



Final Transcript

**HUD-US DEPT OF HOUSING & URBAN DEVELOPMENT: Grant
Writing Techniques for Housing Counselors - External**

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SPEAKERS

Virginia Holman
Cheryl Appline

PRESENTATION

Moderator Ladies and gentlemen, thank you for standing by. Welcome to the Grant Writing Techniques for Housing Counselors conference call. At this time, all participants are in a listen-only mode. [Operator instructions]. As a reminder, this conference is being recorded.

I'd now like to turn the conference over to your host, Virginia Holman.

Please go ahead.

Virginia

Thank you very much, Amy. Welcome to today's very important webinar on grant writing, a tool that everyone needs to learn about and utilize. Before we start the webinar, I need to go over some logistics. As the operator said, the audio is being recorded and we will be posting the playback number, along with the PowerPoint and a transcript on our HUD Exchange page, it's in the Archive section, and that's probably going to be in a week or so. We'll send out a list serve, or note it on the training digest when that posting has occurred. All your lines are muted at this point by the operator. Next slide.

The system seems to be slow today. Here we go. We do want you to ask questions. Because of the large number of participants we are not going to be taking live questions, but we do want your questions, so in the panel on the right-hand side of your screen, there is a questions box and if you just type your question in there, we have staff that are monitoring that question box. If we're unable to get to your question today we will have a record of the questions and we will be able to get back to you. You can also in the future write to housing.counseling@hud.gov. Just put grant writing in the subject line and we'll get it to the right person and we'll answer your question then. Next slide.

You will be getting an email from GotoWebinar in about 48 hours, certainly no sooner than 24 hours from the end of today's webinar if you have logged into the webinar. The email is going to say this is your Certificate of Training, please be aware that there is no attachment, so you need to save the email for your records to certify your training.

Also, if you go to HUD Exchange, into the Archive section, it will give you the opportunity to look at not only this webinar, but any of our webinars and actually get credit for the training. So, look at that link and visit all of our webinars.

Something I want to mention that we did not see is we are going to have some polling questions, so when you get to them, please answer them because your input is very important to us.

At this point, let me turn the webinar over to Cheryl Appline. Cheryl?

Cheryl

Thank you, Virginia. Good afternoon, everyone. As Virginia said, welcome to our grant writing training. My name is Cheryl Appline. Let me just say that I have been in your shoes. I've worked non-profit work for 20 years, and in that time I've done grant writing training and been

successful for every grant that I have ever written, have not been turned down, and that's approximately \$82 million worth of funds. So, I'm looking forward to sharing with you some of the knowledge that I've been able to pick up and what I've learned, not just in the non-profit world, but what I've learned working for the federal government and the city.

The purpose of today's training is the structure of a successful non-profit. We will cover non-profit status, organizational development, board, strategic plan, we will do some grant funding requirements, some performance measures and talk about the budget. Most people think when we're saying grant writing that all we're going to talk about is money. That is not it. You need to be able to structure your application. Next slide.

We'll have discussion of key internal structures, processes for non-profits that you should have in place to effectively apply for and manage the grant funds. It is not an in-depth discussion of specific funding opportunities available to HUD-approved counseling agencies. Next slide.

Here are the polling questions, Virginia. What type of organization do you represent? Please select one. When we have those answers we'll go

on to the non-profit status. Wow, 46% of local housing counseling agencies, 11% HUD intermediaries, 13% sub-grantees, 7% non-participating, and 25% others. Thank you. Next slide.

I'm not going to be reading everything on the slides because we have so many slides and so many things you can read, but I wanted to be able to zero in on some of the things that you need to know. As you can see, HUD-approved housing counseling agencies are required to have evidence of their non-profit status before approval. This is very, very, very important. You need to identify who you are, and incorporation establishes a protective layer between you, the person, the community, and the legal risk and responsibilities associated with a provision of services. It allows easier funding access and donor tax deductibility. You must have it. Are you in compliance with local requirements? Is your agency up to date with state and local government? This is the basic first step. Thank you. Next slide.

On to organizational development. A non-profit organization is a business. I say this because when I was working in faith base, there were a lot of agencies who said, "No, God has called me to be in ministry." And we are saying, that a non-profit organization is a business. No one

says you can't be in ministry, but you first be a business. It should be operated according to sound business principles. We'll talk about the importance of the difference between a non-profit and a for-profit business, it's what must, must be done with the profit your organization makes. It should be supporting one or more of your strategic goals.

