



**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	Porchlight, Inc.
Project Name	Housing Opportunities and Supportive Team-Focused Services (HOSTS)
Project Type	<input checked="" type="checkbox"/> Permanent Supportive Housing (PSH) <input type="checkbox"/> Rapid Rehousing (RRH)

Project Contact Name	Kim Sutter – Director of Services
Phone Number	(608) 257-2534 ext. 39
E-Mail	ksutter@porchlightinc.org

Funding Request	\$223,568
Proposed # of Units	29
Proposed # of Beds	29

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?	<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, FY22 CoC NOFO, 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.

Porchlight is the only agency involved in the implementation of the program. Porchlight has been providing affordable housing and services to Dane County's homeless population for over 35 years. Porchlight manages two emergency shelters, a homeless prevention program, a structured employment program, and manages over 350 units of affordable housing at 26 locations throughout Madison and Sun Prairie. Specifically, Porchlight currently operates 41 units of permanent supportive housing (PSH) with HUD funds.

Porchlight management staff has extensive experience in addressing the needs of individuals experiencing homelessness. The Executive Director has an MSSW from the University of Wisconsin-Madison with over 30 years of experience with the agency. The Director of Services also has an MSW from the University of Wisconsin-Madison with 15 years of experience with the agency, including several years of direct service with individuals with high service needs. The Assistant Director of Services has a degree in social work and has been with Porchlight for 15 years. They worked in singles and family case management for nine years, then supervised case managers for five years before moving into this new administrative role last year. The Case Management Supervisor has a degree in psychology, and moved into this supervisory position last year after seven years of direct service with Porchlight.

Housing Opportunities and Supportive Team-Focused Services (HOSTS) consists of 29 units of permanent supportive housing at three sites (Pheasant Ridge Trail, Thierer Road, Nakoosa Trail) with four case managers providing services. The Pheasant Ridge Trail case manager has a degree in social work and has been working for Porchlight for 16 years. She is particularly skilled in working with individuals with severe and persistent mental illness, and has been trained in harm reduction and trauma-informed care. This case manager was also Porchlight's earliest adopter of the Housing First program and philosophy several years ago, and continues to stay abreast of and train others in best practices.

The case management team at Thierer Road includes two case managers who also have experience in remote outreach. The senior case manager did outreach with Porchlight for six years, and has done case management for six years. The other case manager has been with Porchlight for six years. Prior to that, he had many years of experience as a park ranger in the Madison area, where he worked extensively with individuals experiencing unsheltered homelessness. Several Thierer Road residents had previous relationships with the Thierer case management staff from past street outreach contacts.

Porchlight is currently hiring for the Nakoosa Trail case management position. In the interim, those participants are being served by the Assistant Director of Services.

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

Porchlight's permanent supportive housing (PSH) projects operate on Housing First and harm reduction models. In practice, this means meeting participants where they are at and helping them identify and address the specific aspects of their substance use that may put their housing in danger, rather than prescribing treatment or sobriety goals that the participant may not want. Case managers also work with participants to address a variety of other needs that pose barriers to maintaining housing, including mental health concerns and physical health needs. Case managers may make referrals or directly connect participants to other services in the community that may provide additional support. Case management staff trains in Housing First, harm reduction, motivational interviewing, and trauma-informed care. Case managers work closely with participants to establish trust, and develop and work toward goals based on the participant's unique needs and desires. This consistent engagement with staff is integral in helping participants minimize or overcome barriers to housing retention.

Case management staff also acts as liaison between the program participant and their landlord. This may mean helping the participant understand their lease, ensuring their housing-related needs are being met, or developing payment plans for rent arrears. The case manager may also help resolve issues between participants and address housing-related issues to prevent further incidents. All case management staff meets on a biweekly basis to discuss both challenges and successes, in order to gain outside perspectives on effective ways to connect with and serve program participants.

All 29 HOSTS units are located on larger Porchlight properties. The Nakoosa Trail HUD units are located within 34 permanent housing units on the Nakoosa campus. The Nakoosa case manager is resourceful and repeatedly engages with each client to ensure that their needs are being met, and that any issues that arise are addressed. At Pheasant Ridge Trail, there is a sense of community among the tenants in the 16-unit building, as several of them have been in the building for many years. The residents often look out for each other and reach out when other clients are struggling. The case manager has a consistent presence at the property, and is extremely proactive in establishing supports that promote stability for individual residents. The Thierer HUD program has a team approach. The case management team works together to identify potential barriers and come up with solutions catered to each client, with biweekly team meetings that include the case management supervisor. The team actively engages with program participants and attempts to reduce harm from risky behaviors and connect clients to resources in the community that may provide more stability in housing. The Thierer team is also creative about different ways to engage with clients who are not currently interested in case management.

