



Greensboro HCD Department

Study of Homeless Prevention Programs

**Information and Analysis for
Policy Review and Development**



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EXECUTIVE SUMMARY

PURPOSE

A study of Homeless Prevention Program Grant Allocations provides a basis for consideration of current Homeless Prevention funding policy review and development. The scope of this policy review includes the budget process of the 2007-08 fiscal year and emerging changes in strategies to end homelessness.

An analysis of Homeless Prevention grants awarded to agencies during the 2004-05 through 2006-07 fiscal year period examines two fundamental aspects of funding during the most recent 3 year period, fund sources and distribution of funds to programs. The analysis includes annual and three year cumulative totals. An appendix contains program evaluations conducted by HCD grants compliance staff during this three year period, which will conclude on June 30, 2007.

BACKGROUND

The Greensboro Housing and Community Development Department has administered grant fund allocations for Homeless Prevention services and Housing Supportive Services for many years. Since 1997, Homeless Prevention program grants have been funded annually through requests for proposals in the annual budget process. Housing Supportive Services grants are allocated annually to ten City-funded affordable multi-family rental housing developments. These grant allocations for specific multi-family rental housing developments were originally initiated by City Council in 1987 and later in 2005 to offset the cost of providing services for residents.

CURRENT HOMELESS PREVENTION PROGRAMS

Homeless Prevention grant funded programs include Emergency Shelter Operations, Transitional Shelter Operations, Emergency Financial Assistance, Housing Supportive Services, Administration, Technical Assistance, Housing Rental Vouchers, Housing Information and Referral, and Social Serve. Non-profit agencies who receive City administered Homeless Prevention grant funds collaborate through the Greensboro Housing Coalition and the Homeless Prevention Coalition of Guilford County to address the needs of the community in these critical areas of housing services. Housing Supportive Service grants are allocated to non-profit agencies and for profit businesses. During the 3-year period from Fiscal Year 04-05 through Fiscal Year 06-07, homeless prevention related grant awards totaled \$2,232,758.

FUND SOURCES

Homeless Prevention programs span a range of services that are funded federally through the U.S. Department of Housing and Urban Development (HUD) and locally through the City's Nussbaum Housing Partnership Fund (HP). HUD's Community Development Block Grant (CDBG) provides funds for Transitional and Emergency Shelter programs; HUD's Emergency Shelter Grant (ESG) funds emergency shelter programs; and City HP grants fund all homeless prevention programs. CDBG and HP funds can be interchanged in some cases. HP funds are supplied from .0074 % of the Greensboro municipal tax rate. Translated into real dollars, the 2006-07 tax rate assessed to a homeowner of a \$150,000 house contributed \$11.70 to the Nussbaum Housing Partnership Fund.

GOALS

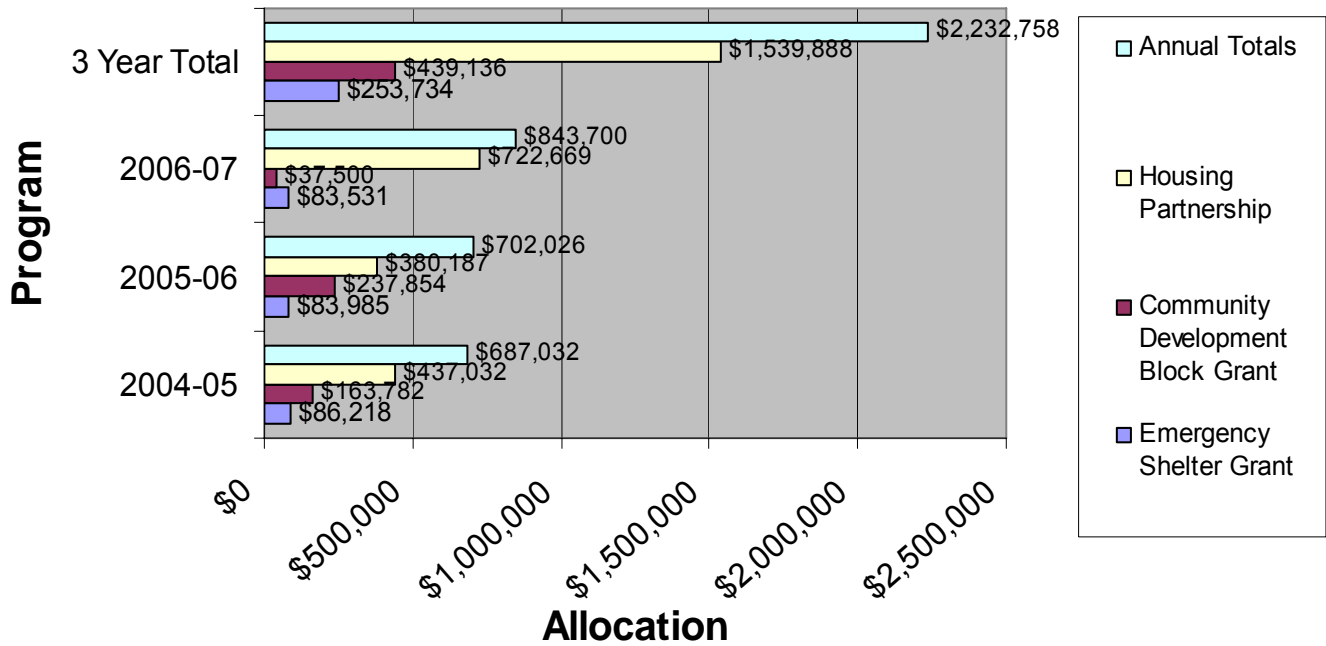
The Department of Housing and Community Development seeks to impact jobs, homes, neighborhoods, and lives by increasing access to safe affordable housing, making dreams of home ownership a reality, bringing new life into old neighborhoods, and removing barriers to economic self-sufficiency. The City of Greensboro currently works with Guilford County government agencies, the United Way, and non-profit providers of homeless prevention services towards the goal of completion of a *Ten Year Plan to End Chronic Homelessness*. Both City and County elected officials have endorsed the *Ten Year Plan*, which considers community needs, more effective program models, and a business case for homeless prevention. The findings of the *Ten Year Plan* will impact recommendations for future funding policy development and fund allocation.