You must demonstrate knowledge of what the neighborhood really needs and can bear. Why do I say this? Because if your neighborhood can't bear what you need to do, there's no reason for you to submit an application. When you submit an application, you have to back up what is needed in your community. HUD grants often ask for information on affirmatively furthering fair housing. Use these resources to find data relevant to your mission and how it relates to fair housing issues. There's a consolidated plan, there's US consensus track data that's out there. There are housing reports created by local boards and realtors on local lending institutions. You must be resourceful in what it is that you're doing.

Now, let's talk about what non-profits do. Next slide. What is a board? It's a legally responsible governing body. It establishes mission, vision, strategic plan, operating policies. Power of the board is vested in all

members, not individuals. You have to have a working governing board, a policy governing board, a collective board. All incorporated organizations must have a board. A board is usually charged with the responsibilities to govern. The board establishes the plans and provides resources. The power of the board is invested in all of the board members. Thank you.

So, what is a good way to look at a non-profit? It's to compare it to a for-profit, so we've broken down on one side and then on the other side, and I will read this. For-profit corporations owned by stockholders. Non-profit, not owned. For-profit generates money for the owners. Non-profit serves the public. For-profit success is making a sizable profit. Non-profit success is meeting the needs of the public. For-profit, board members are generally paid. Non-profit board members are usually unpaid volunteers. For-profit money earned over and above expenses is kept as a profit and distributed to owners. Non-profit, money earned over and above expenses is rolled back into meeting the public needs. For-profit, usually not exempt from paying federal, state and local taxes. Non-profits can often be exempt from federal, state and local taxes. Thank you.

We've put down some information about board evolution, because board can be as grassroots, they can be developmental, they can be mature. You

can be emerging boards, intermediate boards, advanced boards. I want to say that the length of the time you have been in business does not necessarily reflect what stage you are in. If you have been in an organization that simply holds a meeting for networking purposes, you may not have taken on program development or even had the organization fully charted, the work completed.

The work that you complete determines where you are. Examples: emergency non-profits should undertake strategic planning early on, and we'll talk about that as I go on; strategic planning identifies where the organization is and how it would get to the next stage of development, it helps your organization create a clear path to follow and make all stakeholders aware of the strength and weaknesses of your organization. This is really, really important. Nobody knows you're great until you tell them. Next slide.

On a board your responsibilities are mission, vision, values, you need to set policies, plan, select, appoint, support, evaluate a CEO, ensure effective planning and resources, set and monitor programs and services, enhance your public image, serve as a court of appeal, assess board performance. These are very, very critical when you're talking to a funder

and asking them to fund you in South Carolina as opposed to fund somebody in North Carolina. Next slide.

That boils down to what is your responsibilities. The primary duties of a board are to provide continuity for the organization. That means you want to utilize your board members' expertise, recommend policy for approval by full board, do not supplant responsibility of each member, hold scheduled and recorded meetings.

I want to say something about that, because when I was putting in applications when I was executive director of Habitat, I had to show, here are the board minutes that we had that revealed who we were working with and what we were going to do. They asked for board members when we were trying to be a CHDO and HUD after that. These things are very, very important. You need to represent as a board member the responsibility of the board. Next slide.

Here's the fundraising part. This is what I call the three Gs. What is your responsibility on the board, to get money, to give money, or to get off the board. Let me say that again. To get money, you need to go out and talk about it and say how great your organization is. To give money, you need

to support your organization. I'm on a number of boards, and to be on the board I have to be financially supportive of what the board does, of what the organization does. Three, if I can't do that, then I need to get off the board and I need to make available a space for somebody else who can do this. Get money, give money, or get off the board. It's not something that you do lightly, because somebody said, you want to be on my board? Oh, sure. You need to understand what your responsibilities are. Next slide.

Then this brings in, is there conflict of interest? You need to include board members with expertise. Again, going back to Habitat, I made sure we had an auditor or an accountant. I made sure there was a lawyer on the board. I made sure there were community residents on the board. I made sure that we had an architect, but then I was building houses. So, you need to have somebody on the board who understands the mission, who understands why there is an organization, so their expertise can be utilized, and then you'll understand the potential conflict of interest. Can I be on the board of a non-profit for housing and I'm still a realtor trying to point folks in the direction of using my real estate company.

There are conflicts of interest and you need to know the difference and you need to know to avoid the appearance of conflict. You need to

understand what you have to do, because you know what happens, board members get sued, and that's why you have directors insurance because you're responsible for the board. Next slide.

Selecting board members. As I said, a diverse board is beneficial to providing different perspectives and knowledge. For-profit business leader are allowable, detailed disclosures and quality control plans to identify, addressing or mitigating any conflicts of interest are required.

Board members must be able to pass background checks that will disclose ineligible participants in HUD grants. Let me repeat that, board members must be able to pass background checks that will disclose ineligible participants in HUD grants.

Funding sources may require unique structures to your board to qualify for funding, so if you're in a troubled organization adding more people may not be helpful, it may cause a greater conflict. But once you get into the board and see all the things that you want to do, these are the things that you will be able to answer. These are the things that your funding structure will ask.

Sorry, high quality boards. Thank you, Ben. Continuously improve—this is what a high quality board does, continuously improves board and staff capacity. It sets expectations, it communicates and it enforces. It seeks additional help when faced with problems. It is a board problem, not an individual problem. It is a board problem. Next slide.

Polling question. What percentage of your board members use a get money, give money fundraising strategy? Please select one. Is everybody selecting? Alright, less than 10%, 10% to 20% does that; 30% to 50%, 22%; 60% to 70%, 14%; and 75% to 100%, only 20%. Get money, give money, get off the board. Fundraising is one of your primary responsibilities for being on the board. Next slide, please.

Strategic plan. “Will you tell me, please, which way I should go from here?” said Alice. “That depends a good deal on where you want to get to,” said the cat. “I don’t care, I don’t much care where,” said Alice. “Then it doesn’t matter which way you go,” said the cat. Even cartoons identify the importance of planning. I took that from *Alice in Wonderland*. A strategic plan establishes the direction your business is going to take and it helps you to sharpen its focus in order to get there. Alice, which way do I go? I don’t care where I go. Well, then it doesn’t matter how you get

there. That's not a strategic plan. It needs to matter to you where you're going, how you're going to focus to get there, and how you're going to be able to recognize that you're there. Next slide.

Do you know what you need to know? Once again, a non-profit organization, it's a business. It's a business, and it should be operated according to sound business principles. So when you have a strong business model, it's essential for you ensuring you'll be successful in conducting your day-to-day operations. There are places that will show you what to do. You can contact FBA office to see what they might have to offer. Additionally, some colleges, this is what I found out when I was working in the non-profit world, some colleges offer up students free of charge that can assist you on how to write business plans. When I was doing my MBA, that was the thing we were looking for, we were looking to help people to write business plans. My MBA is in management and planning, so we were looking for who we could help—what non-profits we could help write a business plan. It gave us an answer to our homework and our assignment and it gave the non-profits the plan that they needed to go forth and get some funding.

Critical documents. All successful non-profit businesses have to have a plan of operation. It describes again, how the organization's going to get there. It describes how you'll know if the organization got there or not, and HUD-approved agencies are required to operate their housing counseling program under an approved work plan. Next slide.

Necessity of a strategic plan. What is a necessity? It's effective, strategic planning resulting in decisions. You won't be helter-skelter, you won't be saying, what shall we do? We don't know what to do. Shall we go left, shall we go right? It makes you sit down and you focus. So if you are doing an education plan, you're trying to get money for education, then it will make you focus on what you need to know to train people.

We have training, and if you're a housing counseling agency, if you're having a session on a Saturday where everybody comes in, it helps you to focus on what you need to do in that training. It's a strategic plan. It outlines your mission. It says the things that you need to do. Do I need people to sign in? Because when we ask for sign-in sheets, I've had sign-in sheets where everybody on the sheet used the same line, everybody used the same team. We knew that people weren't signing in but somebody was signing for them and saying this is part of our plan. It

involves key organizational players, board of directors, executive staff, if conducted after the organization is formed, more efficient resource for development efforts and necessity of a strategic plan. Next slide, Ben.

Mission statement, why you exist. Why are you a housing profit ABC Corporation? Why are you that? Why do you exist? What is your mission statement? I used to teach people that a mission statement shouldn't be longer than three sentences, because if you're sitting on a plane and you find yourself talking to somebody that you did not know had money, because you know how we talk to each other on the plane, and you're talking to them about what you do, and they ask well, what's your mission? You say, wait a minute, I need to go check it in my folder. You have to unfasten your seatbelt, get up and get your overhead open, pull out your briefcase so you can give them your mission statement. If it's not important enough for you to memorize, if it's not important enough for you to know it, then it's not important enough for me to fund it.

Vision statement. What you want to achieve and accomplish. Target neighborhood areas, outline where you're going to work. You're not working for the entire world. You're not working for the entire United States. What area are you working in? What have you focused in? Then

local collaboratives, who do you need to partner with and why? What other stakeholders are there? What partnerships can you garner? What partnerships can you work with to help you do the same thing that you want to do? These are important questions when the funders only have a little bit of money. If I've only got \$500,000 and I have to try to fund the entire United States, you're not going to get the entire \$500,000, so we're going to be looking for you to partner. The funder's going to be looking to see if you're partnering with somebody so that this partner will bring how you do this and another partner will bring the staff to do that. You need to be talking about partnerships, and this is part of your elements of a strategic plan. Next slide, Ben.

Elements of a strategic plan continues, the context and how you deliver your services. Sometimes agencies operate more than one program, or large programs with many different facets. In a strategic planning process individual programs can be examined to see how they aid in accomplishing the organization's missions and goals, what you will use to show that your project program is successful and measurable program indicators. Everything must be measured.

Work plan. Notice, I'm saying a whole lot of things about strategic planning. Work plan, the work plan identifies specific actions to be taken, identifies roles and responsibilities. What's your role? What do you bring to the table? What are your deadlines? Do you have a deadline? Because if you don't you'll just be working forever and ever. It produces valuable information to help tell the organization's story in facts and not just anecdotes.

The funders. When I say funders, let me just say again, the corporation, the foundations, the public money, they all want to know your story. There is a story to be told and you're able to write that story which convinces the funders to fund side A as opposed to side B. You have to be able to tell your story. What is your program's objective? What are the specific program activities conducted by your staff? What staff do you have? Next slide.

Ensuring the success of a strategic plan. During the planning process involve the people who will be responsible. Ensure the plan is realistic. Check your board chair, should show visible support. Always introduce and explain plan to staff. Organize over our strategic plan into smaller

action plans, it makes it more manageable. What resources are needed?

Adequate staff, physical plant, funds.

I do a number of debriefings for HUD, for housing counseling, and I always ask if we could have mostly all staff in an exit [ph] conference, because when we do that, I find that the staff really understands why HUD is there and what is required, and you should see the look on their faces, they go, "Oh, I didn't know I was supposed to be doing that. Oh, now I understand why I'm supposed to be doing that." So, involve your staff so they can have a buy-in, because I promise you, if there's a buy-in then they are thinking about what to do on a Sunday night that they have to do on a Monday. So, get a buy-in from your board, have a buy-in from your staff. It works better. Next slide, please.

In the overall planning documents specify who is doing what. Let me repeat that, and by when and how. Build a regular review of the status of the implementation of the plan. Translate your plan's actions into job descriptions. Personnel performance reviews. So in essence a strategic plan here helps direct your energy and guide staff toward a shared goal in an ever changing world, because things are changing all of the time. Goals and objectives make up the roadmap that empowers employees to

be more effective and you too, for that matter. The best strategies in the world are a waste of time if they aren't implemented. Surely, you've heard that statement that there's a whole lot of ideas that are laying in the cemetery because they were not implemented. The great ideas. Next page.

So, what are we doing? We're ensuring board members regularly review our status reports. We're having pairs of people be responsible for the task. Have more than one set of eyes looking at things. We're going to communicate the method of follow-up to the plan. Good strategic plans are dynamic and are used by organizations to direct activities. If activities outline an action plan are not meeting its target, a robust evaluation and reporting process will provide an opportunity for an adjustment that conveys the importance of the plan. Next slide, please, Ben.

Polling question. How often should your organization's board review your strategic plan? Please select one. Is it yearly? Is it twice a year? What do you think? Forty-five percent said yearly; 28%, twice a year; every three years, 6%; when necessary, 18%; when new board officers are installed, said 3%. They ought to be reviewing your strategic plan twice a year at least, because things do change.

Performance measurements. Love this topic. Performance measurements, activities, outputs, outcomes, evaluations. Try to break it down in something that was concise. Activities, what you will do. Outputs, what you will produce. Outcome, what changes you expect. Evaluation, what you have learned. Outcome measurement has become one of the most important activities that social service organizations undertake. It measures the effectiveness of the intervention. It identifies what practices that need to be improved. It proves your value to existing and potential funders. It gives clarity and consensus around the purpose of your program. Performance measurements.

Outcomes are benefits to individuals, to families, to organizations, to communities from their participation in a program or service. Outcomes are always measurable. Let me say that again, outcomes are always measurable. They have to be. Do you know why? Because it increases participants' knowledge, so what you're doing should increase your participants' knowledge, they should know more now that you're in the neighborhood. It changes how a participant thinks. So, because you put your organization there and you're doing something for the community then the people in the community now begin to think differently. Changes

in what participants can do, so now that they think differently, they do things differently.

Change in participant behavior, change in participants' conditions as a result of the program. What are we doing differently? All benefits are positive change to the program participants, what changes the community because you come in and you provided how you can get a house? You provided services that show you no longer have to be homeless, you can go from being on the street to a single room occupancy, from a single room occupancy to a rental apartment, from a rental apartment to a house that you own. What changes in the community because you're there? How are the lives of program participants better as a result of the program? Next slide, Ben.

Outcome measurements perform important functions. They serve as a learning loop that feeds information back into programs and how well they're doing. It provides funding that organizations can use to adapt, improve, and become more effective. You have to do this. Hold it, Ben. You have to do this. You have to explain to the funders that you have a grasp of what is needed in your area, because again, this is why we fund you in South Carolina as to fund somebody in North Carolina.

So, here's something that I've broken down. Outcome language describes the impact on the client. Example: Twenty families receive case management services. That's one thing you can write when you're writing. I need money because I want 20 families to receive case management services. Next slide.

Or, you can write it like this: Twenty families receiving case management service within the past 90 days. Five families increased their household income by 20%. Four families obtained safe, affordable rental housing. One family purchased a house. Three persons received their GED because now they have a house and they have a dining room and they can study at the table. One person completed certified training classes. One person opened up a childcare center because now they have a house and now they're thinking about doing more than just having a house, but maybe going back to school and maybe helping somebody else besides themselves. Five families are currently receiving case management services and have not achieved any goal listed in their case management plan.

So, this identifies what is successful and what is still in the works and we're working on that. Do you see the difference? There's a difference in

just writing that one thing about 20 families receiving case management service, and then you're outlining what's going to happen because those 20 families received case management service. This is the thing that separates how you write a grant application that funders are looking for. What are they going to do with the money that I give them? We've got the money, we want to give it, we're compelled to give it, but we only want to give it somebody's who's going to make us look good and somebody that's going to help the community. Next slide, Ben.

Therefore, outcome characteristics checklist. It is measurable. It's simple and clear. It's understandable. It's realistic. If you can't do it, if you can't make it happen, if it's so far out of your grasp, don't write it down, because funders talk to funders and so when you say that you can put 20 families in a house and you can't because you only have funds and you only have employees that can actually only put five and a half, now you're looking like you're lying. So, now you're suspect. You're suspect.

So, it has to be realistic, it has to be something that you can manage. It needs to identify a specific group of clients, who are you working with. It needs to specify a timeframe. It measures an end, not a means to an end, and outcome measures are taken after services have been delivered. So, it is a

plan, folks, it is a plan that you have to show. Again, going back to Alice in Wonderland, can you tell me which way I ought to go from here? I don't know where I want to go. Then it doesn't matter how you get there. You need a plan. We're not funding Alice in Wonderland. We're funding people who have a plan. Next slide, Ben, please.

So, here are some classic mistakes. Service is stated as an outcome and it's not. Absence of a clear relationship between the service and the outcome. You have to be able to delineate. Projected outcome cannot occur within the expected time frame. Performance is under or overestimated.

Let's give an example of housing counseling. We gave you money, you said you were going to spend it within three months, and now it's nine months and you haven't spent it. Do you know what I'm going to be asking for, another plan, because you haven't met your quota. You haven't spent it. And we could have given it to somebody else who would have spent it in the timeframe that you said you were going to spend it in.

Projected outcomes cannot occur within the expected time frame—one thing that we look at. For that reason, we're almost recapturing a lot of

people's money. Performance is under or overestimated. If you can't do it, then say you can't do it. But if you can do it, we're asking you to produce that. Next slide, please.

What gets measured gets done. Let me say that again. What gets measured gets done. You measure everything. You measure how to bake a cake. You say you want three sticks of butter, you know it takes three cups of flour, you know it takes some milk, or some orange juice, or some pineapple, or something. You have to make a cake, it needs to be measured. If you do not measure results, you cannot tell success from failure. If you don't measure it, you can't tell success from failure. If you cannot see success, you cannot reward it. If you cannot reward success, you are probably rewarding failure. If you cannot reward success, you're probably rewarding failure. If you cannot see success, you cannot learn from it, and if you cannot recognize failure, you cannot correct it.

If you can demonstrate results, you cannot only win public support, but continue to build up your community. This whole thing about why you're coming to HUD and about why you're coming to other agencies and why you're asking travel organizations to give you, it's building up your community. Thank you, move on Ben.

Polling question. How do agencies in HUD's Housing Counseling Program report and measure outcomes? Please select one. I can't see it, Ben, but I think it said 80-something percent on 9902, which is definitely correct. It's hidden behind sharing poll results. Correct.

Going on to budget. Federal grants require an applicant to follow a particular format and submit completed standard forms, a particular format. Grant application packages come with budget guidelines that must be followed. When we're reviewing your applications, I want to stop here and say that when you're putting in an application you're putting in an application to an agency, but it's individual people who are reading it. You need to be able to follow the guidelines on what it is that you should be doing.

We get all kinds of applications, and when I was doing YouthBuild, YouthBuild, which is not in labor, used to ask for no more than 16 pages. We would get 35, 45 pages for an application and then we'd get 365 applications, and we have so much time to read them. We said 16 pages or less. If you're told by the charitable organization it's a two-pager, if you're told by the public it's a three-pager, or whatever, or if you're told by an organization we don't want to read more than whatever, we need

you to follow those guidelines, because if you can't follow simple instructions like that, you are suspect. You're suspect. If you can't follow simple directions, then you're suspect in what you're going to do when we give you money. I just wanted to throw that in about the budget as we're moving on.

Let's talk about types of funding. It's very important to understand what type of funding you're requesting funds from. So, if you're requesting funds from an organization, a business, they give you funding because they have a CRA, they want to have a CRA, so they'll give you funding, and that's the Community Reinvestment Act. They come to the table with a very, very large check and the cameras. Some of you have probably seen that, some of you have gone through that—a very, very large check with the camera's because they want to put it on their newsletter, we gave funding to this organization. But you can't spend that large check. But you need to know this is what corporations are looking for. Then you have foundations who give money, and they give money because that's how they're positioned with IRS. Then there's the public side, and they give money, and we give it because it comes from Congress and we have to give it out. How you write your grant application is dependent on this.

You know what you have to do from the funders. The funders determine what is required. So, there's public funding, federal agencies, competitive, non-competitive. You should know the difference. There are state and local agencies. You should know the difference. The process is very competitive, very, very competitive, there's private money, foundations, they give awards to private, non-profit, tax-exempt, there are corporations, direct giving donations, there are professional and trade associations, they're fundraising activities, but you need to do your homework and read.

Let me say that, read, re-read, follow instructions, know what they are asking you to do so that you can write according to how you need to write. It's extremely important. It's crucial because now I have 365 applications I have to read, and you, instead of writing 16 pages going back to what we had to do for YouthBuild, and it has nothing to do with housing counseling, but just as an example, or two pages that we had to do for UPS when I was trying to get money, instead of you writing two pages and that's all they ask for, now we have 364 applications and we have to read them. We don't have the time.

By the time I'm on the 40th application, I'm thinking about what I have, I'm going to pick up my kids, what I'm going to do, the things I have to do and—

Okay, something is going on. Ben, something is going on.

Ben I'm not sure what's going on with your computer. Everything's still the same on my end.

Cheryl Okay. Oh, please don't shut down, please don't shut down. Okay. Please don't shut down. Something's wrong with my computer. Alright, and so, I'm now looking at what I have to do and I'm trying to get home and I have to go see my man, so my mind is not on your application. We need you to follow what you should be following and doing in your application.

Okay, go ahead Ben. I don't know where this is going. It says that mine will shut down, so I'm hoping that won't happen. So, in financial management—appoint a person responsible for your financial management, establish accounting records. Oh my God, so very, very important. What are you doing? Financial management is not just one and one is two. You write an application and you say, you want money

for an apple orchard. This what we're funding. We're funding for an apple orchard. So, you want money for that. When I get the application, and read it, or when I get out to your organization, I smell citrus. Now, you asked for apple orchard. We gave you money, we get out there, and it's oranges. You say, but it's all fruit. We say it's fraud. See the difference? You say fruit, we say fraud.

You said you were going to do one thing. We funded you for that one thing, for that apple orchard and you decided to do something totally different. We knew nothing about it. You didn't change your management plan. You didn't come back and check. It's fraud.

Establishing accounting records, setting up bank accounts, establishing receipt procedures, doing all the management stuff that you're supposed to do, it is crucial. Taking care of administrative costs properly, tracking and spending program income, very, very crucial.

We have a consultant that we've been utilizing with some of the agencies to show them or review some of the things that they have to do for financial management and you're working with your point of contact and they'll be able to give you that information. It is very important—

financial management. Again, we don't want to guess what it is that you're doing. You need to say what it is you're doing and that you're answering what we ask you to do.

Key questions. Next slide, Ben. Who is eligible to apply for funds? What type of expenses, activities are eligible? Do you know that? Do you know what it is that you want? Do you know what you can get? If you know I only have \$500,000 and you write for an application for the entire \$500,000, you're not going to get funded, because I have to fund the rest of the country, and then I'm going to be angry that you didn't know, that you were asking for all of the money. That means you didn't read.

Somewhere in the writing that we sent out in our request for funds, we told you this is how much you can ask for, no higher than this. The fact that you didn't read, the fact that you wrote it anyway, makes you suspect, and if you're suspect in one thing, you're suspect in a number of things.

Does our mission match up with the goals?

Objective: Funding priorities described in the application. If I receive the funds, can my agency effectively administer the program? What is our selection criteria?

Excuse me just a moment while I see if I can save something so I won't lose you. Just a moment. Alright, next slide, Ben, please.

Developing a budget. It's an estimate. It's a working document. The line items need to be specific, specific, specific. This lists other sources of funding. It could be in-kind cash. It should include cash and in-kind amounts. I'm not saying this is what HUD wants, I'm telling you what you have to write if you're asking for money for not just public funding but all the other agencies, you need to find out if they accept in-kind funds.

Be clear and concise. All costs should be discussed in the proposal. Don't make me hunt and peck to find out what it is that you really want. All costs should be discussed in the proposal. Everything in the budget must be discussed in a narrative typically divided into personnel, administrative and non-personnel expenses.

Alright, next thing. Budget categories—all budget items need to be identified. Here I broke it into three things: personnel, it's salary, benefits, travel, training; administrative, it's fiscal services, insurance, audit; non-personnel, materials and supplies, equipment, marketing,

facility costs, printing. Does the organization allow you to buy a printer?

Can you get computers? You need to know that. You need to understand and identify your budget categories. Thank you, Ben. Next slide.

Budget narratives need to detail how costs were arrived at and must meet the test for reasonableness. So, I give an example, travel for six staff: \$10 per day, properly owned vehicle, \$40. Two staff at \$6 per day, POV, 12 hours. Total cost POV cost per day, \$52. See how we broke it down? It's really, really simple. Next thing, Ben.

Travel costs in fiscal year, 27 and for each of our three case managers average \$10 per day. Your narrative would explain that you are basing your information on the average costs you've incurred. There are other methods to demonstrate budget cost. You might use a flow chart or bullets to describe if that's allowable in what the funders said that they wanted. Two workers will meet with the clients in XYZ clinic, spending 20 hours at the clinic per week. The expansion of the program staff unaccompanied by site-based assessment and able to [indiscernible] service counselor to increase the number of clients. Do you see the difference? Hopefully, you see the difference. Next slide, Ben.

Here's a checklist. Did you organize costs in a logical format? Did you provide an easy-to-follow and detailed account of your expenses? Did you include all direct and indirect costs? Do your budget and narrative follow the same flow or do they add up? One and one is two, does it add up? Have you checked that all costs are consistent with stated goals, staffing patterns, etc.? You need to identify all of that when you're writing a budget. Next, Ben.

Next step. Search the data that shows the need for your agency's goals. Assess the strength of your agency's Board of Directors. Identify the steps to improve your agency's strategic plan. We've already covered this. This is just a recap. Establish how you can track the effectiveness of your programs. Determine who is responsible for creating your agency's budget and confirm you can create a sufficient budget. Begin researching grant opportunities in your area.

