

Family Homeless Prevention and Assistance Program (FHPAP) Work Plan 2026-27 Biennium

The purpose of the FHPAP Work Plan is to describe changes to the budget, outputs, or activities due to the final FHPAP award amount. The FHPAP Work Plan must be submitted and approved by MHFA prior to the execution of the Grant Contract Agreement.

BUDGET AND PROJECTED HOUSEHOLDS
Expectation: The Grantee must adjust its budget and proposed number of households to match the award provided by MHFA. The final budget document, including the projected number of households to be served, must reflect the spirit and intent of the initial application.
1. Submit copies of updated budget spreadsheets for the total budget, Grantee budget, and subgrantee budgets. 2. If the budget and outputs have been adjusted proportionately but no change has been made to the anticipated services or activities, you may skip this question. If adjustments have been made that differ from the initial application, please describe here, and include rationale and guidance from the advisory committee: • Details of any revisions to the proposed activities based on the award amount • Details of any revisions to the proposed households served based on the award amount • Details of any budget items that have significantly higher cost per household than the initial application
Response: Ramsey County applied for \$23,856,193.78 to serve 7,839 households across all four FHPAP-supported interventions: Coordinated Entry, Street Outreach, Prevention, and Rapid Rehousing. While recognizing current funding limitations within FHPAP, the request also considered potential legislative changes that could increase available resources and maximize local impact. Through Ramsey County’s local Letter of Interest process—built on projects selected through the 2022–2023 competitive solicitation—proposals were evaluated and assigned to Tier 1 or Tier 2. Tier 2 projects were contingent on securing funding significantly above the base allocation. Ultimately, Ramsey County was awarded \$4,015,000.00, an 83% reduction from the requested amount. For 2025–2027, funds will be sub-granted to Tier 1 agencies and projects, with an estimated 3,110 households to be served (see table below). Ramsey County’s key proposal strategies will be maintained, and a full-time FHPAP Coordinator will be funded to support these projects and provide administrative oversight.

Exhibit B.1

Projects

Tier 1 - Funded	
Agency	Project
Lutheran Social Services	Street Outreach (youth)
Amherst Wilder Foundation	Rapid Rehousing (families)
Face to Face	Rapid Rehousing (youth)
Catholic Charities	Coordinated Entry and Prevention/Shelter Diversion (families)
American Indian Family Center	Prevention (culturally specific services prioritized to the American Indian/Indigenous population)
*Minnesota Community Care	Prevention, including sanitation services
*Neighborhood House	Prevention
*Solid Ground	Prevention
<i>*Housing Court Collaborative partner</i>	
Tier 2 – Not Funded	
Agency	Project
Face to Face	Coordinated Entry
1 Day At A Time	Rapid Rehousing
Amherst Wilder Foundation	Prevention
Merrick Community Services	Prevention
YMCA	Prevention and Rapid Rehousing
CLUES	Prevention

Household Projections

Tier 1 Intervention	Application Projections Tier 1	2025-2027 Biennium Projections
Street Outreach	2160	1646
Rapid Rehousing	90	47
Coordinated Entry	700	700
Prevention	3800	717
Tier 1 Subtotal	6750	3110
Tier 2 Intervention	Application Projections Tier 2	2025-2027 Biennium Projections
Rapid Rehousing	49	0
Coordinated Entry	500	0
Prevention	540	0
Tier 2 Subtotal	1089	0
Totals	7839	3110

Budget

Tier 1	Application Request	2025-2027 Budget
Street Outreach	\$360,454.00 (2%)	\$180,675 (4.5%)
Rapid Rehousing	\$1,232,262.74 (7%)	\$682,550.00 (17%)
Coordinated Entry	\$319,150.04 (2%)	\$301,125.00 7.5%
Prevention	\$14,485,436.23	\$2,629,825

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	(86%)	(65.5%)
Ramsey County Administration	\$415,703.45 (3%)	\$220,825 5.5%
Tier 1 Subtotal	\$16,813,006.46	\$4,015,000
Tier 2	Application Request	2025-2027 Budget
Rapid Rehousing	\$1,005,152.80	\$0.00
Coordinated Entry	\$278,234.28	\$0.00
Prevention	\$4,978,451.17	\$0.00
Ramsey County	\$781,349.07	\$0.00
Tier 2 Subtotal	\$7,043,187.32	\$0.00
Totals	\$23,856,193.78	\$4,015,000

The total budget for Ramsey County and corresponding household projections requested on the application was geared toward the needs we have in our community, informed by our Advisory Committee and Biennial Needs Assessment. The total request sought to maximize impact and align with local priorities—particularly in prevention, where we receive approximately 20,000 requests for assistance annually.