Grant Fund Sources

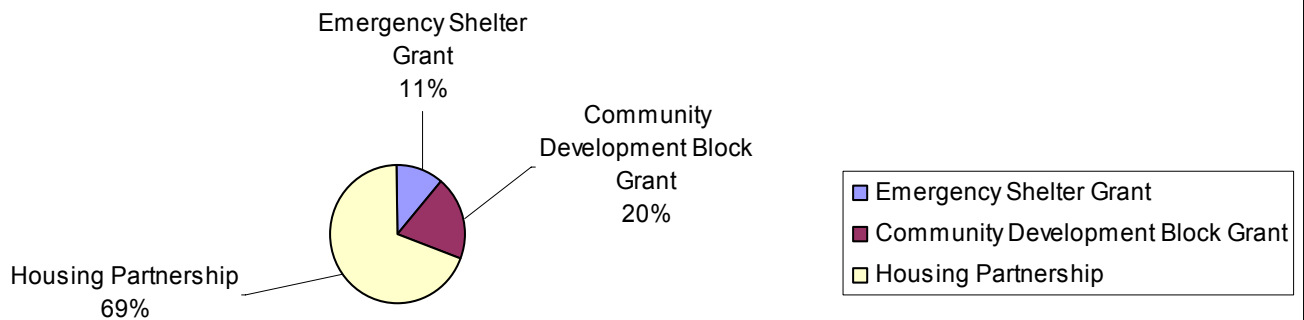
Program Allocations

Housing Supportive Services

Program Allocation by Fund Sources 2004-05 through 2006-07

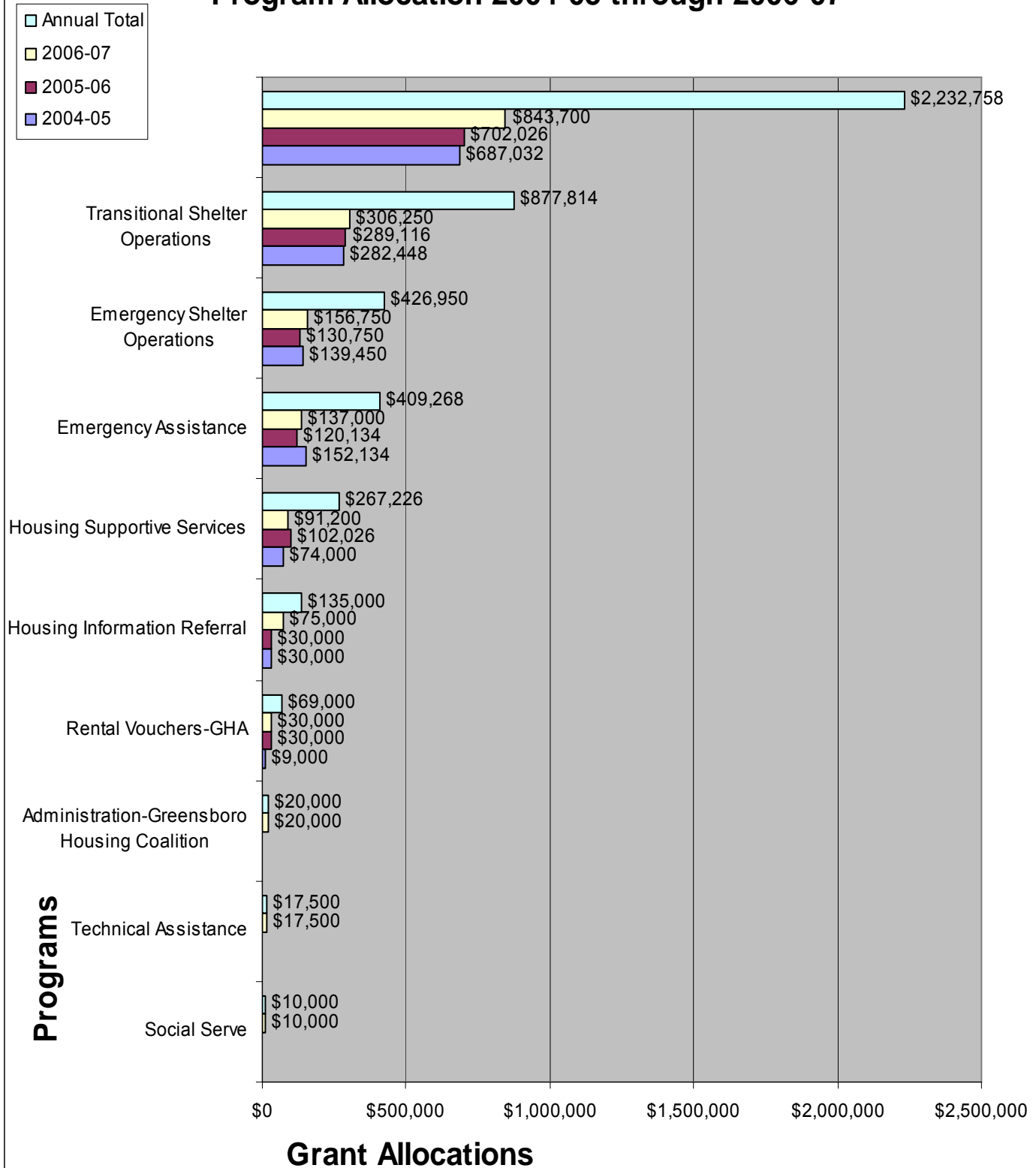


Grant Fund Sources 3 Year Distribution

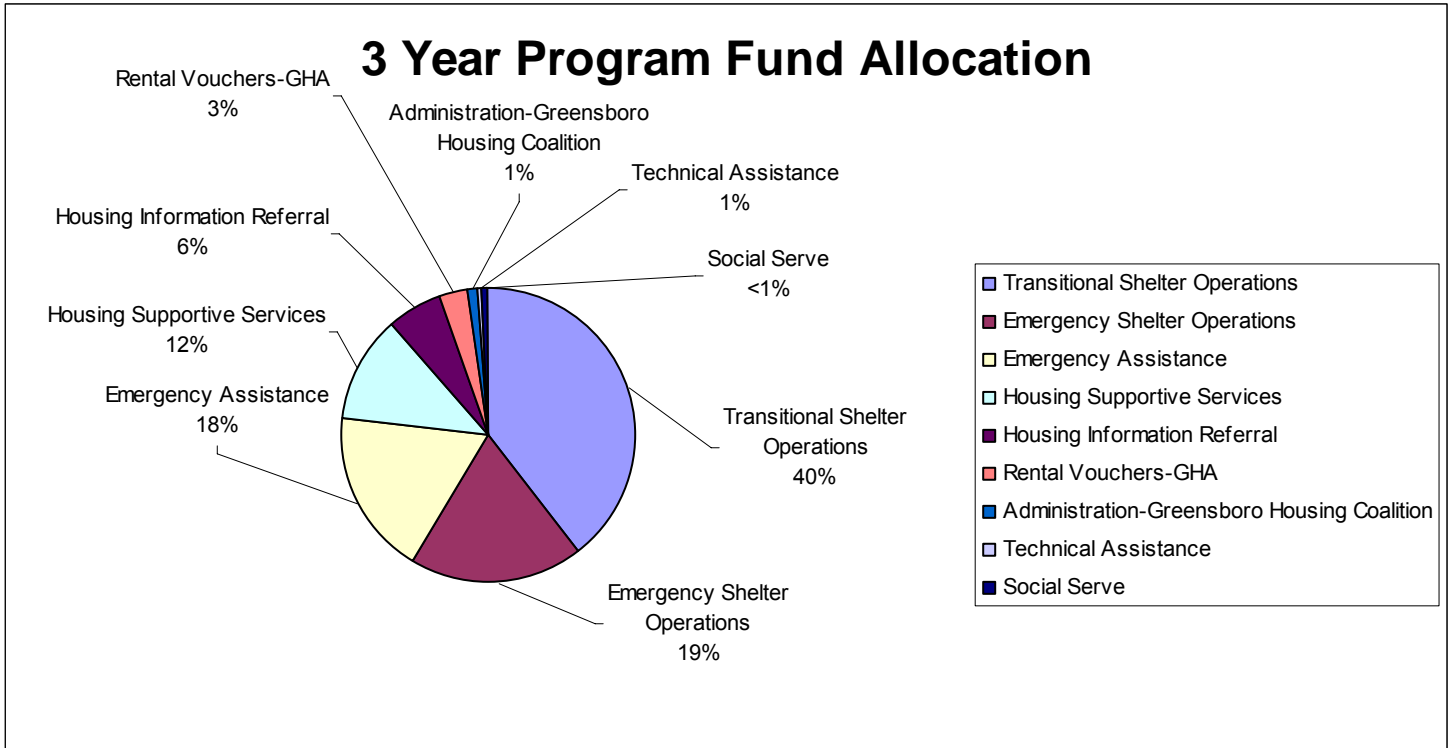


Funds from HUD Emergency Shelter Grant, HUD CDBG Grant, and Nussbaum Housing Partnership total \$2,232,758 from 2004-05 through 2006-07. Homeless Prevention Grant Funds from the Nussbaum Housing Partnership Fund averaged a little over 2/3 of the total fund source distribution over the three year period. Emergency Shelter Grant and CDBG grants combined averaged slightly under 1/3 of allocated grant funds. 2006-07 reflects a decreased use of Community Development Block Grant funds. The addition of services geared to the development and implementation of the *Ten Year Plan to End Homelessness* resulted in increased use of Housing Partnership Funds for Homeless Prevention services during this period.

Program Allocation 2004-05 through 2006-07



The light sky blue bar shows the cumulative total of each program for 3 years. The cornflower blue bar represents 2004-05, the red bar represents 2005-06, and the yellow bar represents 2006-07 allocations. Over the 3 year period, 9 programs received a total of \$2,232,758.



Transitional Shelter Operations programs received the largest allocation of homeless prevention funding at an average rate of 40% over the three year period. This program serves formerly homeless individuals with a means to develop skills and resources to move to permanent housing. Emergency Shelter Operations received an average of 19% of homeless prevention fund resources to provide people without a place to live with safe, temporary shelter until they could be moved to transitional or permanent housing. Combined shelter operations programs were allocated 59%, or a little under 2/3 of all fund sources.

Emergency Assistance programs received an average of 18% of funds to provide financial assistance through direct payments primarily to landlords and utility companies, allowing people at great risk of becoming homeless to maintain their transitional or permanent housing. At the request of the HCD Department Director, the Executive Committee of the Homeless Prevention Coalition of Guilford County is currently exploring restructuring this program. In 2007-08, a single program administrator among the various homeless prevention agencies will be sought to assure that the process and criteria are standardized to serve clients from various agencies.

Housing Supportive Services received an average allocation of 12% of funds to provide assistance to tenants of some City supported affordable housing programs over the three year period. The City's investments in the creation of thirty affordable multi-family rental properties have utilized HOME, CDBG, Nussbaum Housing Partnership and Bond Funds. Of these thirty City invested multi-family properties, ten of the properties are eligible for Supportive Housing Services Grant Funds due to past Council actions authorizing funding for lengths of time varying from 3 to 18 years. While these awards were made with the intent to award grants for up to 18 years, the HCD staff attorney has confirmed that the contract amounts were pre-determined by one Council, but could be changed or eliminated by another Council. Past Assistance through combined Emergency Assistance and Housing Supportive Services programs received a total of 30% or under 1/3 of all fund sources over the three year period. (See page 6 for additional information.)

Housing Information Referral (HIR) services received an average of 6% of funds to provide assistance to a broad range of individuals needing to secure or maintain safe housing. The program was expanded to serve highly challenged populations in the 2006-07 fiscal year. Administration (1%) and Social Serve -HIR technology (<1%) grants were awarded to support HIR services. HIR related grant awards totaled roughly 1/12 of the 3 year fund allocations. Rental Vouchers through the Greensboro Housing Authority received 3% of funds over three years and Technical Assistance (United Way-Ten Year Plan Committee) utilized 1% of total funds over three years to support homeless prevention activity development. The combination of these services received a total of 11%, or slightly more than 1/10, of all fund sources over the three year period.

Housing Supportive Service Grant Allocations

Multi-Family Projects that are allocated Housing Supportive Service Grants	Project Year/ HSS Terms	Investment	Tax Credits	# of Units Completed	City Funds	Total Investment Reported at Application	Client Program Description
Rankin School Place (Beacon)	2004 / 3 Years – Ends 2007-08		Yes	56	\$378,000	\$4,472,827	Elderly
Partnership Village I (GUM)	1999 / 18 Years – Ends 2017-18		Yes	32	\$289,000	\$1,500,000	2 Yr Transitional
Partnership Village Phase II (GUM)	2001 / 18 Years – Ends 2016-17		Yes	24	\$150,000	\$1,914,760	2 Yr Transitional
L. Richardson Hospital (Beacon)	2001 / 3 Years – Ends 2007-08		Yes	32	\$150,000	\$3,493,715	Elderly
Great Oaks-St. Leo's Place (Beacon)	1998 / 18 Years – Ends 2015-16		Yes	44	\$830,000	\$2,845,491	Elderly
Southwoods (AHM)	1996 / 15 Years – Ends 2012-13		Yes	59	\$550,000	\$2,142,852	
Windhill (AHM)	2000 / 15 Years – Ends 2015-16		Yes	60	\$393,677	\$4,435,472	
Kingsgate South (Wynnefield)	1998 / 3 Years – Ends 2007-08		Yes	36	\$451,000	\$2,197,863	
Coley Jenkins (Wynnefield)	1997 / 18 Years – Ends 2016-17		Yes	40	\$556,000	\$1,809,926	
R. S. King (Wynnefield)	1995 / 3 Years – Ends 2007-08		Yes	22	\$722,368	\$1,221,496	
Totals				405	\$4,470,045	\$26,034,402	

Housing Supportive Service grant allocations may be used for a variety of expenses that include funding administration, tenant assistance, and tenant programs. Past City Councils allocated housing supportive service funding to support multi-family housing project investments. In response to requests for support grant funds, awards were made on a case by case basis and for varying terms. The HCD staff attorney has confirmed that the terms of the allocations reflect the intent of Councils at various points in time and are not binding to future Councils. In FY 2006-07 the City allocated \$91,200 to the agencies and businesses in connection with the affordable housing investments above. Eligible expenses include administrative costs, tenant assistance, and tenant programs. (Coley Jenkins is a unique case which included Housing Supportive Service funds in the original operating structure. These funds amounting to \$16,000 are used for operating costs only and not supportive services to residents.)

