

432018 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 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.

Name of Agency: Waypoint Services

Name of Project: Balance of State Coordinated Entry

**Primary Application Contact Name, Email, Phone: J’nae Peterman,
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**Secondary Application Contact Name, Email, Phone: Carrie Slagle,
carrie.slagle@waypointservices.org 319-365-1458 ext. 6237**

PROJECT SUMMARY (20 points)

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

Waypoint, formerly the YWCA, is a mission-driven organization that has been meeting the needs of women, children, and families since 1894. Every year, Waypoint inspires over 7,500 individuals in crisis due to homelessness, poverty, and domestic violence or need quality, affordable child care to move forward. Through proactive solutions and vital programs, individuals and families gain greater stability, safety, and self-sufficiency.

Waypoint also provides after business, weekend and holiday hours support to the state-wide Coordinated Entry Hotline developed in 2018 and serves as the lead agency for Coordinated Entry in Linn, Benton and Jones Counties.

Waypoint has 178 employees, 22 Board of Directors members, 11 Board of Trustees members, and has 405 volunteers.

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

This project will provide technical assistance to the Balance of State Regional System, including the Balance of Counties Region. In addition, Waypoint will staff and manage the 24-hour call center for the Balance of State, which will encompass all 96 counties.

- 3) **Proposed project is applying to provide either: (Not scored but will help orient reviewers to your project.)**
 - **Lead agency to oversee and operate Coordinated Entry across the Balance of State OR**
 - **HMIS Data Entry and Management across the Balance of State; and/or**
 - **24-Hour Call Center for the Balance of State; and/or**
 - **Technical Assistance to Balance of State Regional System, including Balance of Counties**

Waypoint is applying for funding to provide the following:

- Staffing and management of a 24-hour call center for the Balance of State
- 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)

Waypoint will create a seamless, cooperative system of delivery to households (HH) experiencing homelessness for the Balance of State Regional System in Iowa, including the Balance of the Counties through technical support. Using the knowledge, skills, and expertise gained from implementing a successful Coordinated Entry (CE) system within a three-county region, Waypoint will offer technical assistance through conversations, meetings, and/or training to the 96-county CofC area with the goal to:

- Reduce the length of time a HH is homeless and permanently house them as quickly as possible
- Build upon existing community-based infrastructures serving HH experiencing homelessness
- Strengthen diversion efforts across the 96-county area

Waypoint will add two part-time staff members and use existing staff to support operating and managing the 24-hour call center. The goal is to provide 24/7 access to CE by offering fair and equal access, regardless of where or how HH present for services.

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

Waypoint will ensure implementation of regional policies, procedures, and practices are carried out through one-on-one consultation, on-site visits, small group facilitation, or web-based trainings/meetings. Waypoint will use expertise and skills gained from prior CE implementation to support all regions across the Balance of State with technical assistance to execute CE key elements, identify improvement areas or opportunity for growth, and develop effective methods to build capacity.

Waypoint will continue to be active on the CE Committee to provide suggestions and feedback to enhance the Balance of State CE process and function. Waypoint will also evaluate CE system practices to ensure program needs are met. This will be accomplished by attending regional meetings on a bi-monthly basis.

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).

Waypoint serves as the lead agency for three necessary CE elements; planning, data coordination, and fiscal management within Linn, Benton, Jones Region. Through on-going technical assistance and guidance, Waypoint will ensure necessary core elements and alignment

of established policies and procedures are provided in the 96-county CofC area to ensure systems provide:

- Client-centered practices
- Triage/diversion
- Access points - physical and virtual
- 24-hour access
- Standardized assessment by utilizing VI-SPDAT
- Prioritization of households based on VI-SPDAT score and agreed upon tie breakers
- Referrals to appropriate and available housing projects

Waypoint has also developed a close working relationship with the current Homeless Management Information System (HMIS) provider in 2012 when developing the Linn County triage process. Waypoint will continue to build rapport with the selected agency providing HMIS across the Balance of State to ensure data quality and management.

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)**

Waypoint has played an active role on the CE Committee by:

- Helping to research and develop the Balance of State policies and procedures
- Piloting a regional CE system in 2017
- Providing technical assistance to regions who reached out for support

Waypoint has attended all Coordinated Entry Committee meetings in the last 12 months. J'nae Peterman, Director of Homeless & Housing Services and/or Carrie Slagle, Managing Director of Critical Services, have attended the following meetings: 7/11/17, 8/15/17, 9/19/17, 10/17/17, 11/21/17, 12/19/17, 1/16/18, 2/20/18, 4/17/18, 5/15/18, 6/19/18, and 7/17/18.

