



**FY2023 Continuum of Care
Renewal Project Application**

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 Renewal Project Application 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 Road Home Dane County
Project Name	Foundations
Project Type	<input checked="" type="checkbox"/> Permanent Supportive Housing (PSH) <input type="checkbox"/> Rapid Rehousing (RRH)

Project Contact Name	Justin Burton
Phone Number	608-294-7998
E-Mail	justinb@trhome.org

Funding Request	\$146,683
Proposed # of Units	5
Proposed # of Beds	19

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, FY23 CoC NO \FO, as well as results of the Project Performance Scorecard.

1. Describe the grantee’s (and any sub-grantee’s) experience in administering this type of program. Describe the qualification of the staff assigned to the proposed program, including their knowledge and experience.

The Road Home has administered CoC grants for the past 15+ years. We have been the applicant on three separate programs and a sub-recipient for two additional programs. The Road Home has 20 years of experience performing housing-related services such as rental assistance and support services to homeless families in Dane County. Our agency has experience in CoC-funded and non-CoC-funded PSH projects, including scattered-site and congregate-site models.

The Road Home has successfully administered HUD grants in the past, has successfully secured matching funds, has a good financial system in place, and does monthly draws from eLOCCS. Staff assigned to this project have experience providing supportive services to families experiencing homelessness in both single-site and scattered-site PSH projects. The team providing supportive services to Foundations has over six years of human services experience, has built relationships with landlords and community providers in various settings, and has been working in HUD-funded projects for four years. Additionally, the team works closely with property management companies and helps to fill units from Coordinated Entry for our other programs.

The Director of Programs who oversees Foundations has additional experience in peer support and lived experience. She has experience both as a case manager for a HUD-funded program as well as having oversight of this program since its inception.

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

The Road Home has spent over 20 years cultivating and building relationships with landlords in our community to support families in housing who have experienced homelessness. Foundations staff have to be creative in housing search and find flexible landlords due to significant barriers families have. During the housing search process and at the beginning of their time in the program, the case manager conducts an assessment with every family to determine what the needs are for the household, identifies the previous reasons for homelessness,

and develops a plan to overcome those challenges and also identifies with the household what natural supports may exist to help with housing stability.

The Road Home budgets for all staff to receive ongoing education and training on evidence-based practices, such as harm reduction, racial and cultural equity, and trauma-informed care. This training paired with holistic case management, supports families in scenarios that may lead to future homelessness such as domestic violence, criminal justice, mental health, and substance use. Support services are provided on a weekly basis to help connect families to mainstream resources, help support families in advocacy and communication with landlords, and connect families to resources they may need to maintain their housing stability.

The Road Home has also been able to provide flexibility in agency funding to help support families in housing stability for items that may not be eligible for HUD funding (i.e. funds to help families with employment-related expenses). Additionally, the program staff understands that sometimes unforeseen situations occur. In these circumstances, staff are able to work with households on payment plans and identify resources they may be eligible to receive. Staff meet weekly with their supervisor for support in situations that need additional problem-solving.

Housing retention is more likely to occur because the program pays 100% of the rent to landlords and families then pay 30% of their income to the program. Therefore, rental arrears to the landlord are not something the program participant has to worry about. The program also budgets for some damages, which could help re-house a family if they are evicted and owe the landlord for damages. The Road Home recognizes that most affordable housing options currently are with three to four property management companies in Dane County. This limits socioeconomic advancement and housing sustainability. Due to this, The Road Home is working on creating relationships with private landlords to offer more housing opportunities throughout Dane County

3. In your last operating year:
 - a. How many households exited the program? 2
 - b. Why did the households exit? (i.e. one was terminated from the program & one moved into subsidized housing & one was evicted): One passed away in December of 2022 and one household exited due to exhausting housing search limitations and timeline set by Dane County CoC. The family accepted a mutual termination of her lease to avoid an eviction filing. The family had many significant lease violations from her company. Her company was her oldest child who had frequent contact with law enforcement due to public behavioral concerns. Additionally, she got frequent complaints from her neighbors due to her son's behavior on the property. Program staff worked with the family for more than 90 days due to her significant housing barriers. At the sixth month period of being in active housing search, staff exited the family who was living at the local family shelter. The family's barriers are two mutual lease terminations (negative housing reference in less than two years), and multiple legally filed evictions prior to program entry.
 - c. If the participant(s) was evicted, please list the reason? N/A
 - d. Did the program attempt an agency transfer for any of the leavers? If so, what was the outcome? Yes, a program transfer was submitted and approved by Coordinated Entry on June 6, 2023. Staff continued working with the family to find housing. During this period the family was not engaged in housing supportive services. Eventually, The Road Home assigned two direct service providers but the family did not prioritize the housing search due to limitations with childcare and working hours (40+) expectations.
 - e. How many new households entered the program? 2
 - f. How many transfers were accepted into the program? 0
4. Describe your agency's efforts to improve service quality and outcomes for the program. Please include how you solicit and incorporate feedback from program participants.

The Road Home seeks to continuously improve our programs and outcomes for the families we serve. As an agency, we value the input of those with lived experience and have positions on our Board of Directors

dedicated to former program participants. The Road Home seeks to also hire those with lived experience of homelessness in various roles throughout our agency from case management to management positions. Staff within our agency have been key players in the development of a Lived Experience Committee for the CoC. Service quality is vital to the work we do every day, and as an agency, we invest in high-quality training for our staff at local, state, and national levels so our staff stays apprised of best practices within the field.

All program participants, both current and former, are provided with a survey in multiple languages to give feedback on the program and give suggestions for program improvement. Additionally, we offer participants one-on-one calls with supervisors to share their thoughts, ideas, and any concerns they may have. Information from those platforms informs supervision with staff as well as overall program design. Throughout the year all participants are given a copy of our grievance procedure and have access to our program managers to discuss anything that may arise in real time. Each quarter, program staff discuss instances where a family may have lost housing in our programs to identify where there may be gaps in our programming, services, delivery of services, resources, partnerships, or systemic barriers. From information gained during these conversations, we are able to identify trends and figure out solutions to try to prevent future episodes of homelessness. The Road Home runs monthly reports for Foundations in Clarity to evaluate program outcomes and identify areas of improvement. One such area that has been identified is shortening the length of homelessness for participants. Our agency is supporting the effort to create a landlord/program database to streamline the housing search process and connect participants and landlords more efficiently.

5. What percentage of staff members working for this program identify as Black, Indigenous or a Person of Color?

25% of staff working with Foundations identify as BIPOC. The Director of Programs who oversees Foundations identifies as Black.

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

The Road Home acknowledges that the housing system has consistently contributed to persistent and stark racial disparities in financial well-being and wealth, specifically between Black and white households. Because the agency recognizes how racism in housing exists implicitly today, the program attempts to address some barriers that Black and other people of color face. To address growing socioeconomic issues and obstacles to achieving economic prosperity for Black families, Foundations has an income-based rent structure; families are not primary leaseholders, and it is tenant-based. These structures are relevant because landlords often require at least two to three times the rent from renters.

Racial disparities in income are the direct result of historical and current discrimination among other factors. Once families are housed, the case manager supports families with stabilizing or increasing their income, budget analysis, credit repair, and other goals families identify such as fulfilling higher education goals. The program does not deny families entry into the program based on any identifying factor such as criminal or housing background, which are also often the result of systemic racism.

The agency has staff that identifies as Black and have lived experience in homelessness. Centering these voices when developing programs continues to promote systemic change both internally and externally. Internally, The Road Home staff has been working on learning and growth around their own individual biases and part in structures of oppression in small group meetings and staff take turns leading Equity Moments at staff meetings. The agency offers three separate Me & White Supremacy cohorts to participate in collaborative discussions and self-directed learning to identify and combat racism. 50% of the staff who directly work in Foundations in addition to our Executive Director participate in these cohorts. Staff are also required to attend the YWCA Racial Justice Summit and are strongly encouraged to attend other training on diversity, equity, and inclusion. Additionally, managers have challenged case managers to do self-reflection on their own practices and identify how they could be contributing to systemic racism and oppressive practices. The Road Home also utilizes our agency surveys to listen to participant voices on how to continue to grow in this work.

7. How is this program and its practices culturally responsive to the population(s) who participate?

The Foundations program and The Road Home practice is rooted in meeting people where they are. Families define who is in their family, where they will meet, and how services will be delivered. Spaces at our main office are accommodating and kid-friendly. The Foundations program is able to serve families who speak Spanish as well as English and staff is able to utilize the language line for other language needs. Families are able to access culturally responsive therapy services if this is a need they identify through our partnership with Day One Mental Health Services.

The Road Home uses a decision-making tool in agency-level decisions, which includes an equity analysis and how the decision is enhancing equity within the community. Two-thirds of program participants identify as BIPOC and 25% of our program staff identify as Black, which is critical in providing culturally responsive services. The program supervisor for Foundations also works with the case manager in weekly supervision to talk through current and emerging issues for communities of color to help inform best practices. The Road Home is committed to continuing to improve in providing culturally responsive services.

8. 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?

Many of the biggest barriers for project participation by BIPOC families are systemic issues that are related to HUD regulations. One example of this is chronically homeless families are prioritized for services in PSH projects. Data has shown that BIPOC families have had more difficulty getting chronic documentation in place due to not always having a medically diagnosed disability. This is due to many different systemic factors including mistrust in the medical field.

Other barriers that we have seen for BIPOC families have been difficulty finding landlords willing to rent to families that have a previous eviction with money owed to a landlord. The Road Home has taken steps through the Equitable Recovery funds to set aside funds to pay past rental arrears to reduce barriers for families in all programs to hopefully lease up more quickly.

We have also seen the negative effects of the criminal justice system. HUD requires programs to discharge households who have been incarcerated for over 90 days, which has negatively impacted BIPOC families in Foundations. Staff worked closely with the probation officer and court system to advocate for alternative sentencing to try and save the households' housing. Although it didn't end well for this individual, The Road Home will continue to advocate to the justice system to try and help them understand the housing impacts in their sentencing decisions.

9. **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.
10. **For PSH Projects** – Please describe any resources, formal partnerships or best practices the project has to serve participants with the most severe needs.

We have built a partnership with Day One Mental Health Services to provide culturally responsive therapy services for families who identify mental health needs in any of The Road Home programs. The Road Home has also established an ongoing relationship with Reynolds Transfer & Storage to store, move, and obtain furniture for families, which has been significantly helpful for families with disabilities in Foundations. Families in Foundations have access to other agency-wide partnerships; for example, children could have expedited access to The Playing Field, a high-quality childcare center. The Road Home developed a partnership this year with the YMCA of Dane County to provide families with free one-year family memberships which provides access to improve their health, community connections, self-care, well-being, childcare, and reduced costs of summer programming. Lastly, The Road Home partners with The Village Diaper Bank to provide families with diapers and baby wipes.

Partnerships we are continuing to foster include working closely with Coordinated Entry staff to make sure the larger CoC understands how to document and collect chronic documentation so that households are not delayed in their eligibility and housing search once they are enrolled in Foundations. We are also working on establishing a landlord/tenant database that helps to pair housing programs with landlords in the community to lease families up more quickly.

Please provide any information that will give context to any low scores on the Project Performance Scorecard.

We anticipate not receiving full points for question #5 due to 25% of staff in Foundations identifying as BIPOC. Although we have a lower percentage of staff in Foundations direct service who identify as BIPOC, the previous Foundations Housing Program Manager who identifies as BIPOC has been promoted to The Road Home's Director of Programs role and oversees Foundations. While we have fewer staff members who identify as BIPOC in Foundations direct service, The Road Home has increased the number of individuals who identify as BIPOC in leadership positions by 33%.

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.