

On behalf of the Oak Park Homelessness Coalition, Housing Forward is submitting a proposal for \$500,000 to support a Flexible Rental Assistance Fund to serve 60 unique households over a three-year period. For the past 26 years, Housing Forward has enabled thousands of individuals and families experiencing homelessness to secure permanent and stable housing. Our success over the past two decades, at the local and regional levels, is directly related to the Village's supporting role.

Funding of this proposal to create a Flexible Rental Assistance Fund would allow Housing Forward to lead the efforts of the Oak Park Homelessness Coalition (OPHC) to address a specific segment of households in the Oak Park community. This proposal does not intend to assist the neediest households in the community, but rather offers an intervention for unstably housed individuals and families to connect them to stable housing. It is the OPHC belief that there is more than one solution to addressing the affordable housing needs in our community. The OPHC believes that a broad, comprehensive strategy that includes a mixture of new development, rental assistance, homeownership assistance, and zoning policies are necessary to increase affordable housing in Oak Park. This proposal focuses on one component – rental assistance.

Organization Overview

The OPHC is a stakeholder work group that represents area school districts, Rush Oak Park Hospital, the Village of Oak Park, Oak Park Township, funders/philanthropic organizations (OPRF Community Foundation, Community Mental Health Board of Oak Park Township), the Park District of Oak Park, local non-profits, and community advocates. Its goal is to make homelessness rare, brief and non-recurring. OPHC's housing workgroup is recommending the creation of a Flexible Rental Assistance Fund based on the immediate needs of households who are currently unstably housed (i.e. doubled-up or couch surfing), experiencing a housing crisis that could lead to imminent homelessness (i.e. eviction notice) or those that are homeless as defined under federal statute.

Housing Forward's mission is to transition people from a housing crisis to housing stability. We assist individuals and families with immediate housing, health, and income needs and transition them back into stable housing. Since 1992, Housing Forward has addressed the needs of people who are homeless, as well as those at-risk of homelessness in Oak Park. In that time, more than one of our programs have assisted more than 17,000 people experiencing housing instability. Our programs move beyond simply responding, or managing, homelessness. Housing Forward proactively addresses the threat of homelessness with housing solutions and preventative measures that work towards:

- Alleviating the need for long-term shelter
- Moving people into sustainable housing solutions
- Improving housing retention
- Preventing the loss of housing before it occurs

Housing Forward's "housing + services" solution to homelessness is implemented through six client-centered, integrated programs:

- Supportive Housing -- provides housing stability and necessary services to maintain housing;
- Supportive Services -- addresses both basic needs and to provide benefit coordination and linkage to medical, mental health, and substance abuse services through advocacy, counseling and case management services;
- PADS Shelter – offers temporary and safe place to sleep, which provides gateway to other Housing Forward programs;
- Outreach and Engagement -- to connect with individuals living on the streets and in the shelter;
- Employment -- enables successful, sustained re-entry into the workplace; and
- Prevention -- intervenes to ward off a housing crisis

Housing Forward has the capacity to lead this project for the OPHC and implement a three-year grant for the Oak Park Affordable Housing Project. Housing Forward has an annual budget of \$7.3M with \$3.3M dedicated to permanent housing activities due to funding from the U.S. Department of Housing and Urban Development and the U.S. Department of Veteran Affairs. Every month, an average of 270 men, women and children reside in over 220 subsidized apartment units throughout our service area that includes 20+ communities in west suburban Cook County.

Housing Forward has a demonstrated track record for implementing a rental assistance program and for successfully transitioning unstably housed households into permanent housing. From 2009-2012, the Village of Oak Park awarded Housing Forward sole funding of \$750,000 to administer a Homeless Prevention and Rapid Re-Housing Program (HPRP), a program of the American Recovery and Reinvestment Act (ARRA). Over the three-year grant period, 130 people in 59 households received rental assistance under the Rapid Re-Housing component. Of those assisted, 60% came from living with friends (20%) or a family member (40%), and the remaining households came from the PADS Emergency Shelter or a Transitional Housing Program. Upon the conclusion of the Rapid Re-Housing assistance, 83% were successfully transitioned to a permanent housing destination.

Housing Forward has a well-developed housing search and placement service delivery model. We also have years of experience in helping people who have become homeless to find housing and to assist the imminently homeless stay housed. Housing Forward's case management model and wrap-around services support a household's transition to permanent housing. Services are an equally important component to promoting housing stability over the long-term. Our case managers are available to respond when issues arise and this supports the long-term success of the tenant.

In addition, Housing Forward maintains several innovative permanent supportive housing partnerships with regional partners (Better Health Through Housing), service providers (e.g. Heartland Alliance, Thresholds), local housing agencies (e.g. Oak Park Residence Corporation), the Cook County Health and Hospital System and the VA. Permanent supportive housing provides long-term subsidies with necessary supportive services that assist households to remain stable in their housing. Housing Forward is the fiscal agent for seven federal grants. We maintain an established program and financial reporting system that handles the monitoring of partner agencies (i.e. sub-recipient), and funding partners such as HUD, VA, and the Village of Oak Park.

Challenges Faced in Oak Park

Of Oak Park's population of 52,080, 40% of our residents are renters. The Heartland Alliance Social Impact Center's 2016 Poverty Fact Sheet reports that in the Oak Park senate district, 20,238 people are living in poverty and 7,012 live in extreme poverty. Households that pay over 30% of their gross income are considered to be rent overburdened. In Oak Park, 5,511 households, 44.41% of renters in Oak Park, are said to be severely rent-burdened.¹ On average, families in poverty in Oak Park have an annual income at \$10,010 under the federal poverty line. The growing cost of rent in our region exceeds wage growth, and the ongoing lack of affordable housing is contributing to housing instability in our community.

In 2016, Heartland Alliance Social Impact Center led a community engagement process with key stakeholders including residents of Oak Park, including faith-based and business leaders, OPRF School District 200 and OP Elementary School District 97, police, and social service providers. They devised a plan for the OPHC to work as a community with the goal to end homelessness in Oak Park. The first step identified in this plan is to increase support for both the development of affordable housing units, and the creation of a rental assistance program that meets the immediate needs of those experiencing homelessness.

¹ Fact sheets compiled by the Social IMPACT Research Center at Heartland Alliance. Poverty, extreme poverty, working poor, severe rent burden, SNAP, and Medicaid data come from the U.S. Census Bureau's American Community Survey 5-year estimates program.

A Flexible Rental Assistance Fund would help low-income, Oak Park residents who are facing housing emergencies that dictate immediate action to avoid homelessness, to re-establish a home, or to prevent evictions. The Fund will have a broad reach to help disadvantaged members of Oak Park so they can stay housed as well as quickly re-establish their housing. Research has proven that keeping people in their homes is the most cost effective and humane way to assist high-risk populations from becoming homeless. Furthermore, a Flexible Rental Assistance Fund would not have the strict eligibility restrictions or complex enrollment process of many traditional public sources of funding. The Fund will be a source of last resort and provide housing opportunities currently out of reach or unavailable for household's at 30%-50% AMI.

Population Served

This project will target households who: 1) are at 30%-50% of Area Median Income; 2) most vulnerable to a financial crisis which leads to a housing crisis and homelessness; and 3) homeless families identified by D97 and D200. This project does not propose to serve households who are below 30% of AMI, as they would require a long-term subsidy (i.e. housing choice voucher or permanent supportive housing). A flexible funding pool, however, could be used for short- to medium term rental assistance (e.g. no more than 24 months) until a long-term subsidy or a permanent destination is secured.

Creation of the Flexible Rental Assistance Fund will also help families with school-aged children in D97 and D200 to find permanent solutions to end family homelessness. As of January 2018, D200 has 29 students with a homeless status, 38% higher than last year. In Oak Park's elementary schools, as of December 2017, there are 80 students with a homeless status, an increase of 32% from two years before. A Flexible Rental Assistance Fund will help these families offer a safety net because they are otherwise ineligible for assistance due to federal funding restrictions if not deemed "literally" homeless.

Readiness to Proceed

Working collaboratively with members of OPHC, Housing Forward will administer the Flexible Rental Assistance Fund to provide a full-service, person-centered housing plan and community placement through our established network of housing relationships in and around Oak Park. Additionally, we will lead area providers, already participating in the Coalition, to use a standardized assessment to determine which individuals and families will be most likely to succeed with as little intervention as possible. This will assist the household to be able to afford a market-rate unit.

Housing Forward's supportive housing and rapid re-housing programs serve close to 300 people monthly through a scattered-site model. This model promotes community integration, greater independence and well-being for people transitioning from homelessness or institutionalization. The Flexible Rental Assistance Fund will be modeled after our Rapid Re-Housing program and offer:

- Housing Navigation and Placement services. This includes unit identification and housing inspections to assist households in securing the most suitable long-term community housing options that is affordable based on their household income.
- Individualized housing retention with service coordination and community integration assistance to help maintain long-term community housing stability. All housing services will be coordinated with the household and their service coordinator.
- Multidisciplinary Team Approach to Community Service Planning. The Service Integration work group of OPHC will coordinate services when various support agencies are needed to help the household remain stable.

Ideally, the Fund will be designed so multiple access points can easily refer their clients for assistance. See Attachment A for a draft program model.

To complement the Flexible Rental Assistance Fund, Housing Forward has applied for a \$1.2M, three-year rental assistance program application (to be announced in March 2018) with the Illinois Housing Development Authority. The program will target households exclusively at <30% of AMI. The program is designed in partnership with the Cook County Health and Hospital System and to house 30 individuals who are otherwise scheduled for discharge into homelessness.

Implementation Timeline

Housing Forward will be able to implement the project by fall of 2018 as the infrastructure for implementing the program is already fundamentally in place in the Village. The program, if fully funded, will last three years and serve an estimated 60 households.

Budget

The amount and duration of financial assistance provided through the Fund will vary. At a minimum, the financial intervention will provide the assistance necessary for households to move from a place of housing instability to a place of housing stability. We recommended that the Fund support expenses for the moving process, security deposits, rental payments, and utility assistance. Financial assistance may come in the form of a full subsidy initially covering the entire rent for a fixed period, or a shallow subsidy covering a portion of the rent.

The budget includes a request to support four project-based apartment units, three 1-bedroom units and one 3-bedroom unit leased from the Oak Park Housing Authority. These designated units will be households defined as literally homeless in order to quickly transition them from the streets or shelter until a permanent housing unit can be found.

Measuring Success

To measure program success, the Fund must be flexible and individualized. Financial assistance is not a standard “package” and should be flexible enough to adjust to households’ unique needs and resources. This is especially true as a household’s financial circumstances or housing costs change. Therefore, success will be measured by a household’s ability to retain housing when the subsidy ends. While the program should be attentive to the ability of a household to maintain housing once the subsidy ends, the program should not exclude housing options that exceed 30 percent of a household’s income. In reality, a majority of households in the >30%-50% AMI will likely need to pay more than 30% of their income on housing to remain stably housed. The program should recognize that the targeted households will be in a much better position to increase their incomes and address their other needs once they are in housing and this may help to close this gap.

In order to improve a successful outcome for the program, using a minimal amount of assistance and links to other services in the community is often enough to stabilize a household and for those who need more, more assistance is provided. This flexible approach maximizes resources by only providing the most assistance to the households who truly need it. Working with the household to make a realistic plan and clear messaging to households and landlords are also necessary to ensure a successful result in housing stabilization. This approach is supported by research that shows household characteristics such as income and employment alone are not the sole predictors of what level of assistance a household will need.

Housing Forward and OPHC will measure success by the number of people served and our ability to raise additional funds. By leveraging the Village funding through grants, businesses and individual contributions, OPHC and Housing Forward will create a fund that lasts for as long as it is needed.

Conclusion

The Coalition seeks to advance interventions that address housing instability for those with the highest risk of becoming homeless. A Fund will directly support households to sustain or obtain stable housing, and will enhance our capacity to accomplish it. The Housing Work group of the OPHC recognizes the need for a comprehensive strategy to address the challenges Oak Park faces regarding housing affordability. A Flexible Rental Assistance Fund is not a panacea. It should be implemented as part of a larger affordable housing strategy within our borders. We are hopeful that the Village of Oak Park will consider this request to provide a solution for individuals and families who, because they are working and are only earning up to 50% of the area median income, are living one or two lost paychecks away from a housing crisis and support our mission to make homelessness rare, brief and one-time in Oak Park.

Attachment A

The following document outlines the proposed parameters for implementation of the Flexible Rental Assistance Funds.

I. Recommendations regarding Implementation and Processes: Eligibility, Referrals, Documentation.

a. Eligibility

- i. Eligibility should include individuals or heads of family households who meet the following definition of homelessness below.

A homeless individual is defined in section 330(h)(4)(A) as "an individual who lacks housing (without regard to whether the individual is a member of a family), including an individual whose primary residence during the night is a supervised public or private facility (e.g., shelters) that provides temporary living accommodations, and an individual who is a resident in transitional housing." A homeless person is an individual without permanent housing who may live on the streets; stay in a shelter, mission, single room occupancy facilities, abandoned building or vehicle; or in any other unstable or non-permanent situation. [Section 330 of the Public Health Service Act (42 U.S.C., 254b)]

An individual may be considered to be homeless if that person is "doubled up," a term that refers to a situation where individuals are unable to maintain their housing situation and are forced to stay with a series of friends and/or extended family members. In addition, previously homeless individuals who are to be released from a prison or a hospital may be considered homeless if they do not have a stable housing situation to which they can return. A recognition of the instability of an individual's living arrangements is critical to the definition of homelessness.

b. Referrals

- i. Initial referral is streamlined and indicates the housing need and whether a person is already in housing, at risk of homelessness or also needs assistance with finding housing. A sample referral form can be found here.
http://www.eohhs.ri.gov/Portals/0/Uploads/Documents/home_stabilization_referral_form.pdf
- ii. Referrals can be initiated through multiple routes to maximize community impact.

c. Coordination and Collaboration with Other Parties

- i. It will be a fundamental requirement that referring agencies will develop integrated relationships with case managers with other community-based services and supports as necessary. Referring organizations will be encouraged to identify, facilitate access to, and support self-advocacy in other community services that may provide additional support or care. The Coalition's Service

Intersection Work Group intends to meet gaps in the provision of existing services and to support housing retention; providers will not duplicate services.

- ii. Referring agencies will also be trained on using the Statewide Referral Network for accessing long-term subsidized units for income qualifying households at <30% of AMI.

d. Documentation

- i. Use documentation standards as a means to “screen-in” vs. “screen-out” households once existing sources of funding have been ruled out.

Housing Forward
Statement of Revenues and Expenditures
2017 Financial Statements
Agency Variance Collapsed

As of 12/31/2017

	2016 YTD Actual	2017 YTD Actual	2017 YTD Budget
Operating Revenue			
Contributions			
Donations	553,069	479,748	461,200
Special Events	<u>281,372</u>	<u>247,370</u>	<u>346,850</u>
Total Contributions	834,441	727,117	808,050
Grant Revenue			
Federal Grants	2,435,116	4,423,243	4,421,444
State Grants	140,808	156,003	141,434
Local Grants	97,413	122,599	103,740
United Way	52,600	52,600	52,600
Private Grants	<u>339,306</u>	<u>417,015</u>	<u>295,500</u>
Total Grant Revenue	3,065,243	5,171,460	5,014,718
Other Income			
Program Fees	136,062	164,857	167,154
Miscellaneous	<u>16,811</u>	<u>160,592</u>	<u>10,500</u>
Total Other Income	<u>152,873</u>	<u>325,448</u>	<u>177,654</u>
Total Operating Revenue	<u>4,052,557</u>	<u>6,224,026</u>	<u>6,000,422</u>
Total Revenue	<u>4,052,557</u>	<u>6,224,026</u>	<u>6,000,422</u>
Expenditures			
Personnel Expenses			
Administrative & Development Staff	571,255	791,705	833,465
Program Staff	929,591	1,151,197	1,221,514
Fringe Benefits & Taxes	<u>299,176</u>	<u>405,127</u>	<u>447,467</u>
Total Personnel Expenses	1,800,022	2,348,028	2,502,446
Operations			
Professional Fees	60,666	66,107	57,000
Management & General Costs	82,406	110,576	69,600
Fundraising Operations	84,416	92,087	95,500
Staff & Volunteer Expenses	57,051	68,538	52,300
Facilities Operations	160,372	136,644	138,138
Shelter Operations	<u>28,293</u>	<u>39,778</u>	<u>27,125</u>
Total Operations	473,203	513,730	439,663
Client Services			
Individual & Family Assistance	47,907	34,531	78,400
Housing Assistance	<u>1,302,660</u>	<u>2,134,920</u>	<u>2,048,395</u>
Total Client Services	1,350,567	2,169,451	2,126,795
Other Expenses			
Pass Through Expenses	305,617	971,861	958,480
Miscellaneous	<u>7,170</u>	<u>121,046</u>	<u>0</u>
Total Other Expenses	<u>312,787</u>	<u>1,092,907</u>	<u>958,480</u>
Total Expenditures	<u>3,936,579</u>	<u>6,124,117</u>	<u>6,027,384</u>
Net Revenue Over Expenditures	<u>115,978</u>	<u>99,909</u>	<u>(26,962)</u>
In-Kind			
	<u>(482,730)</u>	<u>(398,271)</u>	<u>(536,000)</u>
Total In-Kind	<u>(482,730)</u>	<u>(398,271)</u>	<u>(536,000)</u>

Housing Forward
Balance Sheet
2017 Financial Statements
BS by Res

As of 12/31/2017

	<u>RESTRICTED</u>	<u>UNRESTRICTED</u>	<u>Total</u>
Assets			
Current Assets			
Cash & Cash Equivalents			
CBOPRF/Reg Checking #6501	-	39,865	39,865
Office Manager Account	-	645	645
CBOPRFk/Non IB #2401	-	1	1
ICS Account	213,558	2,946	216,504
Chase Credit Card Account	-	-	-
Petty Cash	-	499	499
Undeposited Funds	-	84,047	84,047
Total Cash & Cash Equivalents	213,558	128,003	341,561
Accounts Receivable	-	577,272	577,272
Short-term Investments	-	23	23
Other Current Assets			
Due From Other Funds	-	5	5
Security Deposit	-	10,000	10,000
Tenant Lease Security Deposit	-	139,552	139,552
Other	-	31,504	31,504
Total Other Current Assets	-	181,061	181,061
Total Current Assets	213,558	886,359	1,099,917
Long-term Assets			
Fixed Assets			
Office Equipment	-	171,196	171,196
Site Equipment	-	16,833	16,833
Support Center Expansion	-	245,082	245,082
Furniture, fixtures, & equipment	-	7,038	7,038
Leasehold Improvements	-	42,988	42,988
Accumulated Depreciation	-	(351,674)	(351,674)
Total Fixed Assets	-	131,463	131,463
Total Long-term Assets	-	131,463	131,463
Total Assets	<u>213,558</u>	<u>1,017,822</u>	<u>1,231,380</u>
Liabilities			
Short-term Liabilities			
Accounts Payable	-	202,848	202,848
Grants Payable	86,100	(33,893)	52,207
Payroll Liabilities	-	2,490	2,490
Accrued Vacation & Payroll	-	84,595	84,595
Other Current Liabilities	-	51,585	51,585
Total Short-term Liabilities	<u>86,100</u>	<u>307,625</u>	<u>393,725</u>
Total Liabilities	<u>86,100</u>	<u>307,625</u>	<u>393,725</u>
Net Assets			
Beginning Net Assets	94,149	643,597	737,745
Total Beginning Net Assets	94,149	643,597	737,745
Current YTD Net Income	33,309	66,600	99,909
Total Current YTD Net Income	33,309	66,600	99,909
Total Net Assets	127,458	710,197	837,655
Total Liabilities & Net Assets	<u>213,558</u>	<u>1,017,822</u>	<u>1,231,380</u>

Housing Forward Board of Directors 2017-2018

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Retired Director, Pricewaterhouse Coopers

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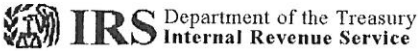
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Team Blonde/Counter Coffee



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In reply refer to: 4077591934
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HOUSING FORWARD
1851 S 9TH AVE
MAYWOOD IL 60153-3241



003059

Employer Identification Number: 36-3876660
Person to Contact: Ms. Wiles
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Mar. 09, 2015, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in May 1995.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

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HOUSING FORWARD
1851 S 9TH AVE
MAYWOOD IL 60153-3241

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Tamera Ripperda". The signature is fluid and cursive, with a large loop at the end.

Tamera Ripperda
Director, Exempt Organizations

Lynda Schueler, Executive Director

Lynda has devoted the past two decades of her career to helping men, women and families transition from housing crisis to housing stability. As Executive Director of Housing Forward (formerly West Suburban PADS) since 2001, Lynda has led the formation of a comprehensive solution to homelessness in west suburban Cook County. Her leadership has enabled the agency's growth from a \$450,000 a year shelter provider to a \$4.3 million agency offering housing, street outreach, supportive services and prevention programs in addition to safety-net services. Over the years, she has formed numerous collaborations whose expertise and resources have guided thousands of clients on their paths toward self-sufficiency. Lynda is also founder and current board member of the Alliance to End Homelessness in Suburban Cook County and has received awards of recognition for her advocacy and service work from the Chicago Coalition for the Homeless, Housing Action Illinois, West Cook Y and the Maywood Chamber of Commerce. She holds a Master's Degree in Public Administration from Northern Illinois University.

Armando Smith, Director of Operations & Client Services

Armando Smith, Director of Operations & Client Services, is responsible for providing leadership, direction, and oversight of Housing Forward's integrated service delivery system through six program areas – housing, services, employment, prevention, shelter and outreach. Armando has more than 35 years of leadership and counseling experience with prominent social service agencies such as The Night Ministry, Teen Living Programs and AIDS Foundation of Chicago. Most recently, Armando was Associate Director of Healthcare Clinical Operations for Vital Bridges, a division of Heartland Health Outreach. In that position, he was responsible for all program operations, quality assurance and improvement, outcome measurement and budget management. He is a part time staff at the Cathedral Counseling Center. He is a Licensed Clinical Social Worker and a member of the National Association of Social Workers. Armando, a native of Panama, is fluent in Spanish.

Misti Faust – Director of Finance & Administration

As the Director of Finance & Administration, Misti is responsible for managing the finances of the organization, human resources, overseeing IT and all facilities. Prior to joining Housing Forward in 2007, Misti worked as a fiscal clerk at New Moms, Inc., and as the senior accountant at the Bobby E. Wright Mental Health Center. Misti holds a Bachelor's of Science in Accounting, and a Masters in Accounting & Financial Management.

FLEXIBLE RENTAL ASSISTANCE FUND

	Year 1 *	Year 2	Year 3	Total	Request
Financial Assistance					
Rental assistance					\$ -
scattered-site	\$ 100,000	\$ 100,000	\$ 75,000	\$ 275,000	\$ 275,000
project based (4 units)	\$ 48,000	\$ 48,000	\$ 24,000	\$ 120,000	\$ 120,000
Security and utility deposits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 75,000	\$ 20,000
Utility payments	\$ 2,500	\$ 2,500	\$ 2,500	\$ 7,500	\$ 2,500
Moving cost assistance	\$ 2,500	\$ 2,500	\$ 2,500	\$ 7,500	\$ 2,500
Total Financial Assistance	\$ 178,000	\$ 178,000	\$ 129,000	\$ 485,000	\$ 420,000
Housing Location and Stabilization Services					
Service Coordination	\$ 19,200	\$ 19,776	\$ 20,369	\$ 59,345	\$ 35,000
Housing search and placement	\$ 9,000	\$ 7,500	\$ 5,000	\$ 21,500	\$ 20,000
Total Housing Location & Stabilization Services	\$ 28,200	\$ 27,276	\$ 25,369	\$ 80,845	\$ 55,000
Admin (7%)	\$ 14,434	\$ 14,369	\$ 10,806	\$ 39,609	\$ 25,000
TOTAL Budget	\$ 206,200	\$ 205,276	\$ 154,369	\$ 565,845	\$ 500,000

* assumptions

Average monthly assistance of \$625 assuming tenant contribution
 Security Deposits, utility deposits, utility payments, moving costs assistance and
 service costs will be leveraged with new or existing public/private funding