 points).**

Success of Coordinated Entry in the BoS will require collaboration with the HMIS and call center providers, as well as communication with the ICH Coordinated Entry Committee. This year, primary staff of each provider meet in person on a bi-weekly basis. This team, known as the Coordinated Entry Management Group, has also recently extended an open invitation to the chair and co-chair of the CE Committee to attend these meetings. These meetings – along with regular email and phone contact – has proven vital to ensuring coordination of communications within and outside the group, follow-through with CE Committee directives, trouble-shooting, planning, and other aspects of ensuring that CE moves forward in the BoC. For the projects described in this competition, these meetings will continue, though some future meetings may be via conference call depending on the partner selected for call center services. As TA provider, HFI will:

- respond collaboratively to TA requests submitted by CSRs(L)
- work with the HMIS provider to maintain data on access points and quality control
- support the HMIS provider in promoting Point in Time Count including trainings(L)
- work with the HMIS provider in sharing regional and BoS-wide data and using data strategically(L)
- collaborate with call center provider to establish inventory of all BoS diversion and housing services, including shelter, motel vouchers, transportation assistance and similar resources(3)
- join call center in engaging CSR Lead Agencies, access points and other partners to develop plan for maintaining and updating BoS diversion and housing resources
- work with call center to identify and address gaps in BoS diversion and housing inventory(2,3)
- work with both HMIS and call center providers to ensure execution of directives from Coordinated Entry Committee

#### **PROJECT DETAIL (40 points)**

**For each of the following questions, describe how the proposed project will support each item to the extent possible. Proposed projects may focus on future specific plans with timelines and include past achievements when possible or relevant.**

- 7) **Support for the work of the Coordinated Entry Committee. Include number of meetings attended in the past 12 months, who attended, and level of involvement in meetings. (5 points)**

These meetings have been attended by Tim Wilson within the past two years. This includes meetings in 2017 prior to receiving any CE funding:

1/17/17, 2/21/17, 4/18/17, 12/19/17, 2/20/18, 5/15/18, 6/19/18, 7/17/18.

Participation included discussions of training needs and Policies & Procedures and updates on CSRs when no representative of those regions attended the meeting as well as information on engagement within the Balance of Counties. HFI looks forward

to continuing to work with the CE Committee in setting goals for BoS performance and for the individual CSRs and to providing technical assistance in achieving these goals to the extent possible with resources provided.

- 8) **Furthering goals of individual Coordinated Services Regions, including in implementing referral protocols that utilize CoC-funded and other service providers, providing 24-hour access to rapid emergency services to the extent possible, and assisting in coordination between regions. Include number of meetings attended in the past 12 months, who attended and in which regions, and level of involvement in regional work. (5 points)**

See attached list of regional meetings attended by Tim Wilson within the past 12 months.

In the early meetings in the regions, TA has primarily been in the form of explaining Coordinated Entry, describing the current matrix of homelessness services and key players, and encouraging submission of planning grant applications to IFA. In subsequent meetings, TA has included strategies to expand the number of planning partners, explaining BoS-wide Policies & Procedures, sharing best practices from other CSRs and states, explaining the role of the 24-hour hotline, and (in later meetings) providing feedback on drafts of regional Policies & Procedures. In the Balance of Counties and Upper Des Moines, the TA has been introduction to Coordinated Entry and homelessness services in Iowa. In areas where no Point in Time Street Count has taken place, the importance of this is emphasized, with offers of TA in planning local counts.

- 9) **Support for the Balance of Counties Region, and any other steps to develop full coverage of the 96 counties of the Balance of State. Include steps that will be taken to increase outreach to and engagement of agencies not previously involved in Coordinated Entry. (5 points)**

Tim Wilson has participated in Balance of Counties conference calls and has initiated meetings with service providers in southwest Iowa, two with multi-agency groups and a handful of others with potential leaders. He has also initiated and led meetings in the Upper Des Moines region which has no lead agency despite its designation as a CSR. These multi-agency meetings have constituted an introduction to Coordinated Entry and been conducted in partnership with lead staff from HACAP and the Institute for Community Alliances. He has also been in conversations with service providers in four counties east of the South Central/West CSR with a planning meeting scheduled for August to set up an orientation to Coordinated Entry meeting in September with the goal of creating another CSR and reducing the Balance of Counties.

In addition, Tim has met with the following to encourage wider engagement and collaboration: Iowa Council of Foundations, United Ways of Iowa (executive director), Polk County Continuum of Care Board, and Metro Area Continuum of Care for the

Homeless. These meetings were with the executive director of each agency (acting in the case of MACCH) and a policy committee of the ICF. This fall, Tim will be working with the executive director of United Ways of Iowa in reaching out to several United Way agencies that have not been engaged thus far in local Coordinated Entry discussions to make them aware of the process and invite them to learn more about CE in their service areas.