Multi-Family City Investment Projects that don't receive support grants						
Windhill Court (AHM)	2006	Yes	64	\$506,131	\$5,363,834	
Richardson Village (Beacon)	2001	Yes	24	\$725,000	\$1,944,032	
Partnership Village Phase 3 (GUM)	2006	Yes	12	\$162,264	\$1,075,000	2 Yr Transitional
Seager Place (Beacon)	2003	Yes	42	\$390,000	\$3,310,000	
Glenwood House (Servant Center)	2003	No	8	\$167,081	\$747,877	
Center of Hope (Salvation Army)	2001	No	116	\$60,000	\$900,000	2 Yr Transitional
Jericho House (Jericho House)	2001	No	6	\$62,000	\$200,000	2 Yr Transitional
Christian Counseling (CCWG)	2001	No	3	\$60,000	\$62,000	2 Yr Transitional
Trinity Gardens (Trinity Building Corp.)	1999	No	152	\$70,000	\$70,000	
Servant House (Servant Center)	1998	No	30	\$186,544	\$467,068	2 Yr Transitional
Alexander Homes (Wynnefield)	1995	Yes	40	\$797,000	\$2,212,517	
Everitt Square (AHM)	1994	Yes	16	\$90,000	\$696,335	
Berryman Square (AHM)	1993	Yes	44	\$765,000	\$1,989,000	
Bingham/English (AHM)	1993	No	11	\$215,000	\$255,256	
New Garden Place (Wynnefield)	1992	Yes	76	\$1,299,220	\$3,243,095	
Everitt/Spencer (AHM)	1991	Yes	45	\$599,288	\$2,149,172	
Lincoln Grove (Wynnefield)	1990	Yes	116	\$1,671,583	\$4,156,083	
The Havens	2006	Yes	60	\$61,908	\$6,937,195	
Nettie Coad (Ole Asheboro St. Neighborhood Association)	1990	No	30	\$1,708,568	\$1,708,568	
Autumn Drive/ Camel Street (AHM)	1989	No	32	\$1,061,374	\$1,061,374	
TOTALS			927	\$10,657,961	\$38,548,406	

20 additional City investment properties have not been awarded grant funds for Housing Supportive Services. The City's investment in multifamily properties receiving housing supportive service grants equals approximately \$4.4 million and approximately \$10.7 million in multi-family properties that do not receive grants. The City's entire investment in multi-family housing equals approximately \$15.1 million. Less than 1/3 of the total properties receive housing supportive service grants.

Program Allocations

2004-05

2006-07

2007-08

Homeless Prevention Service Fund Allocation Fiscal Year 2004-05

Fiscal Yr	Agency	Program	Source	Allocation	Annual Totals by Program	Annual Combined Total
2004-05	Greensboro Urban Ministry	EA	HP	\$60,000		
2004-05	Salvation Army	EA	HP	\$26,500		
2004-05	Christian Counseling & Wellness Group- Prince of Peace	EA	HP	\$25,000		
2004-05	House of Refuge Mission	EA	HP	\$14,134		
2004-05	CCWG - St. James	EA	HP	\$10,000		
2004-05	Family Service of Piedmont - Clara House	EA	HP	\$7,000		
2004-05	Guilford Interfaith Hospitality	EA	HP	\$5,000		
2004-05	Alcohol & Drug Services	EA	HP	\$3,000		
2004-05	Mary's House	EA	HP	\$1,500	\$152,134	
2004-05	Salvation Army	ESO	CDBG	\$80,750		
2004-05	Greensboro Urban Ministry	ESO	CDBG	\$26,000		
2004-05	Youth Focus	ESO	CDBG	\$7,000		
2004-05	Guilford Interfaith Hospitality	ESO	HP	\$14,000		
2004-05	Alcohol & Drug Services	ESO	HP	\$11,700	\$139,450	
2004-05	Greensboro Housing Coalition	HIR	CDBG	\$30,000	\$30,000	
2004-05	Partnership Village II	HSS	HP	\$17,000		
2004-05	Windhill	HSS	HP	\$16,000		
2004-05	Southwoods	HSS	HP	\$13,000		
2004-05	Coley Jenkins	HSS	HP	\$12,000		
2004-05	St. Leo's	HSS	HP	\$9,000		
2004-05	Partnership Village I	HSS	HP	\$7,000	\$74,000	
2004-05	Mary's House	RV-GHA	HP	\$6,000		
2004-05	GSO Interfaith Hospitality	RV-GHA	HP	\$3,000	\$9,000	
2004-05	Servant Center	TSO	CDBG	\$20,032		
2004-05	Room at the Inn	TSO	ESG	\$56,218		
2004-05	Mary's House	TSO	ESG	\$30,000		
2004-05	CCWG - Prince of Peace	TSO	HP	\$50,000		
2004-05	Malachi House	TSO	HP	\$36,000		
2004-05	Servant Center	TSO	HP	\$25,000		
2004-05	Room at the Inn	TSO	HP	\$22,282		
2004-05	Servant Center	TSO	HP	\$16,000		
2004-05	Christian Counseling & Wellness Group - St. James	TSO	HP	\$15,000		
2004-05	Family Service of Piedmont - Clara House	TSO	HP	\$8,307		
2004-05	Maggie & Erma's House	TSO	HP	\$3,609	\$282,448	\$687,032

Homeless Prevention Service Fund Allocation Fiscal Year 2005-06

Fiscal Yr	Agency	Program	Source	Allocation	Annual Totals by Program	Annual Combined Total
2005-06	Family Service of the Piedmont	EA	HP	\$7,000		
2005-06	Greensboro Urban Ministry	EA	HP	\$60,000		
2005-06	Guilford Interfaith Hospitality	EA	HP	\$5,000		
2005-06	House of Refuge Mission	EA	HP	\$14,134		
2005-06	Mary's House	EA	HP	\$7,500		
2005-06	Salvation Army	EA	HP	\$26,500	\$120,134	
2005-06	Alcohol & Drug Services	ESO	HP	\$10,000		
2005-06	Greensboro Urban Ministry	ESO	CDBG	\$11,104		
2005-06	Greensboro Urban Ministry	ESO	HP	\$11,896		
2005-06	Guilford Interfaith Hospitality	ESO	CDBG	\$17,000		
2005-06	Salvation Army	ESO	CDBG	\$80,750	\$130,750	
2005-06	Greensboro Housing Coalition	HIR	HP	\$30,000	\$30,000	
2005-06	Coley Jenkins	HSS	HP	\$16,000		
2005-06	Great Oaks	HSS	HP	\$9,000		
2005-06	Kingsgate	HSS	HP	\$4,000		
2005-06	L Richardson Hospital	HSS	HP	\$4,000		
2005-06	Partnership Village II	HSS	HP	\$18,700		
2005-06	RS King	HSS	HP	\$4,000		
2005-06	Southwoods	HSS	HP	\$21,326		
2005-06	Windhill	HSS	HP	\$16,000		
2005-06	Woodwin Development	HSS	HP	\$9,000	\$102,026	
2005-06	Greensboro Housing Coalition- GHA Admin- 4 vouchers	RV-GHA	HP	\$30,000	\$30,000	
2005-06	Christian Counseling - HOMES Network	TSO	CDBG	\$23,000		
2005-06	Christian Counseling - Prince of Peace	TSO	HP	\$75,000		
2005-06	Jericho House	TSO	CDBG	\$5,869		
2005-06	Jericho House	TSO	HP	\$1,131		
2005-06	Malachi House	TSO	CDBG	\$35,000		
2005-06	Mary's House	TSO	CDBG	\$24,131		
2005-06	Mary's House	TSO	ESG	\$5,869		
2005-06	Room at the Inn of the Triad	TSO	ESG	\$78,116		
2005-06	Servant Center	TSO	CDBG	\$41,000	\$289,116	\$702,026

Homeless Prevention Service Fund Allocation Fiscal Year 2006-07

Fiscal Yr Agency	Program	Source	Allocation	Annual Totals by Program	Annual Combined Total
2006-07 Greensboro Housing Coalition Admin	ADMIN	HP	\$20,000	\$20,000	
2006-07 Greensboro Urban Ministry	EA	HP	\$76,000		
2006-07 Salvation Army	EA	HP	\$31,500		
2006-07 HPCOG TA reallocated to Em. Assist fro GUM, MH, FSOP	EA	HP	\$15,000		
2006-07 Mary's House	EA	HP	\$7,500		
2006-07 Family Service of the Piedmont	EA	HP	\$7,000	\$137,000	
2006-07 Salvation Army	ESO	HP	\$85,750		
2006-07 Greensboro Urban Ministry	ESO	HP	\$26,000		
2006-07 Guilford Interfaith Hospitality Network	ESO	HP	\$25,000		
2006-07 Alcohol & Drug Services	ESO	HP	\$20,000	\$156,750	
2006-07 Greensboro Housing Coalition -Hotline	HIR	HP	\$75,000	\$75,000	
2006-07 Partnership Village II	HSS	HP	\$17,000		
2006-07 Coley Jenkins	HSS	HP	\$16,000		
2006-07 Windhill	HSS	HP	\$16,000		
2006-07 Southwoods	HSS	HP	\$13,000		
2006-07 Great Oaks	HSS	HP	\$9,000		
2006-07 Partnership Village I	HSS	HP	\$7,000		
2006-07 Kingsgate	HSS	HP	\$4,000		
2006-07 L. Richardson	HSS	HP	\$4,000		
2006-07 R.S King	HSS	HP	\$4,000		
2006-07 Rankin School	HSS	HP	\$1,200	\$91,200	
2006-07 Greensboro Housing Coalition- GHA Admin- 4 vouchers	RV-GHA	HP	\$30,000	\$30,000	
2006-07 Greensboro Housing Coalition- Social Serve	SS	HP	\$10,000	\$10,000	
2006-07 United Way	TA	CDBG	\$17,500	\$17,500	
2006-07 Malachi House	TSO	CDBG	\$20,000		
2006-07 Room at the Inn of the Triad	TSO	ESG	\$78,116		
2006-07 Mary's House	TSO	ESG	\$5,415		
2006-07 Servant Center	TSO	HP	\$60,000		
2006-07 Youth Focus	TSO	HP	\$35,000		
2006-07 Mary's House	TSO	HP	\$34,585		
2006-07 Family Service of the Piedmont	TSO	HP	\$34,134		
2006-07 Malachi House	TSO	HP	\$30,000		
2006-07 Jericho House	TSO	HP	\$9,000	\$306,250	\$843,700

APPENDIX

Date: March 22, 2006

To: Board President Ken Free & Exec. Director, Alcohol & Drug Services (ADS)

From: Michael Blair, City of Greensboro HCD

RE: ADS Programmatic Evaluation

Project Information:

ADS is a private non-profit drug and alcohol treatment center that provided services on a sliding scale and below market prices to eligible participants. In addition to the main office ADS has 7 other facilities spread over a multi-county area. There is currently a change in program offerings at ADS so this review is limited to FY04/05 city grants and future funding for new programs are contingent upon the recommendation of the Homelessness Prevention Coalition of Guilford County (HPCGC) and Community Resource Board (CRB) acceptance of that recommendation.

