

CHITTENDEN COUNTY HOMELESS ALLIANCE CONTINUUM OF CARE

Request for Proposals

2025 CoC NOFO New and Renewal Projects

Background	2
Available Funding	2
Eligible Applicants	3
Timeline	3
HUD FY25 NOFO Priorities	3
Other Important NOFO Information	4
Project Ranking Strategy	5
New and Expansion Projects	5
DV Bonus	6
CoC Bonus and HUD-mandated CoC Reallocation	6
Transition Grants	6
PH Project Reallocation Strategy	7
New Project Application Instructions	7
Project Information (Threshold)	7
Organizational Experience and Capacity (20)	8
Performance and Outcomes for the Proposed Project (20)	8
Budget and Match (10)	9
Program Design (50)	9
All Project Types	9
Transitional Housing (TH)	10
Supportive Services Only Standalone (SSO)	10
Supportive Services Only Street Outreach (SSO-SO)	11
Submission Instructions and Deadline	12
Renewal Project Submission Instructions	12
Allowable changes for renewals	13
Award Notifications and Appeal Process	13
Additional Resources	13
Appendix 1: Creative Low-Cost Strategies to Offer 40 Hours of Individualized Services in Transitional Housing	14
Appendix 2: Sample Weekly 40 hour Service Offerings	18
Appendix 3: Sample #1 Service Participation Agreement	20
Appendix 4: Sample #2 Service Participation Agreement	23

Background

The Chittenden County Homeless Alliance Continuum of Care (CCHA CoC) is requesting proposal(s) from qualified non-profit organizations and/or local government agencies for new project applications, and more limited information from renewal projects, for the 2025 Continuum of Care (CoC) Program Competition. CCHA CoC seeks projects that can make effective use of the allocation of the United States Department of Housing and Urban Development (HUD) Continuum of Care (CoC) funds. HUD will ultimately select the projects to be funded. CoC selection for inclusion in the collaborative application does not guarantee HUD funding. CCHA CoC encourages nonprofit organizations with experience in serving people experiencing homelessness and who have not previously received CoC funds to apply.

CCHA CoC anticipates selecting more than one new project proposal across multiple Reallocation, CoC Bonus and DV Bonus projects for the types specified above. Interested agencies must respond to this issuance on or before the deadline to be considered for new CoC funding.

Available Funding

FUNDING TYPE FOR FY25	AMOUNT
CCHA Annual Renewal Demand	\$1,208,618
Tier 1 - 30% of CCHA's Annual Renewal Demand	\$362,585
Remaining Annual Renewal Demand (in Tier 2)	\$846,033
CoC Bonus	\$241,724
DV Bonus	\$83,530
Total Available Funding	\$1,533,872
Permanent Housing cap for FY25 NOFO	\$362,585
Current CoC-funded Permanent Housing Amount as of FY24 <ul style="list-style-type: none">Permanent Supportive Housing not specific to youth or DVRRH for DV survivors - must be used for DVRRH not specific to youth or DV	\$975,408 \$718,964 \$71,183 \$185,261
HUD-mandated reduction in CoC-funded Permanent Housing	\$612,823

Eligible Applicants

Eligible applicants include:

- State, County, City or Township, Special District governments, Federally recognized Native American tribal governments, and Native American tribal organizations other than federally recognized tribal governments
- Public Housing Authorities and Indian Housing Authorities
- Nonprofits with 501(c)3 status with the IRS, excluding institutions of higher education

Other requirements include:

- Have capacity to administer federal funding and secure required matching funds
- Have experience administering programs and services that assist people experiencing homelessness and/or housing crises

Timeline

Dec 1	CCHA CoC Releases updated 2025 Request for Proposals (RFP)
Dec 15	Deadline to submit proposals to the Collaborative Applicant for consideration. Applicants may be requested to answer questions from Scoring Committee
Dec 23	Anticipated announcement of selected new project proposals
Jan 12	Selected proposals must submit new project applications in the esnaps system.

HUD FY25 NOFO Priorities

Ending the Crisis of Homelessness

- Direct resources towards outreach, intervention and assistance that helps regain self-sufficiency – working with law enforcement, first responders, state and local governments to reduce encampments, public camping and public drug use to address barriers to maintaining housing and increasing self-sufficiency.

Prioritize Treatment and Recovery

- Prioritize projects providing treatment and services for recovery and self-sufficiency including on-site behavioral health (BH) treatment, robust supportive services and participation requirements.
- Utilize TH and SSO projects to improve health and long-term economic independence

Advance Public Safety

- Cooperate with law enforcement. “No one should sleep outside on the street or in dangerous encampments, and everyone should be able to enjoy public spaces safely.” CoCs are encouraged to assist in preventing and minimizing unsheltered homelessness.

