



Strengthening At Risk and Homeless Young Mothers and Children Initiative Chicago, IL

The Conrad N. Hilton Foundation is undertaking a multi-year initiative to mitigate the impact of homelessness on child development, by improving the housing, health and development of homeless and at-risk young mothers and children in Chicago, IL. The goals of “*Strengthening At Risk and Homeless Young Mothers and Children*” (the Initiative) are as follows:

- To ensure better family and individual outcomes in the areas of child development, maternal well-being, family functioning, family preservation and housing stability.
- To create lasting systems change between the housing/homelessness and child development service sectors.
- To develop a model that can be replicated in other communities.

The National Center on Family Homelessness (NCFH), in collaboration with the National Alliance to End Homelessness (NAEH) and the Child Welfare League of America (CWLA), will act as the Coordinating Center (CC) for the Initiative. This Initiative is also being piloted in Los Angeles, CA and Minneapolis, MN.

Target Population:

The target population for this Initiative is young at-risk or homeless mothers, ages 18 -25, with at least one child 5 years of age or younger. A significant number of new families that meet these criteria must be served and the numbers should be large enough to ensure that evaluation findings are meaningful.

Eligibility Criteria: (refer to page 5)

- Local partnerships in Chicago, IL, with an identified lead agency, are eligible to apply.
- The lead agency must be either a child development agency or a housing/homelessness agency and must be based in Chicago, IL. The project service area must also be Chicago, IL.
- At a minimum, the collaboration must include a child development agency and a housing/homelessness agency.
- Government entities are encouraged to participate in the local collaboration, but may not serve as the lead agency.
- Grantees must provide a 1:1 match to this award with **new** resources. It is hoped that mainstream sustainable resources will be leveraged for this grant. Two Chicago funders and the City of Chicago’s Department of Housing have indicated a strong interest in supporting this match. However, this match is not guaranteed; grantees are encouraged to identify additional matching opportunities.
- Eligible lead agencies are those classified as tax-exempt under section 501(c)(3); collaborating partners do not need this classification.

Selection Criteria: (refer to page 5 & 6)

All proposals will be evaluated based on the applicant’s plans to enhance services and service collaborations, new systems integration strategies and, most importantly, to achieve the outcomes that result from these services and strategies. It is critical that proposals also demonstrate the sustainability of the services and community partnerships beyond the duration of the Initiative. Proposals will be evaluated by a review committee of field experts, consumers and members of the Coordinating Center.

Total Awards:

One grant will be made to a partnership in Chicago, IL. The grant will total \$228,000 annually to the partnership over a three-year grant period. Grantees must provide a 1:1 match.

Key Dates and Deadlines:

- Tuesday, November 6, 2007 @ 5:00 p.m. EST – Deadline for receipt of brief proposal
- Thursday, February 7, 2008 @ 5:00 p.m. EST – Deadline for receipt of invited full proposals

Overview:

The Conrad N. Hilton Foundation has contracted with The National Center on Family Homelessness (NCFH), the National Alliance to End Homelessness (NAEH) and the Child Welfare League of America (CWLA) to launch a new initiative: “*Strengthening At Risk and Homeless Young Mothers and Children*” (the Initiative). NCFH, with its partners, NAEH and CWLA, comprise the Coordinating Center (CC) for the Initiative.

The Coordinating Center will provide training and technical assistance to improve staff and organizational capacity, foster dynamic and effective partnerships, enhance interagency coordination and leverage resources for sustainable programs. Grantees will be required to participate in evaluation activities, cross-site trainings, annual grantee meetings and other associated activities.

The Initiative seeks to improve the housing status, health, and development of homeless and at-risk families headed by a mother, ages 18 - 25, with at least one child 5 years of age or younger in Chicago, IL; Los Angeles, California; and Minneapolis, Minnesota. One grant will be made to a partnership in Chicago, IL; two grantees in Los Angeles, CA and one grantee in Minneapolis have already been selected. A total of four grants will be made to partnerships in the three locations.