Though not perfectly proportional, the adjustments from the original application to the budget and corresponding household projections were made to a level that allows these projects to operate at full capacity, maintain high-quality services, and ensure proper oversight in line with the award amount. These adjustments also align with the original base funding priorities for each intervention, as established in partnership with the Advisory Committee.

Ramsey County Projects by Intervention

Street Outreach

Our **Street Outreach** subgrantee is:

1. Lutheran Social Services – *StreetWorks Collaborative*

The FHPAP-supported Street Outreach project engages unsheltered youth—especially those from marginalized communities, pregnant/parenting, and other at-risk youth—by building trust, meeting immediate needs, and connecting them to housing, health, and emergency services. Using trauma-informed and culturally responsive approaches, Outreach Workers (OWs) screen for exploitation, provide education, and link youth to tailored resources that promote safety, stability, and long-term housing.

OWs approach youth where they congregate, including downtown St. Paul, transit centers, schools, recreation centers, libraries, and malls. Youth who are experiencing homelessness work extremely hard to keep that status hidden, so any youth who are willing to engage with an OW can begin to get connected to any assistance an OW can provide for that youth's individual situation. OWs are skilled assessors who can build rapport with youth and identify youth in need. Youth can self-refer by approaching a StreetWorks OW on the street, emailing or calling the StreetWorks office, interacting with social media accounts, or contacting an OW through YSNMN.org. Information about StreetWorks and how to contact them is provided via info cards and fliers at local businesses and drop-in centers, via social media, through school social workers, and through Youth Service Network providers. OWs also receive referrals from a wide array of community partners with whom StreetWorks has fostered collaborative relationships over the years.

OWs provide:

- Low-barrier, non-transactional, relationship-focused, street and site-based youth outreach
- Basic needs items, including snacks, safer sex kits, nasal naloxone, hygiene items, bus tokens, gift cards, socks and underwear, tents, tarps, backpacks, first aid kits, etc
- Rental deposit funds
- Connection to coordinated entry assessments and referrals
- Connections to culturally specific services and supports
- Warm handoff referrals for a variety of youth services, including health services and employment/education programs
- Access/referrals to safe, appropriate, and stable shelter/housing

Rapid Rehousing

The FHPAP-supported Rapid Rehousing projects provide time-limited financial assistance and case management for up to 24 months to help youth and families quickly transition from homelessness to stable housing. By offering flexible financial support along with individualized case management, these projects help residents overcome immediate barriers to housing stability and progressively works with them to build longer-term, positive outcomes. These strategies, collectively, aim to reduce homelessness in Ramsey County by addressing both the immediate crisis and long-term stability needs of residents, with a focus on *Housing First* principles and leveraging community resources to provide comprehensive support that caters to both families and youth, with a focus placed on Black/African American households.

Our **Rapid Rehousing subgrantees** include:

1. Amherst Wilder Foundation – Wilder ROOF Project
2. Face to Face

Wilder ROOF Project - Families

Wilder's ROOF Rapid Rehousing Program is a scattered-site supportive housing initiative designed to assist families facing homelessness. Participants are referred through Coordinated Entry, and receive up to 24 months of case management services and rental assistance, with ongoing subsidies funded by a HUD contract after they are stably housed through FHPAP.

The program emphasizes housing stability beyond paying rent through a strengths-based orientation, addressing barriers like employment, education, mental health, and community connections. ROOF staff work closely with families to locate safe, affordable housing and help them overcome long-term challenges. Wilder's Whole Family approach ensures that families are supported across all needs, including access to public benefits, mental health services, and community resources.