Promoting Self-Sufficiency

- Work with mainstream providers to increase employment and employment income
- Prioritize projects that help lead to long-term economic independence

Improve Outcomes

- Prioritize renewals that reduce homelessness and increase self-sufficiency (increase employment income over government assistance and promote treatment and recovery)

Minimizing Trauma

- Provide trauma informed care and ensure participant safety in programs

Other Important NOFO Information

HUD has made the following decisions for FY25 funding:

1. Total funding for Permanent Housing (PSH, RRH and TH-RRH) is limited to 30% of ARD.
2. Funding may be reallocated from any renewal grant provided the project to be reallocated has an executed contract with an expiration in 2026.
3. Existing renewal grants that cannot be renewed in this competition can apply for funding as a ‘transitional grant’ and – if awarded – will have the program year to fully ‘transition’ to the new program component.
4. SNOFO projects are eligible for renewal and must be ranked.
5. HUD expanded risk review may exclude renewal applicants: HUD may reject projects in Tier 1 or 2 for engaging in racial preferences, using a definition of sex “other than binary,” operating safe injection sites or distributing drug paraphernalia. HUD may consider media reports, Inspector General and Government Accountability Office findings, public complaints, or an organization’s “history of subsidizing activities that conflict with the NOFO” as grounds for denying funding.
6. New eligible CoC Activities have all continued:
 - VAWA Costs: Facilitating and coordinating activities to ensure compliance with the emergency transfer plan requirement and monitoring compliance with confidentiality protections
 - Rural Costs: activities that address barriers to transitioning families in rural areas to permanent housing and activities to increase capacity to address unique housing challenges in rural areas
 - Allowable rural cost include:

- Short term emergency lodging including motels and shelters, directly or through vouchers
 - Repairs to units where homeless individuals and families will be housed
 - Staff training, professional development, skill development, and staff retention activities
 - List of [rural area geocodes](#) as defined in NOFO
7. The following requests may be included in renewals:
- CoC renewals: add eligible activities to a project, shift up to 10% of funds from one approved eligible activity to another, and change the subpopulation served. Renewals may add VAWA activities or, if eligible, rural activities, by making a minor modification of less than 10% and shifting funds from current budget lines
 - DV Bonus renewals: add eligible activities to a project and shift up to 10% of funds from one approved eligible activity to another.

Project Ranking Strategy

Per the 2025 NOFO, if at any point, HUD selects Permanent Housing projects in an amount more than 30 percent of a CoC's Annual Renewal Demand (ARD), HUD will remove all remaining unselected Permanent Housing projects from that CoC's priority listing, recalculate their Tier 2 project score, and continue selection.

Due to this restriction, any selected DV Bonus or CoC Bonus projects applying for Rapid Rehousing will be ranked below all non-Bonus projects. DV Bonus and CoC Bonus projects applying for a non-permanent housing type will not be subject to this ranking restriction.

New and Expansion Projects

CCHA will only be accepting the following NEW project types under the FY25 CoC NOFO:

Project Type

Supportive Services Only (SSO)
SSO-Street Outreach
Transitional Housing

Funding Type

CoC Bonus
CoC Bonus
Reallocation/CoC Bonus, DV Bonus

Existing CoC grantees may apply through this process for entirely NEW projects or to expand an existing project. Expansion grants must be the same program component and must identify the currently funded grant that is being expanded and the reasons why the expansion is needed.

More information for each project type can be found in [New Project Application Instructions](#).

DV Bonus

\$83,530 is the total amount available for new DV projects. Eligible project types include TH and RRH. The CoC will submit the highest scoring DV Bonus project to HUD. A project applicant may also apply to expand an existing renewal project, including one that was previously awarded with DV Bonus funding.

CoC Bonus and HUD-mandated CoC Reallocation

CoC Bonus. **\$241,724** is available for new CoC projects under CoC Bonus. Eligible project types include TH, SSO-SO, SSO and RRH, with the caveat that we anticipate RRH projects submitted under CoC Bonus will not score as well nationally.

HUD-mandated CoC reallocation. **\$X** is available for new CoC projects as a result of HUD-mandated reallocation of Permanent Housing projects. Eligible project types include TH, SSO-SO, and SSO.

Total amount available for NEW CoC projects: **\$X**.

Transition Grants

Existing renewal grants that cannot be renewed in this competition can apply for funding as a 'transitional grant' and – if awarded – will have the FY25 program year to fully 'transition' to the new program component. That means that the recipient would begin the program year as the old project type and transition it to the new project type, versus a New reallocation project that would need to wrap up the old project type at the end of FY24 program year and start anew for FY25 program year. The other benefit of a transition grant is that it would begin on the same date that the old grant ends. For other new projects, it will begin on the date that HUD signs the award, creating more complex and burdensome grant management demands for the recipient.

Transition Grant restrictions:

- **YHDP** Renewal grants are not eligible to use the transition grant process. YHDP Renewal grants must submit a YHDP Replacement application to change component types.
- Grants with **DV** Renewal funding are not eligible to use the transition grant process.
- The grant must be 100% transitioned. If your organization wants to transition only a portion of a grant, you must submit a voluntary reallocation.

If you currently operate a CoC funded Permanent Housing project – PSH, RRH, or TH-RRH – consider whether your organization is open to applying for a transitional grant and, if so, indicate the following in your response to this RFP.

Transition grants will be scored as NEW projects and should apply following the [New Project Application Instructions](#).

PH Project Reallocation Strategy

Permanent housing projects that are submitted as Renewals for this RFP will be **involuntarily reallocated** during the Scoring & Ranking process if they are ranked lower than other PH projects with Annual Renewal Amounts that total the 30% PH cap. Any PH projects submitted as renewals that score highly enough to straddle the 30% PH cap – meaning part of their budget falls outside the PH cap – they will have their budgets reduced to fit within the cap.

