

Grant Writing for Homeless Programs January 29, 2009

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Coalition on Homelessness and Housing in Ohio

HUD's Definition of CoC

"A Continuum of Care Plan is a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness"



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Sub-populations of Homeless

- Single men
- Single women
- Families
- Youth
- Elderly
- Veterans
- People with drug or alcohol addiction
- People with mental illness
- Dually or multiply diagnosed
- Victims of domestic violence
- People living with HIV/AIDS



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Service Providers

- MH providers
- AOD providers
- Health care services
- Public benefits
- Child care/foster care
- Money management
- Food banks
- Employment-related services
- Educational services
- Transportation
- DV agencies
- Legal services
- Criminal justice system
- Meal providers



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Other Partners

- Mainstream resources/providers
- Faith-based community
- Family & friends
- Landlords
- Property managers
- Maintenance staff
- Peer-to-peer workers



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CoC Characteristics

- Long-range
- Comprehensive & collaborative
- Strategic
- Based on an assessment of community needs and priorities



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Continuum of Care Components

- Outreach, intake, & assessment
- Emergency Shelter
- Transitional Housing
- Permanent Housing
- Permanent Supportive Housing
- Supportive Services



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Quantitative Gaps Analysis

of sub-population in need
- (minus)
current capacity to serve

unmet need or "gap"



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Housing Gaps Analysis

- Discuss gaps (limit to housing needs of the homeless) - what are major gaps
- What is preventing people from maintaining permanent housing
- Are linkages in place to housing options



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Service & Systems Gaps Analysis

- Tools needed to become self-sufficient
- Identify gaps by population
- Are there significant services
- What services are missing
- What services are essential to certain subgroups - what is missing
- Major gaps in systems and missing linkages



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Prioritizing Unmet Needs

- Look at relative need among sub-populations
- Consider vulnerability of population
- Identify unserved groups
- Determine growing need
- Look at high-end users
- Generate other criteria



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Sample Strategies to Address Priority Gaps

- Creation of 20 units of permanent supportive housing
- Expand economic development program to increase self-sufficiency and provide greater access to permanent housing
- Facilitate development of programs to meet the needs of the underserved
- Integrate planning for homeless housing and services with other mainstream resources



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Sample Project Selection for Homeless Assistance Funding

- Does project fill a priority gap
- Provider capacity to implement and manage project
- Experience working with population
- Cost effectiveness
- Existing or planned linkages with other parts of CoC
- Quality of application
- Degree to which project meets funder's goals
- Innovation



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Overview of HUD & ODOD Homeless Programs



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HUD



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Transitional Housing

- Individuals & families
- 24 month max for rental assistance & services
- Can pay for acquisition, rehab, construction, leasing, services, operations, admin, HMIS
- Project based or scattered sites



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TH - Eligible Applicants

- State government
- Local government
- Nonprofit
- Community mental health
- Other government



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Permanent Supportive Housing

- No time limit for rental assistance or supportive services
- Disabled persons & families
- Can pay for acquisition, rehab, construction, leasing, services, operations, admin, HMIS
- Project based or scattered sites



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PSH - Eligible Applicants

- State government
- Local government
- Nonprofit
- Community mental health
- Other government



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Shelter Plus Care

- Disabled persons & families
- No time limit for rental assistance
- Renewals from Section 8 budget
- Different Components
 - SRA
 - TRA
 - PRA
 - SRO



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S+C - Eligible Applicants

- State government
- Local government
- Public housing authority
- Indian housing authority



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Supportive Services Only

- Individuals & families
- Housing not applicable - office space eligible
- Can pay for acquisition, rehab, leasing, services, admin, HMIS



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SSO - Eligible Applicants

- State government
- Local government
- Nonprofit
- Community mental health
- Other government



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Safe Haven

- Homeless with severe mental illness
- Private or semi-private housing
- Can pay for acquisition, rehab, construction, leasing, services, operations, admin, HMIS



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Safe Haven - Eligible Applicants

- State government
- Local government
- Nonprofit
- Community mental health
- Other government



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Threshold Requirements

- Serves homeless
- Supported by the local Continuum of Care (CoC)
- Participate in HMIS
- Sufficient matching funds



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HUD Mission

"To increase homeownership, support community development and increase access to affordable housing free from discrimination."



