
PROPOSAL FOR

HOME Tenant Based Rental Assistance (TBRA)

Submitted: January 9, 2023

NAME: Affordable Housing Corporation (“AHC”)

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QUALIFICATION CONTACT PERSON:

Lorri Cox, Associate Director

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CONTRACT SIGNATORY AUTHORITY:

Lorri Cox

TITLE:

Associate Director

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I. Summary

Affordable Housing Corporation (“AHC”) is submitting this proposal to express our interest in the HOME Investment Partnerships Program’s Tenant Based Rental Assistance (“TBRA”) program and the HOME-ARP Supportive Services funding.

AHC is a U.S. Department of Housing and Urban Development (“HUD”) Approved Housing Counseling Agency founded in 1995. AHC has over twenty-five (25) years of experience developing affordable housing units; providing comprehensive housing counseling; facilitating community development projects; administering federal and state grant programs, including the HOME Investment Partnerships program; and administering rental assistance programs, including the TBRA program.

AHC has previous experience with TBRA and is highly qualified and ready to proceed with the scope of IHCD’s RFQ. AHC is eager to continue assisting Grant County residents who have been formerly incarcerated obtain increased housing stability.

II. Certification of Respondent

See "Appendix A".



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CERTIFICATION OF RESPONDENT

I hereby certify that the information contained in these qualifications and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I acknowledge that I have read and understood the requirements and provisions of the RFQ and agree to abide by the terms and conditions contained herein. I Lorri Cox am the Associate Director of The Affordable Housing Corporation of Marion, IN, partnership, association, or other entity named as company and the Respondent herein, and I am legally authorized to sign this and submit it to the Indiana Housing and Community Development Authority on behalf of said organization. 18 U.S.C. § 1001, "Fraud and False Statements," provides among other things, in any matter within the jurisdiction of the executive, legislative, or judicial branch of the Government of the United States, anyone who knowingly and willfully: (1) falsifies, conceals, or covers up by any trick, scheme, or device a material fact; (2) makes any materially false, fictitious, or fraudulent statement or representation; or (3) makes or uses any false writing or document knowing the same to contain any materially false, fictitious, or fraudulent statement or entry; shall be fined under this title, and/or imprisoned for not longer than five (5) years.

Respondent:

Signed: Lorri Cox Name: Lorri Cox

Title: Associate Director of AHC

Date: 12/19/2022

Firm name: The Affordable Housing Corporation of Marion, IN



AHC is a not-for-profit HUD approved and state certified housing counseling agency and a Community Housing Development Organization certified by the Indiana Housing & Community Development Authority.



III. Certification of Non for Profit Status

AHC certifies that it is recognized as tax exempt under 501(c) (3). Below is the letter from the Internal Revenue Service (IRS) confirming AHC's tax exempt status, also attached as "Appendix B".

INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201 Date: OCT 24 2000 AFFORDABLE HOUSING CORPORATION OF MARION INDIANA 601 S ADAMS ST MARION, IN 46953	DEPARTMENT OF THE TREASURY Employer Identification Number: 35-1966459 DLN: 17053274804000 Contact Person: FRANCIS K BERNHARDT ID# 31258 Contact Telephone Number: (877) 829-5500 Our Letter Dated: JULY 1996 Addendum Applies: NO
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Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

You are required to make your annual information return, Form 990 or Form 990-EZ, available for public inspection for three years after the later of the due date of the return or the date the return is filed. You are also required to make available for public inspection your exemption application, any supporting documents, and your exemption letter. Copies of these documents are also required to be provided to any individual upon written or in person request without charge other than reasonable fees for copying and postage. You may fulfill this requirement by placing these documents on the Internet. Penalties may be imposed for failure to comply with these requirements. Additional information is available in Publication 557, Tax-Exempt Status for Your Organization, or you may call our toll free number shown above.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Letter 1050 (DO/CG)

IV. Financial Capacity

See “**Appendix C**” for AHC’s Statement of Financial Position (up to June 2022) and AHC’s 2021 Audit Report.

V. Experience of Respondent and Partners

5.1 Summary of Experience Administering TBRA

AHC is a 2021 recipient of the TBRA grant program. AHC has been successfully administering the TBRA program to Grant County residents since November 1, 2021. AHC's TBRA program has developed alongside our community's local assets, culture, and needs. From the onset of the TBRA program, AHC has been able to partner with local non-profit organizations that are already engaged in the work of assisting currently or formerly incarcerated persons. (For detailed information on AHC's partner organizations, see **Page 8**.) These partnerships allowed AHC to design the TBRA program with a two-part application process: the TBRA Referral Form, followed by the TBRA Application. The TBRA Referral Form is short form that a "referral partner" submits on behalf of a TBRA applicant. A "Referral Partner" is defined as a Case Manager, Probation Officer, Program Director, or in some cases, a family member or friend. With each TBRA applicant having a "referral partner," this ensures that each TBRA recipient has a supportive professional or personal contact on file. This program design has provided a consistent stream of applicants for AHC's TBRA program. Within just three months of the program's launch, AHC received sixty-six referrals!

However, a few months into the program, AHC encountered a new challenge: there was a lack of available housing in Grant County for the TBRA applicants. AHC began conducting outreach with local rental agencies and landlords: creating and distributing flyers to individual landlords and rental companies; hosting the "Landlord Coffee Hour"¹ to provide information on the TBRA program; and working with local agencies to develop a "TBRA Approved Landlord List"². When applicants are approved for the TBRA program, they are given this list to assist them in their housing search. In the next round of AHC's TBRA program, AHC will continue to conduct outreach with local landlords and rental agencies and expand the "TBRA Approved Landlord List" to assist the target population in securing safe, decent, and affordable housing.