By supporting locally-based partnerships, this Initiative aims to enhance services and systems integration between housing/homelessness and child development systems. Grantees are strongly encouraged to use the majority of the grant award for direct service provision and collaboration, with the remaining funds directed to systems integration strategies between child development and housing/homelessness service systems. In addition, training and technical assistance, as well as local and cross-site evaluations, will be conducted to determine the effectiveness of the Initiative. Lessons learned from the Initiative, such as promising practices, will be strategically disseminated to facilitate high-quality service delivery and systems integration nationally.

The Program:

Strengthening At Risk and Homeless Young Mothers and Children will increase the well-being of families headed by a homeless or at-risk mother age 18 - 25, with at least one child 5 years of age or younger. The Initiative has the following dual focus:

- Improving family and individual outcomes by augmenting and integrating services for better care.
- Integrating and coordinating systems-level strategies between the child development and housing/homelessness service sectors in an effort to create lasting change.

The target population is homeless or at-risk young mothers, ages 18 - 25, with a special focus on young women who are transitioning out of foster care and/or are at heightened risk because of recent domestic violence, substance abuse or mental health issues.

A critical component of this project involves the specific services that will be made available to children, age 5 and under. These services must move beyond existing child care services and must be designed to meet both the developmental needs of the child and the needs of the family in enhancing children’s developmental goals. Examples of services offered or leveraged may include, but are not limited to, addressing attachment issues, closing gaps in developmental delays, offering or connecting children with psychological services, speech and language therapy and specialized health services, as appropriate.

Projects must be developed among local partnerships/coalitions; individual agencies are not eligible. Local partnerships must include an organization that traditionally provides child development services and an organization that addresses housing/homelessness needs of families. Partners may include other housing/homelessness and child development agencies, as well as those that address family preservation, domestic violence, mental health, substance abuse, and other support services for the target population.

Proposals must include the following:

- The partnerships that will be developed, including the role of each agency, the history of collaboration that the partners bring to the Initiative and the impact that the collaboration will have on service delivery.
- The key members of the proposed partnership governing body, including policy makers who have the commitment, authority and ability to implement long-term systems change.
- Description of how this project is new and differs from existing community services.
- Outcomes expected at the family and individual level and the strategies to achieve them, including how services will be better delivered and integrated for the target population.
- Strategies for increasing systems integration, including cross training and co-location of services.
- Outcomes anticipated for systems integration, including the changes in policies/practices that result in new ways of “doing business” as a result of the partnership.
- Proposed 3-year program budget

It is expected that the local partnership will develop a project that will include an array of services; all of the funds should not be directed to one service area. These services will include, but are not limited to, housing, early childhood development, and care coordination and outreach. Additional services may include, but are not limited to, substance abuse services, mental health services and services specifically targeting the needs of young mothers.

Grants of \$228,000 will be awarded annually to each partnership over the 3-year grant period. Grantees must supplement the award with a 1:1 match that must be secured from sources other than the Conrad N. Hilton Foundation. In Chicago, several local funders have indicated a strong interest in providing this match. However, application for these funds is required; agencies are encouraged to seek other match opportunities. It is the responsibility of the grantee to obtain the match.

Use of Grant Funds:

All grant funds must be used for the Initiative as described, and allocated for direct services, service collaboration and systems integration activities. It is anticipated that the majority of funds will be used for direct service activities. The goal is to ensure that previously underserved homeless young mothers and children are able obtain greater access to needed services in a unified and cohesive manner that will span service sectors. Matching funds must be used in a manner consistent with the eligibility requirements of the Hilton funds.

The grant awarded will support a wide range of program activities that vary according to community and agency needs. The list below provides some examples of services, activities or strategies that may be supported; this list is not comprehensive and there are other activities that may also be eligible.