There are three scenarios to consider related to voluntarily reallocating a Renewal project:

- If a renewal project wishes to voluntarily reallocate ALL of a project AND wishes to submit a new project application, the applicant should submit a Transition Grant.
- If a renewal project wishes to voluntarily reallocate PART of a project AND wishes to submit a new project application, the applicant should submit a Renewal project application, with reallocated amount indicated, as well as a New project.
- If a renewal project wishes to voluntarily reallocate all of a project and DOES NOT wish to submit a new project application, the applicant should indicate only that they are submitting a voluntary reallocation and nothing more is needed to process the full reallocation.

New Project Application Instructions

A successful proposal will respond fully to all questions below, taking care to address all threshold and scored elements outlined below, with attachments where specified as evidence of spenddown and project performance. The attachments may be screenshots or can be sections of a report. The proposal itself must not exceed 12 pages, 11-point font. Attachments do not count toward the page maximum. Submit the proposal itself as a pdf. Attachments may be sent as separate documents.

Project Information (Threshold)

- a. Project type applying for: SSO, SSO-SO, TH, RRH, PSH, HMIS
- b. Funding type applying for: Reallocation/CoC Bonus, DV Bonus
- c. Population served: Category 1, 2, or 4
- d. Project applicant type: Government, Nonprofit, or Public Housing Authority
- e. Indicate if the application is a Transition Grant, and if so, the original project name and number that will be transitioning to this new project.
- f. Indicate that the project will participate in Coordinated Entry and enter data into HMIS. If a Victim Service Provider, will participate in Coordinated Entry and enter data into a comparable database for survivors of domestic violence
- g. Certify that the agency has no outstanding delinquent federal debts; no debarments and/or suspensions from doing business with the federal government
- h. Affirm that projects serving families or young people either have a written agreement in

place or indicate the capacity to have one in place by January 14, 2026, with educational supports and services for children ages 0-5, such as Public Pre-K, Head Start, Child Care (including Child Care and Development Fund), or home visiting (including Maternal, Infant and Early Childhood Home and Visiting or MIECHV)

- i. Certify that the agency will comply with all HUD rules that pertain to its programming and commit to ongoing training, will not engage in racial preferences, and will not operate drug injection sites or “safe consumption sites,” knowingly distribute drug paraphernalia on or off of property under their control, permit the use or distribution of illicit drugs on property under their control, or conduct any of these activities under the pretext of “harm reduction.”

Organizational Experience and Capacity (20)

- a. Describe your organization’s history and experience providing services to the target population(s) you propose to serve. Include specifics like past or current grants serving this population and other concrete evidence of experience with the target population.
- b. Describe your organization’s experience with providing this type of housing and/or service model, including programs like emergency shelter, stabilization beds, transitional housing, rapid rehousing, street outreach, and medical respite.
- c. Provide 2-3 examples of your organization’s experience managing federal, state, or local grants of similar size and scope. Prioritize federal grants in the selected examples.
 - a. Include attachments that show the percentage of grant spenddown for the last complete grant year for each grant referenced above.
- d. Describe your financial management systems, policies and processes that ensure accountability and compliance.

Performance and Outcomes for the Proposed Project (20)

- a. **Housing Placement/Retention:** What percentage of participants will exit to permanent housing? Describe the applicant organization’s past successes at exiting participants to permanent housing. Preference for projects that can attach performance reports. If no past performance to reference, provide a robust plan for how the project will ensure that at least 50% of participants exit to permanent housing. Explain how your data system (HMIS or other) tracks and verifies the specific housing outcome.
- b. **Income/Employment:** What percentage of participants will increase their earned income from Project Start to Project Exit? Describe the applicant organization’s past successes at increasing participants’ earned income, including specific percentages achieved in past or current grants the organization is administering. Preference for projects that can attach performance reports. If no past performance to reference, provide a robust plan for how the project will ensure that at least 50% of participants

exit with employment income. Explain how your data system (HMIS or other) tracks and verifies the specific income outcome.

- c. **Self-Sufficiency:** How will the applicant minimize returns to homelessness in the 12 months after participants exit the project? Describe the applicant organization's past successes at increasing self-sufficiency and reducing returns to homelessness.

Budget and Match (10)

- a. Provide a detailed annual budget delineating leasing, operating, rental assistance, supportive services, VAWA, and administrative costs.
- b. If submitting with an indirect cost rate, download and [use this budget form](#). If not using indirect costs, download and [use this form](#).
- c. Identify sources and amounts for the required 25% match (cash or in-kind).

Program Design (50)

All Project Types

- a. Describe the target population (identify any special populations proposing to serve, including what was included in CCHA's original Request for Interest). Submit the chart below:

Household Characteristics	Households w/ at least 1 Adult & 1 Child (#)	Adult Households w/o Children (#)	Total (#)
Persons Over 24			
Persons age 18-24			
Accompanied Children under age of 18			
Total			

- b. Explain your plan to rapidly connect participants to permanent housing, including how you will use existing relationships with housing providers and other partners to facilitate permanent exits that do not result in returns to homelessness.
- c. Describe your plan for coordination with other organizations to ensure comprehensive and well-rounded assistance. Specify how your project will collaborate with and leverage the resources below, and how this leverage contributes to a cost effective program:
 - **Local Agencies:** Non-profit partners, healthcare providers, local government.

- **Mainstream Resources:** Federal or state programs (e.g., Medicare, Medicaid, SSI, SNAP, TANF).
- d. Indicate how and affirm that the project will require participants to participate in services.

Transitional Housing (TH)

- a. Describe the number of units and households to be served at a point-in-time, and the total units and beds.
- b. Describe the facility or housing setting where units will be located (include size, layout, and accessibility features). Indicate if the applicant or subrecipient owns or plans to lease or rent part of or the whole building(s).
- c. Detail the supportive services to be provided, including case management, assessment and housing planning, behavioral health services, substance-use treatment, medical care, income supports, housing navigation, and life-skills training. Be sure the services described are well suited to your proposed target population(s), e.g., Positive Youth Development for YYA; trauma-informed practice for DV survivors and unsheltered persons; motivational interviewing; clinical coordination for aging or medically vulnerable individuals; recovery programming for people in different stages of recovery; employment and workforce training; and others.
 - i. How will this project offer 40 hours/week of individualized services? See [Appendix 1](#) and [Appendix 2](#) for more information.
 - ii. Will this project provide onsite substance use treatment and services for people to recover? This may include co-located services.
 - iii. Describe any formal partnerships with CCBHCs and/or CMHCs to provide behavioral health services, onsite or offsite.
 - iv. Describe any existing or proposed partnerships with workforce development centers, employers, childcare, and other supportive service providers to increase employment and employment income for program participants.
 - v. Preference for projects that apply for or show evidence of matching funds for housing navigation.

Supportive Services Only Standalone (SSO)

- a. Detail the supportive services to be provided, including case management, assessment and housing planning, behavioral health services, substance-use treatment, medical care, income supports, and life-skills training. Be sure the services described are well suited to your proposed target population(s), e.g., Positive Youth Development for YYA; trauma-informed practice for DV survivors and unsheltered persons; motivational interviewing; clinical coordination for aging or medically vulnerable individuals; recovery

programming for people in different stages of recovery; employment and workforce training; and others.

- i. Describe the need and plan for these services to aid participants to exit to permanent housing and not return to homelessness.
- ii. Detail your project's specific, targeted strategy for working with people experiencing unsheltered homelessness, especially those who traditionally have not engaged in services

Supportive Services Only Street Outreach (SSO-SO)

- b. Detail the supportive services to be provided, including case management, assessment and housing planning, behavioral health services, substance-use treatment, medical care, income supports, and life-skills training. Be sure the services described are well suited to your proposed target population(s), e.g., motivational interviewing and trauma-informed practice.
 - i. Describe how the project will connect unsheltered individuals to laundry, storage, mail, food, showers, either via the organization itself or through partnerships.
 - ii. Describe any existing or proposed partnerships with workforce development centers, employers, childcare, and other supportive service providers to increase employment and employment income for program participants.
 - iii. Demonstrate your organization's established history and operational protocol for partnering with first responders (including police, fire, and emergency medical services) to effectively and safely engage people living outside. Describe the nature of these partnerships, how they facilitate access to unsheltered individuals, and confirm that your project will cooperate with, assist, and not impede law enforcement to enforce local laws such as public camping and public drug laws.
 - iv. Demonstrate experience providing outreach services that result in exits to positive destinations, including emergency shelter, transitional housing, stays with friends or family, permanent housing, in-patient treatment, nursing homes, or assisted living.
 - v. Detail your project's specific, targeted strategy for working with people experiencing unsheltered homelessness, especially those who traditionally have not engaged in services

Submission Instructions and Deadline

Deadline: December 15 at 3:00pm Eastern Standard Time

The proposal must be submitted electronically to Maggie Callaghan at mcallaghan@burlingtonvt.gov on or before **3pm** Eastern Daylight Time. PDF format is preferred. Please take note of page limits listed below.

Renewal Project Submission Instructions

A successful renewal submission will:

- Not exceed 4 pages of narrative with 1-inch margins and 11-point font
- Address each threshold criterion:
 - Project proposes to serve an eligible population
 - Project proposes to use eligible costs for the project type
 - Project applicant and subrecipient are eligible entities
 - Projects serving families or young people either have a written agreement in place or indicate the capacity to have one in place by January 14, 2026, with educational supports and services for children ages 0-5, such as Public Pre-K, Head Start, Child Care (including Child Care and Development Fund), or home visiting (including Maternal, Infant and Early Childhood Home and Visiting or MIECHV)
 - Match is greater than or equal to 25%
 - Project fully participates in Coordinated Entry System and HMIS (or comparable DB)
- Describe how the project requires (or will require) program participants to participate in services
- Renewals (not first time): Attach screenshot(s) of eloccs that show the most recent spenddown information for the FY23 grant period.
- First-time renewals: If the FY24 grant is at least 90 days into the grant period, attach a screenshot of eLOCCS showing the most recent spenddown information. If the FY24 grant has not started or is less than 90 days into the grant period, the applicant is exempt from this element.
- Follow [allowable changes](#) instructions below.