Face to Face – Single Youth

Face to Face's project provides critical support for unaccompanied BIPOC youth for up to 24 months by offering first month rent and deposit to get clients into housing and then pays 70% of their rent for the first year. F2F then begins stepping down the portion of the rent while supporting the youth to take over a larger portion. The project builds in flexibility to support youth during the step-down process if they face hardships where they can't cover their portion. Youth receive comprehensive case management, with personalized assistance in accessing vital community services, including public benefits, GED tutoring, mental health care, and life skills development. Face to Face emphasizes culturally specific partnerships, LGBTQ+ inclusivity, and linguistic competency, ensuring services resonate with the diverse backgrounds of participants. With a focus on long-term housing

stability, staff in this area will provide ongoing support, including safety planning, budget management, and advocacy.

Coordinated Entry

Our **Coordinated Entry subgrantee** is:

1. Catholic Charities – Coordinated Access to Housing and Shelter (CAHS)

CAHS provides crucial housing referral services to families with dependent children experiencing homelessness in Ramsey County, including parenting youth (18-24), veterans, and those fleeing domestic violence. The program streamlines access to housing resources through referrals from the Ramsey County Family Shelter Team or the United Way 211 hotline. CAHS manages the Ramsey County Housing Priority List, connecting families to supportive housing and offering shelter-to-housing navigation services. The program's collaborative approach with housing navigators and providers accelerates housing placements, reducing service gaps and strengthening the county's homeless response system.

Prevention

As funding permits, eligible households may receive supportive services and financial assistance to help maintain housing stability. Financial support may include rent, deposit, utility, or sanitation services. While it was initially intended to offer mortgage assistance, we determined that funding is more urgently needed for other eligible expenses; therefore, mortgage assistance will not be administered. The Ramsey County webpage www.ramseycounty.us/homeaid will remain updated to help direct residents to prevention resources and Ramsey County aims continue the 'No Wrong Door' approach efforts to assist residents through the assessment and application process.

In collaboration with other agencies, subgrantees are encouraged to leverage additional financial resources—such as County Emergency Assistance, Emergency General Assistance, the Community Sharing Fund, and Local Affordable Housing Aid—by braiding funds wherever possible to resolve financial emergencies. Beyond addressing financial crises, subgrantees provide coaching and will connect households with critical resources, including financial literacy programs, employment and training opportunities, health services, and other basic needs, many of which are available and deeply embedded within their agencies.

In consultation with the FHPAP Advisory Committee and in recognition of funding limitations, Ramsey County will prioritize financial assistance of up to \$1,500 per household for eligible households who:

- Have not received FHPAP assistance in the past 12 months;
- Are at risk of eviction (e.g., with a Notice of Intent to Evict or Eviction Summons);
- Have received a utility disconnection notice; or
- Are currently experiencing homelessness.

Exceptions to these criteria may be made on a case-by-case basis.

Per Chapter 3.03 of the FHPAP Program Guide, the Minnesota Prevention Assessment Tool (MPAT) will be used for households at imminent risk of homelessness who request rental assistance. In consultation with the Advisory Committee, households may receive one additional point if they reside in zip codes of high poverty including 55104, 55106, 55117, 55119. The MPAT will not be required for utility, deposit, or sanitation assistance. In these cases, subgrantees may rely on partner referrals, direct applications, and documentation of emergency needs (e.g., self-attestation or proof of a shelter stay).

The goal is to avoid placing undue burden on households while ensuring case notes clearly document the need for assistance.

Our **Prevention subgrantees** include:

1. American Indian Family Center - Thinica Owichakiyapi Thipi (Helping the Homeless Build)
2. Catholic Charities – Family Shelter Diversion project
3. Minnesota Community Care – HouseCalls
4. Neighborhood House
5. Solid Ground – Home2Stay

Our key prevention initiatives include:

1. **Housing Court Collaborative** – Through the Housing Court Collaborative, residents that have been summoned to court for eviction gain access to legal, mediation, and financial clinics on Tuesdays, Wednesdays, and Thursdays. FHPAP-funded projects including Neighborhood House, Minnesota Community Care ('HouseCalls'), and Solid Ground ('Home2Stay') participate in this collaborative and assess households for financial help, often acting as a bridge to other resources like county-administered Emergency Assistance. The financial clinic is a critical project, a last possible resource for residents to prevent homelessness.
2. **Shelter Diversion** – The Shelter Diversion project through Catholic Charities is a collaboration between the Ramsey County Family Shelter Team and Catholic Charities. Shelter diversion is a strategy designed to help families at imminent risk of homelessness avoid emergency shelters by providing services including family reunification, conflict mediation, landlord mediation, and/or financial assistance. The goal is to resolve the immediate crisis and prevent shelter entry through personalized, creative solutions where residents are empowered to take the lead, choosing future actions based on their safety, interests, and personal goals. Staff in this area serve as non-judgmental sounding boards, trained in active listening and mediation, allowing residents to explore options freely and confidently.
3. **Culturally-specific Services** – The American Indian Family Center (AIFC) offers comprehensive services to American Indian families. Its FHPAP project, Thinica Owichakiyapi Thipi (Helping the Homeless Build), offers financial management and budgeting, tenant education, landlord mediation, employment training, and housing search and placement through a decolonized lens. This approach partners with providing families behavioral health support and family & youth services to promote traditional lifestyles.
4. **Sanitation Services** - Minnesota Community Care (MCC)'s FHPAP program, 'HouseCalls' - a nearly 30-year collaboration with Ramsey County Public Health, focuses on health equity and housing stability. In addition to crisis assistance and partnerships with Housing Court, HouseCalls provides sanitation services to prevent homelessness due to unsanitary or hoarding conditions through highly trained social workers.

Amendment 1:

Summary

The additional one-time funding of \$5,281,093 will expand Ramsey County's existing homelessness prevention and rapid rehousing system over a six-month implementation period by increasing service capacity, strengthening administrative oversight, and leveraging established partnerships and referral pathways. All subgrantees will receive funding through this amendment, with the exception of Wilder (Family Rapid Rehousing) and Lutheran Social

Exhibit B.1

Services (Youth Street Outreach), which declined to participate primarily due to considerations related to the accelerated deployment timeline and project scope.

Ramsey County projects serving an additional 1,012 households through our prevention programming and an additional 18 households through our youth-specific rapid rehousing program. In total, across all projects, our household projections will increase from 3,110 to 4,140.

Additional staffing will be added to both the administrative and supportive services categories to support implementation, oversight, and service delivery. However, the overall percentage of funding allocated to these areas will decrease because the significant increase in direct financial assistance shifts a larger share of the total budget to direct household assistance.

The average direct assistance per household will also increase, allowing providers to budget assistance at levels that more closely reflect current local need. As a result, most households can receive sufficient assistance through a single funding source rather than requiring multiple funding streams in addition to FHPAP to resolve a housing crisis. This approach increases the level of support available to households while reducing administrative complexity, improving coordination, and creating greater efficiencies across projects. Finally, the Advisory Committee approved lifting the prevention funding cap and the 12-month re-access restriction, which had been implemented at the start of the grant period in response to the significant funding reduction. Removing these limitations will allow subgrantees to more rapidly deploy the additional resources and expand assistance to eligible households.

Budget Category Changes	Percent of Funding	FTE
Administration Original	14.3%	2.58
Administration Amended	10.7%	4.29
Supportive Services Original	48.5%	15.53
Supportive Services Amended	27.5%	21.58
Direct Assistance Original	37.2%	
Direct Assistance Amended	62.0%	

Direct Assistance Averages	Prevention	Rapid Rehousing
Average Direct Assistance Original	1,579.00	6,587.45
Average Direct Assistance Additional	3,628.67	12,013.89
Average Direct Assistance Amended	2,778.69	8,090.15

Homelessness Prevention

Prevention resources will be deployed through Ramsey County's existing network of providers and projects. Outreach efforts will include updated public-facing communications to better

direct households to the appropriate providers based on household type, timing, and circumstances. We are working with Advisory members and Ramsey County Communications to support this effort.

