

NCSHA 2016 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 15, 2016

Visit ncsha.org/awards to view the Annual Awards Call for Entries.

Instructions: Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact awards@ncsha.org or 202-624-7710.

Fill out the entry name *exactly* as you want it listed in the program.

Entry Name: _____

HFA: _____

Submission Contact: (Must be HFA Staff Member) _____ **Email:** _____

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

Use this header on the upper right corner of each page:

HFA: _____

Entry Name: _____

Select the appropriate subcategory of your entry and indicate if you are providing visual aids.

Communications	Homeownership	Legislative Advocacy	Management Innovation
Annual Report	Empowering New Buyers	Federal Advocacy	Financial
Creative Media	Encouraging New Production	State Advocacy	Human Resources
Promotional Materials and Newsletters	Home Improvement and Rehabilitation		Operations
			Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
Multifamily Management	Housing for Persons with Special Needs		No
Preservation and Rehabilitation			

Emerging Opportunities Grant Program

Access to capital for “out of the box” initiatives can be difficult to come by when you’re a nonprofit engaged in affordable housing activities. Too often, nonprofits chase funding that is dependent on conditions and deliverables that may provide enhancement of current services, but may not fit the long term sustainability goals or specific needs within the communities served by the nonprofits. With this in mind, New Hampshire Housing Finance Authority (NHHFA) created the Emerging Opportunities Grant Program, which awards funds to encourage and support innovative new initiatives by such nonprofit organizations.

Emerging Opportunities Grant funds are limited to one-time initiatives or "seed capital." Funded initiatives must be directly related to some improvement in the organization's structure that leads to long term sustainability of the nonprofit organization, a substantial expansion of existing services, or the addition of new services. The program is a departure from traditional thinking of funding mechanisms that dictate project terms. Instead, the open concept for creative applications allows for a bottom-up approach, letting nonprofits tailor solutions for their own communities and organizational needs. By empowering the audience to create the performance, the Emerging Opportunities Grant Program ensures a real bond between funding and the organic needs of communities.

Rather than fund ongoing operating costs or a construction project, Emerging Opportunities Grants support expansionary efforts to awaken the potential of deserving organizations. Since the program’s inception in 2013, nearly \$300,000 in Emerging Opportunity funds have been allocated between five initiatives to amplify their impact on affordable housing. NHHFA is now seeing the fruition of these initiatives and the results have surpassed our hopes for their success.

The Emerging Opportunities Grant model allows NHHFA to coordinate with organic solutions that support our social mission and long-term strategic goals that include a healthy, vibrant network of partner nonprofit housing agencies who serve low-income populations within the state.

Funding with an exponential value focus

The Emerging Opportunities Grant Program presents a unique chance to develop partner organizations for a greater shared impact. Once a year, \$100,000 in grant funding encourages innovative solutions to be an engine of growth for affordable housing in the state. Funded initiatives must be directly related to some improvement in the organization’s structure, leading to long term sustainability of the organization, a substantial expansion of existing services, or the addition of new services including geographic diversification. Program funds are not a substitute for ongoing operating fund needs of an applicant organization, nor are they to be used as a construction project subsidy. They are limited to one-time initiatives or “seed capital.” All applicants must include a plan for the sustainability, including funding, of the initiative beyond the grant period.

Eligible costs include: capital equipment, supplies and materials, printing, travel, educational expenses, staff costs, and consultant expenses.

Filling important state needs

Program applicants have come to NHHFA with a wide variety of proposed initiatives from around the state (see Appendix A). Grant awards since 2013 have, likewise, been diverse.

One such initiative involved providing seed money for a nonprofit to create its own property and asset management company to help them control spiraling costs associated with contracting for those services from for-profit companies. That spin-off management company now provides services for a network of other affordable housing property owners as well as the original nonprofit, thus providing a sustainable solution for all parties.

Another award allowed a nonprofit to hire a consultant to help them navigate the difficult journey of becoming an authorized Medicaid provider for substance use disorder services. That nonprofit recognized the serious need in the community as well as the link between overcoming substance abuse and maintaining long term stable housing for families.