10) **Increased access to housing across the Balance of State, especially through a low-barrier and housing-first orientation. Provide a timeline and specific steps.** (5 points)

HFI has explained funding sources and encouraged applications from new providers at meetings of current CSRs and in the Balance of Counties and will continue to do so. Iowa must have more low-barrier, affordable housing if HFI's vision of every Iowan having a home is to be achieved. In other words, we not only need access to housing but more housing to access. Toward these ends, HFI proposes to:

- promote applications from CSRs with no/few programs(L)
- facilitate grant-writing trainings on ESG and CoC funding for staff of agencies in CSRs with no/few programs funded through these sources(2)
- support CSRs in landlord education and engagement and in accessing tenant education programs such as RentWise®(2,3)
- work with CSRs in identifying communities with gaps/shortages and developing strategies for overcoming barriers such as landlord reluctance(3)
- assist CSRs in developing strategies to create more accessible housing by using available inventories and engaging USDA Rural Development, local realtors and other community stakeholders(3)
- engage in a statewide public awareness campaign to raise the visibility of affordable housing shortages

Note that a timetable and description of extensiveness of these steps is dependent on progress in 2019 and in some cases as noted, the level of funding for this project.

11) **Outreach and marketing of the Coordinated Entry system throughout the Balance of State, especially through a person-centered, culturally-competent approach that respects client choice. Provide a timeline and specific steps for moving forward.** (5 points)

A plan for outreach and marketing of the Coordinated Entry system for the third year of implementation will depend to a large extent on progress in the first two years.

- 1) Outreach will continue in the remaining Balance of Counties and will include convening meetings of service providers and stakeholders. There have been several such meetings in 2017 and 2018 to explain CE and encourage planning grant participation.
- 2) Outreach in this project year will concentrate within existing CSRs to those would-be stakeholders who have to that point been underrepresented in CSR planning

and pull meetings. To-date this would be likely to include school districts (Homeless Liaisons) and law enforcement. The “gaps” vary from region to region so strategies in part would have to be customized to each region.(L)

- 3) Outreach will be tailored for needs identified within CSRs to specific communities and even landlords/property managers where grantee communications have not created effective relationships resulting in available housing.(L)
- 4) Marketing will be achieved mainly by continuing to promote the toll-free homelessness assistance number and to embark on a statewide public awareness campaign to raise the visibility of affordable housing shortages as mentioned above. This would likely be done in partnership with United Ways of Iowa, local housing trusts, and hopefully other partners.

**12) Providing trainings related to Coordinated Entry. Provide a timeline and training plan for moving forward, including format of training. (5 points)**

Trainings that will be provided through this TA (in addition to those data-related trainings offered through the HMIS provider)

- Domestic Violence 101 (via DV providers; at least once per CSR)
- Equal Access (June HUD Peer-to-Peer or August 2020)
- Cultural Competency (June HUD Peer-to-Peer or August 2020)
- Trauma Informed Care (June HUD Peer-to-Peer or August 2020)
- Grant-proposal (May 2020 for agencies in CSRs with no or few grants)
- Other trainings as directed by the Coordinated Entry Committee(L)

**13) Data collection and quality, including ensuring proper consent and use of client information, and connection to the DVIMS system to improve access for all consumers. (5 points)**

HFI supports data collection and quality by supporting the HMIS provider, which is primarily responsible for data-related services:

- Communicates staffing changes of grantee and access point agencies when made aware
- Meets biweekly with HMIS provider staff where issues of compliance can be discussed
- Monitor regional data quality reports and collaborate with HMIS provider on trouble-shooting
- Visual compliance check made when HFI staff visits access point locations
- Tim Wilson licensed for HMIS data entry and thus able to assist with data entry questions
- Communicate with Domestic Violence hotline (DVISM) system to be aware of issues and policy changes that might require agency adjustment

14) **Evaluation of the CE system and/or Coordinated Services Regions system, including any evaluation tools to ensure quality. (5 points)**

All plans for evaluation will be developed at the behest of the Coordinated Entry Committee and conducted in partnership with the HMIS provider, the call center service provider, and other parties as directed by the CE Committee. At a minimum, evaluation will:

- establish realistic benchmarks for each region against which progress can be marked at intervals of six and twelve months
- involve a process by which regions establish service goals based on available services, data-informed needs, and recent history
- develop and utilize standards/best practices for each regional lead role: (Planning, Fiscal, Data Coordination, Communications Liaison)
- develop protocols for performance improvement when benchmarks and goals are met
- conduct periodic testing of call center/regional call system

**IOWA COUNCIL ON HOMELESSNESS PARTICIPATION (5 points)**

15) **In the past 12 months, have representatives of your agency attended at least three bimonthly meetings of the Iowa Council on Homelessness? Note that anyone may participate in Council meetings even if not a voting member. (1 point for each meeting attended, up to 3 points)**

Tim Wilson has attended **all** ICH bimonthly meetings in the past two years, providing reports for the Continuum of Care Committee, Public Awareness Committee, or both. In addition, at least one HFI board member (David Binner, Ben Brustkern and/or Jack Hackett) have been present at each ICH meeting in the past two years.

