

SAN FRANCISCO
CONTINUUM OF CARE
MOHCD -AND- COC PROGRAM
FUNDING INTRODUCTION

INTRO TO COC PROGRAM FUNDING

Homebase

February 11, 2020

AGENDA

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- ❑ Please Take Our Money
- ❑ Who You Can Serve
- ❑ Paying for Housing, Staff, and Services
- ❑ Recordkeeping Requirements
- ❑ Match Requirements
- ❑ The NOFA Competition
- ❑ Designing your New Program
- ❑ What's Next?
- ❑ Questions?
- ❑ Networking Session

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Please Take Our Money

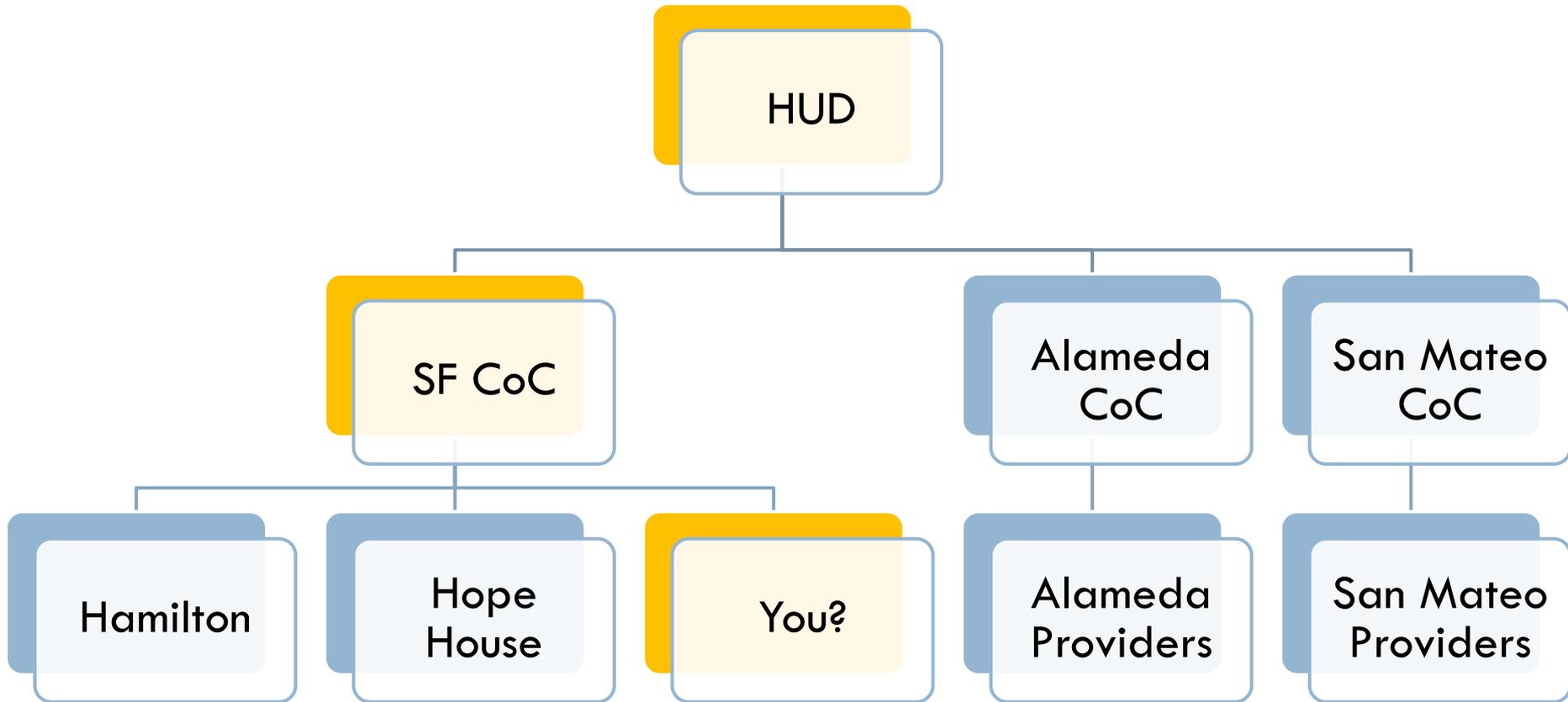
Two Billion Dollars in HUD Funding

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- Every year, the federal government gives away over \$2 billion to housing agencies.
 - \$44 million of that money is earmarked for San Francisco
 - The current housing agencies **need your help** to absorb that funding – it's challenging for them to spend it all.
 - Last year our housing projects ranged from \$140,000 to \$3,000,000+!
 - [Quick glance at 2019 GIW]

Funding is Distributed through CoCs

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What is a Continuum of Care?

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- Local collaborative of providers & funders
 - Submits application to HUD for CoC Program funding
 - Sets funding priorities & system policies
 - CoC Board
 - CoC Lead Agency & Collaborative Applicant
 - CoC Membership
- Geographic area

San Francisco County CoC

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- Forum for community policy discussions & priority-setting
- Work groups & meetings
 - Coordinated Entry Committee
 - NOFA Funding Committee
 - Monthly Subrecipient Convenings

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Who You Can Serve

Who is Literally Homeless?

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- The primary target of CoC funding is people who are experiencing literal homelessness.
 - Sleeping on the street, in a tent, in a park, or in a car
 - Sleeping in an RV or in an abandoned building that is not hooked up to utilities
 - Sleeping in a dormitory-style emergency shelter
 - Sleeping in jail or in the emergency room for a couple of nights, and then going back to sleeping outside.
- This does not include:
 - Couch surfing
 - Sober living homes
 - Doubling up
 - Motels paid for by client

Other Eligible Clients

- Sometimes, you can serve clients who aren't literally homeless.
 - People who are actively fleeing domestic violence, or who need to leave their home in order to escape an abuser.
 - People who have been evicted by a court of law, and who have nowhere else to go (RRH only).
 - A few other rare exceptions.
- If this still doesn't sound like your target population, consider applying for funding from another source, like ESG, CSBG, CDBG, HEAP, CESH, or HOME.

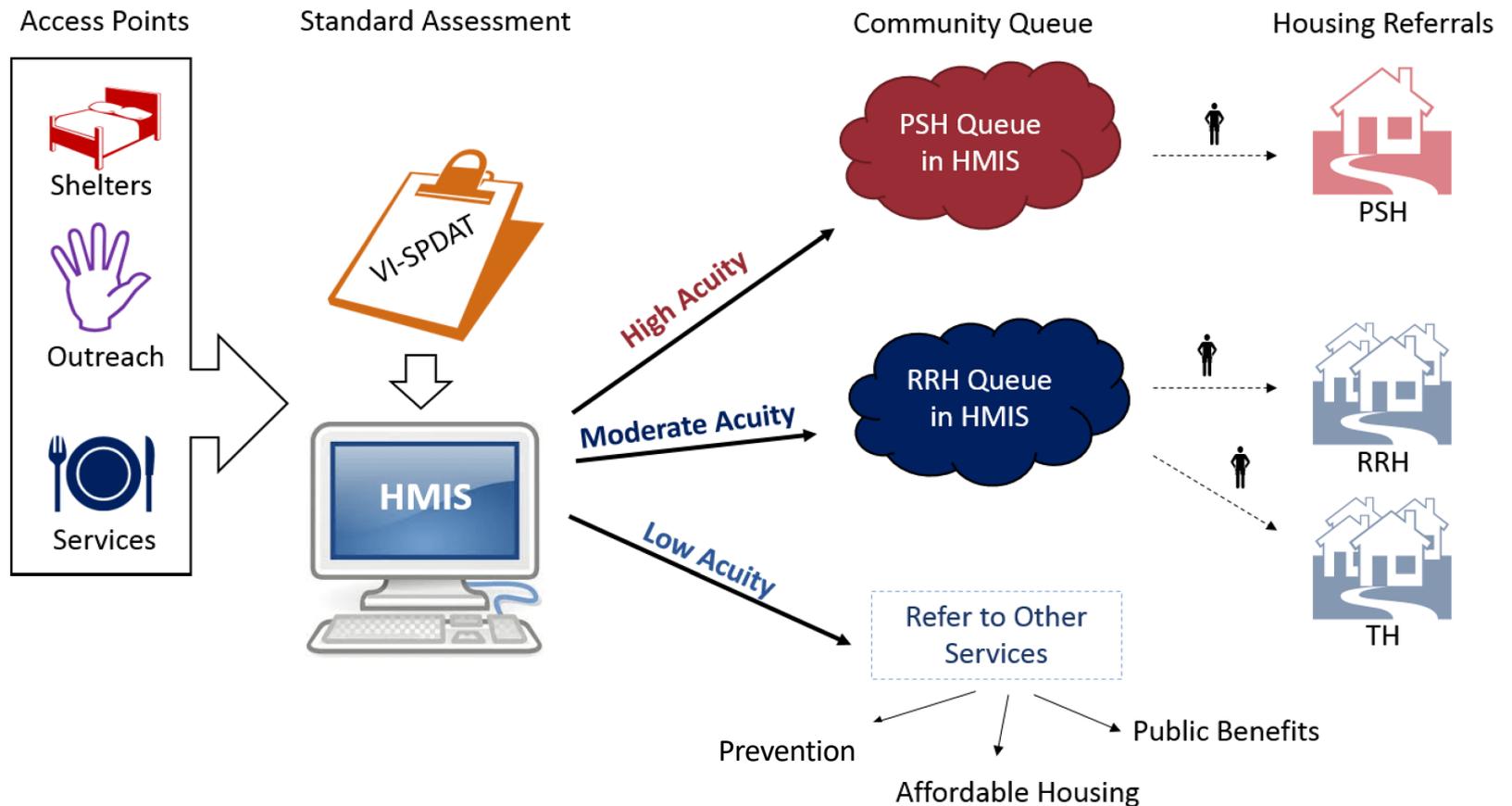
Can I Specialize in a Subpopulation?

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- Yes, within the group of people who are literally homeless, you can usually choose a subset that you want to focus on serving.
 - Be aware of anti-discrimination laws, e.g., can't exclude people based on race or based on a particular disability.
 - Need to be able/willing to serve the general homeless population if you run out of people to serve in your specialized population
- Some common specialties:
 - Youth (24 & under)
 - Veterans
 - DV survivors
 - People w/ mental illness

Coordinated Entry System (CES)

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Prioritizing the Most Vulnerable

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Permanent Supportive Housing

1. High acuity
2. Extended length of time homeless
3. High use of County services

Rapid Rehousing

1. High acuity
2. High risk
3. Extended time on the Community Queue

You Must Accept CE's Referrals

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- The Coordinated Entry System makes centralized decisions about which clients are most vulnerable.
- When you have an open bed, you let the CES know, and they will match a client with you based on your resources and the client's needs.
- You can specialize in a subpopulation, but you cannot pick and choose which clients you want to serve with CoC funds
 - If you have a street outreach program or an emergency shelter, you can connect it to the Coordinated Entry System so that your clients can be referred to permanent housing, but they might be referred to someone else's housing.

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Paying for Housing

Master Leasing

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- You sign a lease on some apartments
 - Could be different units scattered around the city
 - Could be one or two large housing complexes
 - HUD reimburses you for the cost of the lease.
- You sub-lease free or discounted housing to your clients
 - They sign leases with you that last for at least 12 months
 - The leases should be as “normal” as possible
- Each unit of housing has to be a traditional home
 - It’s OK to share an apartment with a housemate, but you can’t use CoC funds to run an institution or group home.

Rental Assistance

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- You help clients find third-party landlords
- Your clients sign leases with third-party landlords
 - They sign leases with you that last for at least 12 months
 - The leases should be as “normal” as possible
- You give the client a monthly stipend to help with rent
 - The rent must be low enough to fit within HUD’s guidelines for the area and the size of the apartment
 - If the client has income from a job or from mainstream benefits, they use part of that income to help pay rent.
 - HUD reimburses you for the cost of the monthly stipends.

Leasing v. Rental Assistance

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- Rental assistance is awarded at Fair Market Rent (FMR), and projects are renewed each year according to those rates. Projects typically get incremental increases in rental assistance budgets each year.
 - While awarded at FMR, rental assistance can be used for units with rent costs up to rent reasonableness standard (leasing is capped at FMR).
 - Generally, rental assistance is easier for transitioning-in-place because the lease is already in the tenant's name.
- Leasing funds are awarded and renewed at the same amount each year.
 - Leasing funds cannot be used toward units or structures owned by the recipient or subrecipient.
 - Leasing line item has no match requirement.
 - Leasing projects can also have an operating line item.

Other Housing Costs

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- You can use HUD funds to pay for...
 - security deposits for your clients (first, last, & 2 mos. rent)
 - one-time utility deposits on behalf of your clients.
 - minor property damage (up to one month of rent) when a client leaves one of your units.
 - routine property management costs if you own or lease the building where your clients live.
- You normally cannot use HUD funds to pay for...
 - The mortgage on a property you already own
 - Major rehabilitation on a damaged property

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Paying for Staff

Case Managers & Social Workers

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- You can use HUD funds to pay for...
 - Case managers who will help your clients sign up for benefits and settle into their new homes
 - Social workers who will coach your clients to figure out how they would like to improve their lives and what they will need to do to accomplish their goals
 - Licensed therapists and counsellors
- This includes...
 - Salary
 - Staff mileage
 - Benefits
 - Payroll taxes

Program Managers & Administration

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- You can use HUD funds to pay for...
 - The person who is hiring, supervising, and/or managing the staff who work in the program
 - The time your staff spend keeping track of client files and reporting on client outcomes
 - Basic office supplies (but not purchasing a new office)
- You might need to use “admin” HUD funds if the manager is not directly working with clients.
 - Admin funds are capped at 10% of each grant.

Hiring a Specialist

- Many programs use third-party help for all services except case management, but you can also hire a specialist if you think you can put them to good use.
 - Full-time
 - Part-time
 - On a contract or temp basis
 - By the hour, only as needed.
- Many different specialties are possible.
 - Housing navigator
 - Nurse
 - Psychotherapist
 - Security guard

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Paying for Services

Medical Care

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- You can use HUD funds to pay for...
 - Enrolling your clients in Medicaid or other insurance
 - Making sure your clients get to their medical appointments
 - Providing all types of outpatient health care, including physical therapy, rehab, mental health counselling, pharmacy, dentistry, etc.
 - Teaching clients how to manage their health conditions



Child Care

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- You can use HUD funds to pay for child care for...
 - Any children under the age of 13
 - Disabled children under the age of 18
- The child-care provider must be licensed
 - It's fine if your clients want to use their own money to hire their aunt or someone like that to babysit, but HUD funds can only pay for licensed child care providers.



Transportation

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- Private vehicles
 - **OK:** for staff to use to drive your clients to and from appointments or services
 - **OK:** for staff to use to drive to see your clients at home, or to visit landlords and inspect potential apartments
 - **Not OK:** vehicles owned or leased by clients.
- Public transportation
 - **OK:** for staff to accompany clients
 - **OK:** for clients; usually a monthly pass.



Food

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➤ Groceries

- Can be useful to help avoid exhausting food stamp eligibility, or after food stamps have run out.
- Can be used as part of a nutrition / education program to help clients learn to cook for themselves

➤ Hot meals

- Can be useful to help clients adjust to the stress of moving indoors



Job Training / Education

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- You can use HUD funds to pay for...
 - Tuition & supplies for GEDs, literacy, ESOL, and life skills
 - Coaching on resumes, cover letters, & interviews
 - Training for vocational licenses & certificates
 - On-the-job instruction / subsidized employment
 - Other services that can help clients get a (better) job



Legal Services

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- You can use HUD funds to pay for...
 - Legal help w/ child support & paternity issues
 - Restraining orders & other civil remedies for DV
 - Appealing denials of public benefits, e.g., VA, SSI
 - Defending clients against eviction lawsuits
 - Resolving outstanding criminal warrants



Caution: Services go with Housing

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- You cannot use HUD funds on any of these services unless you are running a housing program.
 - Essentially all of the people receiving your services must be receiving a housing subsidy from you.
 - It is not enough to just be trying to help people who are experiencing homelessness – you have to pair the services with a housing subsidy.
 - It is not enough to say that someone else is taking care of the housing needs; you have to be arranging for the housing.
- There are limited exceptions for Coordinated Entry and for “follow up” on clients who you have already housed.

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Recordkeeping Requirements

Data Quality Standards

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Reliable & valid data ensures that allows the CoC to accurately tell the story of the clients it serves. Data quality relates to:

- Timeliness
- Completeness
- Accuracy
- Consistency

Homeless Management Information System (HMIS)

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- Bed & Unit Inventory
- Name
- Social Security Number
- Date of Birth
- Race
- Ethnicity
- Gender
- Veteran Status
- Disabling Condition
- Living Situation
- Project Start Date
- Housing Move-In Date
- Income & Sources
- Non-Cash Benefits
- Health Insurance
- Project Exit Date
- Destination

HUD HMIS Data Standards Manual

Regulatory Compliance & Monitoring

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- Cost eligibility documentation (incl. timesheets)
- Homeless status & eligibility documentation
- Fiscal controls & accounting procedures
- Match contribution & expenditure documentation
- Written policies & procedures
- Environmental review
- Housing Quality Standards
- Program performance

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Match Requirements

The Basics of Match

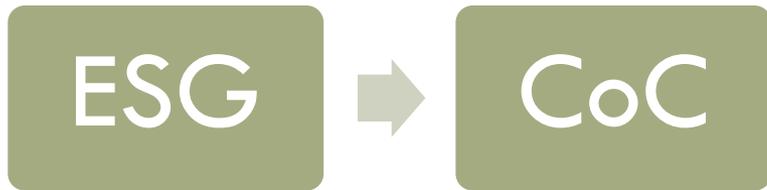
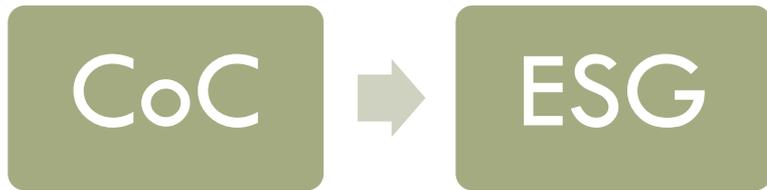
- HUD won't pay for the entire cost of your program – you have to be able to match HUD's funding with some funding of your own.
- The basic match ratio is 4:1 – for every \$4 you get from HUD, you need to find and spend \$1 from some other source.
- You have to keep track of your match and show how it was spent on eligible costs for eligible clients – you can't use funding from a non-CoC program like a soup kitchen to match your housing project.
- You can use staff time and volunteer time as match as long as the staff person's salary isn't being paid by HUD.

How to get match – Federal Sources

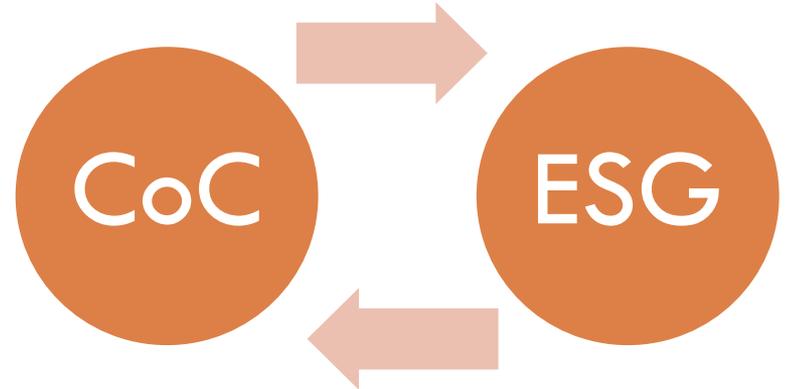
- SAMHSA
- Medi-Cal / Medicaid
- CDBG / CSBG
- ESG can be an eligible source of match
 - ▣ But not if the ESG is claiming a CoC program as match, setting up an infinite loop (see next slide)
- The funds must not be statutorily prohibited from being used as match.
- The recipient or subrecipient must ensure that the rules governing the matching funds allow themselves to be used as match for the CoC Program.

Can I match it with ESG?

Eligible



NOT Eligible



How to get match – California Sources

- CalWORKS
 - ▣ Housing Support Program
 - ▣ Bringing Families Home
- CESH
- HEAP

How to get match – Local Sources

- County funds
- City funds
- Foundations
- Other Non-Profits
- Churches / Faith-based Groups
- Private Donations
- Program Income
 - ▣ Rent Payments made to you with the client's money

25% of What, Exactly?

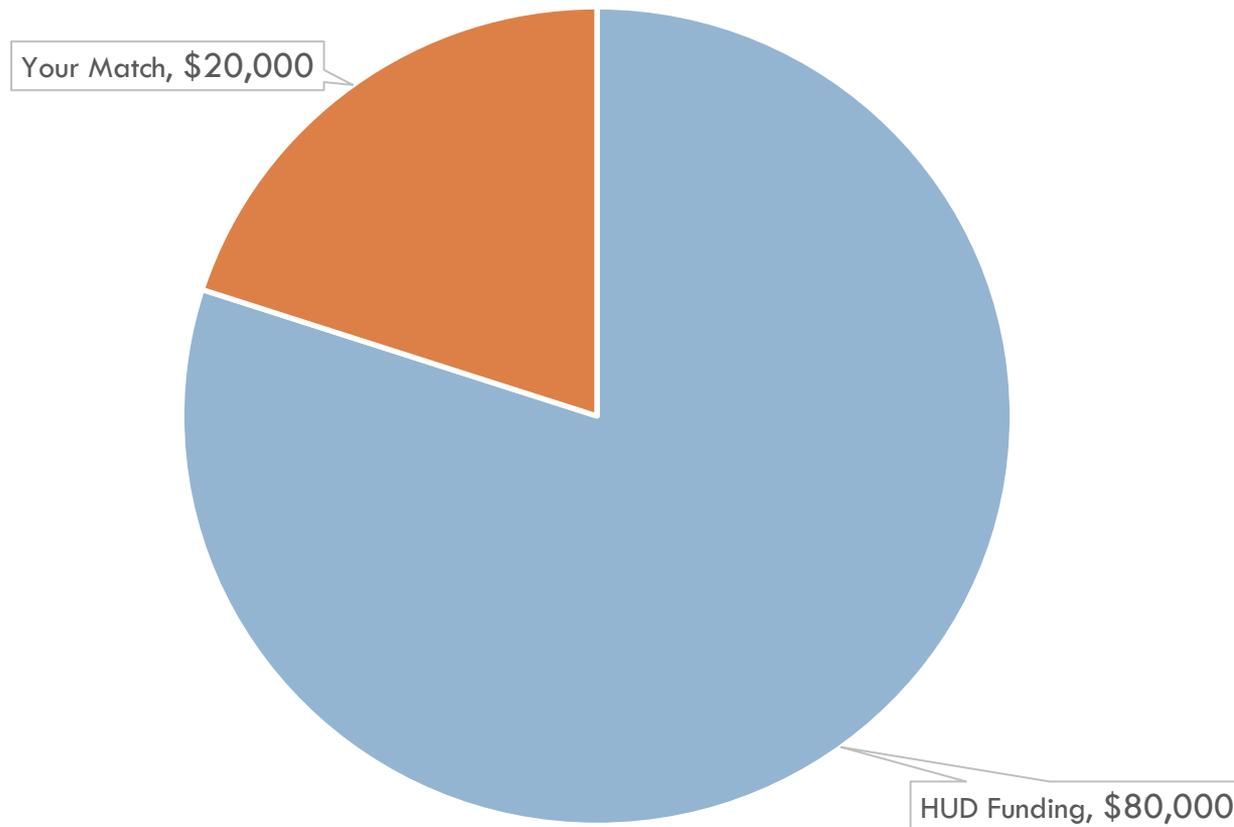
INCLUDED	EXCLUDED
Supportive Services – needs Match	Leasing – no Match required!
Rental Assistance – needs Match	Indirect Costs – if they're not part of your HUD grant, you don't need match for it.
Operating Costs – needs Match	
Admin Costs – needs Match	
HMIS – needs Match	
Street Outreach – needs Match if funded through the CoC	

Calculating Match

	Grant 1	Grant 2
Leasing	\$90,000	\$0
Services	\$10,000	\$100,000
Admin	\$7,000	\$7,000
Subtotal	\$107,000	\$107,000
25% Match (minus leasing)	\$4,250	\$26,750

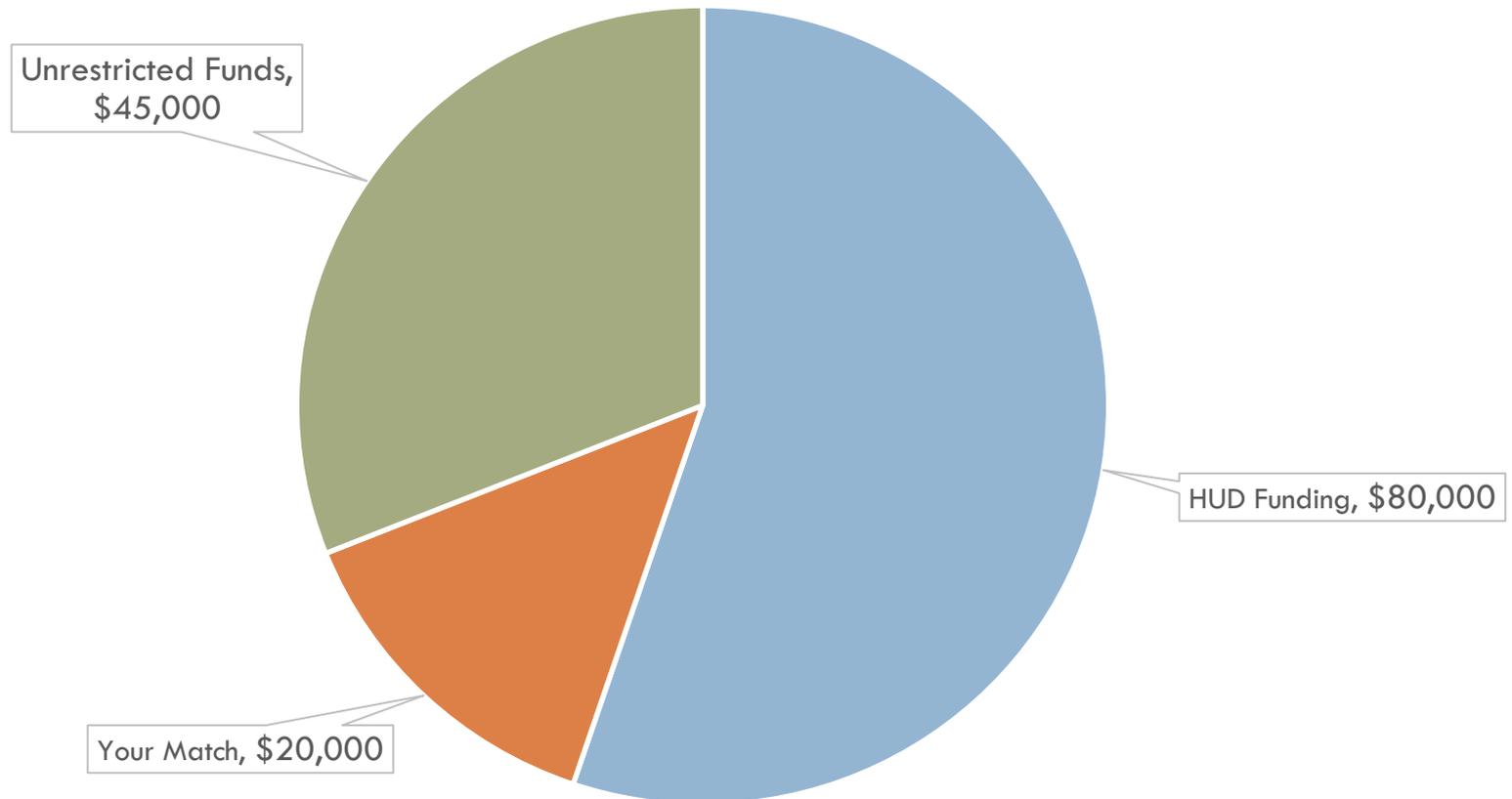
25% is an Over-Simplification

Yes, \$20,000 is 25% of \$80,000, **BUT...**



What's the Cost of the Whole Program?

Total Program Budget: \$145,000



Budgeting with Match in Mind

Thoughtful Budgeting

	Value	Source	Part of Match?
Housing (14 units)	\$60,000	HUD CoC	No
Services (1 FTE)	\$40,000	HUD CoC	No
Services (0.5 FTE)	\$20,000	City Foundation	Yes
Groceries	\$5,000	Private Donations	Yes
Babysitting	\$3,000	Volunteers	No
HUD Total:	\$100,000		
Match Total:	\$25,000	= 25%	OK!

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The NOFA Competition

Come to the TA Workshop with a Plan

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- Sometime in Summer 2020, HUD will announce that funding is available for new projects.
- You will be invited to a TA workshop (AKA Bidder's Conference) with one- or two-weeks' notice.
- At the TA workshop, we will go over what you need to do to successfully apply for funding.
 - There are usually only 2 to 5 weeks between the TA Workshop and when grant applications are due.
 - It is very difficult to design a grant from scratch during this time.
 - Please be prepared with at least a general idea of what you would like to fund.
 - Check in with your executives or directors before the workshop to make sure you have buy-in for your plan.

Write your Local Application

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- DUNS Number
- Proof of Non-Profit Status
- Essays and Short Answers
- Details on what kind of funding you want and how you plan to spend it, including:
 - Number of clients to be served
 - Detailed budget
 - Address(es) of any sites to be owned or leased by project

Write your National Application

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- Register for an e-SNAPs account
- Fill out your Applicant Profile
- Essays and Short Answers
- Work with Homebase to make sure all answers are compliant and eligible for HUD funding

Two-step Approval Process

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1. Local Continuum of Care decides whether to forward your application to HUD, and if so, what priority to give it
 - **Tier 1** – Virtually always funded
 - **Tier 2** – May be funded if extra money is available
2. HUD decides whether your application is eligible, and, if you were rated in Tier 2, whether there is enough money available to cover your costs.

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Designing your New Program

Project Types Generally Eligible for CoC Funding

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- ***Permanent Supportive Housing (PSH)***
 - Long-term financial assistance & supportive services
 - Generally for Chronically Homeless households
- ***Rapid Rehousing (RRH)***
 - Max 24 months of financial assistance
 - Max 30 months of supportive services
 - Generally for Category 1 & 4 homeless households
- ***Joint Transitional Housing Rapid Rehousing (TH-RRH)*** for youth & domestic violence survivors
 - Client choice of crisis housing & supportive services or RRH
 - Generally for Category 1 & 4 homeless households

Client-to-Staff Ratios

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- Depending on how healthy your clients are, you will probably want a client-to-staff ratio somewhere between 10:1 and 25:1.
 - Remember to count full-time equivalents, e.g., if you have a social worker who is only working 20 hours/week, then you would not want that social worker to be responsible for a full load of 25 clients.
 - You might not want to count the program manager's time toward the client-to-staff ratio if her time will be spent on mostly administrative tasks.
 - Will you have enough staff to visit each client each month? Each week? What else will your staff be doing?

Housing First

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- Clinical best practice is to help people come indoors first, and then work on any behavioral problems they have after they have stabilized in their housing.
 - The CoC expects that HUD-funded programs will **not** turn clients away based on sobriety, drug tests, etc. – instead, the test is whether a client can be safely accommodated.
 - All HUD-funded services should be **optional** – clients should be free to accept or refuse any service without being threatened with a loss of housing or loss of funding.
 - Think about what changes, if any, your program will need to create a good environment for clients within this framework.

What's next?

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Please join our upcoming LHCB Funding Committee meetings!

When?

Monday, February 24, 2020
1:00 – 3:00 PM

Wednesday, March 25, 2020
1:30 – 3:30 PM

Where?

San Francisco City Hall
Room **400**

San Francisco City Hall
Room **408**

Why?

In addition to our review of annual update proposals to our renewal and new project scoring tools, we will identify the community's funding priorities for the 2020 Continuum of Care Program Competition.

Questions?



Networking Session

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Let's meet our peers!

□ **Food for thought:**

- Are you a housing or services provider? Both??
- Do you have a special population in mind?
 - e.g. Youth, DV-Survivors, Veterans, Families, Single Adults, etc.
- Do you have a particular component type in mind?
 - e.g. Permanent Supportive Housing, Rapid Rehousing, Joint Transitional Housing-Rapid Rehousing

Your Friendly Neighborhood TA Providers

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□ Homebase

- sf@homebaseccc.org
- (415) 788-7961

□ HSH

- HOMCoCprogram@sfgov.org