All renewal scoring factors will be scored based on the project's APR and eLOCCS performance, using a standard time period for all project APRs.

If applying for a Transition Grant, you must apply under the [New Project Application Instructions](#).

Allowable changes for renewals

- CoC renewals: add eligible activities to a project, shift up to 10% of funds from one approved eligible activity to another, and change the subpopulation served. Renewals may add VAWA activities or, if eligible, rural activities, by making a minor modification of less than 10% and shifting funds from current budget lines
- YHDP renewals: add eligible activities to a project including Special YHDP Activities and shift up to 10% of funds from one approved eligible activity to another
- DV Bonus renewals: add eligible activities to a project and shift up to 10% of funds from one approved eligible activity to another

If proposing budget changes as part of the renewal application, submit a revised budget. If submitting with an indirect cost rate, download and [use this budget form](#). If not using indirect costs, download and [use this form](#).

If making other allowable changes, indicate the changes in the narrative response.

Award Notifications and Appeal Process

All applicants will be informed via email if their project was selected to be submitted as part of the Collaborative Application for CoC funding or rejected in accordance with the project [timeline](#). Accepted/selected email notifications will include a total approved project budget authority. All project selections are pending final approval from HUD and may be amended per feedback from the Scoring Committee, CCHA Executive Committee, CEDO, and HUD.

Any applicant whose project is rejected by the CCHA CoC may appeal the decision by submitting a Solo Application in e-snaps directly to HUD prior to the application deadline.

Additional Resources

- [Budget Line-Item Eligible Costs](#): This HUD CoC virtual binder shows what is eligible under each of the eligible supportive service costs (case management, education services, outreach, etc.)
- HUD's definitions of homelessness [At a Glance Criteria and Recordkeeping Requirements for Definition of Homeless \(hudexchange.info\)](#)
- Continuum of Care Program Interim Rule:
<https://www.ecfr.gov/current/title-24/part-578>

Appendix 1: Creative Low-Cost Strategies to Offer 40 Hours of Individualized Services in Transitional Housing

HUD now expects transitional housing programs to offer **40 hours per participant of tailored supportive services**. In addition to standard case management and therapy (already provided), programs can meet this requirement by drawing on community resources, volunteers, and partnerships. The ideas below are organized by service type and are broadly applicable to diverse populations (youth, veterans, domestic violence survivors, etc.), supporting both treatment/recovery goals and progress toward employment and income.

Employment and Income Support

- **Job Readiness Workshops:** Host regular career prep sessions covering résumé writing, interviewing, and networking, led by volunteer career coaches or local job center staff. For example, Goodwill career centers help job seekers build résumés, practice interviews, and learn workplace expectations at no cost. Such partnerships provide expert guidance without adding staffing costs.
- **Vocational Training Partnerships:** Connect participants to free or low-cost job training programs in the community. Many local nonprofits (e.g., Goodwill Industries) offer training in high-demand fields like healthcare, IT, retail, and more. Referring residents to these existing programs leverages in-kind resources to build marketable skills.
- **Volunteer Mentor and Internship Opportunities:** Partner with area businesses and volunteers to create mentorships, internships, or job-shadowing. For instance, companies can offer short-term entry-level positions or host mock interview days for participants. Professionals may even volunteer to speak about their industry or offer tips, providing valuable insight and motivation at no cost.
- **Specialized Veteran/Youth Employment Programs:** Tap into external programs tailored to subpopulations. For veteran residents, collaborate with VA employment initiatives like Compensated Work Therapy or Goodwill's veteran hiring programs to provide paid transitional work experience. For youth, utilize workforce development programs or summer youth employment initiatives. These external programs can fulfill service hours while directly increasing participants' income and job skills.

Education and Training

- **Adult Education (GED/High School Equivalency):** Facilitate enrollment in free adult education classes for those without a diploma. Local adult learning centers or libraries often offer **GED prep and literacy classes at no charge**. Volunteer tutors can supplement class time by working one-on-one with participants on reading, math, or test-taking skills.

- **Digital Literacy and Computer Skills:** Leverage public libraries or tech-focused volunteers to run basic computer training. Teaching participants to use email, prepare online job applications, or practice typing can often be done in library computer labs or with donated equipment. Volunteers can assist clients in using computers for job hunting and résumé writing, ensuring everyone gains essential digital skills for the modern workforce.
- **Continuing Education and Certifications:** Help participants access free or low-cost courses that build vocational skills. This could include enrolling in community college workforce programs (many offer tuition waivers or scholarships), accessing online learning platforms (some libraries provide free LinkedIn Learning/Coursera access), or attending free workshops in the community. These educational services can be tailored to individual goals (e.g. a young parent learning a trade, or a DV survivor taking an ESL class) at minimal cost by utilizing existing educational resources.
- **Tutoring and Academic Mentoring:** Use volunteers (including college students or retired teachers) to provide tutoring for those pursuing further education. This might involve a weekly homework help night or mentorship for youth working on high school or college courses. Such academic support, provided in-kind, helps participants improve qualifications and confidence, contributing to better employment prospects long-term.