16) **Did any agency staff attend either the 2017 HUD Peer-to-Peer Symposium OR comparable training conference (list which one)? (2 points for attending)**

Tim Wilson attended the 2018 HUD Peer-to-Peer Symposium in Des Moines and also served on the planning team for this event, arranging for several presenters in the rural homelessness track.

**CAPACITY (20 points)**

17) **Describe the basic organizational structure of the agency and its financial capacity. Include evidence of an adequate financial accounting system, any experience in effectively managing federal funds, and capacity to leverage local resources in support of this project. (5 points)**

To date in its three-year history, Home Forward Iowa has only managed government grants as a sub-contractor of IFA and HACAP. Accounting has been fairly straightforward, with tax filing, payroll expenses and treasurer's reports being prepared by either a private CPA or the HFI Treasurer, who is also a CPA. If approved for this project, HFI will comply with all HUD requirements for management and oversight of



federal funds. HFI sees one of its primary long-term roles as that of bringing additional funds to bear in addressing homelessness in Iowa. HFI staff and board have been meeting with Iowa corporations toward that end and HFI's Board is in the process of creating a strategic plan to raise significant private funding to apply to new housing and homelessness services by 2021.

In 2019, HFI's Board of Directors will evaluate management needs and capacity with the intent to explore a possible service contract with the Community Foundation of Greater Des Moines. The Community Foundation provides professional accounting and administrative services for organizations ready to spend more time fulfilling their missions and less time on financial administration. Nonprofit Accounting Services clients establish funds to hold their operating dollars, and the Community Foundation processes all gifts and disbursement, records all accounting transactions and provides monthly financial reports.

- 18) Identify the project's lead staff members and supporting staff members, and the responsibilities and qualifications of each. Indicate the approximate percentage of time that each staff member spends/will spend on this project. (5 points)**

Executive Director Tim Wilson has been the lead staff on the provision of TA up to this point. Depending on the level of funding determined for this project and other funding opportunities, an additional staff member may be added and on board by late 2019. HFI anticipates that for this project, 50% of Tim Wilson's time would be committed to this and .25 - .50 FTE of another employee to be hired in 2019.

- 19) If subcontracts or subawards with partner agencies are/will be used to carry out the project, describe the roles of each agency and the funding that is/will be allocated to each agency. Are there written agreements in place that describe the responsibilities of each partner agency? If yes, include a copy of each with the application. (10 points)**

No partnership involving a subcontract is envisioned at this time.

#### **BUDGET & JUSTIFICATION (15 points)**

- 20) Provide a copy of the proposed project budget and total funding request, either below or as a separate attachment. Include a budget narrative that clearly explains each item. (10 points)**

See attached

21) Describe the rationale for funding of a dedicated CE project continuing/beginning in late 2019: What will this project offer that will not be feasible for Coordinated Services Regions or the Iowa Council on Homelessness to do on its own at that time? (5 points)

Based on the experiences of the current CSRs and the fact that there are still several counties that are not yet part of CSRs, there will doubtless be a need to help new CSRs start up in late 2019/early 2020 and to assist those CSRs new in 2019 in a least the following:

- develop region-specific Policies & Procedures
- identify and bring additional stakeholder into the process
- undertake or improve the quality of Point in Time Counts
- access funding for housing projects
- strengthen relationships with the entire Balance of State

It is also likely that CSRs which have existed for a year or two will experience changes in leadership roles, project funding and possibly other structural challenges and opportunities, adjusting to which will require additional assistance. Also, as the Coordinated Entry process matures in regions, needs revealed anecdotally and by the data collected will require steps in creating additional housing that are only now beginning to emerge. Addressing these needs will require focus that exists in only a few communities at this time.

Finally, as in regional and project-specific data performance measures emerge, there will be a need for technical assistance in addressing shortfalls. The logical response would be for the TA HMIS providers to work collaboratively with direction from the Coordinated Entry Committee. There are no other likely options.

**PROPOSED BUDGET FOR HOME FORWARD IOWA  
COORDINATED ENTRY TECHNICAL ASSISTANCE PROJECT**

	Option 1	Option 2	Option 3
<b>Staffing Salary &amp; Benefits</b>	.50 FTE <b>\$35,900</b>	.75 FTE <b>\$48,900</b>	1.00 FTE <b>\$67,100</b>
<b>Meeting Expenses</b>	<b>\$670</b>	<b>\$725</b>	<b>\$780</b>
Teleconferencing service	\$220	\$275	\$330
Space rental	\$200	\$200	\$200
Refreshments	\$250	\$250	\$250
<b>Training Expenses</b>	<b>\$1,400</b>	<b>\$2,600</b>	<b>\$3,750</b>
Trainers	\$1,000	\$1,750	\$2,500
Space rental	\$200	\$200	\$400
Materials	\$200	\$400	\$500
Refreshments	\$0	\$250	\$350
<b>Travel/Mileage</b>	<b>\$9,000</b>	<b>\$15,050</b>	<b>\$19,750</b>
Mileage (.39/mile or prevailing state rate)	\$4,724	\$6,850	\$8,267
Lodging	\$1,840	\$2,668	\$3,220
Per diem	\$2,436	\$3,532	\$4,263
Client travel support	\$0	\$2,000	\$4,000
<b>Total</b>	<b>\$46,970</b>	<b>\$67,275</b>	<b>\$91,380</b>

**Staffing** reflects salary and benefits of Executive Director at .50 FTE and additional staff at .25 and 50 FTE under Options 2 and 3, respectively. Additional employee in Option 2 likely to be part-time with reduced benefits; additional employee at Option 2 projected as full-time with benefits.

**Meeting Expenses** cover anticipated costs related to providing a virtual network for Coordinated Entry meetings within and (as needed) among CSRs, as well a space for meetings when no suitable free space is available (mostly initial planning meetings) and for refreshments for initial planning meetings in Balance of State and/or regions with no planning funding. The higher costs in Options 2 and 3 anticipate more participants and toll-free phone services for all CSRs

**Training Expenses** cover anticipated costs of engaging trainers of identified trainings, materials that may be required for training participants, space for trainings and potentially food for those attending trainings. The high costs in Options 2 and 3 anticipate trainings in addition to those being provided in 2018 while Option 1 is intended to cover only the trainings required in 2018.

**Travel/Mileage** supports TA staff travel to meetings in all CSRs and the Balance of Counties, with the amount of travel increasing across the options according to the level of services provided as described in this application. Options 2 and 3 also include funds when no other resources are available to transport clients who are entered into Coordinated Entry in one region but request and receive placement in a program located in another region.

## 8) Addendum

**Furthering goals of individual Coordinated Services Regions..... Include number of meetings attended in the past 12 months, who attended and in which regions, and level of involvement in regional work.**

The following meetings were attended by Tim Wilson. Meetings in what have since become regions began in November of 2016, as IFA announced planning grant opportunities for forming CSRs. Except where noted, these meetings included representatives of multiple agencies:

### July - December, 2017

July 6 Two Rivers CSR  
July 12 Mid-Sioux CSR  
July 20 Eastern Iowa CSR  
August 23 Linn/Benton/Jones  
August 24 Northeast Iowa CSR (Oelwein, Waverly)  
September 22 Quarterly CSR conference call  
November 13 Mid-Sioux CSR  
November 28 Eastern Iowa CSR (call-in)  
November 30 South Central/West CSR (leadership team)

*Note: all above meetings occurred prior to HFI receiving funding as sub recipient of HACAP.*

### 2018

January 11 Balance of Counties (conference call)  
January 16 Eastern Iowa CSR (conference call)  
January 25 Mid-Sioux CSR (meet with new lead agency)  
January 25 Upper Des Moines (meet with lead agency)  
February 1 North Central CSR (conference call)  
February 26 Mid-Sioux CSR (meet with new lead agency)  
March 1 Two Rivers CSR  
March 1 South Central/West (call in)  
March 5 North Central CSR (meet with new lead agency staff)  
April 5 South Central/West CSR  
May 2 Mid-Sioux CSR  
May 2 Balance of Counties (southwest Iowa)  
May 10 Upper Des Moines  
May 17 North Central CSR  
May 30 Balance of Counties (southwest Iowa)  
June 7 Two Rivers CSR  
June 21 South Central/West CSR  
June 27 Mid-Sioux CSR  
July 5 Two Rivers CSR  
July 31 Balance of Counties (conference call)  
August 16 Balance of Counties (central/south central Iowa)\*  
August 28 Upper Des Moines\*  
August 29 Mid-Sioux CSR\*  
September 6 Two Rivers CSR\*  
September 13 Balance of Counties (southwest Iowa)\*

\* scheduled