5.2 Summary of Experience with other Rental Assistance Programs

Additionally, AHC has extensive experience managing rental housing, including developing rental units, providing property management, offering rental counseling, and administering rental assistance programs¹. Currently, AHC manages a total of 142 units across 7 scattered sites in Grant County. AHC's staff members are highly experienced in managing tenant files; conducting unit inspections and follow up activities; and maintaining long-term compliance reporting of housing and non-housing grants.

From 2012 to 2017, AHC managed a rental assistance program that was similar to TBRA. This program, Grant for Grads, was a collaboration with the Grant County Economic Growth Council ("GCEGC") designed to incentivize individuals to rent and obtain full-time employment in Grant County – in the hope that they would one day purchase a home. Over the program's lifespan, AHC administered rental assistance for forty-two (42) qualified participants. AHC provided housing counseling to each program participant, which included distributing the rental resource guide, budget counseling, and goal/action planning. (For AHC's administrative duties for this program, see "Appendix D.")

From March 2020 to June 2020, AHC received a Rapid Response Grant in the amount of \$10,000 from the United Way of Grant County, the Community Foundation of Grant County, and American Electric Power to provide rental assistance to tenants experiencing financial hardship due to the COVID-19 pandemic. AHC assisted eighteen households in total, fifteen with children under the age of eighteen. Each household had experienced a reduction in

¹ On April 27, 2021, AHC hosted the "Landlord Coffee Hour" in partnership with Hands of Hope and the City of Marion. Here is the Facebook link to the event: <https://www.facebook.com/events/379041354135577>

² The "TBRA Approved Landlord List" exists to help connect TBRA applicants with Grant County landlords that are willing to work with TBRA program. The "TBRA Approved Landlord Lists" contains individual landlords or rental companies that have been educated on the TBRA program such as why it exists, how it is designed, and the paperwork required. Here is the link to the "TBRA Approved Landlord List": <https://docs.google.com/spreadsheets/d/1B3wqrRwZ8h22WVYixmkfrM3W945T-JRm/edit?usp=sharing&ouid=115337185901304105847&rtoref=true&sd=true>

income due to business closures, job loss, or reduced hours. AHC's responsibilities included: identifying eligible households, documenting proof of financial hardship, working with the landlord to determine rent reasonableness and rental assistance payments, and submitting reports and compliance requirements.

5.3 Summary of Experience Providing Supportive Services

AHC has been offering supportive services to residents across Grant County since its inception in 1995. Each AHC client (tenant, housing counseling client, or program participant) is provided with a referral guide that highlights supplemental services available at no cost to the individual (See "**Appendix D**") and is given a "Receipt of Brochure Form" to sign and certify that they received the information about local services and programs available (See "**Appendix E**"). This referral guide is updated regularly as new programs and services become available in the community. It is also posted on the community bulletin boards, alongside program brochures and pamphlets for program and services in the community. This referral guide includes supportive services provided by AHC as well as those provided by other organizations in the community that meet the needs of target population groups such as those with substance use and/or mental disorders, those experiencing homelessness, those experiencing domestic abuse, etc. As a HUD-approved comprehensive housing counseling agency, AHC recognizes it is essential to stay well informed on all community resources available to assist vulnerable populations. AHC's housing counselors regularly connect clients to supportive services in the community such as recovery programs, food and clothing pantries, temporary shelter, employment training, GED classes, etc.

A few of the supportive services provided by AHC include:

- Individual Development Accounts ("IDA")
 - IDA is a matched savings program designed to assist individuals in achieving self-sufficiency through financial capacity training and asset generation. Participants will get a 3 to 1 match (up to \$6,000) usable towards buying a home, higher education, job training programs, or starting a small business.
 - AHC administers approximately twenty (20) accounts annually.
 - Each IDA program participant is offered budget counseling, credit counseling, and financial planning services with a HUD-certified Housing Counselor.
- Comprehensive Housing Counseling
 - AHC has been a HUD-Approved Housing Counseling agency since 1997, and currently has five (5) HUD-certified Housing Counselors on staff.
 - AHC offers Pre-purchase Counseling, Financial Management/Budget Counseling; Financial, Budgeting and Credit Repair Workshops; Mortgage Delinquency and Default Resolution Counseling; Non- delinquency Post Purchase Workshops/Counseling; Services for Homeless Counseling, Home Improvement and Rehabilitation Counseling; Rental Housing Counseling and Resolving/Preventing Mortgage Delinquency Counseling (See "**Appendix F**").

5.4 Summary of Qualifications and Expected Contributions of Program Partners

AHC has a highly qualified and diverse team of community partners committed to the TBRA program. All program partners listed below are committed to assisting with: 1) Making Program Referrals, 2) Marketing the Program, and 3) Providing Supportive Services (See "**Appendix G**"). TBRA program partners include:

- Grant Blackford Mental Health ("GBMH")
 - GBMH is Grant County's largest and most comprehensive clinical treatment provider for people with emotional, mental, behavioral, and substance abuse problems.
 - GBMH's 189 staff members provide behavioral health, substance use disorder, family counseling and other mental health services to hundreds of area residents each month.
 - GBMH operates 13 residential sites that allow people with mental health disorders to live locally.
 - Supportive Services offered: case management, individual and group therapy, peer support, medical treatment, withdrawal management and crisis stabilization, inpatient and outpatient services, etc.
- Hope House Ministry ("Hope House")
 - Hope House provides recovery homes for men and women that offer a supportive environment to seek

