



**FY2023 Continuum of Care
New Project Application – Supplemental Questions**

Agencies that apply for funds through the CoC Funding Process must complete an application for each program in E-snaps by September 11, 2023 at Noon. Agencies may choose to complete the alternative word document application, New Project Application (E-snaps), for the due date of **Tuesday, August 29, 2023 at Noon**. In addition, agencies must complete this New Project Application –Supplemental Questions for each program.

This form is due on **Tuesday, August 29, 2023 at NOON** by e-mail to hsc@cityofmadison.com. **Late or incomplete applications will not be considered. Please do not wait until the deadline to submit the application. No grace period will be granted.** If you have questions, please contact Torrie Kopp Mueller, tkoppmueller@cityofmadison.com or call 608-266-6254.

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

Agency Name	The Salvation Army of Dane County
Project Name	Hearts of Hope Rapid Rehousing Program
Project Type	<input type="checkbox"/> Permanent Supportive Housing (PSH) <input checked="" type="checkbox"/> Rapid Rehousing (RRH) <input type="checkbox"/> Joint Transitional Housing – Rapid Rehousing (TH-RRH)

Project Contact Name	Melissa Sorensen
Phone Number	(608)250-2237
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Funding Request	\$228,724
Proposed # of Units	12
Proposed # of Beds	14
DV Bonus Project – Yes or No?	Yes

Threshold Criteria

Does the agency have any outstanding HUD monitoring findings? If yes, please provide explanation.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the project comply with the CoC Interim Rule 24 CFR 578 ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the agency have a SAM.gov registration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the agency have an active Unique Entity ID (formerly DUNS Number)?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the agency have any delinquent federal debt? If yes, please provide explanation.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the agency under debarment or suspension from doing business with the Federal Government and/or on the Federal do not pay list? If yes, please provide explanation.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the agency currently enter data into the Homeless Management Information System (HMIS) or comparable database for Domestic Violence providers? If no, please explain how the agency plans to become an HMIS agency by the project start date in the narrative below.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the agency commit to participating in system-wide continuous quality improvement activities?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the agency agree to participate in the Coordinated Entry System and follow Coordinated Entry policies and procedures ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the agency agree to follow the Dane CoC Written Standards ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Please answer the following questions:

Project applications will be reviewed based upon adherence to the HUD CoC Program Interim Rule and FY23 CoC NOFA.

- 1. Please describe how your project takes proactive steps to minimize or overcome barriers to housing retention.**

The Salvation Army is proposing to start the Hearts of Hope (H&H) Rapid Rehousing program using the DV bonus funds. The program will utilize the housing first model, providing survivor driven, trauma informed advocacy and housing assistance to assist survivors of domestic violence, sexual assault, dating violence or stalking to obtain and maintain permanent housing.

The Alexander Company is a partner management company operating The Shield Apartments. The Shield Apartments is a new construction consisting of one 3-story building, containing 44 units: 16 studio/one bath and 28 one bedroom/one bath apartments. The Salvation Army will designate thirty-three of the units as supportive units. The units will include 22 units for survivors of domestic violence. The remaining 11 units will be available to applicants with income of 60% AMI or less. All of these units are privately funded and would not be using federal dollars.

The Salvation Army and The Alexander Company have come together to decrease the tenant screening criteria that is usually used when landlords screen applications in our community. By doing so, we will be able to rapidly rehouse participants and connect them to housing stabilization and other wrap around services once they are in their housing.

This partnership with The Alexander Company and the new build of The Shield apartments will provide the Hearts of Hope Rapid Rehousing program with pre-identified units that will be presented as an option for participants that are enrolled in the program. If The Shield apartment units are not available or desired by the individuals in the program than community-based housing will be located.

The H&H program will operate with intensive in-home case management services focused on housing retention. The goal of case management in Rapid Re-Housing is to ensure participants rapidly secure and maintain housing through progressive, tiered individual case management activities. Case Managers will meet as often as once per week during the housing search period to ensure a rapid transition to permanent housing and at least once per month once housed to provide a range of supports, referrals and follow up as needed. The proposed case manager/participant ratio is 1:15 and each program intake and house-stability plan is completed within 24-48 hours of program entry.

The housing case manager will be housed on site at the women's shelter as well as the Shield Apartment complex to meet with participants weekly to assist in finding and maintaining permanent housing. Case managers also have access to company vehicles to ensure staff can meet each participant where they are at if travel is a barrier for them.

Case Managers provide housing focused case management services to help reduce the amount of time participants spend homeless during their housing search. The case managers conduct needs assessment to help identify housing options while connecting participants to services and resources. Supportive services are offered and are tailored to each individual situation. These services provide trauma-informed, person-centered case management services to individuals who are experiencing homelessness with the goal of helping achieve stable housing solutions quickly and efficiently.

Case Managers maintain a working knowledge of available community resources to refer most successfully, coordinate, and partner to eliminate a host of housing related

barriers. Our team of case managers strive to provide strengths based, non-judgmental, solution-focused, and housing-focused case management that is catered to the needs of each individual family. All of these services play a part in housing retention for participants served in this program.

Case Managers can help participants:

- Identify and select permanent housing options based on their unique needs, preferences, and financial resources.
 - Assist in writing advocacy letters to landlords about identified housing barriers
 - Collect references for landlords
 - Completing a housing history
 - Practice and role play interactions with landlords
 - Ensuring participants have access to a computer or has help filling out applications on a computer
 - Help obtain access to transportation needed to complete the housing search
 - Work with the household to complete and appeal denials for housing
 - Referrals for mental health, AODA or other individually identified services
 - Help gain access to medical care
 - Connect to legal services
 - Connection to resources related to benefits, employment, and community-based services
 - Connect with support networks to increase housing stability
- 2. Describe your agency's overall quality improvement efforts. Please include how you solicit and incorporate feedback from program participants.**

Paying attention to what participants need and want is a crucial element in creating and maintain quality services. There may be social or cultural changes within the population that we are working with, changes in community guidelines, or other factors that effect the program. Being able to identify and react to these through participant feedback keeps our current rapid rehousing programs effective and tailored towards the participants needs.

Client satisfaction surveys in current programs are sent out to participants twice a year and client input is incorporated into the program. All information collected in the surveys is shared with our team and positive/negative trends in the reports are noted. Stats and data outcomes are monitored monthly, and changes are made to case management and services as needed.

Client satisfaction surveys are usually administered in one of four ways:

1. Written (mailed out surveys, or provided during a case management meeting)
2. Face to face (feedback provided to a supervisor of the program)
3. Phone (feedback provided to a supervisor or case manager in that program)
4. Online (link sent out to those with internet access)

- 3. CoC-funded projects are required to comply with the Dane County Written Standards. Describe how the agency plans on ensuring compliance with the Written Standards including plans for internal review and monitoring of project policies and practices.**

Hearts of Hope will comply with our communities' written standards. The Salvation Army has been an active member of the HSC for years and have been operating a HUD funding rapid rehousing program for 8 years without written standards findings. The Salvation Army management staff use the written standards checklists to monitor the program and ensure that we are operating within the written standards guidelines. An internal audit using the checklists are conducted twice a year and a Divisional audit is conducted once/year by our Headquarters. All internal audits include monitoring of client records and files as well as program policies and procedures.

The written standards provide staff with written documentation of program and community expectations as well as reminder of community led best practices. All staff operating in programs that follow written standards are trained in those standards.

- 4. All projects, including non-housing projects, must operate with the Housing First approach as described in the CoC Written Standards general requirements. Describe how the Housing First approach will be applied to the proposed project. Include aspects of project policies and staff training that can support the Housing First approach such as trauma-informed care and harm reduction.**

The Hearts of Hope program will strive to provide the housing first model in every aspect of our operations. Everyone will be served with no barriers to being "approved" for the program and will not screen individuals based on their sobriety/use of substances, or completion of treatment for participation in the program. Individuals are also not excluded based on lack of "housing readiness" or any other barrier to housing. The connection with The Shield apartments will be an option for program participants, but housing in that location will be a choice.

Housing services are voluntary but encouraged and targeted to assist participants in accessing permanent housing options as quickly as possible. We operate with low barriers to entry to make it accessible for participants to enter and access those provided supports as quickly as possible.

Homelessness should be rare, brief and non-recurring and with the correct services in place, we can continue to decrease length of homelessness and increase destinations to permanent housing as well as housing retention. The Hearts of Hope Rapid Re-Housing program will focus on three housing first related goals.

- 1. Reduce the amount of time households spend literally homeless. Our internal goal is to assist households in locating and securing permanent housing within 30 days from program entry. Staff continually work to build relationships and negotiate with community landlords and our partner landlord to secure additional housing units for households.**

2. Stably exit households to permanent housing. Exits occur after support through housing placement, financial assistance, intensive in-home case management services and discharge processes are completed. Our internal goal is that 85% of households will exit into permanent housing after program support ends.
3. Reduce the number of households returning to homelessness after program exit. Case management, rental assistance and securing appropriate housing options for each household contribute to the success of this goal.

Each of the above goals are monitored by weekly staff supervision, case consultations, surveys and monthly stats monitoring and reporting.

The importance of staff training, and support should also not be overstated; it is critical to not shortchange this process. The Salvation Army provides orientation and training to all staff and volunteers to practice the Housing First Model, establishing ongoing training needs, and provide a regular schedule for ongoing training.

We recognize that over time services, service delivery, and case management techniques can change and even the most experienced staff member can always benefit from new training opportunities to enhance our agency and the services we provide. The Salvation Army makes use of existing literature, updated studies from HUD, lived experience guidance and new training opportunities to make sure staff are appropriately trained. Existing staff have been trained in trauma informed care, crisis de-escalation, motivational interviewing, active listening, cultural competency, etc as part of their holistic Salvation Army staff training. Annually staff complete cultural competency, housing first, and crisis intervention training, in addition to others. This enhances and improves staff's ability to understand, communicate with and effectively interact with people experiencing a multitude of things across cultures and diverse backgrounds.

5. **Describe key partnerships your agency has established that will help with implementation of this project.**

The Salvation Army of Dane County recognizes the importance of community engagement and partnership in providing essential services to individuals and households experiencing homelessness. The Salvation Army understands that the solution to homelessness in Dane County needs to be a collaborative, community effort that relies on the input of all stakeholders and service participants.

The Hearts of Hope Rapid Rehousing program will partner directly with agencies supporting survivors of Domestic Violence in our community. DAIS and UNIDOS will be part of the referrals and able to provide continued support to participants in their housing search and retention along with TSA housing staff.

As stated previously, The Salvation Army also created a strong relationship with The Alexander Company who will provide property management services at The Shield

apartments allowing for a smooth flow into housing when that housing is desired by the program participant.

Currently, The Salvation Army has experience in successfully partnering on a multitude of programs. Below are those partnerships.

- The Salvation Army and The Road Home partner on a HUD Rapid Rehousing program called RISE. The Salvation Army coordinates the HUD funded RISE program. The Salvation Army provides the rental assistance with one full time case manager, and The Road Home has a case manager on site.
- TSA, YWCA, The Road Home, United Way partner on a Rapid Rehousing program called Rapid Rehousing. The YWCA coordinates this program. The Salvation Army has a case manager on site. There are monthly collaborative meetings.
- TSA, Institute of Community Alliances, partner in Coordinated Entry. This HUD funded program is coordinated by Institute of Community Alliances. The Salvation Army has a staff member who facilitates services for the family households and single women experiencing homelessness.
- Nurse Disrupted- This is a newer collaboration (2020). Nurses Disrupted provides daily access to medical screens to all guests utilizing the shelter and staff.

This interagency collaboration allows The Salvation Army to not only expand the number of households served but also expands community collaboration and capacity. The Salvation Army is also an active part of the Homeless Services Consortium and provides representation at multiple committees which provides opportunity for all homeless service providers in Madison to bring transparency to current services, share resources, assess for gaps in service, and provides space for feedback from service participants and other providers.

6. What percentage of staff members identify as Black, Indigenous or a Person of Color?

46% of staff members identify as Black, Indigenous or a Person of Color.

7. How does this program work against systematic racism and other structures of oppression?

The Salvation Army recognizes that systemic racism attempts to disqualify the most vulnerable members of our community, especially the BIPOC community by requiring “minimum standards” to be eligible for housing. The Hearts of Hope program will operate from a Housing First model that dictates everyone has a basic human right to safe housing regardless of demographic, socioeconomic status, criminal background, or current health state. Other barriers that more often influence homelessness for people of color include lack of economic capital within social networks, unavailability of safe and affordable housing options, high rates of traumatic stress, mental health and substance use and multi-generational involvement in child welfare and foster care systems often prior to or during homelessness.

TSA works to eliminate many barriers by being barrier free at entry, having no income requirement, employment, treatment, etc is not required to enter the program. Staff also utilize harm reduction strategies to work with households to maximize safety and maintain their housing.

In Dane County, and across many communities, it is known that people of color are much more likely to experiencing homelessness than their white neighbors, and at rates that are disproportionate to the makeup of the general population. The Hearts of Hope program will make sure to integrate people of color with lived experience of homelessness in program and policy decisions. We know that there is an intersection between domestic violence, sexual violence, racism and homelessness and that women of color are more likely to experience domestic and sexual violence. Data taken from The Salvation Army's Women's Shelter shows that in 2022, 184 individuals reported experiencing domestic violence in their past and 82 of those individuals identified as a person of color.

To effectively work with the diverse population in Dane County, case managers are trained to identify how systemic racism and oppression impact client's lives and reflect on how they may be perpetuating that cycle. Case Managers are trained in cultural humility to develop trusting relationships with households enrolled in programs and identify needs as expressed by clients to connect to culturally appropriate resources. TSA believes that strategies to address homelessness and work against systematic racism and other structures of oppression must include programmatic and systems level changes and must begin seriously to address homelessness prevention. It is not enough to move people of color out of homelessness if the systems and programs are simply setting people up for a revolving door of substandard housing and housing instability.

8. How will this program and its practices be culturally responsive to the population(s) who participate?

The Salvation Army of Dane County, in partnership with our Divisional and Territorial leadership, will continue undergoing a series of strategic planning sessions to address practical measures to maximize our racial equity work both internally and in the greater Dane County community.

We believe that we have a vital role to use our work as a key ingredient in creating equitable paths forward for our clients of color, many of whom have to navigate the complexities of systems that continue to have barriers to access due to the continued effects of the pandemic, systemic racism and discrimination. The Salvation Army of Dane County's programs are designed to tear down the norms of racializing poverty and disadvantage, giving our clients the dignity, respect, and tools, they need to achieve permanent housing, financial stability, and dynamic self-growth.

The Salvation Army strives to continue to make sure all of our programs are culturally relevant and promote racial equality. Staff will continue to attend trainings of self-awareness. Promoting equity and diversity in any program begins with self-awareness.

Staff must recognize how the intersections of race, ethnicity, gender, sexual orientation, religion, socio-economic status, and being able-bodied impact us individually. To understand how our identification within a particular group gives us privilege in certain spaces and we must be open to actively listen to marginalized groups who experience life differently because of their social groupings. We must acknowledge our personal biases and seek to understand people with different experiences.

Another way to make sure our programs are culturally relevant are to purposefully plan paperwork and program guidelines. We will continue to examine our program standards and all paperwork through a racial equity lens.

9. What barriers does your project have for participation by Black, Indigenous and Persons of Color (e.g. lack of outreach)? What steps has your agency taken or will take to eliminate the identified barriers?

Our staff recognize that many people face barriers to reporting domestic violence and accessing services. It is our intent to provide a welcoming, non-biased, trauma informed environment for healing and rapidly rehouse to survivors of violence. The Rape, Abuse & Incest National Network (RAINN) reports that 27% of transgender, gender non-conforming, and/or genderqueer individuals have experienced sexual assault. RAINN also reports that Native American womxn are likely to experience assault at 2x the rate of other womxn. And nationally, 45% of Black womxn have experienced sexual violence. We must understand and acknowledge the impact and implications of this information, and how it impacts these individuals and communities.

The biggest barrier to the program is going to be the act of reporting and sharing past domestic violence experiences as that is the targeted population. It is our hope that with the interagency connections with UNIDOS and DAIS that we will be able to provide wrap around services and support folks in sharing what they choose to share upon program entry. With the connection to DAIS and UNIDOS we will be able to offer continued support from agencies that work within domestic violence, sexual assault, and/or dating violence and offer ongoing training to all program staff so that there is a constant understanding of the effects of trauma and intimate partner violence, especially in the BIPOC community.

TSA also believes it is important to increase community involvement. The families and women who utilize the programs have a wealth of knowledge to share about themselves and their experiences. We will seek feedback and invite the participants to share their experiences if they want too to continue to improve all services.

10. FOR RRH Projects – Please describe the method the project uses for providing rental assistance (progressive engagement, flat fee for all participants, tiered payments, etc) and the rationale for this approach.

H&H will use a progressive engagement model with a declining subsidy.

11. **For PSH Projects** – Please describe any resources, formal partnerships or best practices the project has to serve participants with the most severe needs.

12. **How did you hear about the CoC funding opportunity? (INFO ONLY)**

HSC email

BONUS POINTS

PSH and RRH projects that leverage housing and healthcare resources are eligible for up to 20 bonus points. For housing leverage, please attach a letter of commitment, contract, or other formal documents that demonstrate the number of subsidies being provided or units being provided to support this project. For healthcare leverage, please attach a written commitment that includes the value of the commitment and dates the healthcare resources will be provided.

Information for Bonus points, from p. 103-104 of the NOFO

Leveraging Housing Resources: CoCs will receive full points by demonstrating that they have applied for at least one PSH or RRH project that utilizes housing subsidies or subsidized housing units not funded through the CoC or ESG programs. The CoC must demonstrate that these housing units will:

-in the case of PSH, provide at least 25% of the units included in the project

-in the case of RRH, serve at least 25% of the program participants anticipated to be served by the project

Housing leverage can come from the following sources: private organizations, state or local government (including through the use of HOME funding provided through the American Rescue Plan), Public Housing Agencies (including through the use of a set aside or limited preference), faith-based organizations or federal programs other than the CoC or ESG programs.

Leveraging Healthcare Resources: CoCs must demonstrate through a written commitment from a healthcare organization that:

-in the case of a substance use disorder treatment or recovery provider, it will provide access to treatment or recovery services for all program participants who qualify and choose those services; or

-the value of assistance being provided is at least an amount that is equivalent to 25% of the funding being requested for the project, which will be covered by the healthcare organization.

Sources of healthcare resources include: direct contributions from a public or private health insurance provider to the project (e.g. Medicaid) and provision of health care services by a private or public organization (e.g., Ryan White funded organization) tailored to the program participants of the projects.