Examples of eligible services, service collaboration and systems integrations activities

- Hiring direct service providers (e.g., housing assistance workers, child development specialists, outreach workers, care coordinators/case managers, domestic violence counselors/advocates, and family preservation specialists).
- Purchasing consultants/services that will directly impact service delivery and collaboration.
- Hiring a boundary spanner to facilitate and participate in the systems integration activities. In addition to assuming the responsibilities of cultivating community relationships, developing and convening the planning group, and being responsible for overall problem solving, the boundary spanner is involved in activities such as cross training and co-location of services.
- Co-location/joint staffing activities, including case conferencing and joint service planning.
- Cross training of staff.
- Joint supervision of partner agency staff.
- Developing uniform eligibility and assessment criteria and tools.
- Creating strategies for partner coordination and collaboration, such as creating a unified client file or offering ways for agencies to share files without compromising client confidentiality.

It is required that 10% of the overall budget (\$45,600) will be directed to evaluation and monitoring activities annually. The CC will provide oversight, direction and assistance for these activities.

Funds may not be used for direct financial assistance, with the exception that up to \$10,000/year may be directed for a flexible housing fund, which may provide rental assistance, necessary home appliances (i.e. refrigerators, stoves, etc.) or other expenditures that will assist in permanent housing for families. Funds may not be used for equipment, computers, office space or other capital outlays. Indirect costs may not exceed 12.5%.

Initiative Outcomes:

All proposals must address individual and family direct service outcomes and systems integration outcomes. It is critical that proposals also demonstrate the sustainability of the services and community partnerships beyond the duration of the initiative. Proposals will be expected to address all of the family-related and systems integration outcomes outlined below:

Family Level Outcomes

As a result of this Initiative, it is essential that services are augmented and integrated in ways that result in better outcomes for all clients in each of the following areas:

Child well-being – At risk children demonstrate progress in attaining developmental milestones, and receive assistance in addressing behavioral, emotional, psychosocial, educational, and medical problems.

Family preservation – Families at high risk of separation due to child welfare involvement or other risk factors, remain intact and/or receive appropriate services to promote reunification.

Family functioning – Families will experience reduced stress due to improved children’s services, parenting skills/programs and stable housing. Families will experience decreased separations, fewer school absences, and increased involvement in children’s activities.

Housing stability – Families living in shelters or in precarious housing situations access and sustain permanent housing and do not experience or re-experience homelessness or housing disruption.

Maternal well-being – Young mothers reduce substance use and exhibit decreased mental health and traumatic stress symptoms. Young mothers have increased access to critical services, as well as increased economic well-being (reduction in food insecurity, increased family income) and capacity (increased earnings from employment, increased education or job skills).

Systems Integration Outcomes

In order to maximize the impact and sustainability of the family and individual outcomes, it is critical that the child development and homelessness systems become integrated and unified in their service delivery as follows:

Systems Collaboration – Improved communication and training will be implemented between sectors.

Systems Integration Strategies – Co-location of services, cross training, shared assessments/instruments, and memorandums of understanding will have a long-term impact on direct service provision.

Systems Change – Newly implemented policies and practices result in a new way of “doing business” for agencies, which result in improved outcomes for families and individuals.

Eligibility:

Local partnerships are eligible to apply; individual agencies are not eligible. The lead agency for the partnership must be classified as tax-exempt under Section 501(c)(3) of the Internal Revenue Code, be a child development or housing/homelessness agency, and must be based in Chicago, IL. The lead agency must demonstrate innovative strategies for working with the target population, a history of community partnerships, the ability to attract matching resources, and high potential for achieving both individual and family outcomes by augmenting existing direct services and by integrating systems. In addition, the lead agency must demonstrate the resource and leadership capacity to manage the grant.

Local partnerships must include organizations that traditionally provide child development services and organizations that address housing/homelessness. Partners may include other public and/or private child development and housing/homelessness agencies, as well as those that address family preservation, domestic violence, mental health, substance abuse and other support services for the target population. The project service area must be Chicago, IL.

