



**FY2019 Continuum of Care  
Supplemental Questionnaire  
New Projects, Renewals, DV Bonus and Permanent Housing Bonus**

Agencies that apply for funds through the CoC Funding Process must complete an application for each program in E-snaps. In addition, agencies must complete this Supplemental Questionnaire for each program.

This form is due on to be decided based on NOFA by e-mail to [hsc@cityofmadison.com](mailto:hsc@cityofmadison.com). If you have questions, please contact Torrie Kopp Mueller, [tkoppmueller@cityofmadison.com](mailto:tkoppmueller@cityofmadison.com) or call 608-266-6254.

- **Agencies with more than one CoC project must submit a separate form for EACH project.**

Name of Agency: Community Action Coalition for South Central Wisconsin, Inc. (CAC)

Name of Project: CAC Rapid Re-Housing - Dane

Proposed Amount: \$245,845

**Please answer the following questions:**

*Project applications will be reviewed based upon adherence to the HUD CoC Program Interim Rule, FY19 CoC NOFA, and FY19 CoC NOFA Policy Priorities, as well as results of the Performance Measure Ranking Criteria.*

1. Describe experience of each grantee (and sub-grantee) for administering this type of HUD-funded program. Please describe experience for all staff involved with this program.

Community Action Coalition (CAC) has a long history of administering various types of HUD-contracted housing assistance programs for low-income and homeless participants in its tri-county service area. In Dane County, CAC operates two scattered site permanent supportive housing programs Home for Good and SHIFT, which were consolidated during the FY2018 CoC Competition. In 2017, CAC launched a permanent supportive housing program for chronically homeless single adults in Waukesha County. Since 2013, CAC has offered a transitional housing program in Jefferson County. CAC also currently operates a Rapid Re-Housing program for veteran families in both Dane and Jefferson counties called Supportive Services for Veteran Families. All programs provide participants with housing navigation services, supportive services, case management, and referrals to mainstream benefits. CAC's permanent supportive housing programs are adequately staffed with a Program Leader and two full-time caseworkers. This staffing pattern will continue in the proposed Rapid Re-Housing project, with the addition of one full-time Housing Locator. This role's responsibilities include, but are not limited to, recruiting landlords, conducting HQS inspections, managing damage mitigation, and becoming an expert on the issues and concerns of the local housing market. With a full-time Housing Locator, the caseworkers will be better equipped to offering high-quality case management and stabilization services.

Dave Hunt, Dane County's federal housing program leader, has been with the organization for 11 years. Hunt supervises four caseworkers and oversees the daily operations of the permanent supportive housing and rapid re-housing programs he manages. Hunt holds two Bachelor of Science degrees in psychology and public

health administration, and a Master of Education with a focus in Counseling. Hunt has attended the Rapid Re-Housing Institute's national conference since 2016 and is a proud advocate for these strategies.

Kim Jones is a housing caseworker supporting the permanent supportive housing program alongside caseworker Betty Kuhlman. Jones holds a Bachelor of Arts in sociology with over 10 years of experience in human services. She previously worked in shelter services at the Salvation Army and at Porchlight as a Case Manager and Workplace Operations Manager. Kuhlman is a housing caseworker with over 15 years of human services experience. Kuhlman started her career working with women and children as a case manager in a correctional setting while pursuing a degree in human services. She previously worked in Tellurian's Transitional Housing Program, eventually becoming a case manager in the state's Community Options and Community Integration programs managing cases for 30 high-needs clients. After obtaining a bachelor's degree in Social Work, she accepted a position as the Shelter Overnight Worker at the Men's Drop-In Shelter at Porchlight. She has also worked in the Safe Haven program and served as an Assistant Program Coordinator to the DIGS program.

2. Out of total program budget, including leveraged funds, what percentage are HUD funds? Please provide a breakdown of funding sources and amounts for this program. (Not scored, for information only)

HUD funds (\$245,845) + CSBG match (\$61,461) = \$307,306 total funding

3. Please describe how your project takes proactive steps to minimize or overcome barriers to housing retention. For Coordinated Entry, please describe how your project takes proactive steps to minimize barriers to access of the Coordinated Entry System.

As with CAC's current permanent supportive and rapid re-housing programs, CAC utilizes the *Housing First* approach to reduce financial and other barriers to housing. The proposed Rapid Re-Housing project will take a comprehensive approach to assisting homeless participants in securing and maintaining permanent housing. To begin this process, new participants are identified and contacted through the CoC's Coordinated Entry system. Caseworkers will conduct needs assessments for case management and financial assistance and use Progressive Engagement, an evidence-based strategy that both meets participants' needs and conserves program resources. This approach is endorsed by the National Alliance to End Homelessness (NAEH) as a best practice for Rapid Re-Housing programs. In addition to program resources, other resources, like natural supports, community resources and participant resources, will be utilized to achieve self-sustaining housing. Based on the assessment results, CAC will provide a declining subsidy, offering up to 6 months of rental subsidies up to 67% FMR, as-needed utility payments, security deposits, and moving costs. This approach is also a recommended practice by the NAEH. Caseworkers will ensure that enrolled households are financially stable or have access to ongoing services if constrained. The caseworkers will also complete a budget with each household, a goal plan, and an exit plan that supports housing retention. CAC caseworkers will remain engaged with program graduates with brief check-ins at 1 month, and 2-12 months post-exit. If any issues or concerns arise that threaten housing retention, information and referral services will be provided to re-stabilize participants' housing.

4. In your last operating year: N/A for New Projects

5. If a participant exits to a non-permanent destination does your agency have the capacity to provide ongoing support services? If so, for how long? Please describe the scope of services provided (Not scored, for information only)

Community Action Coalition (CAC) intends to offer the support of its county and privately-funded case management and housing stability services, although referrals to any services are dependent on the participant's unique needs. For example, DCDHS Case Management & Housing Stability, affiliated with Dane County's Joining Forces for Families (JFF) support network, is a case management program designed to provide short and long-term housing stabilization services, coaching, mediation, and financial assistance to eligible participants. In addition to community referrals, CAC will help participants using its food security, clothing, transportation assistance, and other services to ensure their basic needs are met.

6. What is the status of the program's written standards checklist submission? Check one box below.

The program has submitted the applicable written standards checklists to CoC Coordinator. All sections were answered with yes or N/A.

The program has submitted the applicable written standards checklists to CoC Coordinator. One or more questions were answered with no. Specify the section: \_\_\_\_\_

The program receives EHH or CoC funds but has not submitted the checklists to CoC Coordinator. They are submitted with this application.

The program is currently operating but not receiving EHH or CoC funds. Applicable checklists are submitted with this application.

The proposed program is new and currently not operating. Applicable checklists were filled out based on the agency's plan for compliance and are submitted with this application.

7. **New Projects and those operating less than one fiscal year only.** Please provide a data narrative on what your project has accomplished thus far or what you hope the project will accomplish once in operation. Data points to include are those found on the performance spreadsheet and include: expenditure of funds, data quality, cost per exit, utilization rate, increase in participant income, successful exits, and returns to homelessness. ([https://docs.google.com/spreadsheets/d/1uYsK2uru\\_gqf085cjfmuK\\_6RTipc5x0OU5xDv3I9tZc/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1uYsK2uru_gqf085cjfmuK_6RTipc5x0OU5xDv3I9tZc/edit?usp=sharing))

The CAC Rapid Re-Housing Dane is modeled after the National Alliance to End Homelessness's (NEAH) Rapid Re-Housing (RRH) Toolkit, which is intended to help current and potential providers design and operate effective RRH programs that are successful in ending homelessness. The program utilizes three core components outlined in the NAEH model: Housing Identification, Rent and Move-In Assistance, and Case Management and Services. The program will apply a progressive approach to direct assistance, which according to the Toolkit, allows the program to "adjust to each household's unique strengths, needs, and resources, especially as their financial circumstances or housing costs change."

The program proposes to serve a minimum of 24 households throughout the fiscal year. However, CAC intends to serve more than 24 households using a progressive engagement approach, which is proven to quickly house more people impacted by homelessness. All participants will be sourced from the Coordinated Entry priority list, with an emphasis on individuals with fewer community supports. CAC anticipates selecting 24 households at program start for a 100% utilization rate. As households are exited from the program, new households will be invited to enroll. This equates to a minimum of two households exited per month. With the potential to serve more households, the utilization rate would increase beyond 100%.

The program structure, which uses a declining scale for rental subsidies over a 6-month period as well as limited assistance with utilities, moving costs and security deposits, make this program more cost effective than permanent supportive housing because financial assistance is awarded to households with the greatest needs. CAC will also rely on wrap-around resources at the community, state, and federal level to supplement program and participant resources, which is a more efficient use of funding. CAC anticipates cost effectiveness in the project's first operating year to be high, like any start-up program. However, costs will gradually decrease each year that the proposed number of households exit with 70% housing retention. The table below tracks the proposed project's cost effectiveness across five operating years.

<b>Operating Year</b>	<b>Cost Effectiveness = ((Total Budget / (Exits to PH + Retention of PH))</b>
1	\$7,532
2	\$5,335
3	\$4,130
4	\$3,369
5	\$2,845

To ensure successful exits from the program, one of CAC's top performance goals is to increase participants' income by 10%. Increased income through connections to employment and mainstream benefits in addition to participant benefits both increases cost effectiveness and reduces returns to homelessness. CAC has partnered with the Employment and Training Association (EATA) to provide job search assistance for participants who meet EATA's income eligibility requirement of 250% of the federal poverty level. EATA also holds the Workforce Innovation and Opportunities Act contract in Dane County; they administer the local WorkSmart program operating through the Dane County Job Center in conjunction with Madison Area Technical College. These programs will provide participants with a pathway to vocational job training. By maximizing all types of support such as job search and work readiness programs, CAC Rapid Re-Housing Dane will teach participants to stabilize future housing; this allows them to make informed decisions about their finances and become more self-sufficient after exit.