Life Skills Development

- **Financial Literacy Workshops:** Offer budgeting and money-management classes using volunteer experts or partner agencies. Local banks or financial counselors might lead free sessions on budgeting, credit repair, saving, and taxes. For example, volunteers through community organizations can provide **financial literacy support** and basic budgeting help to residents. These skills empower participants (including youth with no prior budgeting experience or survivors rebuilding finances) to manage income effectively.
- **Healthy Cooking and Nutrition Classes:** Organize life-skills classes on meal planning, grocery shopping on a budget, and cooking simple, healthy meals. Many communities have nutrition education programs (like **Cooking Matters**, often run by food banks or cooperative extension) that teach low-income families to cook affordable, nutritious meals. Volunteers (e.g. dietetic students or chefs) can lead weekly cooking nights in the housing facility's kitchen, using donated food supplies, to improve nutrition and self-sufficiency.
- **Parenting and Household Management:** Collaborate with family services or experienced volunteers to run parenting courses and home management workshops. These sessions could cover positive parenting techniques, child development, coping with family stress (crucial for young parents or DV survivors), as well as practical skills like time management, home cleaning, and basic repairs. **Volunteer-led life skills classes** – for example, classes on parenting or daily living skills – can be scheduled regularly. Such classes require minimal funds (curricula are often available free, and community experts can be invited to teach).
- **Tenancy and Housing Readiness:** Include workshops on being a good tenant and maintaining housing stability. Local housing nonprofits or case managers can teach about tenant rights,

communicating with landlords, budgeting for rent and utilities, and home safety. These life-skill sessions prepare residents for successful independent living and can often be supported by volunteers or partner agencies (sometimes landlords or real estate professionals volunteer to share their tips). All materials can be donated or sourced from HUD-approved curricula, keeping costs minimal.

Health and Wellness

- **Health Education and Clinics:** Leverage partnerships with community health providers to address physical and mental wellness. Local clinics, health departments, or nursing school volunteers can offer on-site workshops on topics like nutrition, sexual health, managing diabetes, or coping with stress. Periodic **free health clinics or screenings** (for blood pressure, HIV testing, etc.) could be arranged through public health outreach programs. These services support treatment goals (e.g. managing chronic illness or prenatal care for young mothers) without adding cost, since many nonprofits are eager to reach at-risk populations.
- **Exercise and Fitness Activities:** Provide regular opportunities for physical activity to improve mood and health. This can be as simple as daily group walks or stretching sessions led by staff, but also consider volunteer-led exercise classes. Community volunteers have successfully taught shelter residents **activities like yoga, light aerobics, or even dance classes** to encourage fitness. For example, a volunteer yoga instructor or a local YMCAs donating a few gym passes each week can help participants establish healthy routines at no cost.
- **Substance Abuse Recovery Support:** Strengthen recovery by hosting peer-led sobriety supports on-site. Schedule free 12-step meetings (AA, NA) at the transitional housing in partnership with local recovery groups, so participants can easily attend as part of their service hours. You can also invite volunteers in recovery (or partner with a peer recovery coach program) to lead relapse prevention groups or be on-call as **sponsors for participants with addiction**. These supports, which rely on peer volunteers and existing recovery networks, directly further treatment goals and require little or no funding.
- **Therapeutic and Recreational Activities:** Introduce low-cost therapeutic outlets that promote mental wellness and stress relief. Many transitional programs enlist creative volunteers to lead activities like art therapy, music circles, gardening, or meditation groups. For instance, volunteers at a NYC program lead art and creative writing workshops with clients in recovery. Similarly, a volunteer could start a community garden at the facility (as both a calming activity and source of fresh food), or local college students might run a mindfulness meditation group. These wellness services can often be run with donated supplies and talent, greatly enriching participants' quality of life and emotional health.

Peer Support and Mentoring

- **One-on-One Mentorship:** Establish a volunteer mentorship program to pair participants with a supportive adult or **program alum**. Mentors can meet weekly with their mentee to set goals, practice new skills, and provide encouragement^[15]. Such relationships are powerful for all populations – e.g. a veteran matched with a fellow veteran mentor, or a young person with a stable adult role model. The time mentors give (often an hour a week) counts toward service hours and is completely free. Screening and training volunteer mentors (perhaps through a partner like Big Brothers Big Sisters or a faith community) ensures accountability and a good fit.
- **Peer Support Groups:** Organize regular peer-led group meetings where residents support each other in a safe space. For example, **weekly house meetings** can be a forum for participants to share wins and challenges, building mutual support. In sober living environments, structured house meetings and group activities have proven critical for long-term recovery. You might have specialized support circles as well – a trauma support group for domestic violence survivors facilitated by a volunteer from a DV agency, or a veterans support group run in collaboration with a local VFW chapter. These groups cost nothing (aside from perhaps coffee and chairs) but foster a sense of community and belonging.
- **Alumni Engagement:** Leverage the experience of former clients who have successfully transitioned out. Invite alumni to return as guest speakers or co-facilitators for workshops on how they maintained housing or stayed sober. Some programs even form an **alumni peer leader group** – past graduates helping to lead activities and mentor current residents. Alumni can often connect especially well with current participants (they “get it”) and typically volunteer their time out of gratitude, providing an inspiring, no-cost resource.

Social and Community Integration Events: Coordinate low-cost group outings and social events that encourage peer bonding and life skills practice. Volunteers or community groups can help organize potluck dinners, game nights, or trips to free community events (like job fairs, public concerts, or museum free days). Such activities double as **opportunities for peer networking and support** outside of formal classes. For instance, a church or civic volunteer group might host a monthly dinner at the housing site, giving residents a chance to socialize and practice interpersonal skills in a family-style setting. These events require little funding (often food and space are donated) and enrich the service hours with meaningful relationship-building.

Each of these service ideas uses **existing community resources or volunteer efforts to keep costs low**. By mixing and matching activities from categories like employment, education, life skills, wellness, and peer support, a transitional housing program can easily fill 40 hours a month of individualized services. This holistic approach not only satisfies HUD’s requirement but also equips residents with the practical skills, support networks, and confidence they need to achieve self-sufficiency – truly fulfilling the mission of transitional housing.

Appendix 2: Sample Weekly 40 hour Service Offerings

Sample Weekly 40 Hour Service Offerings				
Day	Time	Activity	Hours	Service Type
Monday	9:00–10:00 AM	Case Management Session (Individualized goals)	1	Case Management
	10:15–11:45 AM	Job Readiness Workshop – led by Goodwill volunteer	1.5	Employment Support
	1:00–2:30 PM	Digital Literacy Class at Library	1.5	Education/Tech Skills
	3:00–4:00 PM	Walking Group with Peer Leader	1	Wellness/Fitness
	5:00–6:30 PM	Online Course: Customer Service Skills (Coursera/Library)	1.5	Education/Employment
Tuesday	9:00–10:30 AM	Financial Literacy – taught by bank volunteer	1.5	Life Skills
	11:00–12:30 PM	GED Prep Class at Adult Ed Center	1.5	Education
	2:00–3:30 PM	Art Therapy Session (volunteer-led)	1.5	Wellness
	4:00–5:00 PM	Peer Support Group	1	Peer Support
	6:00–7:00 PM	Evening Peer Mentorship Check-In	1	Peer Support
Wednesday	9:00–10:00 AM	Therapy Session (individual)	1	Treatment
	10:30–12:00 PM	Vocational Skills Training	1.5	Employment Support
	1:00–2:00 PM	Healthy Cooking Class – dietetic volunteer	1	Life Skills/Nutrition
	2:30–4:00 PM	Mentorship Meeting	1.5	Peer Support
	5:00–6:30 PM	Online Certification: Food Handler Safety (Free Program)	1.5	Education/Employment

Thursday	9:00–10:30 AM	Parenting Skills Workshop	1.5	Life Skills
	11:00–12:30 PM	Health & Wellness Class	1.5	Health Ed
	2:00–3:00 PM	Gardening Activity (volunteer-led)	1	Therapeutic Rec
	3:30–4:30 PM	Tenancy Skills Class	1	Life Skills/Housing Readiness
	5:00–6:30 PM	Evening Group Life Skills Activity (e.g. Home Cleaning Demo)	1.5	Life Skills
Friday	9:00–10:30 AM	Internship at Local Thrift Store	1.5	Employment Support
	11:00–12:30 PM	AA/Recovery Group – peer-led	1.5	Treatment Support
	2:00–3:00 PM	Meditation or Yoga Class	1	Wellness
	3:30–4:30 PM	Tutoring or Homework Help	1	Education
	5:00–6:30 PM	Evening Support Group: Trauma-Informed Peer Circle	1.5	Treatment/Peer Support
Saturday	10:00–12:00 PM	Group Community Outing	2	Social Integration
	1:00–3:00 PM	Alumni Speaker Series or Workshop	2	Peer Mentorship/Support
	3:30–5:00 PM	Group Journal Reflection and Goal-Setting (Volunteer-led)	1.5	Wellness/Case Management
Sunday	1:00–3:00 PM	Community Volunteer Project (e.g., food pantry or cleanup)	2	Social Integration/Employment

40

Appendix 3: Sample #1 Service Participation Agreement

This Service Agreement is a draft sample resource. Programs should customize content to align with their own policies. This document has not been reviewed or approved by HUD.

Service Agreement for CoC-Funded Housing Programs

This agreement explains what you and the housing program must do while you live in housing paid for by the Continuum of Care (CoC). By signing this, you agree to take part in the services you need to stay housed, and the housing program commits to providing these services and supports. The combination of services, supports and affordable housing is designed to help all tenants assume the full rights and responsibilities of tenancy.

This program aims to help every participant build and sustain a stable foundation in the community. Participants are encouraged to actively use the program's tools and supports and to connect with community resources that align with their goals for increased independence.

Participant Responsibilities (What You Agree to Do)

Meet With My Case Manager

My case manager will give me tools, teach me skills, and help me find resources that can make it easier for me to stay stably housed. They will also help me think about my goals and how I can become more independent. I agree to meet with my case manager on a regular schedule. My case manager will also talk with my landlord to help make sure I am following my lease and to help me fix any problems that come up.

We will talk about how this housing program can be a step toward other housing options and my long-term goals. Together, we will make a housing plan. At each meeting, we will check my progress, talk about any setbacks, and look for services or resources that can help me. I agree to meet with my case manager regularly and to use the services and resources they offer so I can be successful in my housing.