- 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)**

In 2017, Waypoint implemented a CE system in the Linn, Benton and Jones County Region, including over 15 agencies participating. These agencies recognize how CE has simplified the process of connecting homeless households to available services.

Waypoint will bring experience, knowledge, and support to other regions to develop a system tailored within their region. Our region has hit functional zero several times. Our goal would be to develop a 24-hour access point within all regions.

Waypoint will collaborate with the CE Committee to develop standardized procedures for all regions to coordinate households willing to relocate, working to identify community resources to assist with transportation of relocating households.

Waypoint has hosted 47 regional coordinated entry meetings since October 1, 2017. J'nae Peterman, Director of Homeless & Housing, has attended two of the Eastern Iowa region CE meetings to offer technical assistance.

- 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)**

Waypoint will advertise and operate the 24-hour call center number for virtual access to resources across the Balance of Counties using a resource binder developed for all of the 96-counties. This includes a list of community resources available per county and is used to make quick and appropriate referrals. This supports connecting households to available resources in their area.

Community resources within the Balance of Counties will be provided outreach to support a better understanding and importance of CE. This will be done through communication, face-to-face meetings and/or conference calls focused on building a common goal of resolve homelessness across the state.

Waypoint will expand our focus to existing regions, and discuss opportunities for rural counties to join those regions. It seems more efficient for current established regions to absorb the rural counties that may lack services and offer resources to those experiencing homelessness.

- 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)**

The goal of CE is to increase access to housing through an easy, user-friendly process minimizing barriers. Using a standardized assessment and waitlist to those needing housing based on need, supports the Housing First model, which is an effective way to end homelessness.

Waypoint will carry out the following steps:

- First and second grant quarter: All access points will be trained to administer diversion to provide alternate resources to entering homeless system and VI-SPDAT assessment.
- Third grant quarter: All housing providers, receiving federal funding, within functioning regions will accept referrals from the prioritization list built within HMIS.
- Fourth grant quarter: All housing providers will be able to determine if they have adequate housing resources available to meet the needs of those on their prioritization list. The list will show areas of the state where there is a higher need for access to housing resources and which resources are most needed.

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)

Outreach and marketing efforts will include:

- Contacting private and public agencies to provide information on processes to connect homeless HH done a minimum of once per year
- Packets with resources/marketing materials distributed to organizations and businesses frequented by the target population via flyers, brochures, and business cards within the first quarter of the grant
- Informational booths with materials and promotional items at community events throughout the year
- Social media advertising the 24-hour call center information will be completed by the second quarter of the grant
- Information will also be available on the Iowa Council on Homelessness website

Technical assistance for outreach efforts will provide ways to ensure CE is available to all eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status and respects client choice.

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

Waypoint will support all core trainings listed in the Balance of State policies and procedures, ensuring each region has a trained representative to provide trainings in a timely manner. As new employees and new programs are introduced to the Coordinated Entry system these trainings will be provided within the region. Waypoint will collaborate with agencies across all Coordinated Entry Regions who have expertise in these areas to help develop trainings. The Institute for Community Alliances is able to provide HMIS trainings as needed.

Waypoint understands that in-person trainings may not be the most efficient method to deliver important trainings across the state and will begin researching the capabilities for building an online training library. It would be the intent the webinars would be recorded on a system that can track participation to ensure completion and understanding. The library will consist of the mandatory trainings listed in the Policies and Procedures.

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)

It is vital all providers understand the purpose of the HMIS user consent and non-HMIS MOU to ensure that information viewed in HMIS pertaining households on the prioritization list is not allowed to be discussed without a separate release of information.

Waypoint will work with domestic violence providers to provide initial screening for those households fleeing and connect to the appropriate DVVSP, who can assess and place on a confidential prioritization list generated within DVIMS. Providers will attend regional meetings to bring the confidential list to compare to the region's HMIS prioritization list. No personal information about a household on the DVIMS list is shared until separate releases are signed. Waypoint will offer technical assistance to each region to ensure no confidential information is not being shared without a release of information and households fleeing violence are connected to a DVVSP immediately to provide further support and assessment.

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

The CE Committee is currently working on developing an evaluation process for each coordinated service region, this is anticipated to be established before January 2020. Waypoint plans to attend regional bi-monthly CE meetings to ensure policies and procedures are being followed, in addition, offer technical support as needed. As an active agency supporting draft and create policies and procedures, Waypoint is attentive of current requirements for regional CE systems.

Waypoint will engage all stakeholders participating in the CE process to help plan, evaluate, identify service needs and gaps, and suggest needed.

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)**

In the past 12 months, J'nae Peterman, Director of Homeless & Housing Services, and/or Carrie Slagle, Managing Director of Critical Services, attended the following Iowa Council on Homelessness meetings: 8/4/17, 9/15/17, 11/17/18, 1/19/18, 3/20/18, 5/19/18, 7/20/18.

- 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)**

J'nae Peterman, Director of Homeless & Housing Services, and Carrie Slagle, Managing Director of Critical Services, attended 2017 HUD Peer-to-Peer Symposium and the 2017 Housing Iowa Conference.

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)**

Financial statements are prepared monthly using Quickbooks Enterprise. Then the statements are distributed to managers to review comparison to budget. Statements are also reviewed by Senior Management and the Board of Directors Executive Finance Committee. All monthly financial statements are approved by the Board of Directors to ensure organization is financially sound.

Waypoint has extensive experience successfully administering grant funds from federal, state, city, county, and private foundation sources. Waypoint receives annual funding from the US Department of Justice, Iowa Crime Victim Assistance Division, Iowa Department of Economic Development, Linn County, Department of Human Services, United Way, Greater Cedar Rapids Community Foundation, and many other private and corporate contributions. Waypoint has also administered the Homeless Prevention and Rapid Re-Housing Program (HPRP) federal funding program for the city of Cedar Rapids.

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)

J'nae Peterman, Director of Homeless and Housing Service, will spend 10% of time implementing CE throughout the Balance of State. Qualifications include:

- Bachelors in Family Services with 4+ years' experience working with individuals impacted by homelessness
- Implemented regional CE for Linn, Benton, and Jones Counties,
- Facilitates weekly CE Regional meetings
- On-going participation with Iowa Council on Homelessness and CE subcommittee

Carrie Slagle, Managing Director of Critical Services, will spend 5% of time supporting CE oversight. Qualifications include:

- Bachelors in Psychology with 17+ years' experience working with individuals impacted by homelessness
- Initial piloting efforts of CE in Linn County in 2012
- On-going participation with Iowa Council on Homelessness and CE subcommittee

Third-shift Madge Phillips Center Emergency Shelter Program Assistants will use 100% of their time supporting coverage of state-wide hotline overnight hours. Qualifications include:

- Trained in Trauma Informed Care, Housing First, VI-SPDAT administration, and Service Point.

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)

There will be no subawards or subcontracts within the grant application. Waypoint is willing to work with any selected agency that has the capacity to offer HMIS data entry and management across the Balance of State.

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)

Budget, including narrative is 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)

CE is a consistent, streamlined process for homeless households accessing resources Through CE:

- CoC ensures that the highest need, most vulnerable households throughout the region are prioritized for services and services are used efficiently and effectively.
- Is the framework that transforms a CoC from a network of projects making individual decisions about whom to serve, into a fully integrated crisis response system by gathering information through a standardized assessment process.
- Provides a CoC with data that it can use for system and project planning and resource allocation.

Waypoint will continue to develop and provide technical assistance to all regions until all regions across the CofC are fully functioning and collaborating with one another as intended by HUD. Upon successful implementation, the Iowa Council on Homelessness, with support from the CE Committee, will provide oversight to the operation of CE, including support and technical assistance.

FY 2020 Iowa Balance of State Continuum of Care					
Amount Requested				\$ 175,000	
Expenses					
Wages to cover 24 hour Call Center					
3rd Shift - \$12.50/Hour			\$ 45,500		3rd shift is from 11:00 p.m. - 9:00 a.m. 7 days per week, total hours of 3,640 over a 52 week period at avg wage of \$12.50/hour
Additional Staff - needed to support 24 hour Call Center					
1st Shift - \$11.50 / Hour			\$ 14,950		Additional staff required to cover the 800 line for 1st and 2nd shift
2nd Shift - \$12.50/Hour			\$ 16,250		Average of 25 hours per week for 52 weeks
Management Wages			\$ 28,933		Additional support for 24 hour call center (832 @ \$20.75/hour for Director and 416 @ \$28.05/hour for Managing Director
Taxes and Benefits (25%)			\$ 26,408		Supports payroll taxes and payroll expenses
Total Wages, Taxes and Benefits			\$ 132,041		
Marketing			\$ 20,000		Marketing/advertising items to support 96 counties include: Brochures, flyers, business cards, promotional items, informational packets for community agencies, social media advertisements
Technology			\$ 2,000		Purchase of extra computer for additional staff (estimated at \$2K)
Phone Lines			\$ 5,400		Estimated cost of \$450 per month for 12 months
Mileage			\$ 12,000		Estimated mileage cost to do on site visits to 96 counties at \$.39 per mile
Hotels			\$ 4,000		Estimated hotel stay during 96 county visits
Total Operational Expenses			\$ 43,400		
Net			\$ (441)		