To successfully deploy these funds, providers will expand both direct service capacity and administrative infrastructure:

- **American Indian Family Center (AIFC):** Serve 100 additional households by adding 0.75 FTE direct service staff and 0.25 FTE administrative capacity to support program oversight and reporting.
- **Catholic Charities:** Serve 16 additional family diversion households through expanded referral partnerships with Ramsey County's Single Point of Entry, Housing Court Collaborative, and Coordinated Entry. No additional staffing is required.
- **Neighborhood House:** Serve 312 additional households by adding 2.0 FTE direct service staff and 0.40 FTE administrative capacity to provide increased oversight, fiscal management, and reporting. The agency will also build long-term capacity by recruiting and supporting social work interns.
- **Minnesota Community Care (HouseCalls):** Serve 300 additional households by leveraging existing fully funded staffing while adding 0.26 FTE administrative oversight to support increased program management. Services will also expand to assist households facing eviction due to sanitation issues.
- **Solid Ground:** Serve 190 additional family households through the addition of 1.0 FTE direct service staff and 0.25 FTE administrative capacity to support implementation and oversight.
- **Ramsey County Internal Programs:** Serve 94 additional households through existing Family Rapid Stabilization Services and Shelter Entry and Diversion (SHED) programs. The FHPAP Coordinator, supervisory staff, and dedicated HMIS staff will provide program oversight, onboarding, data management, and implementation support to maximize service delivery and ensure accountability.

Across all prevention partners, the additional administrative capacity will strengthen fiscal oversight, contract management, reporting, provider onboarding, HMIS coordination, and quality assurance while allowing frontline staff to focus on direct household assistance.

Rapid Rehousing

Rapid rehousing funding will expand services through Face to Face by serving 18 additional youth households (14 single youth and 4 family youth households). The project will add 0.5 FTE direct service staff and 0.25 FTE administrative capacity to support implementation and oversight.

Exhibit B.1

Ramsey County has waived the Coordinated Entry requirement for these one-time funds to allow assistance to households that already have case management, are employed, and would benefit from a shorter-term rental subsidy but are not prioritized under local Coordinated Entry policy. Households will receive supportive services for six months with a declining rental subsidy of 100% during months 1-2, 75% during months 3-4, and 50% during months 5-6, supporting a successful transition to long-term housing stability.

ACKNOWLEDGMENT OF PROGRAM EXPECTATIONS

Eligibility Criteria: Grantees must follow the state eligibility criteria allowable by the program (see section 3.02 of the [Program Guide](#)). If your program will be utilizing one of the following exceptions, please check the box below and, if not described in the application, provide a response as well.

- ☐ The Grantee will further restrict household income below 200% of federal poverty guidelines to target households with the greatest need.
- ☒ The Grantee will further target their Rapid Rehousing resources toward households prioritized by their Continuum of Care, such as chronically homeless or literally homeless.
- ☐ The Grantee or subgrantees are specializing in serving a specific population, such as youth or families, and are targeting those households. Regardless, the grantee has demonstrated in the application narrative how all households will be served with assistance.
- ☐ The Grantee will assess households for FHPAP eligibility at the same time as assessing the household for Emergency Assistance/Emergency General Assistance (EA/EGA) with a process that does not add undue burden to the household.

Response: Heading Home Ramsey prioritizes chronically homeless households for rapid rehousing.

Monitoring: Regular and ongoing monitoring of client records and financial files. At least annually, the Grantee and its advisory committee will be responsible to monitor each organization providing Program funded activities. Monitoring must include review of client records documenting eligibility and service provision. It should also include review of financial files for eligible expenses, invoicing, and supporting documentation. Results should be shared with the Grantee's advisory committee.

Exhibit B.1

Performance: The Grantee will utilize the HMIS FHPAP Supplemental (036) report to evaluate the performance of the Program and share the results with the Grantee's advisory committee for additional discussion:

- **Measure #1:** The percentage of households receiving assistance who are not yet homeless who do not become homeless (*Prevent*)
- **Measure #2:** The percentage of households who exit to permanent, stable housing, by race, ethnicity, and household type (*Rare*)
- **Measure #3:** The length of time from enrollment to housing placement (*Brief*)
- **Measure #4:** The percentage of households served, indicated by race, ethnicity, and household type, who do not return to homelessness (*One-time*)
- **Measure #5:** Intake demographics of the households served compared to exit demographics by destination (for example, if the program serves 60% of people of color clients, are 60% of FHPAP's positive housing outcomes going to people of color?) (*Equity*)

MHFA may also add strong recommendations or conditions into a Grantee's FHPAP Work Plan as a part of the award process which would be outlined in writing below. If no strong recommendations or conditions are listed, no response is required.

Strong Recommendations or Conditions
Response: