

End Chronic Homelessness

*FY 2017 Buncombe County Community
Funding*

Homeward Bound of WNC

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Application Form

Project Name*

Name of Project

End Chronic Homelessness

Amount Requested*

Amount Requested

\$357,756.00

Service Area***Which Commissioner Districts are served by this program?**Access a map of Buncombe County Commissioner districts [here](#).

District 1

District 2

District 3

Which county sustainability goal aligns best with the goals of this project?*Based on the Buncombe County Sustainability Plan, select a Category, Goal & Objective that align with the focus of the project and the specific results that will be achieved.Access the Buncombe County Sustainability Plan [here](#).

Community > Affordable, Green, and Liveable Housing > Work in partnership with other organizations to assist families in finding safe, affordable housing

If applicable, select a second sustainability goal that aligns with project goals.**Result 2 is optional** - Select if project aligns with more than one Sustainability Category, Goal & Objective.*[Unanswered]***If applicable, select a third sustainability goal that aligns with project goals.****Result 3 is optional** - Select if project aligns with more than one Sustainability Category, Goal & Objective.

Project Description

Project Description*

Description of Project

Homeward Bound's End Chronic Homelessness Project helps the community achieve the goal of ending chronic homelessness by 2017 in accordance with the federal government's plan. This project adds needed case management staff who will locate and procure affordable housing, provide case management supportive services, and ultimately expend housing rental assistance funds (approximately \$220,000) already granted to the agency through federal U.S. Department of Housing and Urban Development and community development grants; namely, HUD Continuum of Care, Emergency Solutions Grants, and HOME. These funds are currently returned each year because the agency does not have needed funding for case management staff to support additional clients in housing. This project will specifically move chronically homeless individuals and families referred by the community's Coordinated Assessment System into housing. This project will also implement a new emerging strategy of housing those individuals and families experiencing chronic homelessness into a short to medium-term housing intervention called rapid rehousing, first, as funds for this program are more readily available than funding for permanent supportive housing or long term rental assistance and case management support. Rapid Rehousing is for up to 18 months, then if continued support is needed, clients are transitioned to long-term permanent supportive housing, as needed. Simply put, this project allows the agency to expend already granted housing rental assistance funds to end homelessness for more chronically homeless people in the community.

How many people will this project serve?*

State the number of individuals or households in Buncombe County that will be served by this project. Also state the number of people that will experience the desired result. For example, if dropout prevention services are being delivered to 100 students, how many will successfully graduate from high school?

The End Chronic Homelessness Project will serve 21 to 30 new long-term permanent supportive housing households and up to 75 new short to medium-term rapid rehousing households. As the first project of its kind in the community, the agency will have a better plan for the number of households served as the project is implemented. A variety of factors will contribute to the housing rate, mainly procurement of affordable housing in a difficult rental housing market, client vulnerability, and client behavioral health needs.

Describe the people this project will serve.*

Characterize the demographics of the project's target population in terms such as age, gender, income, race, ethnicity, geographic area, etc. Include information about method of referral/recruitment of the target population.

The End Chronic Homelessness Project will serve chronically homeless individuals and families referred to the program through the community's Coordinated Assessment System. All will be literally homeless (i.e. living in emergency shelter, on the streets, or in places not meant for habitation). They will be chronically homeless (homeless for 1 consecutive year or experiencing 4 episodes of homelessness in 3 years). This project will also serve those who are about to meet the criteria of being chronically homeless in order to prevent more individuals and families from becoming chronically homeless. Those served will also be at 50% or below of Area Median Income (\$19,600 for a household of 1).

What key steps will you take to achieve the results of this project?*

Describe the core elements of your implementation plan, including milestones that will take place within the funding timeframe.

Once awarded funding, Homeward Bound will hire 2 permanent supportive housing case managers, 4 rapid rehousing case managers, and 1 housing specialist. The 2 permanent supportive housing case managers will join the agency's Shelter Plus Care staff team to support additional households in 2 of the agency's U.S. Department of Housing and Urban Development Continuum of Care grants. The 4 rapid rehousing case managers will join the agency's rapid rehousing team to support additional households using the agency's Emergency Solutions Grant and HOME funds. A housing specialist will also be added to support the agency's rapid rehousing team in locating and procuring affordable housing, as well as developing relationships with landlords and property managers. Once staffing is in place, the agency will begin accepting additional referrals of clients from the Coordinated Assessment Workgroup and will move people into housing while providing case management support to help them remain in housing.

Describe the evidence of success that backs this project's approach.*

What evidence of success (i.e. evidence-based research, practice model, accreditation, industry standards, and/or other framework) are you using as a basis for your project design?

According to Opening Doors: The Federal Strategic Plan to End Homelessness, "the research is clear that permanent supportive housing using a Housing First approach is the primary solution" to ending chronic homelessness. In addition, this project will utilize rapid rehousing to house individuals and families who are chronically homeless or are about to meet that criteria utilizing the Progressive Engagement model. Progressive Engagement uses resources differently to appropriately house as many households as possible to end chronic homelessness. Progressive Engagement is a strategy of starting off with a small amount of support (short to medium-term rental assistance and case management support) and adding more (long-term permanent supportive housing support) if needed to help each household become stable in housing. In this strategy, households experiencing homelessness will move into housing more quickly by using funding that is most available (i.e. funding for rapid rehousing).

Describe your data collection, tracking, and reporting procedures.*

Explain your methods for documenting project, service and client information. Include a description of any software or other tools utilized.

Homeward Bound utilizes both Excel and the Homeless Management Information System (HMIS), a state-wide database for demographic information, homeless/housing history, and services accessed on those served. The new case managers will enter information on an Excel spreadsheet and into HMIS. The Housing Services Director and HMIS Agency Administrator use Excel and HMIS to produce monthly reports.

Explain your technological resources and capacity.*

Explain your current technological strengths and barriers and how this impacts your ability to track data and report outcomes. Who is responsible for adaptation and use of technology within your organization?

Homeward Bound participates in the state-wide HMIS system ensuring that every program participant's information has been entered in the system. The agency has a written technology plan that addresses general

technology, making sure staff properly use equipment and software. Homeward Bound Senior Staff monitor technology needs at the agency, addressing issues through a contracted Information Technology provider. The agency's HMIS Agency Administrator assists in ensuring data quality within HMIS.

Organizational Profile

How does the proposed project support your mission and strategic plan?*

State your mission and the date of your most recent strategic plan, and explain how the proposed project helps advance your organizational goals.

Homeward Bound's mission is "working with others to end the cycle of homelessness." The agency's most recent strategic plan covers calendar years 2015 through 2018. One of the main goals of the plan is to end chronic homelessness by 2017. The End Chronic Homelessness Project is the main strategy by which the agency will meet its plan to end chronic homelessness by 2017. By hiring additional needed case management and housing specialist staff, the agency can use unexpended housing rental assistance funds to move people experiencing homelessness into housing and provide them with needed case management support to help them remain in housing.

What expertise/accomplishments do you have that are relevant to the proposed project?*

List your organization's strengths as well as accomplishments from the past 3 years that position the organization to be successful with the proposed project.

In 2006, Homeward Bound aligned with the community's 10-Year Plan to End Homelessness redesigning all of its programs on moving individuals experiencing homelessness into permanent housing. As a result, Homeward Bound created the Pathways to Permanent Housing (PPH) program, based on the national best practice model, Housing First. Since its inception in 2006, PPH has permanent housed 1,334 individuals with an 89% housing retention rate.

Describe partners that are critical to the success of your organization.*

List any external partners, intermediaries or advisors important to your success, and describe their role and evidence of their commitment. Describe successful collaborations with these people or groups.

Homeward Bound has strong community connections to mainstream behavioral health providers in Smoky Mountain Center's Provider Network which offer mental health and substance use treatment services for its housed program participants. The agency also refers program participants to Western Carolina Community Health Services which offers mental health, substance use, and physical health treatment. The Housing Authority of the City of Asheville expedites housing for the agency's program participants by having a preference for chronically homeless individuals who agreed to case management services. In addition, the Housing Authority also has a preference for literally homeless individuals and families who are on SSI/SSDI with a fixed income and will not be able to self-sustain in other housing without a subsidy.

Financial Information

Nonprofit financial assurance requirements:

Financial statements, prepared using a recognizable basis of accounting (i.e., modified accrual) and IRS Form 990s must be submitted to Buncombe County annually.

- Organizations with annual revenues of \$300,000 or greater must submit financial statements audited in accordance with generally accepted auditing standards.
- Those with revenues between \$100,000 and \$300,000 must submit financial statements reviewed in accordance with SSARS 19.
- Those with revenues of less than \$100,000 must submit non-disclosure financial statements compiled in accordance with SSARS 19.

All financial statements must be reported on by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

These requirements are considered minimum requirements. Organizations may submit a higher level of assurance than is required.

IRS Form 990 - Upload Here

Click Choose File to upload a copy of the 990 form you most recently completed.

HBofWNC990 - 2013.pdf

If your organization does not have a 990, briefly state the reason.

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Homeward Bound's IRS Form 990 is much larger than 10MiB. The first 16 pages of the document were uploaded.

Financial Statements - Upload here

Click Choose File to upload a copy of the most recently completed financial statements (audit, compilation or review).

Homeward Bound 2014 FS.pdf

If your organization does not have financial statements, briefly state the reason.

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Homeward Bound's FY2014-2015 audit is currently underway.

Complete Budget Worksheet - Upload Here*

Download the budget form [Here](#).

Complete the budget form for this project/program and the overall agency. Save it to your computer, then upload it by clicking Choose File.

ECH Budget 2016-2017.xlsx

Budget Narrative*

Describe all differences between current year and proposed year. List all pending funding sources with expected date of notification. Please detail any other information that may help clarify the budget.

This budget represents the addition of 7 new case managers: 2 permanent supportive housing (PSH) case managers, 4 rapid rehousing (RRH) case managers, and 1 housing specialist. The housing specialist will add needed capacity to develop and cultivate relationships with landlords and management companies. With Coordinated Assessment, the community is working with the most vulnerable individuals, adding this difficult population to case managers' caseloads that are already too high for the population served. We have more TBRA than can be spent, but cannot add more clients to our current case managers' caseloads until others graduate. The 4 RRH case managers allow the community to operate Coordinated Assessment optimally. In the current system, the community cannot take individuals and families scoring outside of RRH but not high enough for the limited PSH slots. This ensures that the system works with individuals and families with the highest level of risk.

What (if any) portion of requested funds will be used to support capital expenses?*

Capital projects are defined as those used to acquire or upgrade physical assets such as property, buildings, or equipment. Please detail.

N/A

Employee Wages

Please provide information about the wage breakdowns of your employees. Living wage for Buncombe County has been identified as \$11.00 per hour for employees with employer-provided health insurance and \$12.50 per hour for employees without.

Employees with employer-provided health insurance*

List the number of employees in your organization with employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$10.99 per hour

\$11.00 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

N/A

Employees without employer-provided health insurance*

List the number of employees in your organization without employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$12.49 per hour

\$12.50 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

\$7.25 - \$12.49 per hour = 0 # of employees

\$12.50 - \$14.99 per hour = 1 # of employees

\$15.00 - \$19.99 per hour = 39 # of employees

\$20.00 - \$24.99 per hour = 8 # of employees

\$25.00 - \$29.99 per hour = 3 # of employees

\$30.00 - \$34.99 per hour = 1 # of employees

\$35.00 - \$39.99 per hour = 0 # of employees

\$40.00+ per hour = 0 # of employees