3. In your last operating year:

- a. How many households exited the program?
Five (5) households exited the program.
- b. Why did the households exit? (i.e. one was terminated from the program & one moved into subsidized housing & one was evicted):
One (1) individual transferred internally to our other PSH program, one (1) individual moved into assisted living, one individual (1) passed away, one (1) individual went to jail, and one (1) individual abandoned their unit and their destination was unknown.
- 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?
No transfers were needed.
- e. How many new households entered the program?
Five (5) households entered the program.
- f. How many transfers were accepted into the program?
Two (2) transfers were accepted from other agencies, and three (3) new participants were unsheltered.

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 HOSTS program provides individualized case management that is catered to the needs of each participant. The case management team works to improve their own service delivery by participating in internal case conferencing and group case management meetings. When staff is unsure how best to serve or provide support to a participant, they do not hesitate to ask the team for guidance. Because HOSTS has housing units in congregate settings, case managers are also able to receive feedback from individual participants about specific services or offerings, and then make those things available to all PSH tenants at that property, including food pantries, community gardens, support groups, and recreational activities.

In the past few years, Porchlight has also thought about how best to utilize our own resources, and has made multiple internal transfers, both between properties and between PSH programs when necessary. This has prevented negative outcomes in some cases, and helped us avoid seeking outside agency transfers for some participants.

In the past year, Porchlight has created an Assistant Director of Services position, and promoted internally for the Case Management Supervisor position. These two staff members are working together to evaluate all case management services, including those for PSH programs, and implement strategies for improvement. The Assistant Director of Services will also be developing, distributing and collecting resident surveys and making recommendations for service improvements based on participant feedback.

5. What percentage of staff members working for this program identify as Black, Indigenous or a Person of Color? This program currently has four (4) staff members, 25% of whom identify as BIPOC.
6. How does this program work against systematic racism and other structures of oppression?

HOSTS practices Housing First with no preconditions for entry and does not screen out participants with histories of incarceration or evictions, which disproportionately affect BIPOC community members in Dane County. All participants are selected from the Coordinated Entry system. Porchlight staff participate in trainings and informational workshops to better serve a diverse population. The HOSTS program also has a diverse case management team, which may make some participants feel more comfortable.

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

HOSTS case managers are responsive to varying needs and preferences regarding communication, provide flexibility in how and when they meet participants, and remember that each participant is the expert in their own experience. Case managers help participants navigate resources based on their individual goals. Porchlight also has a strong nondiscrimination policy, and does not tolerate any sort of harassment or discrimination based on race, gender, sexual orientation, gender identity, disability status, or membership in any other protected class.

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?

Porchlight has not identified any barriers for participation by BIPOC folks that can be specifically addressed by the program. All program participants are selected from the Coordinated Entry list. Though there are likely racial disparities caused and/or perpetuated by our community's assessment tool and ranking process, those issues must be addressed on the front end of the Coordinated Entry system. In the meantime, the program will continue to accept participants from the Coordinated Entry list. That said, in the past operating year, 50% of participants enrolling in a Porchlight PSH program were BIPOC, which is greater than the 38% of households without children who identified as BIPOC in our community's last Point in Time count. In the future, if any barriers to participation for BIPOC folks were brought to our attention by participants, funders, or the community, we would certainly work to resolve any issues and eliminate barriers as necessary.

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.

N/A

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

Porchlight intentionally collaborates with street outreach and shelter providers who were previously working with incoming participants, in order to facilitate warm handoffs, and to ensure that transitions into housing are as smooth as possible. This may also include social workers connected to medical providers, CCS or CSP case workers, or staff from other PSH providers if the participant is transferring from another program.

As with street outreach or shelter, our PSH case managers develop rapport with participants by first meeting their immediate basic needs. That includes making sure they have food, transportation, and essential items for their home. Some of those needs can be met with supplies Porchlight has on hand, and others involve community resources like St. Vincent de Paul, The River Food Pantry, and WayForward Resources.

Porchlight owns and operates the units set aside for the HOSTS program, so HOSTS staff is in frequent communication with the Porchlight Housing department. Case managers advocate on behalf of participants, and also consistently problem solve around challenging situations or behaviors to ensure that they are offering whatever support is needed for participants to maintain their housing. In these congregate housing sites, that may include mediating conflicts between participants, or resolving issues with unwanted guests.

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

The HOSTS program lost point for unspent funds, which had historically been an issue. However, the fiscal cycle for this program that was used for the performance scorecard was FY19. Since then, Porchlight voluntarily reallocated \$25,000 of HOSTS funding. In the last operational year (1/1/22 – 12/31/22), Porchlight did not have any unspent funds.

We have continued to struggle in both of our programs with a utilization rate that is lower than normal. This has been largely due to the unavailability of vendors to perform unit repairs when an apartment is vacated. Most units in our PSH programs require substantial repairs before the next participant can move in, which has been painfully slow since the pandemic. This has been true for both Porchlight properties and our partner landlords.

Porchlight's programs lost points for Core Committee attendance. The Director of Services consistently attends all Core Committee meetings, but was out on maternity leave for three (3) meetings at the beginning of 2023. She did arrange for coverage before leaving, but Porchlight was especially understaffed during that time, so other duties had to be prioritized over meetings for those couple of months.

BONUS POINTS – N/A

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.