The agency was funded by the City to provide 5 clients 70 total days of treatment for \$11,700 in the form of an Emergency Shelter grant in FY04/05. Also funded in FY04/05 was a \$3,000 toward Emergency Assistance for 12 homeless individuals.

ADS did not fully expend the FY04/05 Emergency Shelter funds or the Emergency Assistance funds. In the case of the Emergency Shelter funds the final client of the fiscal year left the program 5 days short of ADS completing the full 70 days of treatment. HCD accepts the explanation from ADS for this incomplete draw down of available funding. HCD also understands that ADS will no longer provide this service from March 20, 2006 (News & Record article dated 03.03.06).

ADS Emergency Shelter Results FY04/05:

New Participants in 2004-2005 ^(HCD) 5

Total Individuals Served ^(HCD) 5

Average Monthly Occupancy ^(HCD) 20%

ADS Board:

ADS fulfilled the HCD Board Training (3 members) requirement on June 10th, 2004 as well as the August 2005 training. The board met 5 times in FY04/05 which is a good level of activity.

Financial Review: HCD concurs with the Internal Audit report dated 02.16.06.

Appropriateness for City Funding: CONTINGENT

The above is HCD staff opinion only. A "Contingent" agency is not guaranteed funding only eligibility to participate in the HPCGC competitive process for City funding. If the agency meets HPCGC/City project requirements the CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.

Should ADS submit an application for an eligible activity, meet City requirements, and the HPCGC recommends funding then the CRB will make the final decision on recommending funding the new activity.

Michael Blair

Andy Scott

Specialist Grants Compliance

Director HCD

Date: November 21, 2005

To: Thomas Bonney, President, Family Services of the Piedmont

From: Michael Blair, City of Greensboro HCD

RE: Clara House & EA Programmatic Evaluation

Project Information:

Family Services of the Piedmont operates Clara House which is an emergency shelter for victims (Women and Children) of domestic violence. The shelter was funded for \$8,307 for the 2004-2005 grant year which was successfully completed June 30, 2005. In addition Clara House received \$8,307 in 2003-2004 and \$12,000 in 2002-2003. This grant was not recommended for funding for 2005-2006 by the City Community Resource Board.

Emergency Assistance was provided for low-income women who were homeless due to domestic violence; this was a \$7,000 grant in 2004-2005. These funds were used to pay deposits, rent and utility bills to prevent homelessness. The \$7,000 was renewed for 2005-2006.

Spending:

Clara House had regularly submitted, monthly, requisition requests during the 2004 year. The full amount funded was expended.

Emergency Assistance requisition requests for clients of Clara House were submitted on a fairly regular basis. The full amount was not expended, less \$195.00, due to a last minute rejection of assistance by a participant in June of 2005. This is not a significant issue.

Clara House Measures 2004-2005:

Total Served: 288 women and children

Client Nights: 6,317

Average Occupancy: 62%

Length of Stay

 Less than 1 month: 75%

 1 to 2 months: 18%

3-6 months: 7%

Average Length of Stay: 23 days

Completed Program or left for Housing Opportunity: 57%

Received Case Management: 98%

Not Returning to Violent Environment (Self Reported**): 81%

Feeling Empowered and Better Able to Cope (Self Reported**): 77%

Move to Positive Stable Housing: 67%

Moved to Permanent Safe Housing after staying more than 10 days: 45%

(The above number would be increased if those moving in with family or friends for more than 12 months would be considered Permanent" and not "Temporary" or "Transitional". The HOME Program considers 12 months or greater "Permanent" so it may be possible that FSP could use that standard)

Repeat Visits in 2004: 0%

Mean Increase in Income (for those that Increased Income) : >30%

****Approximately 13% of the total participants were involved in the "Self Reported" measures for 2004.**

FSP Board Composition:

22 members with the following professions represented:

- 2 legal
- 2 educational
- 1 medical
- 2 real estate
- 3 finance

Fulfilled Board Training (3 members) requirement conducted by HCD as well as a “Joint Board Orientation” on August 28th, 2004. HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board attempts to meet monthly and met 11 times in 2004. Minutes are maintained and are understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee. The Board evaluates the executive annually.

Financial Review:

No concerns.

Appropriateness for City Funding: -CONTINGENT-INELIGIBLE

(The above is HCD staff opinion only. An “Eligible” agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

FSP Clara House and Emergency Assistance are eligible and effective uses of Homelessness Prevention funding. Performance records were clear and understandable.

There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2A-C; 2E-A; 2E-C; and Objective 2A.

Michael Blair
Grant Compliance

Andy Scott
Director HCD

Date: February 9, 2006

To: Kenyatta Richardson, Director, Guilford Interfaith (GIHN)

From: Michael Blair, City of Greensboro HCD

RE: *GIHN Paisley House & EA Programmatic Evaluation*

Project Information:

Guilford Interfaith Hospitality Network operates Paisley House which is an emergency shelter for homeless families often with children. The shelter was funded for \$14,000 for FY04/05 which was successfully completed June 30, 2005. In addition Paisley House received \$14,000 in FY03/04. This grant was recommended for funding for FY05/06 by the City Community Resource Board in the amount of \$14,000. The FY05/06 grant year is currently underway.

Emergency Assistance was provided for families who were homeless and participating in the program; this was a \$5,000 grant in FY04/05. These funds were used to pay deposits, rent and utility bills to prevent the return to homelessness. The \$5,000 was renewed for FY05/06.

The program is unique in that the participants do not stay over-night at the shelter. A coalition of churches takes participants in for the evening to spend the night. Then they return to Paisley House for the day hours. Typically a family will stay with one congregation for a week then move to another. Because of this arrangement the occupancy numbers are somewhat higher than a program that has participants stay on-site.

Spending:

GIHN contracted late in the year for FY04/05 and ended up requesting the full amount in the shelter operations requisition request. This was due to GIHN starting its external audit well into the grant year. It is recommended that GIHN seek to fulfill the city audit requirement in a timelier manner. The full amount funded was expended.

Emergency Assistance requisition requests for clients of Paisley House were submitted on a one time occurrence. \$2,279.24 remained at the end of the grant year. It is the understanding of HCD staff that GIHN staff turnover is the likely reason for this issue.

Paisley House Measures FY04/05:

Total Families FY04/05 Served: 49

Total Individuals Served: 159

Client Nights: 6,676

Average Occupancy: 157%

Ave. Families/Night: 6

Ave. Individuals/Night: 18

Adults: 58

Children: 101

Maximum Stay: 6 Months

Average Length of Stay: 44 Days

GIHN Board Composition:

15 members with the following areas represented:

- 2 communications
- 1 legal
- 1 medical
- 1 construction
- 2 finance
- 1 former guest

Fulfilled FY04/05 and FY05/06 Board Training (3 members) requirement conducted by HCD. HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board attempts to meet monthly and met 10 times in the last calendar year. Minutes are maintained and are understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee.

Financial Review:

No disqualifying conditions. Please refer to the Internal Audit report dated February 9, 2006 for details.

Appropriateness for City Funding: ELIGIBLE

(An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

GIHN Paisley House and Emergency Assistance are eligible and effective uses of Homelessness Prevention funding. The concept is unusual but appears to be effective in assisting homeless families. Performance records were understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2A and 2A-C

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: December 22, 2005

To: Beth McGee-Huger, Director, Greensboro Housing Coalition

From: Michael Blair, City of Greensboro HCD

RE: Greensboro Housing Coalition Programmatic Evaluation

Project Information:

The Greensboro Housing Coalition provides a wide range of housing counseling services. This includes the Housing Hotline, More than Just a Mortgage (*Homebuyer counseling for HCD was moved to another provider for the 2005-2006 fiscal year*), Lead Paint outreach and education, Housing Search Assistance Program and counseling for homeowners facing foreclosure or serious home repairs. The agency was funded by the City \$30,000 for the Housing Hotline, and \$20,000 for Administration, in 2004-2005 which was successfully completed June 30, 2005.

One important issue brought up during the staff visit is the perceived unavailability of emergency shelter space during winter months. Staff was told that the Housing Coalition was regularly informed by local shelters that there was no available space.

Spending:

The Greensboro Housing Coalition administrative grant had regularly submitted, monthly, requisition requests during the 2004 year. The full amount funded was expended by May 2005. The Housing Hotline grant also had regularly submitted requisition requests and again all funds were expended by May 2005.

Housing Hotline Measures 2004-2005:

Total Callers ^(HCD) 2,349

Total Individuals Served ^(HCD) (roughly 3000 in City Proposal) 4,391

Average Daily Callers ^(HCD) 6.5

Income Levels of Callers ^(HUD APR)

Under 50% of Median 91%

50-80% of Median 9%

80-100% of Median 0.0%

Seeking Assistance for the Homeless ^(HUD APR) 92

Performance records were clear and understandable.

Greensboro Housing Coalition Board Composition:

14 members from the following categories are represented:

2 legal

1 finance

4 housing/real estate

6: W

8: M

The Greensboro Housing Coalition has fulfilled the HCD Board Training (3 members) requirement on June 10th, 2004 as well as the August 2005 training. The board met 10 times in the last year which is a high level of activity. In addition they held a February 2005 board fiduciary responsibility training where 9 of their board members attended. This is a commendable action.

Minutes are maintained and are understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee and emergency issues are handled by the Executive Committee. The Board evaluates the executive annually.

HCD recommends the Duke Non-Profit Management program for board members of all agencies.

Financial Review:

No concerns.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Greensboro Housing Coalition programs are an eligible and effective use of Homelessness Prevention funding. It serves the housing needs of those citizens who need housing services the most and are at risk of homelessness.

There are no disqualifying financial concerns for future City funding and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 1A-A and Priority 1C-A.

Michael Blair
Specialist Grants Compliance

Dan Curry
Deputy Director HCD

Date: February 28, 2006

To: Rev. Mike Aiken, Greensboro Urban Ministry

From: Michael Blair, City of Greensboro HCD

RE: Weaver House & EA Programmatic Evaluation

Project Information:

Greensboro Urban Ministry operates the Weaver House which is an emergency shelter for the homeless. This facility can shelter up to 100 adults daily and also serves a winter overflow shelter where an additional 20 people are typically added to the 100. The shelter was funded for \$26,000 (CDBG) for the FY04/05 grant year; this paid for security at the facility. This grant was also funded for FY05/06 by the City Community Resource Board.

Emergency Assistance was funded for \$60,000 (Nussbaum) in FY04/05. These funds were used to pay deposits, past due rent and utility bills to prevent homelessness. The \$60,000 was renewed for FY05/06.

In addition Weaver House has changed admission policy to accept 18 to 21 year old males. This helps address a commonly expressed gap in the availability of shelter services in Greensboro.

Spending:

Weaver House had regularly submitted, monthly, requisition requests during the FY04/05 year. The full amount funded was expended.

Emergency Assistance requisition requests were submitted on a fairly regular basis. The full amount was expended by the end of February 2005.

Weaver House Measures FY04/05:

Total Participants Served: 1,494 (125/m)

Client Nights: 30,484 (2,540/m)

Average Daily/Monthly Occupancy: 84%

Percent Veterans: 8%

Primary (*Usually multiple reasons*) Reason Homeless:

Unemployment 22%

Relocation 10%

Family Conflict 10%

Unable to Pay Rent 7%

Separation 7%

Other Primary reasons include: Eviction, Divorce, Drug Abuse, Prison Release, and Mental Illness.

Emergency Assistance FY04/05:

Total Households: 338

Total Individuals: 789

Percentage Spent on:

Back Rent 81%

Back Utilities 11%

Deposits 9%

Greensboro Urban Ministry Board:

40 Board members with various occupations:

W: 16

M: 24

Fulfilled Board Training (3 members) requirement conducted by HCD on June 10th, 2004 (Also completed the 2005 board training). HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board meets almost monthly, 10 times in 2005, and is composed of many different professional disciplines. Minutes are maintained and are understandable.

Financial Review:

No pressing financial concerns.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Greensboro Urban Ministry Weaver House and Emergency Assistance programs are eligible and effective uses of Homelessness Prevention funding. Performance records were clear and understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2B; Priority 2E-B.

Michael Blair
Specialist Grant Compliance

Andy Scott
Director HCD

Date: March 28, 2006

To: Cynthia Watlington, Exec. Director, House of Refuge Missions, Inc.

From: Michael Blair, City of Greensboro HCD

RE: EA Programmatic Evaluation

Project Information:

House of Refuge Missions is one of three (behind Greensboro Urban Ministry and the Salvation Army) major Emergency Assistance providers that the City of Greensboro funds. In addition it maintains a fairly large food pantry with which to assist citizens and a thrift store on the same premises.

This program was funded for \$14,134 (Nussbaum) for the FY04/05 grant year. These funds were used for rental and utility assistance to prevent homelessness. The \$14,134 was renewed for FY05/06. The assistance is primarily generated by referrals from GHC, MHC, Triad Health Project, GUM, Salvation Army and other agencies. The agency reported that demand had been increasing with bigger households seeking assistance.

A \$3,000 grant from the Community Foundation has allowed House of Refuge to equip its office with a new computer and accessories. This replaces a much older system. The agency has posted a non-discriminatory policy on its main entrance which was recommended during the last monitoring visit. HCD appreciates this action.

Spending:

Emergency Assistance requisition requests were submitted on a fairly regular basis and the full amount was expended prior to fiscal year end.

Emergency Assistance FY04/05:

Total Households (Agreement lists 93 as goal): 137

Total Individuals: 320

Percentage Spent on:

Back Rent (\$150 max) 51%

Back Utilities (\$75 max) 28%

BMP (\$150 max) 3%

Deposits (\$75 max) 18%

House of Refuge Missions Board:

7 Board members with various occupations:

legal: 2

human resources: 1

retired: 2

Fulfilled Board Training (3 members) requirement conducted by HCD on June 10th, 2004 (Also completed the 2005 board training). HCD recommends the Duke Non-Profit Management program for board members of all agencies and House of Refuge reports that it is sending its members to the Duke classes at the Glenwood Library. The board met 8 times in 2005 which is a good level of activity. Minutes are maintained and are understandable.

Financial Review:

No pressing financial concerns.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

House of Refuge Missions, Inc. Emergency Assistance is an eligible and effective use of Homelessness Prevention funding. Performance/output records were available and generally understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2E-C.

Michael Blair
Specialist Grant Compliance

Andy Scott
Director HCD

Date: January 14, 2005

To: Jack Alford, Board of Directors, Jericho House

From: Michael Blair, City of Greensboro HCD

RE: *Jericho House Programmatic Evaluation*

Project Information:

Jericho House is a reentry program for men recently, directly, released from the prison system. The overall goal is to assist these men in successful transition back into society. The maximum stay is 10 months. There are no paid staff and board members act as the primary staffers.

The agency was funded by the City \$7,000 in 2004-2005 (\$7,000 in 2003-2004) which was successfully completed June 30, 2005.

City funding was 26% of the agency's budget in 2004-2005.

Spending:

Jericho House submitted one requisition in April of 2005 for the entire \$7,000 so the full amount funded was expended prior to the fiscal year end. Normally HCD does not recommend late in the year, and only one, requisition requests however due to the size of Jericho House, and the amount of the grant, it is understood why this occurred.

Jericho House Review 2004-2005:

New Participants in 2004-2005 ^(HCD) 15

Total Individuals Served ^(HCD) (20 in City Proposal) 20

Average Monthly Occupancy ^(HCD) 73%

Entering Income Levels of Participant ^(HCD)

Under 50% of Median 100%

% Participants Staying over 2 months (5 yr total) ^(ECOLAB) 63%

Recidivism Participants Staying >2 months ^(ECOLAB) 8%

% Participants w/Jobs Staying >2 months 71%

Performance records were available however they were not easily evaluated. That stated even with the difficulty the performance data appears to be good. In addition Jericho House served the exact number of participants (20) as was in their application. Also for those participants that stayed for greater than 2 months the likelihood of recidivism is greatly reduced from state averages.

Jericho House Board Composition:

7 members from the following categories are represented:

2 corrections

1 small business

1 education

1 IT

1 retired

1 housing

2: W

5: M

Jericho House has fulfilled the HCD Board Training (3 members) requirement on June 10th, 2004 as well as the August 2005 training. The board met 5 times in the last year which is a good level of activity. There also appears to be a good amount of information being discussed in the minutes provided to HCD. Occupancy, training, transportation, etcetera are all discussed.

The Minutes are maintained and are understandable.

HCD recommends the Duke Non-Profit Management program for board members of all agencies.

Financial Review: No concerns.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Jericho House is an eligible and effective use of Homelessness Prevention funding. It serves the difficult needs of those citizens who have recently been released from the prison system and are at risk of homelessness and recidivism. The only concern in funding Jericho House is that it is a prison ministry. The City funds those agencies where religious participation is voluntary and alternatives (Time and Place) made available for those choosing to not participate in sectarian activities.

There are no disqualifying financial concerns for future City funding and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 2C-C and Priority 2C-D.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: May 26, 2006

To: Josette Daniels, Director, Maggie and Erma's

From: Michael Blair, City of Greensboro HCD

RE: *Maggie and Erma's House Programmatic Evaluation*

Project Information:

Maggie and Erma's House is a 9 to 12 month transitional program for single women with substance abuse issues (Primarily Crack Cocaine). The shelter was funded by the City \$3,609 for 2004-2005 which was successfully completed June 30, 2005.

HCD staff has evaluated program information and wishes to make note of the fact that 2 of the 4 women that exceeded 4 months in the program had very positive outcomes. While the other 3 FY04/05 participants, who stayed for shorter periods, had either relapses or unknown outcomes (Not necessarily negative just abrupt and unknown results) HCD is very pleased to see that Maggie and Erma's House makes the effort to track and document the outcomes of their program.

Spending:

The FY04/05 funding was fully spent.

There was a documentation error in the agency requisitions however HCD staff has obtained the necessary backup material for records. This may have occurred due to the agency not using the HCD funding as a reimbursable but as a direct payment.

Maggie and Erma's House Measures 2004-2005:

Total Served (set goal in City Proposal) 7 (7)

Length of Stay

Less than 30 days: 14%

1 to 2 months: 14%

3-6 months: 14%

7-12 months: 57%

Transitioned to Permanent Housing 43%

Average Length of Stay 142 days

Maggie and Erma's Board Composition:

6 members with the following categories represented:

1 former participant

2 educational

1 social work

1 legal

1 self employed

4: W

2: M

Maggie and Erma's fulfilled the HCD Board Training (3 members) requirement on June 22nd, 2004. HCD recommends the Duke Non-Profit Management program for board members of all agencies. HCD staff did not have access to board minutes for this review.

HCD does not recommend that an Executive Director sit on a Board of Directors in a voting capacity. If deemed as necessary for Board membership then the Executive Director should participate in an ex-officio capacity. It must be noted that this is not a regulatory or statutory requirement simply HCD's concept of a "Best Practice". It is intended to address Board Independence and Transparency.

Financial Review:

No serious financial concerns.

Appropriateness for City Funding: CONTINGENT

The above is HCD staff opinion only. A "Contingent" agency is not guaranteed funding only eligibility to participate in the HPCGC competitive process for City funding. If the agency meets HPCGC/City project requirements the CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.

Maggie and Erma's is an effective use of Homelessness Prevention funding. It provides a much needed service to women with serious substance abuse problems. Performance records were clear and understandable and they show a successful program.

There are minor record keeping concerns which can easily be addressed by the agency should it desire to pursue future City funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 2B-A and Priority 2B-B.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: April 27, 2006

To: Elder Cliff Lovick, Executive Director of Malachi House, Incorporated

From: Michael Blair, City of Greensboro HCD

RE: *Programmatic Evaluation for the Residential Substance Abuse Recovery Care Program*

Project Information:

From funding request: “Malachi House proposes to continue providing the City of Greensboro assistance in reducing the number of drug related crimes by providing long-term recovery care and other supportive services that restore and transition substance abusers and ex-offenders.

HCD staff notes that Malachi House has provided documentation about adjusting its program criteria to offer a Secular track for those participants who wish to do so.

Spending:

The City awarded \$36,000 for fiscal year 2004-05 to assist with operational costs including utilities and insurance expenses. \$827,306 was committed from other sources, making the total program budget \$863,306. All City funds were expended by June 30, 2005.

Residential Substance Abuse Recovery Care Program Measures FY04/05:

Total Participants Served ^(HCD Records): 267 (223 entered in FY04/05)

Client Days: 2,329

Average Occupancy: 88%

Percent Homeless: 25%

Participants in the Malachi House Program (including those who were dismissed from the program because of rule violations as opposed to voluntary withdrawal):

- 173 Men
- Average Length of Stay in FY04/05—106 days
- Average Total Length of Stay—121 days

Program Graduates in FY04/05: 42

Malachi House Board Composition:

9 members with the following categories represented:

1 Elected Official, City Council; 1 Special Events Administration (**Malachi House employee**); 2 Law Enforcement; 1 Finance; 2 Executive; 1 Non-Profit Executive (**Malachi House’s Executive Director**); 1 Systems Engineer

Malachi House fulfilled the HCD Board Training (3 members) requirement on June 22nd, 2004.

Financial Review:

A monitoring visit conducted by City Internal Audit staff notes that agency net assets as of December 31, 2004 decreased to a deficit of (\$88,199) from \$113,408 at December 31, 2003, and that salaries and wages increased 78% from 2003 to 2004, while revenues increased just 29% over the same period. It is recommended that the agency advise the City as to its plan for improving its financial position. The external audit report was due to the City by March 31, 2005, however the City did not receive the report until September 7, 2005.

Programmatic Concerns:

A review of the board roster indicates that two Malachi House staff members are listed as members of the board. Because this is not a "best practice" in non-profit agency management, HCD staff recommends that Malachi House take steps to identify staff as serving in a non-voting advisory capacity, as in "ex-officio", to the board and to appoint new board members as necessary. One staff member on the Board is not an uncommon practice however two is not recommended.

While Agency regulations specify that members who miss three meetings within a 12 month period will be asked to resign and the board seat will become vacant, the board attendance chart indicates that two board members missed 3 or more meetings and were still listed as board members. Minutes should clearly reflect actions taken by the board with a recording of the names of board members making motions, evidence of the vote on motions, and a statement of the results of the vote, for example, *"Mr. X moved acceptance of the audit report and management letter as presented, seconded by Ms. Y. The Board voted 6-0 in favor of the motion."*

Additionally the Malachi House Board of Directors met 5 times (HCD staff was told that there were additional meetings in FY04/05 however the minutes from those meetings have not been delivered) in FY04/05 and the minutes indicate that in all but one case meetings were conducted without a quorum of the board present. No board business should be done without a quorum. This is not considered an acceptable level of participation by staff.

Appropriateness for City Funding: CONTINGENT

Though Malachi provides a vital and necessary community service in addressing a need for substance abuse recovery care, HCD staff opinion is that a recommendation for continued City funding be contingent upon the agency satisfactorily addressing the financial and programmatic concerns noted above which are:

- A plan for improving the financial position of Malachi House.
- Providing to HCD the additional FY04/05 board meeting minutes that Malachi House has yet to deliver to HCD.

The CRB is responsible for making a recommendation to City Council which will make the final decision on agency funding.

Michael Blair
Grant Compliance

Andy Scott
Director HCD

Date: March 22, 2006

To: Ms. Craig Thomas, Executive Director, Mary's House

From: Michael Blair, City of Greensboro HCD

RE: Mary's House & EA Programmatic Evaluation

Project Information:

Mary's House is a transitional shelter/emergency shelter for homeless women, and their children, who also suffer from substance abuse and/or addictions. This past year Mary's House Executive Director Craig Thomas was named one of the business women of the year by the Triad Business Journal. Mary's House was a finalist for the Vic Nussbaum award by the Moses Cone Community Health Foundation and was awarded a "certificate of excellence." Mary's House license was renewed by the Department of Health and Human Services, Division of Facility Services for Jan 1, 2006-December 31, 2006.

The shelter was funded by the City \$30,000 for 2004-2005 and Mary's House also received \$1,500 for Emergency Assistance to assist 9 program participants (22 Individuals) for rental housing and utility deposits.

Spending:

Mary's House had regularly submitted, monthly, Shelter Operations requisition requests during the 2004 year. The full amount funded was expended by June 2005. This is also case with the Emergency Assistance which was less regularly submitted than the Shelter Operations requisition requests but it too was fully expended by June of 2005.

Mary's House Shelter Operations Measures 2004-2005:

Total Served ^(HCD) 27 New ^(16 HUD APR 2/1/04 to 1/31/05)

Client Days ^(HCD) 4693 (391/m)

Average Occupancy ^(HCD) 83%

Average Daily Census ^(HCD) 13

Veterans ^(HUD APR) 0

Chronically Homeless ^(HUD APR 2/1/04 to 1/31/05) 0

Length of Stay ^(HCD)

Less than 30 days: 17%

1 to 2 months: 0%

3-6 months: 17%

7-12 months: 17%

13-24 months: 50%

Transitioned to Permanent Housing ^(HUD APR 2/1/04 to 1/31/05) 89%

Average Length of Stay ^(HCD) 324/Days

Graduation Rate FY04/05 Entry ^(HCD) 58%

Mary's House Board Composition:

12 members (6:W and 6:M) with the following categories represented:

- 1 engineering
- 1 human resources
- 2 mental health/pastoral counseling
- 2 finance/accounting/cpa
- 2 medical/psychiatry
- 1 manufacturing
- 2 administration

Mary's House fulfilled the HCD Board Training (3 members) requirement on June 22nd, 2004 as well as the August 2005 training. HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board is active and met 7 times during FY04/05. Minutes are maintained and are understandable; for instance the May 15, 2005 meeting had board members sign a personal conflict of interest statement, this is a commendable and recommended act. The finance committee serves as the audit committee with Ms. Thomas and Ellen Edwards as ex-officio members. The finance chairperson is a CPA and talks with the Mary's House auditor and also gets the monthly bank statement. The Board evaluates the executive annually.

Financial Review:

No concerns.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Mary's House is an eligible and effective use of Homelessness Prevention funding. It provides a much needed service to women who are (or have been) homeless, and suffering from addiction, plus their children. Performance records were clear and understandable.

There are no disqualifying financial concerns for future City funding, no performance concerns, and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 2A-A & B and Priority 2B-A & B.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: February 9, 2006

To: Albert Hodges, Director, Room at the Inn of the Triad

From: Michael Blair, City of Greensboro HCD

RE: *Programmatic Evaluation*

Project Information:

Room at the Inn of the Triad (RATI) operates the Mary C. Nussbaum Maternity Home which is a North Carolina State Licensed Maternity Home. The home was funded for \$78,500 (\$56,218 (ESG) and \$22,282 (Nussbaum)) for FY04/05 which was successfully completed June 30, 2005. In addition RATI received \$78,500 in FY03/04. This grant was recommended for funding for FY05/06 by the City Community Resource Board in the amount of \$78,500. The FY05/06 grant year is currently underway.

For enrollment program participants must be pregnant, without a severe psychiatric history, have parental/guardian permission if a minor and must be enroll in the Maternal, Infant and Child Healthcare Program that RATI provides. Women with other children may be admitted under certain circumstances.

While RATI is a faith-based program participants are informed of their right to attend secular activities in lieu of sectarian activities. HCD requested this in FY04/05 and is pleased with RATI's good faith effort.

RATI is currently implementing a more comprehensive outcomes based reporting system with the help of a consultant. HCD commends this effort.

Spending:

Room at the Inn requested the full amount of the grant by the end of FY04/05. However this was done with two requisition requests totaling \$56,218 (72% of the total grant) in the month of June 2005. HCD asks that funded agencies request reimbursement on a more regular basis over the grant year. Large requests at the end of the fiscal year take up considerable staff time processing.

RATI/MCN FY04/05:

Total Families FY04/05 Served: 15

Total Individuals Served: 30

Client Nights: 2,176 (181/m)

Average Occupancy: 99%

Average Length of Stay: 111 Days

Graduation Rate: 47%

Births: 6 (10 with prior year clients)

RATI Board Composition:

14 members with the following areas represented:

- 1 legal
- 3 counseling/medical
- 1 construction
- 4 finance

Fulfilled FY04/05 and FY05/06 Board Training (3 members) requirement conducted by HCD. HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board meets quarterly. Minutes are maintained and are understandable. They maintain committees including an Audit Committee which reports to the full Board.

Financial Review:

No disqualifying conditions. Please refer to the Internal Audit report dated February 8, 2006 for details.