Again, I did this for a number of years, and when I was teaching this, I used to teach how to be a 501(c)(3) and where to get funds and so on and so forth, and everybody would be sitting down waiting for me to see if I could identify just where do you get funds. That's all we want to know, where do you get funds, and did no research. You need to do some

research. It's part of your plan on what it is that you want to do. It's your plan and it is your responsibility to market, to sell that plan, to persuade people to give you the funds so you can do the work that only you know needs to be done in that particular community.

There's all kinds of things out there, where to turn, but you have to do some research, and I think that people tend to think that somebody else will research for them, but surely the fact that you're on this call, and we have so many people who signed into this call, shows that you're interested in which way to go. Do you know which way I ought to go, said Alice. It depends on where it is you want to get to, said the cat. I don't care much where, said Alice. Then it doesn't matter which way you go. It needs to matter which way you go. Next, Ben.

So, upcoming webinars on HUD grant applications. I don't know, Ginger if I'm stepping in here and I'm not supposed to be saying this.

Virginia Okay, I can—

Cheryl Okay, Ginger.

Virginia

I think as you'll aware, the NOFA for the Comprehensive Housing Counseling Grant has, in fact, been published. We're going to have a July 17th webinar to go over the requirements that tell you the structure on how to submit an application. This is the link you can go to to register, but you can also find the registration link on the OHC web page on HUD Exchange as well as the training digest. It's very important if you're planning on submitting an application to attend this webinar, but again, like all of our webinars, it will be archived with the presentation, a transcript and an audio replay number.

I think it's the next slide, Ben. Again, some resources:

Hudexchange.info/counseling, that's our basic HUD Exchange web page.

If you're not linked to it, please do that. You'll find enormous amount of information, current activities, webinars, and other guidance. It also gives you a link to the Housing Counseling Training Online.

Cheryl is suggesting that you look for the National Council for Non-Profits at their website, councilofnonprofits.org for more information on developing a non-profit organization.

Cheryl

Okay, it's been my pleasure.

Virginia

Cheryl, I want to say one thing before you close out. Just as a reminder to everybody, as I said at the beginning, this webinar is being recorded and we're going to post the audio replay number, the presentation and a transcript on our HUD Exchange web page, and that usually takes seven to ten days to get that done. You'll find a link on the Training Digest on HUD Exchange when it is posted, and also watch for the email that has your Certificate of Training. Okay, back to you, Cheryl.

Cheryl

I just wanted to say, it's been my pleasure. I want to say that we in the federal government, here at HUD, we want to be able to fund. We wish we could fund everybody who writes in an application. We don't review applications with the idea in mind that we're not going to fund. We want to fund, but we need to have applications that are concise, that identify what it is that you want to do, that identifies the needs of the community.

If you can't prove to us that there is a need in South Carolina, we're funding North Carolina. If you cannot prove to us that the neighborhood will be better, or your geographical area will be better if we give the money to you in South Carolina, then we're going to North Carolina.

Your job in writing an application is to be able to say to any funder that if you give me money, babies will talk and toddlers will walk, that's what

you are trying to get over to the person, to the funder. So, when you write, you need to write with that type of passion and you need to write understanding what we're looking for, not what you think we're looking for, but what it is that we are looking for.

And by you doing that, we read the application. Applications come in, they are ranked, they are rated, they are discussed and they are awarded, and as I'm saying, we want to do this. We are not asking you to put in an application with the idea that we don't want to fund you. We want to fund you.

So, keep that in mind as you're writing the application. Keep on the resources and stay connected to HUD, because there are other things that we're going to be training. Ginger, I'm now turning that back over to you to see which way we ought to go from here. Thank you so very, very much.

Ginger? Okay, did I lose everybody?

Virginia

No, I'm here.

Ben We're still on. This is Ben and I believe from looking at the question panel—

Virginia I was on mute. I'm so sorry.

Ben Take it away, Ginger.

Virginia We will get a report that has all of your questions if they were not answered. We will make every effort to get them to you. But remember in the future, go to housing.counseling@hud.gov to give us any future questions on this webinar and on any other topic, being sure to put in the subject line what your topic is. As Cheryl said, we certainly appreciate you attending. We've gotten many comments from you about this is one of the best webinars that you've participated in, and we love to hear that kind of information, so keep visiting our webinars, and we look forward to working with you in the future. Thank you very much.

Moderator Ladies and gentlemen, that does conclude your conference for today. Thank you for your participation and for using AT&T Executive TeleConference Service. You may now disconnect.