- recovery from substance use disorders.
 - Supportive Services offered: transitional housing, peer-support, recovery support groups, pro-social events, and other recovery resources.
- Grace House for Transition and Recovery (“Grace House”)
 - Grace House is a residential recovery program and transitional home that assists men in experiencing homelessness and seeking recovery from addiction.
 - Supportive Services offered: transitional housing, job training, peer support, AA/NA classes, and structured recovery programming.
- Grant County Rescue Mission (“GCRM”)
 - GCRM is dedicated to serving the “homeless, hungry, and addicted” in Grant County through a daily food pantry, temporary shelter, a 9-month Life Change program, and permanent supportive housing.
 - Supportive Services offered: daily food and clothing pantry, GED classes, ESL classes, and employment training (interview skills, resume building, and workplace etiquette).
- Grant County Probation (“GC Probation”)
 - GC Probation is dedicated to enhancing public safety by promoting reduced recidivism.
 - GC Probation has specific programs for target populations: Drug Court (established in 2005), Family Recovery Court, Veteran’s Court, and Reentry Court
 - Drug Court graduates approximately twenty (20) individuals annually (**See: Drug Court**)
 - Supportive Services offered: structured reentry programming, connection to housing options and service providers, substance abuse treatment, drug screening, probation officer support, and more.
- Family Service Society, Inc. (“FSSI”)
 - FSSI has been helping children and families in Grant County find support and resources for life's problems for over 102 years.
 - FSSI has a team of 50 people serving approximately 14,000 unique individuals annually – focusing individuals at the margins of society including sex offenders and delinquent youth and their families.
 - Supportive Services offered: case management, clinical therapy (group and individual), substance abuse treatment programs, and domestic violence services.
- City of Marion Neighborhood Associations (“City NA”)
 - City NA is dedicated to building and maintaining safe and welcoming neighborhoods through engaging homeowners and renters and working towards the goal of all neighbors having stable housing.
 - Supportive Services offered: opportunities for neighborhood and community engagement through neighborhood clean ups, block parties, and monthly association meetings.
- Circles of Grant County (“Circles”)
 - Circles seeks to empower families to move from poverty toward thriving and equip Grant County in changing community systems that perpetuate poverty.
 - Supportive services offered: peer support, weekly community meetings, networking opportunities with community peers and leaders, etc.

5.5 Summary of Experience Working with Homeless and Formerly Incarcerated Populations

AHC has been successfully administering the TBRA program to Grant County residents since November 2021. AHC has received 244 referrals to date and successfully housed 33 individuals. AHC has established relationships with community partners that provide consistent referrals and connections to supportive services and with landlords that are educated on the TBRA program and willing to work with the target population and paperwork required of the TBRA program.

Through AHC’s collaboration with the Grant County Rescue Mission (“GCRM”) and Grace House, AHC has worked directly with individuals experiencing homelessness or at-risk of homelessness. AHC partnered with GCRM on their two permanent supportive housing projects: My Home Apartments (for men) and Open Heart Apartments (for women).

GCRM had the vision to create a pathway for individuals experiencing homelessness to work towards the goal of obtaining permanent stable housing. At the time, GCRM was operating two temporary shelters and a daily food and clothing pantry, and they recognized the need for more permanent housing options. GCRM houses 45 to 50 men and 15 to 20 women per night in their temporary shelters and experiences high levels of recidivism and

overcrowding.

Before these projects, there were no housing developments in Grant County providing one-bedroom units with supportive services for homeless men transitioning from shelter care to independent living and self-sufficiency. There was a clear need for a more permanent stable housing option, especially for graduates of GCRM's 10-Step Program. My Home Apartments was funded by the HOME Investment Partnerships program and Open Heart Apartments was funded by the Federal Home Loan Bank's Affordable Housing Program. Both apartment buildings consist of eleven (11) 1-bedroom units, with three (3) of those units reserved for someone with a disability. AHC served as the project developer, grant writer, and grant administrator in both projects. Today AHC continues to be involved through processing rental applications, managing client intake, and doing monthly compliance and feedback surveys with tenants.

In 2006, AHC partnered with the Grace House for Transitional and Recovery ("Grace House") to develop transitional housing for men experiencing homelessness and seeking recovery from addiction. AHC served as the grant writer, grant administrator, and project developer and owner in the project. AHC assisted Grace House in obtaining HOME Investment Partnership CHDO-set-aside funds to develop eleven (11) single-room occupancy units for homeless men. An excerpt from the original application reads:

Grace House plans to include and embrace those persons who have a history of legal problems. As such, it will address the needs of persons who are particularly difficult to serve, otherwise. There are no current supports which assist with the housing aspect of the constellation of needs of persons new to a recovering lifestyle.

Grace House has now been serving homeless men in the community for over sixteen (16) years. AHC continues to be involved with Grace House as both the property owner and on-contract for supportive services. AHC as two supportive service agreements in place:

- Property Management – property oversight, annual inspections, property maintenance, etc.
- Administrative Services – accounting, payroll, client intake, lease executions, income verification, qualifying tenants, compliance activities, reporting, etc.

VI. Readiness to Proceed

6.1 Justification of Need

Grant County has a vast need for safe, decent, and affordable housing options that will assist with the reentry and recovery of formerly incarcerated people. GC Probation officer Reggie Lipscomb states: “Housing a major component of successful reentry.” The term “re-entry” describes the process and challenges faced by the vast numbers of people released from prison and jail each year, such as drug/alcohol addiction, homelessness, unemployment, physical/mental impairment or illness, and other disabling conditions. Those who have formerly been incarcerated are more likely to have unique housing challenges. In the 2018 report, “No Where to Go: Homelessness Amongst Formerly Incarcerated People”², the Prison Policy Initiative estimates that formerly incarcerated people are 10 times more likely to be homeless than the general public.

Access to safe, stable, and decent housing in Grant County is critical to reducing the individual’s likelihood of reoffending and mitigating the challenges associated with reentry. Housing instability triggers higher recidivism rates. The 2021 recidivism rate for Indiana offenders is 33.82%³, indicating the percentage of offenders that were recommitted to IDOC within three years of their release date for a new conviction or violation of post-release supervision. Further, according to GC Probation, 80% of adult offenders abuse drugs and/or alcohol – putting the individual at a higher risk of financial instability, housing instability, and often, homelessness. When reentry programs are coupled with good partnerships between courts, supportive services, and housing, they increase housing stability and decrease recidivism.

According to the Indiana Department of Corrections (“IDOC”), Grant County currently has a total of 383 total adult offenders⁴ (as of December 2022). GC Probation estimates that approximately 100 to 150 adult offenders are released annually and reentering the Grant County community. Last year, 117 adult offenders were released⁵ in Grant County. Typically, a Community Corrections Officer will work with the individual to secure housing prior to their release. Most are housed with relatives, due to lack of finances and knowledge of available housing that would accommodate them. Those without supportive or local relatives in the Grant County area are likely to end up homeless and thus more likely to reoffend and/or begin abusing substances again. The HOME TBRA program will provide an alternative option for adults reentering the Grant County community. The Community Corrections Officers will be able to connect the individual to the TBRA program – either as an immediate option, or a future option, after their stay with a relative or after graduating from a GC Probation program. In addition to financial assistance, the TBRA program will offer a supportive framework in which an individual may seek help in locating quality housing, supportive services, and community support.

Grant County is working hard to support individuals that have formerly been incarcerated and are in the process of reentering society. GC Probation has established four programs that target specific populations:

- Drug Court – A program for non-violent drug offenders aimed at enhancing the recovery process for addicted individuals; it includes substance abuse treatment, random and frequent drug screens, regular court appearances and meetings with a probation officer, and incentives and sanctions to encourage a healthy, drug-free lifestyle.
- Family Recovery Court – A program that serves parents with substance use disorders in Child in Need of Services cases; its goals are to provide parents quicker access to treatment, reduce time children are in out-of-home placements, and reduce the reoccurrence of maltreatment due to substance use by parents and custodians.

² Prison Policy Initiative 2018 report “No Where to Go: Homelessness Amongst Formerly Incarcerated People” - <https://www.prisonpolicy.org/reports/housing.html>

³ Indiana Department of Correction 2021 Recidivism Rates -

<https://www.in.gov/idoc/files/data-and-statistics/2021-Adult-Recidivism-Summary.pdf>

⁴ Indiana Department of Corrections Offender Population Report December 2022- <https://www.in.gov/idoc/files/data-and-statistics/Indiana-Department-of-Correction-December-2022-Total-Population-Summary.pdf>

⁵ Indiana Department of Corrections Adult Releases by Committing County – <https://www.in.gov/idoc/files/data-and-statistics/Adult-REL-CY2021.pdf>

- The team consists of the Judge, Court Coordinator, Department of Child Services, CASA, and Treatment Providers (Milestone, Family Service Society, Inc., and Premier Care).
- It is certified problem-solving court that utilizes incentives and sanctions to foster parent progress toward family reunification, along with evidence-based curricula and programming.
- Reentry Court – A program that works with adult offenders exiting the prison system and working towards successful recovery in the Grant County community.

Through the programming listed above, the GC Probation team is working hard to help adult offenders successfully reenter the community. These programs require widespread community collaboration and a variety of supportive services that can meet the needs of each individual. Currently, there is no program in Grant County that provides rental assistance to the target population. Yet, housing is basic need for all people – a foundational need that, once met, can help address other needs. TBRA will support GC Probation’s efforts to help formerly incarcerated people successfully reenter the Grant County community – enhancing existing programming and public safety and mitigating the host of challenges associated with reentry.

6.2 Proposed Pipeline for Identifying Program Participants

AHC will collaborate with community partners that work directly with the target population to identify program participants. Our community partners have established relationships with GC Probation and receive regular referrals directly from the legal system. AHC will work with our community partners to educate their staff on the TBRA program and provide marketing materials for distribution, such as program brochures and social media graphics. Through a strategic collaboration with our community partners, AHC will have a direct pipeline of eligible TBRA program participants. AHC is requesting a total of \$300,000 for the TBRA program and estimates that we will be able to serve a total 200 participants and house approximately 60 of those participants.

AHC will be pulling from a large pool of potentially eligible TBRA program participants in Grant County. There are an estimated 2,199 potentially eligible TBRA program participants (20 percent of the Grant County population). This estimate is based off the number of individuals referred by the legal system (deferral programs or probation) to GBMH services. This estimate is further substantiated by the number of currently eligible program participants enrolled in services with our community partners:

- Grant Blackford Mental Health (“GBMH”) – an estimated 733 of current GBMH clients are eligible participants.
- Hope House Ministry (“Hope House”) – all 40 of current Hope House residents are eligible participants.
- Grace House for Transition and Recovery (“Grace House”) – all eleven (11) current Grace House residents are eligible participants.
 - As all residents of Grace House are referred by Community Corrections, all future Grace House residents will also be eligible participants. An average of 29 men participate in the Grace House program each year³.
- Grant County Rescue Mission (“GCRM”) – a total of twenty-six (26) men and women currently residing in utilizing GCRM services and residing in their shelters are eligible participants.
- Family Service Society, Inc. (“FSSI”) – an estimated 5% (700 people) of all FSSI clients are eligible participants.

³ Grace House has an average of 25 participants annually based off the last three years of:

- 2020 - 30 participants
- 2021 - 22 participants
- 2022 – 22 participants to date

6.3 Strategy for Engaging Program Partners

AHC will engage existing and potential community partners through marketing efforts and resources. If funded, AHC will continue to create and distribute brochures; create infographics for social media (Facebook, Instagram, etc.); create email campaigns; post the program information, application, and supportive services on the AHC website (www.ahcgrantcounty.com); and speak about the program at community events. AHC will host an informational meeting before the TBRA program opens to discuss the program guidelines, participant selection criteria, marketing strategies, and the system for making program referrals and responding to requests for supportive services. AHC will ask community partners to distribute brochures and share social media posts as well as provide AHC with speaking opportunities such as events, weekly meetings, or staff meetings.

6.4 Proposed Pipeline for Identifying and Recruiting Landlords

AHC has developed a strategic plan to identify, recruit, and engage landlords in the TBRA program. Over the last few years, the City of Marion Neighborhood Associations (“City NA”) has been working with active neighborhood associations and their leaders to create a comprehensive list of rental properties within each Marion neighborhood. Two years ago, the City of Marion passed an ordinance that requires all landlords operating within city limits to register annually with the City. This registration list provides a central database of information on the landlord's property profile, contact information, primary mailing address, and more.

AHC will collaborate with City NA to cross-reference their landlord list with the City of Marion’s Landlord Registration Database to identify the landlord’s primary mailing address. AHC will then create an informational letter and program brochure to send to the landlord’s primary mailing address. This letter will provide information on the TBRA program, how to refer participants, program contact information, and additionally, an invitation to join the informational meeting.

Additionally, while administering the Grant for Grads rental incentive program (from 2012 to 2017), AHC worked directly with landlords operating within Grant County. For each program participant, AHC communicated directly with their landlord to provide education on the program, explain program guidelines, and determine a payment schedule for paying the rental incentives. AHC will consult with the Grant for Grad files to add to the landlord list of mentioned above. Further, Marion Housing Authority (“MHA”) also has a landlord list that AHC will consult for the comprehensive landlord list and outreach plan. AHC and MHA have a long-standing relationship and a history of collaboration on housing related project.

VII. Program Description

7.1 Geographic Location to be Targeted

AHC will focus the TBRA program on the geographic area of Grant County.

7.2 Number and Structure of Staff Involved

The majority of the TBRA program will be conducted in a 1 to 1 client-staff ratio. Clients will work directly with AHC staff during the application, intake, housing search, and going participation of the TBRA program. AHC plans to have five staff members involved the administration and management of the TBRA program:

1. Jacquelyn Dodyk – Executive Director
 - Grant administration
 - Provide program oversight
 - Supervise Lorri Cox and other staff
2. Lorri Cox – Associate Director
 - Create program guidelines
 - Participate in outreach and marketing efforts
 - Monitor program implementation
 - Submit monthly claims and reports
 - Financial management of program
 - Supervise Sicilia Jones and Amy Haworth
3. Sicilia Jones – Intake Specialist/Case Manager
 - Conduct client intake
 - Verify applicant eligibility
 - Retain program file
 - Authorize TBRA voucher
 - Approve participant's selected unit
 - Execute lease, lease addendum, and contracts
 - Communicate with landlord about schedule of rental assistance payments
4. Amy Haworth – Intake Specialist/Inspector
 - Conduct unit inspections
 - Ensure the selected unit meeting Housing Quality Standards
5. Tequila Page – Supportive Services Administrator
 - Conducting individual need assessments
 - Connecting individuals to treatment, programs, case management, etc.
 - Partner with local organizations
 - Distribute the supportive services funding for utility/rental arrearage, car maintenance, court fees, etc.

See pg. 19-20 for more detailed description of staff's anticipated roles.

7.3 Proposed Participant Selection Plan

See “**Appendix H**” to view AHC's proposed TBRA Participant Selection Plan.

7.4 Plan for Improvement and Client Feedback

With extensive experience in property management and administering housing assistance programs and housing counseling services, AHC has well-established systems in place for soliciting client feedback. Each year, each tenant receives the Tenant Satisfaction Survey (See “**Appendix I**”). This survey asks tenants about their experience and satisfaction levels with the application/intake process, services, and staff. It includes fourteens slider scale questions, three yes or no questions, and three short answer questions. The survey results are totaled and reviewed and an action plan is developed to address any work orders or concerns that emerged. AHC also distributes a survey to solicit feedback on an individual’s experience with a particular program, such as the Individual Development Accounts program.

AHC will leverage our experience with soliciting and responding to client feedback and develop a questionnaire and survey unique to the TBRA program. AHC will administer a one questionnaire at program intake (“Intake Questionnaire”) and one survey at close out (“Close Out Survey”). The questionnaire will ask questions about the client’s housing needs, financial security, and supportive service needs. For example, a question will ask whether the client is seeking services in any of the following areas: substance abuse, mental health, education, job training, child care, etc. or whether the client currently has a job, savings, or another source of income. The questionnaire results will allow AHC to make recommendations on housing options, help the client create financial goals, and pair the client with the appropriate supportive services, such as peer support, clinical treatment, or group therapy. The close out survey will include questions about whether their housing needs are being met, their level of financial security (obtained a job or other income source), if they require ongoing housing or supportive services, and their overall satisfaction with the program. These survey results will allow AHC to track the client’s progress throughout the program, determine if the client needs to be connected with any further supportive services, and adapt aspects of the TBRA program based on client’s feedback.

7.5 Proposed Program Timeline

- | | |
|-----------------|---|
| February 2023 - | AHC is notified of TBRA program award. |
| February 2023 - | AHC refines, as needed, program documents (application package, participant selection plan, program guidelines, intake questionnaire, close-out survey etc.) and marketing materials (brochure, website page, social media graphic). |
| April 2023 - | <p>AHC continues accepting and processing applications, following this step-by-step process:</p> <ol style="list-style-type: none"> 1. Process Application – <ul style="list-style-type: none"> • Conduct initial review of application and eligibility criteria to determine conditional approval. 2. Application Intake – <ul style="list-style-type: none"> • Call applicant to verify all factors relating to the applicant’s eligibility, including household composition, preference, and income information. • Collect third-party verifications. 3. Application Approval – <ul style="list-style-type: none"> • Approve participant’s eligibility and selection for TBRA. • Meet with client to issue TBRA voucher. • Authorize participant to begin looking for housing options. • Administer the Rental Resource Guide⁷ and offer assistance in seeking rental housing options – while ensuring the participant is maximizing housing choice. 4. Unit Approval – <ul style="list-style-type: none"> • Participant submits a request for unit approval. • Inspect unit to ensure it meets Housing Quality Standards utilizing the HUD-52580-A Inspection Form. • Determine the rent reasonableness of unit. |

- Issue approval (or denial) of unit.
- 5. Lease Execution –
 - Review the lease executed between tenant and landlord to ensure it meets Home regulations.
 - Provide the tenant and landlord with lease addendum.
 - Draft contract between 1) AHC and tenant and 2) AHC and landlord to ensure that all parties agree to comply with HOME rules and make scheduled payments.
 - Meet with client to issue “Intake Questionnaire” and review all rental documents.
 - Provide participant with referral guide for supportive services and connect them to specific supportive service needs outlined in results from the “Intake Questionnaire”.
- 6. Program Management –
 - Issue monthly rental subsidy payments to landlord.
 - Submit monthly claim and IDIS Report Form for each participant.
- 7. Halfway-Point Check in –
 - Call participant three (3) months into their TBRA program for a half-way point check-in on the following topics:
 - Are their housing needs are being met?
 - Are they struggling to pay their portion of the monthly rent?
 - Have they obtained a job or other source of income? If not, do they have a plan to become more financially stable?
 - Are they engaged in sufficient supportive services?
 - Respond to participant as needed (recommend financial counseling, budgeting tips, connection to supportive services, etc.)
- 8. Close-out/Termination –
 - TBRA services are terminated for one of three reasons:
 - Participant has received TBRA for a total six (6) months.
 - Voluntary termination - participant chooses to leave the program for any reason.
 - Involuntary termination – participant fails to comply with program requirements or commits fraud.
 - Issue the “Close-out Survey” to participant.

April 2023 –	AHC enrolls approximately 25 participants in the TBRA program (25 total enrolled).
May 2023 –	AHC enrolls approximately 25 additional participants in the TBRA program (50 total enrolled).
August 2023 –	AHC enrolls approximately 25 additional participants in the TBRA program (75 total enrolled).
November 2023 –	AHC enrolls approximately 25 additional participants in the TBRA program (100 total enrolled).
February 2024 –	AHC closes-out/terminates services for approximately 40 participants (40 total closed-out).
January 2025 –	AHC closes-out/terminates services for approximately 30 participants (70 total closed-out).
April 2025 –	AHC closes-out/terminates services for approximately 30 participants (100 total closed-out).
June 2025 –	AHC has expended all TBRA funds.

VIII. Service Delivery

8.1 Strategy for Identifying and Building Relationships with Partners

In addition to the partnerships already identified and committed to the TBRA program, AHC will expand its outreach and marketing efforts. AHC will leverage its previous experiences of collaboration to reach out to other service agencies; this could look like asking current community partners to assist with outreach efforts through internal marketing, recommendations, and introductions. If funded for the TBRA program, AHC will host an informational meeting with community partner agencies and other interested parties. This informational meeting will cover topics such as program guidelines, participant selection criteria, marketing strategies, and the system for making program referrals and responding to requests for supportive services. This meeting will be available in-person and virtually, to accommodate as many unique health and safety needs as possible. AHC will invite already-identified TBRA program partners as well as extend invitations to other relevant service agencies that work with the target population.

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AHC will utilize the website and database Connect Grant County,⁴ to further identify relevant service agencies to reach out to. Through a preliminary review of Connect Grant County, here are a few of the relevant service agencies we have identified:

- On My Way Pre-K⁵
 - Helps pay for preschool tuition for families who qualify through a full-time voucher that may cover before and after school care.
- Indiana Legal Services⁶
 - A nonprofit a nonprofit law firm that provides free civil legal assistance to eligible low-income residents throughout the state of Indiana.
- Adult Basic Education⁷
 - The Marion Regional Career Center (MRCC) provides free classes for adult in Grant County who need a high school equivalency (HSED) diploma.
- Work One⁸
 - Provides job skills training using workshops for computer skills training, creating cover letters and resumes, and interviewing skills for the Northeast Indiana Region.
- Life Stream Transportation Services⁹
 - Provides transportation for senior (60+) residents in East Central Indiana, including a ride to the grocery store or a trip to the doctor.

Additionally, AHC participates in the Grant County Substance Abuse Task Force – a coalition of 125 to 130 service agencies in Grant County dedicated to facilitating collaboration and information sharing to tackle the opiate crisis in

⁴ Connect Grant County is a website funded by the Community Foundation of Grant County, Thriving Families, Thriving Grant County, and United Way of Grant County - <https://connectgrantcounty.com/>

⁵ On My Way Pre-K - <https://www.in.gov/fssa/carefinder/on-my-way-pre-k/>

⁶ Indiana Legal Services - <https://www.indianalegalservices.org/>

⁷ Adult Basic Education - <https://www.marion.k12.in.us/mrcc>

⁸ Work One - <https://neinworks.org/>

⁹ Life Stream Transportation Services - <https://www.lifestreaminc.org/grant-county/>

Grant County. Of note, is the participation of CORE Grant County (“CORE”)¹⁰ in this coalition. CORE is a team of Peer Support Specialists that specialize in helping people find freedom from addiction and support in recovery. Peer Support Specialists have experienced addiction and therefore understand the challenges that accompany the recovery process, such as living with an incarceration record, obtaining a job, finding housing, getting treatment, repairing relationships, etc. Peer Support Specialists have the potential to offer insight on outreach and marketing strategies and program guidelines as well as assist in recruiting program participants. If funded, AHC will speak at the monthly Grant County Substance Abuse Task Force meeting about the TBRA program, distribute brochures, and invite agencies and individuals to join the TBRA informal meeting.

8.2 Identification and Description of Services

AHC has already identified and established partnerships with service providers that work directly with and provide services for the target population. These agencies were listed in section 5.3 (pg. 8-9): GBMH, GCRM, Hope House, Grace House, Drug Court, and FSSI. These community partners have been educated on the TBRA program and stand ready to assist with program referrals, marketing efforts, and providing supportive services:

- Grant Blackford Mental Health (“GBMH”)
 - GBMH is Grant County’s largest and most comprehensive clinical treatment provider for people with emotional, mental, behavioral, and substance abuse problems.
 - GBMH's 189 staff members provide behavioral health, substance use disorder, family counseling and other mental health services to hundreds of area residents each month.
 - GBMH operates 13 residential sites that allow people with mental health disorders to live locally.
 - Supportive Services offered: case management, individual and group therapy, peer support, medical treatment, withdrawal management and crisis stabilization, inpatient and outpatient services, etc.
- Hope House Ministry (“Hope House”)
 - Hope House provides recovery homes for men and women that offer a supportive environment to seek recovery from substance use disorders.
 - Supportive Services offered: transitional housing, peer-support, recovery support groups, pro-social events, and other recovery resources.
- Grace House for Transition and Recovery (“Grace House”)
 - Grace House is a residential recovery program and transitional home that assists men in experiencing homelessness and seeking recovery from addiction.
 - Supportive Services offered: transitional housing, job training, peer support, AA/NA classes, and structured recovery programming.
- Grant County Rescue Mission (“GCRM”)
 - GCRM is dedicated to serving the “homeless, hungry, and addicted” in Grant County through a daily food pantry, temporary shelter, a 9-month Life Change program, and permanent supportive housing.
 - Supportive Services offered: daily food and clothing pantry, GED classes, ESL classes, and employment training (interview skills, resume building, and workplace etiquette).
- Grant County Probation (“GC Probation”)
 - GC Probation is dedicated to enhancing public safety by promoting reduced recidivism.
 - GC Probation has specific programs for target populations: Drug Court (established in 2005), Family Recovery Court, Veteran’s Court, and Reentry Court
 - Drug Court graduates approximately twenty (20) individuals annually
 - Supportive Services offered: structured reentry programming, connection to housing options and service providers, substance abuse treatment, drug screening, probation officer support, and more.
- Family Service Society, Inc. (“FSSI”)
 - FSSI has been helping children and families in Grant County find support and resources for life's problems for other 102 years.
 - FSSI has a team of 50 people serving approximately 14,000 unique individuals annually – focusing individuals at the margins of society including sex offenders and delinquent youth and their families.
 - Supportive Services offered: case management, clinical therapy (group and individual), substance abuse treatment programs, and domestic violence services.

¹⁰ Core Grant County - <https://www.facebook.com/COREgrantco>

- City of Marion Neighborhood Associations (“City NA”)
 - City NA is dedicated to building and maintaining safe and welcoming neighborhoods through engaging homeowners and renters and working towards the goal of all neighbors having stable housing.
 - Supportive Services offered: opportunities for neighborhood and community engagement through neighborhood clean ups, block parties, and monthly association meetings.
- Circles of Grant County (“Circles”)
 - Circles seeks to empower families to move from poverty toward thriving and equip Grant County in changing community systems that perpetuate poverty.
 - Supportive services offered: peer support, weekly community meetings, networking opportunities with community peers and leaders, etc.

8.3 Description of how Services Provided Fit the Population Served

AHC has a history of partnering with community organizations that provide direct services to the target population. Hope House and Grace House are Grant County’s two transitional housing options that directly target individuals who are exiting the legal system and working towards recovery from addiction. The majority of Hope House and Grace House residents have criminal histories; the exception is a small minority of individuals that self-refer. Both Hope House and Grace House will offer is current programming and services to the target population. This includes partnerships with GBMH for withdrawal management and crisis stabilization and clinical mental health treatment, WorkOne for job training and resume building, FSSI for individual and group therapy, AHC for financial planning and housing counseling, and more. Further, GCRM is just one of many organizations that provide daily food and clothing pantries to Grant County residents. Regular food pantry services – such as GCRM, St Martins Community Center¹¹, Lakeview Wesleyan Church¹², Upland Helping Hand¹³, Homeland Mission and more¹⁴.

Additionally, GBMH’s treatment center, Milestone, provides substance use disorder treatment to the target population. The majority of individuals receiving treatment at Milestone have been incarcerated prior to their referral for treatment whether in the Grant County jail or in the prison system with the Department of Correction. GBMH’s Milestone clients have been referred for services by the legal system (currently on probation/parole), with a far lesser amount being referred from Department of Child Services (“DCS”) with active cases. Approximately 65% of these clients are involved with GC Probation’s problem solving courts (Drug Court, Re-Entry Court, Family Recovery Court and Veteran’s court). The majority of GBMH’s Milestone clients have lost housing support either with family or in the community and thus would benefit from TBRA and local pathway to more stable housing options.