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HUD Strategic Goals

1. Increase homeownership opportunities
2. Promote decent, affordable housing
3. Strengthen communities
4. Ensure equal opportunity in housing
5. Embrace high standards of ethics, management, and accountability
6. Promote participation of grassroots faith-based and other community-based organizations



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HUD Policy Priorities

- The rating plans in each Notice of Funding Available (NOFA) encourage applicants to undertake specific activities that assist the Department in achieving its strategic goals and further HUD's policy priorities.



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Policy Priorities

1. Providing increased homeownership and rental opportunities for low- and moderate-income persons, persons with disabilities, the elderly, minorities, and persons with limited English proficiency.



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Policy Priorities

2. Improving the Nation's communities.
 - a. Bring private capital into distressed communities
 - b. Finance business investments to grow new businesses
 - c. Maintain & expand existing businesses
 - d. Create a pool of funds for new small and minority-owned businesses



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Policy Priorities

2. Improving the Nation's communities. - Continued
 - e. Create decent jobs for low-income persons
 - f. Improve the environmental health and safety of families living in public and privately owned housing.
 - g. Make communities more livable



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Policy Priorities

3. Encouraging accessible design features.
 - a. Visitability in new construction and substantial rehabilitation.
 - b. Universal design.



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Policy Priorities

4. Providing full and equal access to grassroots, faith-based, and other community-based organizations in HUD program implementation.



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Policy Priorities

5. Participation of Minority-Serving Institutions (MSI's) in HUD programs.



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Policy Priorities

6. Ending chronic homelessness.
 - a. Creation of affordable housing units, supportive housing, and group homes.
 - b. Establishment of a set-aside of units of affordable housing for the chronically homeless.



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Policy Priorities

- 6. Ending chronic homelessness - Continued
- c. Establishment of substance abuse treatment programs targeted to the homeless population
- d. Establishment of job training programs that will provide opportunities for economic self-sufficiency.



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Policy Priorities

- 6. Ending chronic homelessness - Continued.
- e. Establishment of counseling programs that assist homeless persons in finding housing, managing finances, managing anger, and building interpersonal relationships.



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Policy Priorities

- 6. Ending chronic homelessness - Continued
- f. Provision of supportive services, such as health care assistance that will permit homeless individuals to become productive members of society.



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Policy Priorities

- 6. Ending chronic homelessness - Continued
- g. Provision of service coordinators or one-stop assistance centers that will ensure that chronically homeless persons have access to a variety of social services.



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Policy Priorities

7. Removal of regulatory barriers to affordable housing.



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Policy Priorities

8. Participation in Energy Star.
 - a. Replace older obsolete products and appliances with Energy Star-labeled products, when replacing existing products is more cost-effective than repair and/or the appliance is no longer in operating condition.



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Policy Priorities

8. Participation in Energy Star - Continued
 - b. Build new or rehabilitate existing single-family homes to Energy Star standards for new homes, or include combined heat and power in multifamily properties.



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Policy Priorities

8. Participation in Energy Star - Continued
 - c. Meet the requirements for Energy Star qualified New Homes for gut rehabilitation or new construction of low-rise multifamily housing.
 - d. Meet ASHRAE 90.1-2004 (energy efficiency design)



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Policy Priorities

9. Utilization and Promotion of FHA Insured Mortgages and Fair Lending Practices.
 - a. Provide low- and moderate-income households with information on FHA products as safe consumer alternatives to reduce costs and reliance on subprime lenders.



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Policy Priorities

9. Utilization and Promotion of FHA Insured Mortgages and Fair Lending Practices - Continued.
 - b. Provide consumers with information on Fair Lending and discriminatory lending practices in languages appropriate to the clientele being served.



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HUD Homeless Programs' Problem, Needs, Situation

1. There is a lack of permanent supportive housing for homeless individuals with disabilities and their families.
2. Homeless individuals lack the skills and income and other resources needed to obtain and maintain self-sufficiency.



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HUD Homeless Programs' Problem, Needs, Situation

3. Transitional housing programs are needed to help homeless individuals and families move to self-sufficiency.
4. Communities need a functional HMIS system to facilitate development and planning of programs and housing for homeless persons.



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HUD Services or Activities

- Alcohol or drug abuse services
- Case management
- Child care
- Education
- Employment assistance
- Health care services
- HMIS training sessions & data entry



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HUD Services or Activities

- Housing placement
- Legal
- Life skills - non-case management
- Mental health services
- Outreach
- Transportation
- Other



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Outcome Goals & Indicators

- Beds covered by HMIS data collection
- Homeless moved from street to emergency shelter (SSO's only)
- Homeless moved from street to transitional housing (SSO's only)
- Homeless moved to permanent housing



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Outcome Goals & Indicators

- Homeless obtained employment
- Homeless residing in permanent supportive housing over 6 months
- New housing units occupied within the time frame approved by the field office
- Other



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ODOD



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Homeless Assistance Grant Program Goals

- To provide a continuum of housing & services to prevent persons from becoming homeless by providing homelessness prevention services and assistance; move persons from homelessness to permanent housing through the provision of housing placement, emergency shelter, direct housing, transitional housing and permanent supportive housing to homeless persons with disabilities.



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Homelessness Prevention & Housing Placement

- Emergency rent and utility payments to prevent eviction or utility shut-off.
- First month's rent and rental/utility deposits or assistance to pay arrearages.
- Mortgage payments to prevent foreclosure.



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Homelessness Prevention & Housing Placement

- Implementation costs to administer program.
- Maximum limit of assistance - three months, or three month equivalent of assistance.
- 35% AMI



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Emergency Shelter

- Operating expenses to operate and staff emergency shelter program.
- Essential costs to provide limited case management, goal planning and housing placement.
- General administration funds.
- Other costs associated with shelter maintenance and security operations.



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Transitional Housing

- Project-based rental assistance and operating subsidies linked to TH.
- Supportive services linked to TH.
- 6-24 month program.
- 35% AMI.



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Direct Housing

- Rental assistance and operating expenses linked to DH.
- Supportive services linked to DH.
- Maximum limit of assistance - six months, or six month equivalent of assistance.
- 35% AMI.



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Permanent Supportive Housing

- Operating expenses linked to PSH for homeless persons with disabilities.
- 35% AMI.



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Threshold Requirements

- Supported by the local Continuum of Care (CoC)
- Participate in HMIS
- Sufficient matching funds
- Targeted to homeless persons (except homelessness prevention & housing placement)



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Threshold Requirements

- Homeless Assistance Grant eligible activities
- Complete application
- All transitional and permanent supportive housing programs must maintain a minimum occupancy rate of 90%



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Rating Criteria

- Program Impact - extent to which proposal has a direct relationship to eligible categories (10 points)
- Need - extent to which project fills a gap in housing services in the area (15 points)



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Rating Criteria

- Organizational History - extent to which organization implements proposed activities (10 points)
- Staff background/experience - based on background and experience to successfully implement project (10 points)



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Rating Criteria

- Program feasibility - reasonable and cost effective program (15 points)
- Program coordination - documentation is provided demonstrating coordination by organizations involved in project (10 points)



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Rating Criteria

- Project design/outcomes - design and presentation of project and likeliness to accomplish stated objectives (15 points)
- Budget accuracy/reasonableness - accurate, consistent and reasonable budget (10 points)



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Rating Criteria

- Project completeness - complete and well put together proposal (5 points)
- Targeting - extent to which TH, DH, PSH, & HP/HP projects meet income eligibility requirements (5 points)



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Homelessness Prevention Objective

Prevent homelessness and address immediate threats to health and safety caused by emergency housing issues, such as roof leaks, or failure of water/sewer systems, heating systems, and electrical systems, or temporary housing assistance payments



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Homelessness Prevention Measures

1. Number of LMI households assisted with emergency repairs to basic housing systems to maintain occupancy and habitability.
2. Households provided with temporary housing payments to prevent homelessness.