To best meet the needs of the target population (at risk or homeless mothers ages 18-25, with at least one child 5 years of age or younger), agencies may serve homeless families without any housing, including those in shelters and transitional housing, and families at risk of entering shelter, including those in precarious housing and families living in doubled-up conditions.

The partnership may take the form of a coalition, collaboration or consortium. The partnership must demonstrate a governance structure, active roles for each partner and the ability to function as a working group. It is expected that this partnership will be sustained upon conclusion of the grant funding.

Matching Funds:

Local partnerships must demonstrate the ability and commitment to match funds received through the Initiative on a 1:1 basis. In Chicago, several local Chicago funders have indicated an interest in supporting this match through financial resources of \$546,000 (\$146,000 in Year 1; \$200,000 in Years 2 & 3) and up to \$150,000 per year in rental assistance. This match is not guaranteed; the selected grantee will need to apply for these funds. *Note: Details of this match will be provided to the selected grantee.* We encourage applicants to identify other potential match options. It is the responsibility of the grantee to obtain the match.

All matching funds must be **new resources dedicated to this project**, and may include cash contributions, dedicated staff positions, housing vouchers, project-based housing slots, child care subsidies and supervisory time. These non-cash contributions (i.e. vouchers) must be new and must supplement, not supplant already-existing resources. It is encouraged that mainstream, sustainable resources will be leveraged for this grant. The match may not be met by such in-kind contributions as space, equipment or computers, nor may it be met by shifting existing resources, such as staff positions or housing vouchers.

Selection Criteria:

The Initiative is designed to address a critical community need through the use of strategic local partnerships. Proposals will be reviewed by a committee that will include field experts and consumers, as well as members of the Coordinating Center. Projects will be assessed in the following areas:

- Ability to achieve improved family and individual outcomes through the proposed enhanced and integrated services to the target population (refer to page 4).
- Ability to achieve systems-level outcomes through the proposed strategies for integrating child development and homeless service systems (refer to page 4).
- Demonstrated capacity for and commitment to addressing issues of homelessness and child development by members of the local partnership.
- History of successful community partnership development.
- Scope and strength of the local collaboration.

Selection Criteria (cont.):

- Involvement of consumers in all aspects of the project.
- Innovation and ease of replication of the project design.
- Capacity to provide culturally competent services.
- Willingness and capacity to participate in the Initiative evaluation.
- Capacity to attract and leverage required 1:1 matching funds.
- Sustainability of the project in both service delivery and the local collaboration.

Evaluation and Monitoring:

The research team at the Coordinating Center will conduct a cross-site evaluation of *Strengthening At Risk and Homeless Young Mothers and Children*. As a condition of accepting funds through this Initiative, all grantees will be required to participate in this evaluation.

A critical component of the evaluation involves the tracking of child development outcomes. It is required that **all** children in the program be assessed using the Ages & Stages Questionnaire (ASQ) every 6 months. Creating a program and budget that incorporate this requirement is the responsibility of the local partnership.

Awardees are required to meet the reporting requirements for the submission of narrative and financial reports, as well as any additional information needed for overall project performance monitoring and management. Specific requirements are as follows:

- Participate in local and cross-site evaluation throughout the duration of the Initiative funding.
- Implement common data collection strategies that will help assess the impact of the project at client, program and systems levels.
- Participate in training and technical assistance.
- Host monitoring and evaluation site visits, as requested, for members of the Coordinating Center and other individuals associated with the project for the duration of the funding.
- Designate an appropriate staff person as the lead for evaluation efforts. It is expected that this position will be an active participant in the evaluation process.
- Attend annual grantee meetings: Each year, grantees will participate in a meeting with the Coordinating Center and the Hilton Foundation for 1.5 days at a designated site. The purpose of these meetings is to participate in technical assistance and training, discuss promising practices and challenges, and share lessons learned and evaluation findings. *The CC will pay for the accommodations and meals; airfare and ground transportation for these meetings (4 individuals) should be included in grantee's budgets. It is anticipated that the first annual grantee meeting will take place in Los Angeles in April 2008; the Chicago partnership is expected to attend this meeting.*

The costs for evaluation and monitoring should be included in project budgets at 10% of total costs (\$45,600).