8.4 Description of Need for HOME-ARP Supportive Services

The HOME-ARP Supportive Services funding will meet an existing *and* anticipated service gap for AHC’s TBRA program. AHC has been administrating the TBRA program since November 2021, and since the earliest weeks of the program, AHC recognized the tremendous need for supportive services in TBRA recipients. Just three months into the program, AHC was in a conundrum: dozens of applicants had been approved for the TBRA program, yet only a few had managed to find a decent housing and a landlord willing to work with the program. There were too many TBRA applicants and not enough resources to assist the individuals in their housing search, communication with landlords, or filling out applications! To meet this service gap, AHC invited the “Referral Partners” to participate in TBRA meetings and assist the individuals in their housing search and other supportive service needs. However, many of the “Referral Partners” were not able to participate in the meetings nor assist individuals with the day-to-day process of filling out applications, attending appointments, or meeting with landlords. The funding from the HOME-ARP Supportive Services will change this; the funding will allow AHC to dedicate staff time and energy directly to individual needs in the TBRA program. This funding will create the “Supportive Services Administrator” position.

¹¹ St Martins Community Center serves those experiencing poverty through providing daily meals and a food pantry. <http://www.saintmartincenter.com/>

¹² Lake View Wesleyan Church’s Feed the Street program - <https://www.lakeviewwesleyan.org/feed-the-street>

¹³ Upland Helping Hand provides a food pantry, furniture assistance program, emergency monetary assistance, thanksgiving baskets, christmas gift and food distribution, and job application assistance.

¹⁴ Full list of food pantries found on Connect Grant County -<https://connectgrantcounty.com/service/list/?c=153>

This position will include: conducting individual need assessments; connecting individuals to treatment, programs, case management, etc.; partnering with local organizations; and distributing the supportive services funding for utility/rental arrearage, car maintenance, court fees, etc. Further, the flexibility of the funding will allow the “Supportive Services Administrator” to uniquely meet the needs of the individual and therefore further ensure future housing stability.

IX. Description of Key Staff

See “**Appendix J**” for current organization chart and staff resumes.

AHC plans to have five staff members involved the administration and management of the TBRA program:

1. Jacquelyn Dodyk – Executive Director

Jacquelyn Dodyk is AHC’s founder and executive director. While working for Marion Housing Authority, Jacquelyn founded AHC as a Community Housing Development Organization (CHDO). Jacquelyn has over twenty-five (25) years of experience working with housing related initiatives, including writing and administrating state and federal grant programs, developing HOME-assisted rental housing, managing HUD-approved comprehensive housing counseling program, and more. Jacquelyn is a Certified CDBG Federal Grant Administrator and has developed over fourteen (14) housing projects in Grant County (272 total units). Jacquelyn will oversee the TBRA program, ensuring compliance with HOME-regulations, marketing and community outreach efforts, and successful program implementation.

2. Lorri Cox – Associate Director

Lorri Cox has over sixteen years of experience in property management and compliance. Prior to her role at AHC, Lorri worked as a licensed realtor in Grant County and gained experience with the private housing market, including real estate practices, assessing market conditions, contract negotiations, compliance with Fair Housing regulations, disclosure policies, and more. Over her sixteen (16) years at AHC, Lorri has assisted in the development and management of eleven (11) rental properties (164 total units). Lorri additionally manages the housing counselors on staff, as well as Sicilia Jones and Amy Haworth. When AHC administered the rental assistance program Grant for Grads, Lorri monitored the program’s daily activities, which included client intake, eligibility verification, tracking program participation, and landlord outreach. Lorri has currently completed all steps for the current TBRA administration requirements with tenants, landlords, claims, HMIS reporting, and daily oversight.

Lorri’s extensive knowledge and experience in the housing industry will assist the successful implementation and executive of the TBRA program in Grant County. Lorri will help create program guidelines, identify program participants, participate in outreach and marketing efforts, monitor program implementation, and supervise Tequila Page and Scott Christman.

3. Sicilia Jones – Intake Specialist/Case Manager

Sicilia has over nine (9) years of experience with AHC and has participated in the administration of many programs administered by our agency such as IFPN, HHF, Rental programs, and IHAF. Sicilia is very familiar with HUD requirements and reporting. Sicilia will be responsible for TBRA enrollment, day-to-day intakes, document requirements, etc. including: verifying applicant eligibility, retaining program files, authorizing the TBRA voucher, approving participant’s selected unit, executing the lease, and communicating with the landlord

4. Amy Haworth – Intake Specialist/Inspector

Amy is new to AHC but has three (3) years of experience in property management and USDA rural development housing, including lease preparation, rent collection, income re-certifications, and connecting individuals with rental housing options across Grant County. Amy worked directly with applicants to determine eligibility, obtain third-party verification of income and employment, assess rent reasonableness, and

communicate with applicants to determine rent payment schedules. For the TBRA program, Amy will be responsible for program implementation including: verifying applicant eligibility, retaining program files, authorizing the TBRA voucher, approving participant's selected unit, executing the lease, and communicating with the landlord.

5. Tequila Page – Supportive Services Administrator

Tequila Page has over fifteen years of experience in property management, rental counseling, and case management, including lease preparation, rent collection, income re-certifications, and connecting individuals with rental housing options across Grant County. Tequila was instrumental in the successful administration of the Grants for Grads rental assistance program. Tequila worked directly with applicants to determine eligibility, obtain third-party verification of income and employment, assess rent reasonableness, and communicate with applicant's landlord to determine rent payment schedules. Tequila will be responsible for the administration of supportive services for the TBRA program. This includes conducting individual need assessments; connecting individuals to treatment, programs, case management, etc.; partnering with local organizations; and distributing the supportive services funding for utility/rental arrearage, car maintenance, court fees, etc.

X. Budget

See “**Appendix K**” for TBRA program budget.

AHC is requesting a total of \$300,000 for the TBRA program (approximately \$30,000 in Administrative Costs and \$270,000 in TBRA), and \$100,000 in ARP Supportive Services funds and estimates that we will serve approximately 60 program participants with housing and 200 participants in total. Estimates were based on historical statistics of current TBRA program, FY 2022 Federal Fair Market Rent for Grant County and FY 2022 Income Limits for persons at 30% of Area Moderate Income in Grant County.