Throughout all of CAC's programs, CAC is committed to quality data management, entering timely and accurate participant data into the Homeless Management Information System (HMIS) and submitting any programmatic and financial reports as required. CAC also uses an in-house customer relationship management database to track participant demographics, household composition, income, and case management activities. Data quality reports for all HUD-funded projects are completed multiple times per month. Data errors are corrected in accordance with CoC Program data standards.

8. Is your agency actively participating in the Homeless Services Consortium (HSC)? List names of staff who participates in HSC Committees or Work Groups below.

Committee Name	Staff Name
Community Plan to Prevent and End Homelessness Oversight Committee	
CORE Committee	David Vobora, Riley Hays
Education and Advocacy Committee	
Point-In-Time Committee	David Vobora
Nominating & Governance Committee	
Committee to End Youth Homelessness	
Shelter Providers Committee	
HSC General Membership Meetings	Betty Kuhlman, Kim Jones, Riley Hays, Dave Hunt, Melissa Molina, Nicole Van Abel, Dani Crutcher
HSC Board of Directors	
Built for Zero	Dave Hunt
Outreach Providers Group	
Family Placement Group	
Housing and Health (H2)	

**Alignment with Housing First Principles (N/A for Coordinated Entry)**

- 1) Please attach your agency and/or project written policies or procedures that **clearly demonstrate participants are NOT SCREENED OUT based on the following criteria**, and indicate the document and page number where the panel can find each provision.

**Please Note:** if a policy or procedure applies to all CoC-funded projects or agency-wide, you may submit one copy per agency. If you have different policies or procedures for different projects or project types, submit one copy of each relevant policy and specify to which project or projects each one applies.

	<b>Name of Document/File</b>	<b>Page Number</b>	<b>Name of Project(s) (or "All Projects")</b>
Having too little or no income	Supportive Housing Programs Policies & Procedures Manual	pp. 16-18	CAC SHP, THP, WISH
Active, or history of, substance use or a substance use disorder	Supportive Housing Programs Policies & Procedures Manual	pp. 16-18	CAC SHP, THP, WISH
Having a criminal record *	Supportive Housing Programs Policies & Procedures Manual	pp. 16-18	CAC SHP, THP, WISH
History of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement)	Supportive Housing Programs Policies & Procedures Manual	pp. 16-18	CAC SHP, THP, WISH

\*1A) Please note if there are specific criminal records the program denies for, what they are and the reason for denial.

- 2) Please attach your agency and/or project written policies or procedures that **clearly demonstrate participants are NOT TERMINATED from the program for the following reasons**, and indicate the document and page number where the panel can find each provision.

**Please Note:** if a policy or procedure applies to all CoC-funded projects or agency-wide, you may submit one copy per agency. If you have different policies or procedures for different projects or project types, submit one copy of each relevant policy and specify which project or projects each one applies to.

	<b>Name of Document/File</b>	<b>Page Number</b>	<b>Name of Project(s) (or "All Projects")</b>
Failure to participate in supportive services	Supportive Housing Programs Policies & Procedures Manual	32	All Projects
Failure to make progress on a service plan	Supportive Housing Programs Policies & Procedures Manual	32	All Projects
Loss of income or failure to improve income	Supportive Housing Programs Policies & Procedures Manual	32	All Projects
Being a victim of domestic violence	Supportive Housing Programs Policies & Procedures Manual	32	All Projects

## Policy for Funding Consideration

To be eligible for funding consideration, Project Applicants must meet the following criteria:

### All Project Sponsors

- Must meet all HUD eligibility criteria
- Must meet all pre-application deadlines set by the CoC.
- Must have met all program requirements for most recent program year to be eligible for application.
- Must be a 501(c)3, 501 (c)4, PHA or local government
- Must possess legal authority to apply for and receive funds and carry out activities authorized by the CoC Program.
- Must provide supplementary match funds required by HUD.
- Must participate fully in the Dane County CoC process to coordinate and integrate with other mainstream programs for which homeless populations may be eligible.
- Must assume responsibility for preparing an accurate and complete application for submission to HUD that meets all federal rules and regulations.
- Must be in compliance with all local, state, and federal civil rights laws and Executive Orders as well as all standards outlined in the U.S. Department of Housing and Urban Development CoC NOFA.
- All project applicants must meet any HUD certification requirements as outlined in the 2019 CoC NOFA.
- Project applicants for new projects will be required to enter data into the HMSI system, with the exception of Domestic Violence programs that are exempted by the Violence Against Women Act.

Signature: David Vobora Date: 8/24/2019

Contact Person: David Vobora

E-mail Address: [dvobora@cacscw.org](mailto:dvobora@cacscw.org)

Phone Number: (608) 246-4730 x213