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Homeless Assistance Grant Primary Objective

Provide support to local agencies to provide emergency homeless shelters for persons and families needing temporary housing.

Measures:

- # of shelters assisted
- # of households/persons provided with temporary shelter



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Homeless Assistance Grant Secondary Objectives

Transition homeless individuals and families from shelters to appropriate non-emergency housing opportunities

Measure:

- Reduce and maintain the average length of stay of homeless persons or families in emergency shelters to reasonable time period



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Homeless Assistance Grant Secondary Objectives

Assist homeless individuals and families achieve a positive housing outcome.

Measure:

- # and % of families and persons achieving PH, PSH, TH, or treatment facility, as appropriate.



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Homeless Assistance Grant Secondary Objectives

Move homeless families and persons into PH situations.

Measures:

- # & % of persons moved to PH
- # & % of persons residing in PH > 7 months
- # & % persons moved to PH with Supp. Services
- # & % residing in PSH > 7 months



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Homeless Assistance Grant Strategies

Commit funding to the HAG program annually to adequately provide for local emergency shelter facilities and supportive services.



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Organizational Development



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501 (c) (3) Designation

- Tax law provision granting exemption from the federal income tax to non-profit organizations.



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501 (c) (3) - Applies to Entities Organized and Operated Exclusively For:

- Religious
- Charitable
- Scientific
- Public safety
- Literary
- Education
- Amateur sport competition
- Prevention of cruelty to children or animals



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501 (c) (3) Tax Exempt Status

- Churches and charitable organizations have automatic tax exempt status.
- Organizations must file with the IRS for "recognition of exemption"



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Incidental Benefits of 501 (c) (3) Recognition

- Exemption from certain State and Federal taxes
- Nonprofit mailing privileges
- Public recognition of tax-exempt status
- Advance assurance that contributions are tax deductible



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Multiple 501 (c) 3 Entities

If your organization has several discrete missions, you might benefit by incorporating tax-exempt status for each mission:

- Protects the monies
- Protects the programs



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Nonprofit Boards



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What is a Board

- Legally responsible governing and fiduciary body
- Establishes mission, vision, strategic plan and operating policies
- Power of the Board is vested in all members, not individuals



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Board Responsibilities

- Mission, vision, & values
- Sets board policies & plans
- Selects, appoints, supports & evaluates CEO
- Ensures effective planning & resources



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Board Responsibilities

- Sets & monitors programs & services
- Enhances public image
- Serves as Court of Appeal
- Assesses board performance



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Board Member Responsibilities

- Actively participates in all board operations
- Actively monitors organization's performance
- Ensures all legal requirements are met
- Represents the organization



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Board Committees

- Utilize members' expertise
- Establish for complex or numerous issues
- Set permanent committees for ongoing activities and ad hoc for short-term activities



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Board Committees

- Recommend policy for approval by full board
- Does not supplant responsibility of each member
- Hold scheduled and recorded meetings



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Typical Committees

- Board Development
- Finance
- Personnel
- Programs & evaluation
- Public relations & marketing
- Fundraising
- Ad hoc



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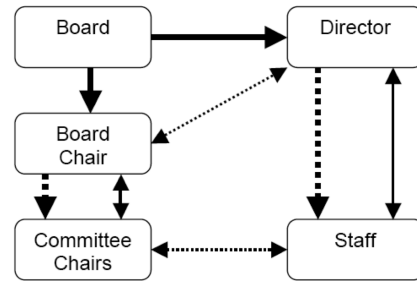
Team Relationship

- Board, CEO & Staff
 - Board administration & support
 - Program, product, & service delivery
 - Financial, tax, audit, risk, and facilities management
 - Human resource management
 - Community & public relations
 - Fundraising - 3 G's - Give it. Get it. Or Get off the Board!!!



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Board/Staff Relationships



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Governance Documents

- Charter
- Articles
- By-laws
- Board resolutions
- Board policies and procedures



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Reference Materials

- "The Art & Science of Grant Writing"
 - Center for Faith-Based & Community Initiatives & HUD



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