Reporting Requirements:

Grantees are required to provide quarterly narrative and financial reports. The reporting format will be provided and reports must be received by the published due date. Failure to provide these reports may compromise continued participation in this project. Timely reports are needed for the on-going evaluation being undertaken in collaboration between the local partnerships and the Coordinating Center.

Grant Payments:

Grants will be paid out quarterly installments subject to the satisfactory progress of the program and the timely submission of quarterly reports. The first payment of \$57,000 will be made on April 15, 2008 with receipt of the signed grantee agreement; the additional annual payment dates will be September 15, December 15 and March 15. Grantees must demonstrate a match commitment prior to April 1 of each year; funding will not be disbursed until the matching funds are committed for that year. The final anticipated payment date for the grant is March 15, 2011.

How to Apply:

There are two stages in the competitive application process: (1) the submission of a brief proposal (instructions attached) and, if invited, (2) the submission of a full proposal. Site visits will take place to selected agencies the week of February 18th. Applications must be received at the National Center for Family Homelessness by 5:00 p.m. on the deadline date.

The original and 8 copies of all applications should be sent to:

Debra Medeiros, Project Director
National Center on Family Homelessness
181 Wells Avenue
Newton, MA 02459

The application deadline for the brief proposal is November 6, 2007 at 5:00 p.m., EST; the application deadline for the full proposal is February 7, 2008 at 5:00 p.m., EST.

All inquiries related to this Initiative may be directed to Debra Medeiros at (617) 964-3834 ext. 25 or debra.medeiros@familyhomelessness.org. For additional information on the Initiative, please visit our website at www.familyhomelessness.org

Timetable:

November 6, 2007 (5:00 p.m., EST)

Deadline for receipt of brief proposals.

December 10, 2007

Invitation to selected applicants to submit a full proposal.

February 7, 2008 (5:00 p.m., EST)

Deadline for receipt of invited full proposals.

February 18th – 22nd, 2008

Site visits to select applicants

March, 2008

Grantee selected.

Program Direction:

Direction and technical assistance for this initiative are provided by:

The National Center on Family Homelessness
181 Wells Avenue
Newton Centre, MA 02459
Phone: (617) 964-3834
Fax: (617) 244-1758
www.familyhomelessness.org

Brief Proposal Instructions

Applicants must submit a brief proposal narrative that provides an overview of the project and a proposed program budget. The narrative must be no longer than 10 pages. *The application must use 12-point font, 1" margins and double spacing.*

The purpose of this Initiative is to mitigate the impact of homelessness on child development, by improving the housing, health and development of young at risk and homeless mothers and children. Through funding local partnerships, this Initiative seeks to ensure better family and individual outcomes by identifying and addressing gaps in services and service delivery and ensuring that improved outcomes are sustained through integration and the creation of lasting systems change between the housing/homelessness and child development service sectors.

With the above statement in mind, please respond to the following items using each of the headings below:

- **Overview of the lead agency**, including history/involvement with at risk and/or homeless families, and the history of community collaboration and partnerships. Why is your agency the appropriate one to lead this effort?
- **Description of proposed partnership**, including the role of each of the local partners. Why are these partners the appropriate ones to work together? Describe the role of consumers in project design and governance. Who will be on the partnership governing body? What policy makers will participate who have the authority and ability to implement long-term system change?
- **Project overview** – rationale, goals and implementation plan. How is this project new and how does it differ from existing practices?
- **Service enhancement, collaboration and outcomes** – Outline the specific goals for improvement in each of the following areas: child well-being, family functioning, family preservation, housing stability, and maternal well-being. In each area, please specify the service strategies and collaborative efforts that will be undertaken to achieve the desired outcomes, including those currently provided and new services that are anticipated. Describe how families will be targeted and enrolled and the anticipated number of families the project proposes to serve.
- **Systems integration activities and outcomes** – How will systems integration be improved? How will this integration result in a new way of “doing business” between the service sectors for better client service provision and outcomes?
- **Community Impact** -- How will this project benefit the community? How will clients be better served? What local policy changes do you hope to impact as a result of this initiative?
- **Innovation** – What makes this a new model? What ensures that it will be replicable?
- **Evaluation** – What do you want to measure? What data collection systems currently exist that will be helpful in your evaluation? How do you anticipate that the evaluation will improve your project outcomes?
- **Project sustainability** – How will this project continue after the 3-years of funding is completed? How will the local partnership continue its collaboration upon completion?
- **Matching funds plan** – If the identified local funders are unable to provide the match, how will you plan to match the dollars on a 1:1 basis?

Required attachments:

- Cover sheet, which includes: a) lead agency contact information; b) contact person for this application; and c) signature of an individual authorized to bind the lead agency.
- Lead agency 501(c)(3) tax exempt letter & most recent financial audit.
- Resumes for Key Staff (defined as principal investigator, project director, etc).
- Proposed 3-year program budget, which includes the following: 1)Hilton funds of \$228,000 for each of three years; b) financial resources of \$146,000 in Year 1 and \$200,000 in Years 2 & 3 and c) rental assistance of up to \$150,000/year.
- Program flow chart
- Letter of support from one or more key city or county policymakers.

The application deadline for the brief proposal is November 6, 2007 at 5:00 p.m. EST.

Partner Information

Conrad N. Hilton Foundation

The Hilton Foundation was created in 1944 by hotel entrepreneur and business leader Conrad N. Hilton, who left his fortune to the foundation with instructions to help the most disadvantaged and vulnerable throughout the world without regard to religion, ethnicity or geography. With offices in Los Angeles, California and Reno, Nevada, the foundation has provided more than \$500 million for charitable projects throughout the United States and the world. For more information, visit www.hiltonfoundation.org.

The National Center on Family Homelessness

The National Center on Family Homelessness is the nation's only research and social action organization dedicated solely to helping homeless children and families. By developing model programs, effective services, and innovative technical assistance, The National Center works to stabilize the lives of homeless families. Its mission is to identify what works, educate and inspire, and take action to end family homelessness. Please visit www.familyhomelessness.org or call us at 617-964-3484.

National Alliance to End Homelessness

The National Alliance to End Homelessness is a leading voice on the issue of homelessness. The Alliance analyzes policy and develops pragmatic, cost-effective policy solutions. The Alliance works collaboratively with the public, private, and nonprofit sectors to build state and local capacity, leading to stronger programs and policies that help homeless individuals and families make positive changes in their lives. The Alliance provides data and research to policymakers and elected officials in order to inform policy debates and educate the public and opinion leaders nationwide. For more information, visit www.endhomelessness.org.

Child Welfare League of America

The Child Welfare League of America has been a champion for children since 1920. It is committed to engaging people everywhere in promoting well-being of children, youth, and their families. CWLA envisions a future in which families, neighborhoods, communities, and governments ensure that all children and youth have the resources they need to grow into healthy, contributing members of society. For more information, visit www.cwla.org.

Staff for Strengthening At Risk and Homeless Young Mothers and Children Initiative:

The National Center on Family Homelessness

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National Alliance to End Homelessness

Nan Roman, President and CEO
Sharon McDonald, L.C.S.W., Ph.D., Senior Policy Analyst
Mary Cunningham, M.P.A., Director, Homelessness Research Institute

Child Welfare League of America:

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Conrad N. Hilton Foundation

Casey Rogers, Senior Program Officer