Work on My Housing Plan

I will work with my case manager on a housing plan. I will follow through on the tasks that help me stay housed, like going to appointments, following up on services, and working on income or stability goals. I will turn in papers and documents needed for recertification or other program rules on time. I know these are requirements for continuing to provide this housing program.

Use Supportive Services

I will take part in services the program offers or refers me to. These may include classes, support groups, counseling. Some services will be required for me to stay in the program.

Follow House Rules and Lease Terms

I will follow the rules for the building and my lease. I will respect neighbors, keep my unit clean, and not break the law. I will not let people stay in my unit without permission. I will allow staff to inspect my unit with proper notice. I understand that having a good record as a tenant and following the lease will give me more housing options in the future, such as a larger unit perhaps with family and friends.

Pay My Share of Rent (if I have one)

If I must pay part of the rent, I will pay it on time every month. This rule is part of all housing programs. I will let the program know if my income or the number of people in my household changes. My case manager will go over how rent is figured out and help make sure the amount I pay is correct.

Act Safely and Respectfully

I will treat staff and other tenants with respect. I will not use violence, threats, or unsafe behavior. I agree that everyone deserves to be treated with respect and to feel safe in their homes.

[Programs that count towards the treatment bed threshold only]**Engage in Substance Use Treatment**

I will take part in treatment or counseling that my case manager or the program requires. I understand that taking part in these services helps me keep my housing.

Program Responsibilities (What the Program Agrees To Do)**Provide Support and Case Management**

The program will give me a case manager who will help me with my goals and connect me to services that can help me stay housed and reach my life goals.

Communicate Clearly

The program will explain the rules in simple language and give me written copies of the rules and this agreement. If I break a rule, staff will explain the problem and problem solve with each tenant on how to address the issue. The lease will be explained and the process to enforce the lease will be clear and consistent

Provide a Fair Grievance Process

I have the right to file a grievance (a complaint) if I disagree with a decision or feel I was treated unfairly. The program will review my grievance and will not punish me for speaking up.

Non-Compliance: Steps and Consequences

If I do not follow the rules or meet my responsibilities, the program will take the steps below to address the issue before moving to terminate my housing contract:

1. Verbal Warning and Problem-Solving

If the issue is a lease violation the landlord, property manager will provide me with a written notice of the lease violation. If it is a program issue the program will provide written notice of the issue. My case manager will talk with me about the issue, discuss why this is a problem, discuss what needs to change, and help me work on fixing it.

2. Written Warning and Action Plan

If the issue continues, I will get a written warning or an action plan. The plan will list the problem, steps I must take, and a timeframe for resolution.

3. Case Conference

If the problem continues, I will meet with my case manager and a supervisor. They will explain what must change and that my housing may be at risk.

4. Final Notice of Termination

If I still do not follow the rules or the plan, the program may end my housing assistance. I will get a written notice explaining why and how I can appeal. I may ask for a review by someone not involved in the first decision. If there is a safety emergency, I may have to leave right away, but I will still get written notice. The program will connect me to other resources if possible.

Termination will only happen after the program has tried to fix the problem through these steps.

Agreement and Acknowledgment

I have read this agreement (or had it explained to me). I understand what I must do to stay in the program. I can ask questions at any time if I need help.

Participant Name (Printed): _____

Participant Signature: _____ **Date:** _____

Case Manager Signature: _____ **Date:** _____

Appendix 4: Sample #2 Service Participation Agreement

Organization provides services and support funding (application fees, apartment set-up, security deposit, utility arrearage, etc.) to assist consumers with obtaining and maintaining permanent housing during recovery. Service providers will partner with you to create an individualized recovery plan. The recovery plan will be based on the Case Management Assessment and Acuity and may include:

1. maintaining recovery by engaging in services;
2. obtaining an apartment that you will lease directly from a private landlord, and
3. providing you with the skills to maintain stable housing.

Service providers will work with you to find an apartment, understand your lease obligations, and connect you to services in the community to meet your goals. You will review your recovery plan with staff at least quarterly to support your progress and update your plan as necessary.

I agree to:

- Take all necessary steps to accomplish the goals outlined in my recovery plan, based on the completion of the case management assessment and acuity and will explore all referral resources suggested to me by service staff to ensure my recovery and housing stability;
- Keep all appointments with service staff. I will meet with my case manager at least once a week to discuss progress on my recovery plan goals. If I am unable to keep an appointment (office visits, or home visits), I will call and reschedule the appointment within 24 hours. If I do not attend 3 consecutive appointments, my participation in the program, including my rental assistance may be discontinued;
- Participate in monthly face-to-face home visits with my case manager;
- Fulfill my obligations as outlined in the lease and maintain the rental unit including participating in health and safety visits and periodic inspections of the rental unit;
- Pay my portion of the rent on time. I will immediately inform service staff if there is a concern about me being able to pay my rent and/or I receive any communication from my landlord that affects continued tenancy; and,
- Provide all information and documentation (such as income documentation and changes to family composition) requested by service staff.

Program participant (Print): _____

Program participant (Sign): _____ Date: _____