Appropriateness for City Funding: ELIGIBLE

(An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/ GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

RATI/Mary C. Nussbaum Maternity Home is an eligible and effective use of Homelessness Prevention funding. The program appears to be a very good alternative for pregnant women who may be facing homelessness. Program graduates are kept in contact with for up to 5 years. Performance records were understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2A-B and 2A-C

Michael Blair
Specialist Grants Compliance

Dan Curry
Deputy Director HCD

Date: February 22, 2006

To: Jackie Lucas, Director, Salvation Army Greensboro

From: Michael Blair, City of Greensboro HCD

RE: *Center of Hope & EA Programmatic Evaluation*

Project Information:

Salvation Army of Greensboro operates the Center of Hope which is an emergency shelter for the homeless. This shelter has 96 beds and also serves a winter overflow shelter where occupancy exceeds 100% including the in-program residents for several of the winter months. The shelter was funded for \$80,750 (CDBG) for the FY04/05 grant year. This grant was also funded for FY05/06 by the City Community Resource Board.

Emergency Assistance was funded for \$26,500 (Nussbaum) in FY04/05. These funds were used to pay deposits, rent and utility bills to prevent homelessness. The \$26,500 was renewed for FY05/06.

Spending:

The Center of Hope had regularly submitted, monthly, requisition requests during the FY04/05 year. The full amount funded was expended.

Emergency Assistance requisition requests were submitted on a fairly regular basis. The full amount was expended by the end of February 2005.

Center of Hope Measures FY04/05:

Total Served (Including Winter Overflow): 1,426

New Participants (COH): 590

Client Nights: 21,403

Average Occupancy (COH): 60%

Emergency Assistance FY04/05:

Total Vouchers: 256

- Rent 33% (85)
- Electricity 42% (107)
- Water 10% (26)
- Gas 11% (29)
- Mortgage 1% (2)
- Oil 3% (7)

Salvation Army Advisory Board:

37 Advisory Board members and 10 Emeritus members:

W: 8

M: 29

Fulfilled Board Training (3 members) requirement conducted by HCD on June 22nd, 2004 (Also completed the 2005 board training). HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board meets almost monthly, met 9 times in 2005, and is composed of many different professional disciplines.

Minutes are maintained and are understandable.

The Advisory Board is not identical to a typical 501c3 Board of Directors as the local Salvation Army entity is in a hierarchal relationship under the regional head quarters in Atlanta. It does however act similar in regards to meetings, evaluation of activities, finances and guidance.

Financial Review:

No pressing financial concerns. Internal Audit does request the agency's independent external audit within 90 days of its September 30th fiscal year end.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

The Salvation Army Center of Hope and Emergency Assistance programs are eligible and effective uses of Homelessness Prevention funding. Performance records were clear and understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2A; Priority 2A-C; 2B-B and Objective 2A.

Michael Blair
Specialist Grant Compliance

Andy Scott
Director HCD

Date: December 9, 2005

To: Gail Haworth, President, Servant Center

From: Michael Blair, City of Greensboro HCD

RE: Servant Center & Servant House Programmatic Evaluation

Project Information:

Servant Center operates Servant House which is an emergency shelter for disabled men who are homeless. From their website, *“that provides medical services, case management, and other rehabilitative services for disabled men who are homeless— living in shelters, on the streets, in cars...”* The shelter was funded by the City \$41,000 for 2004-2005 (And \$41,000 in 2003-2004) which was successfully completed June 30, 2005.

Spending:

Servant Center had regularly submitted, monthly, requisition requests during the 2004 year. The full amount funded was expended by February 2005.

Servant House Measures 2004-2005:

Total Served ^(HCD) (50 set goal in City Proposal) 52 (31 New)

Client Days ^(HCD) 6973

Average Occupancy ^(HCD) 83%

Average Daily Census ^(HCD) 19.37

Veterans ^(HUD APR) 18

Chronically Homeless ^(HUD APR) 10

Length of Stay ^(HUD APR)

Less than 30 days: 9%

1 to 2 months: 26%

3-6 months: 35%

7-12 months: 14%

13-14 months: 17%

Transitioned to Permanent Housing (90% set goal in City proposal) 69%

Average Length of Stay ^(SC) 10 months

Servant Center Board Composition:

22 members with the following categories represented:

1 legal

2 educational

3 medical

3 finance

3 real estate

5: W

17: M

Servant Center fulfilled the HCD Board Training (3 members) requirement on June 22nd, 2004 as well as the August 2005 training. HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board attempts to meet quarterly and in addition they held a January 22, 2005 retreat. Minutes are maintained and are understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee and emergency issues are handled by the Executive Committee. The Board evaluates the executive annually.

Financial Review:

No concerns.

Appropriateness for City Funding: -CONTINGENT-INELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Servant Center/Servant House is an eligible and effective use of Homelessness Prevention funding. It provides a much needed service to disabled men who are also homeless and often times veterans. Performance records were clear and understandable. In addition Servant House was over capacity for the months of September (103%), October (104%), November (104%) and December of 2004 (104%).

There are no disqualifying financial concerns for future City funding and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 2C-D and Priority 2B-A.

Michael Blair
Specialist Grants Compliance

Dan Curry
Deputy Director HCD

Date: November 21, 2005

To: Chuck Hodierne, President, Youth Focus

From: Michael Blair, City of Greensboro HCD

RE: *Act Together Crisis Care Programmatic Evaluation*

Project Information:

Youth Focus operates Act Together Crisis Care which is an emergency shelter for homeless youth (Under 18). *“Act Together Crisis care is the emergency service component for Youth Focus serving neglected, abused, throwaway, runaway, and homeless youth”*. There is no (currently) United Way funding in the Act Together shelter. While Youth Focus receives some United Way funding it is an independent agency with its own board of directors. The shelter was funded by the City \$7,000 for 2004-2005 (And \$7,000 in 2003-2004) which was successfully completed June 30, 2005. This grant was not recommended for funding for 2005-2006 by the City Community Resource Board.

Spending:

Youth Focus/Act Together had regularly submitted, monthly, requisition requests during the 2004 year. The full amount funded was expended by February 2004.

Act Together Measures 2004-2005:

Total Served: 275

Client Days: 2,943

Average Occupancy: 67.2%

Average Daily Census: 8.06

Length of Stay

 Less than 30 days: 98%

 1 to 2 months: 2%

3-6 months: 0%

Average Length of Stay: 10 days

Repeat Visits in 2004: 15%

(Number of youth re-admitted this year to date: 41)

Follow-up consists of verifying that the youth made it to their point of destination. There is a one month follow-up to check on general progress and to check on client progress on personal goals. This follow-up is sent to 100% of the participants and gets a 70% response rate as reported by Youth Focus staff.

Youth Focus Board Composition:

21 members with the following categories represented:

4 legal

3 educational

5 medical

3 finance

12: W

9: M

Youth Focus fulfilled the HCD Board Training (3 members) requirement on June 22nd, 2004. HCD recommends the Duke Non-Profit Management program for board members of all agencies. The board attempts to meet monthly and met 10 times in 2004. Minutes are maintained and are understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee and emergency issues are handled by the Executive Committee. The Board evaluates the executive annually.

Financial Review:

No concerns.

Appropriateness for City Funding: -CONTINGENT-INELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Youth Focus Act Together Crisis Care is an eligible and effective use of Homelessness Prevention funding. It provides a much needed service to young people that are at-risk of homelessness, violence and neglect. Performance records were clear and understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2C-C and Objective 2C.

Michael Blair
Grant Compliance

Andy Scott
Director HCD

Date: February 19, 2007

To: Thomas Bonney, President, Family Services of the Piedmont

From: Michael Blair, City of Greensboro HCD

RE: FY06/07 Clara House & EA Programmatic Evaluation

Project Information:

Emergency Assistance was provided for low-income women who were homeless due to domestic violence; this program was funded \$7,000 in FY05/06. The funds were used to pay deposits, rent and utility bills to prevent homelessness. The \$7,000 was renewed for FY06/07 (Current fiscal year (FY)).

Family Services of the Piedmont also operates Clara House which is an emergency shelter for victims (Women and Children) of domestic violence. The shelter was not funded for FY05/06 however the shelter is currently funded (FY06/07) so this review includes information on Clara House. Clara House received \$34,134 in FY06/07 (Current FY), \$8,307 in FY03/04 and \$12,000 in FY02/03.

Spending:

Emergency Assistance requisition requests for clients of Clara House were submitted on eight (8) occasions during FY05/06. The full amount was not expended by \$7.60. This is not a significant amount or oversight. 22 individuals were served in FY05/06 with Emergency Assistance funds provided by HCD. Current (FY06/07) Emergency Assistance funding was 78% requisitioned as of 12.31.06.

Clara House (Not funded in FY05/06):

Clara House Measures
FY04/05 FY05/06
288 228 6,317 6,121 7.33/67% 18.12/70% 75% 62%
18% 19% 7% 19% 23 29 57% 72% 98% 98% 81% 83% 77% 84% 67% 81% 45% 62% 0% 8%
Total Individuals Served: Client Nights: Length of Stay
Average Occupancy (day/month): Less than 1 month: 1 to 2 months: 3 to 6 months:
Average Length of Stay (Days): Repeat Visits in 2004:
Move to Positive Stable Housing: Completed Program or left for Housing Opportunity:
Received Case Management: Not Returning to Violent Environment (Self Reported**):
Feeling Empowered and Better Able to Cope (Self Reported**): Moved to Permanent Safe Housing after staying more than 10 days:

***Approximately 13% of the total participants were involved in the "Self Reported" measures for FY04/05 and 73% for FY05/06 which is a tremendous increase in post shelter communication.*

Clara House experienced a decrease in the total number of clients served in FY05/06 (from FY04/05) however due to an increase in average stays, 23 to 29 days, client bed nights increased as did daily occupancy. FSP staff reported to HCD staff that this has increased again in FY06/07 (the current fiscal year). This might be due to state mental health reform pushing more clients to be served by local agencies. FSP reports that clinic staffers are seeing clients with more severe needs including mental health problems and substance abuse. It is not proven but the feeling is that it may be related to the mental health plan.

FSP Board Composition 2005-2006:

22 members with the following professions represented:

- 1 legal
- 1 faith-based
- 5 business
- 5 community volunteers
- 1 medical
- 2 real estate
- 3 finance
- 1 foundation
- 1 nonprofit

*Two members of the board have resigned and the board is in the process of finding replacements.

Family Services fulfilled the August 2006 Board Training (3 members) requirement conducted by HCD. HCD recommends the Duke Non-Profit Management program for board members of all agencies.

The board attempts to meet monthly and met 11 times in FY05/06; this is a very good level of board activity. Minutes are maintained and are very understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee. The Board evaluates the executive annually.

Financial Review:

No concerns.

Appropriateness for City Funding: Eligible

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the GCHPC competitive process for City funding. The Community Resource Board is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Family Services Emergency Assistance, and Clara House, is an eligible and effective use of Homelessness Prevention funding. Performance records were clear and understandable. There are no disqualifying financial concerns for future City funding.

- Relationship to 2005-2009 Consolidated Plan: Priority 2A-C; 2E-A; 2E-C; and Objective 2A.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: March 16, 2007

To: Beth McKee-Huger, Director, Greensboro Housing Coalition

From: Michael Blair, City of Greensboro HCD

RE: FY06/07 Greensboro Housing Coalition Programmatic Evaluation

HCD and Internal Audit staff conducted an onsite visit at the Greensboro Housing Coalition office on February 28, 2007. HCD staff appreciates the time and assistance provided by Greensboro Housing Coalition staff.

Project Information:

The Greensboro Housing Coalition provides a wide range of housing counseling services. This includes the Housing Hotline, Homebuyer counseling (in English and Spanish), Lead Paint outreach and education, Housing Search Assistance Program, financial literacy classes, landlord education and counseling for homeowners facing foreclosure or serious home repairs. The agency was funded by the City \$30,000 for the Housing Hotline, and \$20,000 for Administration, in fiscal year 2005-2006 which was successfully completed June 30, 2006.

One important issue brought up during the staff visit in the previous review was the perceived unavailability of emergency shelter space during winter months. Staff was told during this review that the situation for single adults has improved while the situation has not improved for families with children.

Spending:

The full amount funded on the Housing Hotline was expended by February 2006. The Administration grant also had regularly submitted requisition requests and was successfully completed within the grant year.

Housing Hotline Measures: FY04/05 FY05/06

Total Callers ^(HCD) 2,349 1,461

Total Individuals Served ^(HCD) (3000 in City Proposal) 4,391 3,600

Average Daily Callers ^(HCD) 6.5 4.4

Income Levels of Callers ^(HUD APR)

Under 50% of Median 91% 92%

50-80% of Median 9% 8%

80-100% of Median 0.0% .002%

Seeking Assistance for the Homeless ^(HUD APR) 92 108

Performance records were clear and understandable.

Greensboro Housing Coalition Board Composition:

15 members from the following categories are represented:

3 legal

1 education

1 finance

4 community volunteer

6 housing/real estate

7: W

8: M

The Greensboro Housing Coalition has fulfilled the HCD Board Training (3 members) requirement for the last three fiscal years (and remain current fro FY07/08 funding). The board met 10 times in the last year which is a high level of activity.

Minutes are maintained and are understandable. They maintain several committees with the Finance Committee acting as the board Audit Committee and emergency issues are handled by the Executive Committee. The Board evaluates the executive annually.

HCD recommends the Duke Non-Profit Management program for board members of all agencies.

Financial Review:

No serious financials concerns however there has been a reduction over the last year in revenue, working capital and net assets. Internal Audit has requested a commentary as how this is being addressed by the Housing Coalition.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Greensboro Housing Coalition programs are an eligible and effective use of Homelessness Prevention funding. It serves the housing needs of those citizens who need housing services the most and are at risk of homelessness.

There are no disqualifying financial concerns for future City funding and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 1A-A and Priority 1C-A.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: March 2, 2007

To: Jack Alford, Board of Directors, Jericho House

From: Michael Blair, City of Greensboro HCD

RE: Jericho House Programmatic Evaluation

HCD and Internal Audit staff conducted an onsite visit at Jericho House on February 27, 2007. HCD staff appreciates the time and assistance provided by Jericho House which was represented by Jack Alford.

Project Information:

Jericho House is a reentry program for men recently, directly, released from the prison system. The overall goal is to assist these men in successful transition back into society. The maximum stay is 10 months. There are no paid staff and board members act as the primary staffers. The agency was funded by the City \$7,000 in 2005-2006 (\$7,000 in 2004-2005 and again in 2003-2004) which was successfully completed June 30, 2006. City funding was 25% of the agency's budget in 2005-2006.

Spending:

Jericho House submitted 4 requisitions for the entire \$7,000 and the full amount funded was expended prior to the fiscal year end.

Jericho House Review: FY04/05 FY05/06

New Participants in 2004-2005 ^(HCD) 15 13

Total Individuals Served ^(HCD) (20 in City Proposal) 20 16

Average Monthly Occupancy ^(HCD) 73% 73%

Average Client Nights per Month ^(HCD) 134 134

Entering Income Levels of Participant ^(HCD)

Under 50% of Median 100% 100%

% Participants Staying over 2 months (5 yr total) ^(ECOLAB/Jericho) 63% ?

Recidivism Participants Staying >2 months ^(ECOLAB/Jericho) 8% 14% (03-06)

% Participants w/Jobs Staying >2 months 71% 76% (03-06)

Performance records were available however they were not easily evaluated. That stated even with the difficulty the performance data appears to be good. In addition Jericho House served 16 participants while 20 was in their application. This was addressed by explaining that the actual length of stay per participant is increasing. The cause of this is attributed to better screening according to Jericho House. This is positive because for those participants that stay for greater than 2 months the likelihood of recidivism is greatly reduced from state averages.

- **HCD requests that Jericho House submit the average number of day's, or length, participants stayed in the program during FY2005-2006.**

Jericho House Board Composition:

8 members from the following categories are represented:

- 3 corrections
- 1 small business
- 1 religious non-profit
- 2 IT
- 1 retired (legal)
- 1: W
- 7: M

Jericho House has fulfilled HCD Board Training (3 members) requirements for 2004, 2005 and 2006. The board met 5 times in FY05/06 which is a good level of activity.

The Minutes are maintained and are understandable and there appears to be a good amount of information being discussed in the minutes provided to HCD. Occupancy, training, transportation, and other program objectives, are all discussed. In addition only board meetings with a quorum were presented to HCD staff. The minutes could be more descriptive on motions or perhaps committee reports as a section however they are clear and sufficient. HCD recommends the Duke Non-Profit Management program for board members of all agencies.

Financial Review: No concerns.

Appropriateness for City Funding: ELIGIBLE

(The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Jericho House is an eligible and effective use of Homelessness Prevention funding. It serves the difficult needs of those citizens who have recently been released from the prison system and are at risk of homelessness and recidivism. The only concern in funding Jericho House is that it is a prison ministry. The City funds those agencies where religious participation is voluntary and alternatives (Time and Place) made available for those choosing to not participate in sectarian activities. Jericho House has made alternatives possible however it is reported that few if any of the participants take advantage of those alternatives.

There are no disqualifying financial concerns for future City funding and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 2C-C and Priority 2C-D.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD

Date: March 13, 2007

To: Gail Haworth, President, Servant Center

From: Michael Blair, City of Greensboro HCD

RE: FY06/07 Servant Center Programmatic Evaluation

HCD and Internal Audit staff conducted an onsite visit at Servant Center on February 16, 2007. HCD staff appreciates the time and assistance provided by Servant Center which was represented by Gail Haworth.

Project Information:

Servant Center operates Servant House which is an emergency shelter for disabled men who are homeless. From their website, *“that provides medical services, case management, and other rehabilitative services for disabled men who are homeless—living in shelters, on the streets, in cars...”* The shelter was funded by the City \$41,000 for 2005-2006 (And \$41,000 in 2004-2005) which was successfully completed June 30, 2006.

Spending:

Servant Center had regularly submitted (8) requisition requests during the 2005-2006 year. The full amount funded was expended by March 2006.

Servant House Measures: FY04/05 FY05/06

Total Served ^(HCD) (50 set goal in City Proposal) 52 (31 New) 35 (18 New)

Client Nights ^(HCD) 6,973 5,019

Average Occupancy ^(HCD) 83% 70%

Average Daily Census ^(HCD) 19.37 13.75

Veterans ^(HUD APR) 18 6

Chronically Homeless ^(HUD APR) 10 12

Length of Stay ^(HUD APR)

Less than 30 days: 9% 17%

1 to 2 months: 26% 21%

3-6 months: 35% 26%

7-12 months: 14% 26%

13-24 months: 17% 9%

Transitioned to Permanent Housing

(90% set goal in City proposal) 69% 80%

Average Length of Stay ^(SC) 10 months 10 months

The total number served decreased in FY05/06 primarily due to reserving 5 beds for Hospice care which reduced the total to 20 beds, from 25 beds, starting in January 2006. There was also a slowdown in referrals for several months due to staff changes at a referring agency.

Servant Center Board Composition:

21 members with the following categories represented:

1 legal	4 ministers
2 educational	4 retired
3 medical	2 funeral services
3 finance	1 former homeless
1 real estate	
4: W	
17: M	

Servant Center has fulfilled the HCD Board Training (3 members and 1 management staff) requirement for three consecutive years, 2004, 2005 and 2006. HCD also recommends the Duke Non-Profit Management program for board members of all agencies. The board meets quarterly. Minutes are maintained and are understandable and include board approval of the external audit. They maintain several committees with the Finance Committee acting as the board Audit Committee and emergency issues are handled by the Executive Committee. The Board evaluates the executive annually.

Financial Review:

No concerns.

Appropriateness for City Funding: ELIGIBLE (The above is HCD staff opinion only. An "Eligible" agency is not guaranteed funding only eligibility to participate in the Continuum of Care/ GCHPC competitive process for City funding. The CRB is then responsible to make funding recommendations to City Council which makes the final decision for funding for an agency.)

Servant Center/Servant House is an eligible and effective use of Homelessness Prevention funding. It provides a much needed service to disabled men who are also homelessness and often times veterans. Performance records were clear and understandable.

There are no disqualifying financial concerns for future City funding and in addition there are no annual external audit issues that prevent future funding.

√ Relationship to 2005-2009 Consolidated Plan: Priority 2C-D and Priority 2B-A.

Michael Blair
Specialist Grants Compliance

Andy Scott
Director HCD



Homeless Prevention Programs