Two recent awards will provide funding to assist agencies in their work in very low-income areas within the cities of Claremont and Nashua, NH. Both of these efforts will help neighborhoods fight crime, improve property values, and create a feeling of community amongst residents. The revitalization and rehabilitation of the neighborhoods will go beyond bricks and mortar repairs to buildings. It will bring new life to those communities and to the people who live there.

These are just a few examples of the impact that the Emerging Opportunities Grant Program is having in our state. More illustrations may be found in Appendix B and Appendix C. For a reasonably small outlay (up to \$100,000) in operating funds each year, New Hampshire Housing Finance Authority is able to affect real change throughout the state by providing local and regional nonprofits with the money they need to make dreams a reality. It is doubtful that these nonprofits could secure this type of unrestricted funding from other sources either from within the state or from national sources. Without this resource, needs within the state would go unmet.

Conclusion and outcomes

Engineering a grant program from the perspective of organic needs has proven to be instrumental for affordable housing nonprofits across the state. The innovative grant funding opens new avenues for nonprofits to address important state needs in ways they wouldn't be able to without seed capital as a jumping off point. Whereas traditional grants view nonprofits as inputs to their own processes, Emerging Opportunities Grants tap into the social capital of local ownership and involve community resources at no extra cost. By creating a funding source that involves nonprofits in the strategic discussion, NHHFA has addressed genuine needs to improve the long-term viability of our partners and provide more affordable housing in the state of New Hampshire.

Appendices

Appendix A – Emerging Opportunities Grant applicants 2013-2016

Appendix B – Selection of Program Outlines and Outcomes – 2013-2015

Appendix C – 2016 Grant Awards

Appendix D – Emerging Opportunities Grant Program guidelines and application requirements

Appendix A

Summary of Emerging Opportunities Grant Requests and Awards
\$100,000 available annually

Fiscal Year 2013

	Requested	Awarded
CATCH Neighborhood Housing	\$50,000	\$20,000
<i>To support the creation of a supporting organization to deliver property and asset management services for CATCH and for the benefit of others</i>		
Mt. Washington Valley Housing Coalition	\$50,000	\$50,000
<i>To establish a regional collaboration led through a partnership among the Mt. Washington Valley Housing Coalition, Mt. Washington Valley Economic Council, Mt. Washington Valley Chamber of Commerce and the White Mountain Board of Realtors. The overarching goal of is to engage community and business leaders in strategic regional collaboration activities that improve economic growth, sustainable development, and quality of living in Mt. Washington Valley communities.</i>		
NH Coalition to End Homelessness	\$34,975	\$30,000
<i>To design and implement the Granite Leaders training program that will increase the skills and capacity among formerly and currently homeless constituents to advocate for affordable housing and homeless services in New Hampshire.</i>		
Total Requested and Awarded in FY 2013	\$134,975	\$100,000

Fiscal Year 2014

	Requested	Awarded
AHEAD	\$50,000	\$0
<i>To develop a new line of business dedicated to the delivery of manufactured and modular housing to low and moderate income households.</i>		
HOMETeam	\$50,000	\$50,000
<i>For start-up costs associated with bringing Laconia Area Land Trust into the HOMETeam collaborative comprised of CATCH Neighborhood Housing and NeighborWorks Southern NH (NWSNH). NWSNH is the fiscal sponsor.</i>		
Laconia Are Community Land Trust	\$15,000	\$0*
<i>To develop and complete a planning process to insure achievement of sustainability and stewardship in all aspects of the organization's work. Will consist of developing policies and practices throughout the Land Trust's activities.</i>		

***application withdrawn**

New Hampshire Housing Finance Authority
Emerging Opportunities Grant Program

Portsmouth Housing Authority

\$50,000 \$0*

To develop a buying/resource partnership among area housing authorities leveraging the value of bulk pricing for operating and program resources.

***application withdrawn**

Total Requested and Awarded in FY 2014	\$165,000	\$50,000
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Fiscal Year 2015

Requested Awarded

AHEAD

\$50,000 \$40,000

To research the efficiencies of Next Step Energy Star qualified manufactured homes and develop a program to monitor actual performance over a period of ten years to provide an accurate and independent cost-benefit analysis of the advantages and affordability of these manufactured homes over EnergyStar rated homes. The data will help with design improvements and be used as a marketing tool.

Eastern Lakes Region Housing Coalition

\$10,412 \$0*

To develop, complete and analyze an employer survey. The survey data will provide meaningful information to all participants regarding the challenges employers and employees face in working and living in our rural region. The survey will become a tool to build relationships with regional Economic Development boards and councils, Chambers of Commerce and individual businesses in the Eastern Lakes Region communities.

***This grant qualified for and was funded in part through New Hampshire Housing's Mini Grant Program.**

Families in Transition

\$50,000 \$41,660

To become an approved Medicaid provider for substance use services.

Greater Seacoast Coalition to End Homelessness

\$50,000 \$0

To strengthen and build its infrastructure and active membership, develop a community-informed, multi-sector blueprint for the optimal homeless services system, and create a shared Seacoast advocacy platform to increase permanent housing options for persons experiencing homelessness.

Pepperidge Woods Cooperative

\$50,000 \$0

To purchase a solar panel system for the Pepperidge Woods community that will control energy costs associated with the community (lighting, water & sewer) that will secure sustainable long term cost containment.

Upper Valley Habitat for Humanity

\$50,000 \$0

To provide seed capital to help Habitat for Humanity, as lead agency, to direct activities of the Claremont Neighborhood Stabilization Initiative.

Total Requested and Awarded in FY 2015	\$260,412	\$81,660
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Fiscal Year 2016

Requested Awarded

Avesta Housing

\$2,500 \$0

To support the expansion of staff's ability to provide high-quality service and properties for our New Hampshire residents. Consultants will provide training to property management and development staff on the nuances of New Hampshire-specific laws, policies, and regulations around affordable housing construction and management.

Harbor Homes

\$50,000 \$0

To implement SharePoint as a tool for organizational change that will lead to increased sustainability, as well as increased capacity to develop and implement two new facility construction projects.

Isaiah 58

\$50,000 \$0

To fund the portion of an Executive Director's compensation that is allocated for direct client service in 2016/17. \$25,000 in 2016 and \$25,000 in 2017. Our founder, who has been performing client service without compensation since the organization's inception, currently performs these duties.

NeighborWorks Southern New Hampshire

\$50,000 \$50,000

To support the Nashua Tree Streets Revitalization Project as part of NeighborWorks Southern New Hampshire's commitment to address neighborhood revitalization needs in the City of Nashua.

New Hampshire Community Loan Fund

**\$50,000 Funded through HO
Special Program**

To provide low- and moderate-income manufactured home owners with more affordable financing options. Will enable the NH Community Loan Fund to significantly expand the Fannie Mae New Hampshire Manufactured Housing Community Initiative so it can be an integral and continuous element of the Community Loan Fund's work with resident owned communities.

Seeds of Faith

\$50,000 \$0

For start-up costs associated with expanding and implementing a training program for Lydia's House of Hope. This training program, New Beginning Transitional Housing Training Program (NBTHTP) was created to help break generational homelessness. Along with the development of life skills, advocacy and individual wrap around services, our goal is to empower and help the residents to make a transition out of homelessness and into independence with affordable housing.

New Hampshire Housing Finance Authority
Emerging Opportunities Grant Program

Upper Valley Habitat for Humanity

\$50,000

\$50,000

To provide seed capital to help Habitat for Humanity, as lead agency, to direct activities of the Claremont Neighborhood Stabilization Initiative.

Total Requested and Awarded in FY 2016	\$302,500	\$100,000
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Appendix B

Selection of Program Outlines and Outcomes – 2013-2015

Aiding a program to train formerly homeless in affordable housing advocacy – FY2013 award

The New Hampshire Coalition to End Homelessness was awarded \$30,000 to create the Leadership for Effective Advocacy Program (LEAP), a comprehensive training program that intended to increase the skills and capacity among formerly and currently homeless constituents to advocate for affordable housing and homeless services in New Hampshire. The resulting Granite Leaders program provides an important mechanism meant to challenge the stereotype of homelessness by helping people to tell their own stories to public officials and the public at large. By providing the skills for effective civic engagement, these advocates provide a unique voice about the challenges of homelessness and educate about the lack of affordable housing.

One graduate from the program told this story: "...I was working the phones at WZID for the Radiothon for Child & Family Services to raise money for the kids in their program...former Governor John Lynch came into the station and sits next to me and I told him I went to the State House yesterday. I said I went on a tour. I told him I'm involved with a new program called 'The Granite' and before I could finish my sentence he said 'Oh, you're doing the Granite Leadership program? That's awesome!' I showed him my picture of the Senate Chambers and told him someday I'll be standing there as Senator Simonds and I'll make sure to advocate for the people that don't feel their voices matter..." (from Granite Leaders website – <http://www.nhceh.org/graniteleaders>)

Startup capital for a Lakes Region counseling center – FY2014 award

NHHFA's Board approved an Emerging Opportunities Grant in the amount of \$50,000 to NeighborWorks Southern New Hampshire for the expansion of their HOMEteam initiative, a partnership between NeighborWorks Southern New Hampshire (NWSNH) based in Manchester, the state's largest city, and CATCH Neighborhood Housing (CATCH), based in the state's capital in Concord, that delivers homeownership counseling services to New Hampshire residents. The funding took advantage of a natural collaborative between NeighborWorks, CATCH Neighborhood Housing, and the Laconia Area Land Trust, an organization whose mission also includes housing counseling services. Grant funding allowed the HOMEteam to overcome the barrier of startup costs for the expansion of services into the Lakes Region and effectively deliver consistent quality homeownership education in an important region of New Hampshire. This significant investment in infrastructure allowed HOMEteam to expand their presence geographically and position itself to attract increased funding and build sustainability into the program. Bringing LACLT's homeownership education program into the HOMEteam collaborative strengthens the infrastructure in the delivery of homeownership services and ensures the continuation of these resources to the residents of the Lakes Region, along with southern and central New Hampshire. <http://www.hometeamnh.org/>

Qualifying supportive housing for substance use disorder services reimbursement – FY2015 award

Families in Transition (FIT) is a nonprofit organization whose mission is to “provide safe and affordable housing and comprehensive supportive services to individuals and families who are homeless or at risk of becoming homeless, enabling them to gain self-sufficiency and respect.” In recent years, the organization has found that traditional revenue sources to provide supportive services have become increasingly limited, leaving a significant gap in a key component of the supportive housing model. Many states are currently working to establish provisions that would allow crucial supportive housing services such as case management, life skills coaching, coordination with primary care, mental health and substance use services, and crisis interventions, among others to be eligible for Medicaid reimbursement.

FIT was involved in the complex process of becoming an approved Medicaid provider for substance use disorder services and other key services provided in supportive housing. Their request for \$41,660 in grant funding was approved and allowed FIT to work with a skilled Medicaid consultant who is assisting the organization in determining both short and long term steps to fully use this resource. Families in Transition expects that this project will contribute significantly to the agency’s growth and long term sustainability. The capacity to bill Medicaid for key supportive services represents a stable source of funds, which will ensure that FIT is able to continue providing high quality services that help people to attain and maintain housing stability. <http://www.fitnh.org/housing-services/familywillows/>

Appendix C

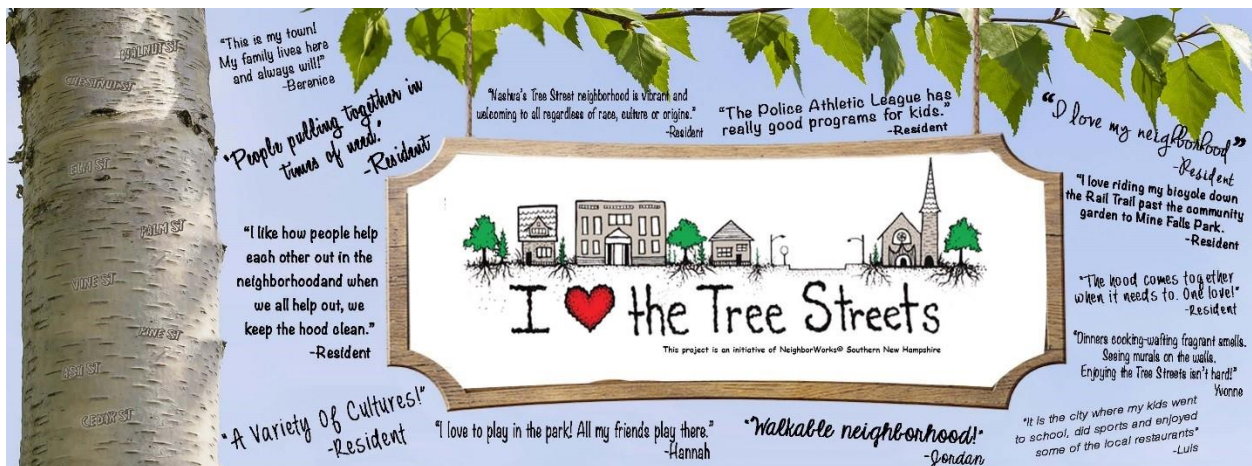
2016 Grant Awards

Seed funding for redevelopment of Nashua “Tree Streets” neighborhood – FY2016 award

Another \$50,000 in Emerging Opportunities grant funding will support pre-development expenses associated with NeighborWorks Southern New Hampshire’s (NWSNH) “Tree Streets Revitalization Project,” helping the organization overcome initial cost barriers and sell four scattered site properties elsewhere in the city of Nashua. The funds raised from the sale of the four properties will be used to acquire and rehabilitate properties in the Tree Streets neighborhood for affordable rental and homeownership opportunities.

Members of NWSNH staff have spent considerable time over the last three years in the neighborhood hosting a variety of programs and building relationships with resident and community leaders to better understand issues and strategies to help move this neighborhood forward from an economic and residential perspective. Funding capitalizes on pre-existing volunteers and social capital, and provides resources for appraisals, plans, designs, and a feasibility analysis associated with the acquisition and rehabilitation of additional properties located in the Tree Streets neighborhood.

www.facebook.com/treestreetsnashua



Improving neighborhoods in Claremont – FY2016 award

As a HUD Sustainable Community grantee in 2010, the City of Claremont identified improving housing quality in the City Center as a project goal. In 2016, an Emerging Opportunities grant of \$50,000 was awarded to provide seed capital to help Upper Valley Habitat for Humanity (UVHH), as lead agency, to direct activities of the Claremont Neighborhood Stabilization Initiative. Habitat for Humanity's national headquarters developed a successful "Neighborhood Reinvestment Initiative" that has become the template for the revitalization efforts in Claremont. The focus of the revitalization is a neighborhood which has the highest percentage of low-income residents that includes approximately 400 dwellings (half are owner-occupied). This neighborhood arose during Claremont's heyday as an important and vibrant mill town. It is where the natural growth of the community started, and many of the homes are of historic and architectural interest. A few have been well-cared for, but many are in need of structural and cosmetic upgrades. The neighborhood is challenged by many societal ills, including drug abuse, domestic violence, and a feeling of not being safe at night. The grant funding will improve the quality of the existing housing stock, increase home values, and provide attractive workforce housing options close to businesses in the heart of Claremont.

Upper Valley Habitat takes an Asset-Based Community Development approach, mobilizing existing volunteers, associations, nonprofits, lands, buildings, common space, and other community assets to achieve big-picture impact. By supporting Upper Valley Habitat's existing Asset-Based Community Development approach, the \$50,000 Emerging Opportunities grant mobilizes community engagement capital that far outweighs costs of the grant award.



Habitat for Humanity
brings people together to build
**HOMES
COMMUNITIES
& HOPE**

**For information or to volunteer,
please call 603.543.3556
www.uppervalleyhabitat.org**

HELLO NEIGHBOR!

Greetings from Upper Valley Habitat for Humanity.

We are here for the long-term, to work *with* you to help make your neighborhood a safer, happier and healthier place to call home.

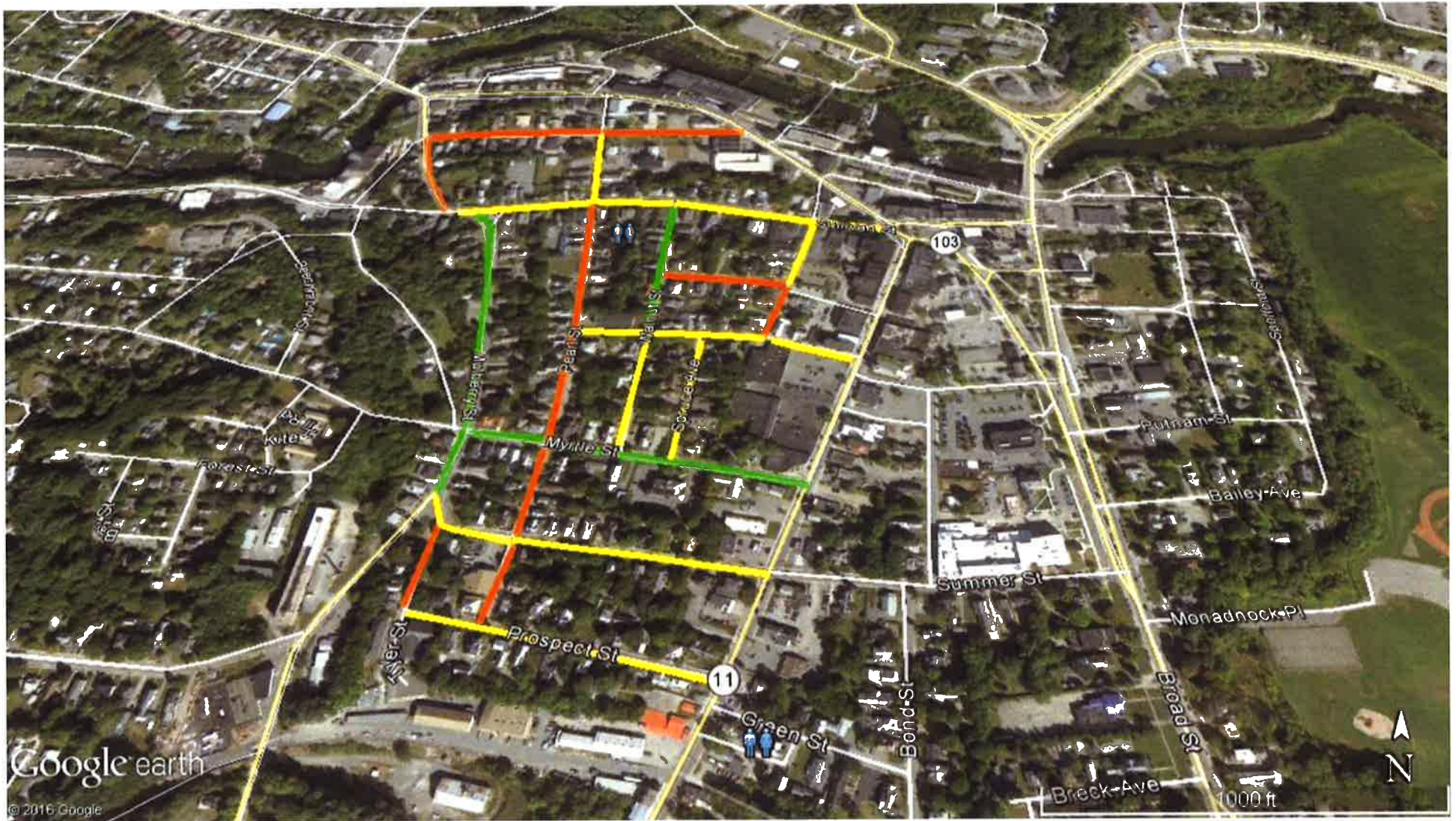
We look forward to getting to know *you* and finding out what you would like this neighborhood--*your* neighborhood--to really be like.

We are **just at the beginning of this project.** (We're the ones who gave out buckets of flowers at the end of summer to as many people as we could find.)

You'll start to **see our volunteers** more often and from time to time around the neighborhood bordered by Pleasant, Prospect, Mulberry and Central Streets.

Here is what we are working on right now:

- **Observing** the neighborhood block-by-block to note current conditions
- **Identifying** projects that we can work with you to improve upon
- **Providing** you with applications and instructions on how to request our help with home repairs and general fix-ups we can do to the best of our abilities
- **Giving out our elevated garden beds** to people in the neighborhood who want one...Filled with soil... and we'll also give you the seeds to plant, now or next spring, offering you a plentiful supply of good food
- **Helping you** to take a very simple survey that will help us to prioritize the work we can do and find out what you would like to see happen here. **We are good listeners and we care what you have to say.**
- **Inviting you to a Pumpkin Party with your neighbors!**
Details will be coming to you soon.



Bright Green = Well Maintained
Yellow = Adequately Maintained
Orange = Poorly Maintained

Downtown Residential Neighborhood
 Blocks
 Street and Sidewalk Condition
 Observed October 2015



Appendix D

Emerging Opportunities Program - 2016

New Hampshire Housing is offering Emerging Opportunities Program funds to encourage and support innovative new initiatives involving non-profit organizations engaged in affordable housing activities.

Eligible Organizations: Funds will be awarded to New Hampshire based non-profit organizations whose primary mission is the development and operation of housing programs that serve very-low to moderate income households, including advocacy.

Program Focus: The uses of program funds are limited to one-time initiatives or "seed capital." Funded initiatives must be directly related to some improvement in the organization's structure that leads to long term sustainability of the organization, a substantial expansion of existing services or the addition of new services.

Program funds may not be used for ongoing operating costs of an applicant organization, nor are they to be used for a housing construction project.

Examples of projects funded:

- Start-up costs associated with expanding the HOMEteam counseling center service area to the Lakes Region
- Substantial expansion of services provided through the Mt. Washington Valley Housing Coalition to create and manage a regional collaboration initiative in partnership with the Economic Council and the Mt. Washington Valley Chamber of Commerce focusing on building capacity through economic development, sustainable development and housing.
- Supporting long-term economic stability of CATCH Neighborhood Housing. Funding assisted in the creation of a supporting organization to deliver property and asset management services for CATCH and other multi-family property owners.
- Start-up funding to New Hampshire Coalition to End Homelessness for the development of a training program to increase the skills and capacity of formerly and currently homeless constituents to advocate for affordable housing and homeless services in New Hampshire.

Eligible Costs: The following will be eligible grant expenses: capital equipment, supplies and materials, printing, travel, educational expenses, staff costs, consultant expenses and other expenses as approved by the Executive Director of the Authority.

Amount of Awards: Applications of up to \$50,000 will be considered. Funding amounts will be determined based on demonstrated need.

Term of Assistance: Award agreements are expected to be for one year but may vary based on the activities that are proposed. Staff may disburse funds periodically or on a cost reimbursement basis depending on the type of costs being incurred.

How To Apply: Applicants are asked to prepare a proposal package in Word or PDF format that details how grant funds will be used. Proposal should reflect alignment with grant program focus.

Supporting materials are encouraged, but at a minimum grant requests should include:

- Cover page with contact information
- Program/Service proposal, including:
 - Description of how the proposed program will:
 1. Improve the organization's structure in a way that leads to long term sustainability,
 2. Expand existing services, or
 3. Add new services
 - Project timeline
 - Assessment of feasibility for the initiative (market demand, interest)
 - Organizational structure that addresses management and accountability for all phases of the project, including ongoing management after the project period
 - Plan for the sustainability (including funding) of the initiative beyond the grant period
 - Program/Project Budget, including source and use of funds and list of prospective funders
 - Organization budget (that includes Program/Project Budget) and financial statements of last two completed fiscal years.

Applications must be received by end of business Monday, March 28, 2016.

E-mail application to: greagan@nhhfa.org

Additional material may be sent to:

George Reagan
Housing Awareness Program Administrator
New Hampshire Housing
P.O. Box 5087
Manchester, NH 03108

Selection Process: Applications will be reviewed by a team of Authority staff on behalf of the Executive Director. Applicants whose requests are accepted for consideration will be invited to

New Hampshire Housing Finance Authority
Emerging Opportunities Grant Program

make a presentation to the review team at New Hampshire housing during the week of April 11th.

The Executive Director will make funding recommendations to the Finance and Administration Committee for final action by the Board of Directors.

All applicants will be notified of funding decisions by Friday, May 27, 2016.

For help or questions regarding the Emerging Opportunities Grant Program please e-mail George Reagan at greagan@nhhfa.org.