



**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 August 26th at Noon 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:** Tenant Resource Center

**Name of Project:** Rapid Re-Housing

**Proposed Amount:** \$84,739

**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.**

The Tenant Resource Center (TRC) received CoC funding for the first time in FY2017. The official start date of the program was Jan 1, 2019 however the program did not accept referrals to the program until March 2019. TRC has received Rapid Re-Housing ESG funds since 2016 and although there are distinct differences between the two funding sources, the programmatic standard operating procedures are nearly identical. Currently, there are two full-time case managers working in the TRC RRH program. Additional program support comes from a full time Program Director with 1/3rd of their time dedicated to the RRH program as well as our Finance Director whose primary responsibility is to facilitate all payments and billing for the program. All TRC staff are trained in housing counseling to instill deep knowledge of tenant-landlord law which can then be used to fiercely advocate for clients who often times are discriminated against, displaced unlawfully as well as a myriad of other challenges that tenants face in our difficult housing market. Additionally, being well versed tenant/landlord law allows our case managers to educate and advise tenants on their rights and responsibilities.

The Housing Services Program Director, Robin Sereno, holds a Masters in Counseling Psychology and comes with 20+ years of experience in policy, administration and program development. She has years of direct service work and has supervised multiple homeless service programs (Emergency Shelter, Transitional Living and Street Outreach) in Dane County. She has worked with youth, adults and families experiencing homelessness and housing insecurity. The primary function of this position is to provide support, professional development, supervision and case consultation to the case managers in addition to landlord recruitment, engagement and retention to ensure equity, effectiveness and sustainability throughout the program. She has been a long standing member of the Dane County Trauma Informed

Community Advisory Council as well as numerous other community organizations dedicated to working with individuals experiencing homelessness. Additionally, she has years of experience teaching the basics of motivational interviewing, positive youth development, suicide prevention, crisis intervention, harm reduction and assessment administration/scoring. All of which allow for greater professional development for all TRC staff.

Both case managers joined the agency in 2019 but come with 10+ years of combined professional experience working with marginalized individuals who face major housing barriers. 100% of both case managers time is spent in our RRH program which allows for consistency and relationship building with our clients as well as program compliance related to written standards.

Sawyer Johnson has worked directly with LGBTQ+ youth/young adults and openly identifies as transgender. Additionally, their professional work experience includes coordination of racial justice programming. These experiences are additive to creating and maintaining an environment at the TRC to fully support all of our clients - youth (who have been prioritized within the RRH Written Standards (pg 29)), adults and transgender individuals. TRC has a long standing commitment to working with transgender individuals experiencing homelessness within our community. We feel as though this lens of anti-oppression and racial justice is additive to TRC's commitment to actively address and work to reduce the (well) documented racial inequities in Dane County.

Abbey Vaassen is bi-lingual (Spanish) and has lived/worked in both Mexico and Madison. Being able to fluently communicate with Spanish speaking individuals in our community is another means of creating greater accessibility and support within our programming. She also has workforce development experience working with low/extremely low income individuals in Dane Co. We see this knowledge and skill set as as being additive for clients whose goals include increasing their income as well as to the overall team to better understand how we can support clients in participating in workforce development opportunities.

The Finance Director, Matt Kozlowski has been with the TRC for over 10 years and holds deep institutional knowledge of tenant-landlord law, written standards, and program finances in addition to many relationships with property managers that have emerged through the years. An essential function that he performs, in terms of the RRH program, is the availability for on-demand (Mon-Fri) payment processing (applications and earnest payments in particular). This is an extremely valuable function in within any RRH program. In this tight housing market as is common for rentals that are at or below FMR to be rented within 1-3 days of listing so having the ability to quickly pay these fees greatly assists clients in housing search.

**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)**

CoC HUD \$84,739  
State EHH \$ 105,183  
City of Madison \$60,000  
Total = \$249,922

CoC HUD funds = 34 % of TRC's RRH program budget including leveraged funds.

**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.**

We've identified four common barriers to housing retention which include: 1) fiscal literacy/lack of reserves, 2) lack of information about tenant responsibilities and expectations, 3) relationship problems behavior of guests (who may cause noise or damage), including friends or relatives who move in without the landlord's permission or "borrow" the rent money and 4) other personal problems that result in failure to pay the rent, care for the unit and/or interact positively with other tenants or the landlord (i.e. TBI, developmental disability, domestic violence). We assess these pieces carefully within case management once clients are housed and use them as a starting point to focus on retention plans with clients. We see the shift from overcoming barriers of

obtaining housing to overcoming barriers to housing retention vital to success in maintaining safe, permanent housing .

Our RRH case managers carry caseloads of ~11-15 individuals at a time with the goal of having no more than 2 individuals in housing search at a time. This is based on published national best-practices. This allows case managers to truly focus on clients to build rapport and create trust based relationships which we believe is the key to success. Housing search, in this community is often exhausting work. We try to be aware of that and not overwhelm clients or support staff alike by having any single case manager responsible for too many searches at a given time. By not overloading case managers they have the time and ability to make that shift in focus to retention (working with clients on the above stated barriers that we have identified).

The program director works to proactively recruit and engage landlords who are motivated to work in partnership with us. The goal is to leverage these relationships, which are based on shared values (housing as a human right), to mitigate some of the housing barriers that we often see in this work. A secondary goal is to keep the lines of communication open with landlords and work diligently to overcome issues which tenants/landlords experience as a means to prevent evictions thereby increasing housing retention. The TRC is also able to offer mediation services free of charge to tenants/landlords through our Mediation Services which serves as another avenue to increase housing retention. Again, all staff of the TRC are trained in housing counseling, harm reduction, trauma informed care and motivational interviewing. We are resolute in staying true to Housing First principles and practices.

We see a two-pronged approach to reducing barriers to maintain housing as essential which is the reason that we keep case managers focused as client advocates and the program director focused on landlord relations.

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

**How many households exited the program? 1**

**Why did the households exit? (i.e. one was terminated from the program & one moved into subsidized housing & one was evicted):** Moved into permanent housing out of area - client choice to end their participation in the program.

**If the participant(s) was evicted, please list the reason? N/A**

**Did the program attempt an agency transfer for any of the leavers? N/A If so, what was the outcome?**

**How many new households entered the program? 6 households**

**How many transfers were accepted into the program? No transfer requests**

**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)**

Yes, we would provide case management for up to 6 months post exit.

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 is 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\\_6RTipc5xOOU5xDv3l9tZc/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1uYsK2uru_gqf085cjfmuK_6RTipc5xOOU5xDv3l9tZc/edit?usp=sharing))

At this time, we are happy to report that TRC's RRH program is fully operational and on target to exceed contract outcomes by the contract completion date (Dec 31, 2019). Although referrals were first received from the HPL in March, we experienced some gaps in staffing at that time which led to us not being fully up and running until mid-summer (recruiting, hiring, on-boarding case managers and a program director). We now are a fully staffed, well trained team that is committed to RRH programming. Our current CoC contract calls for us to house 7 individuals in 6 units. We currently have 5 people in the final stage of housing search (with projected move-in dates for Sept 2019), 1 housed and 1 exited to a permanent destination out of Dane County. We believe that we are on track to house 10-12 individuals by the year end within the CoC portion of our RRH program. We anticipate **expenditure of funds** to be at or around 87%. When considering that this is a new project that has only operated at 100% staffing since July 2019, we feel that this demonstrates future program success in terms of fund expenditure. TRC RRH **data quality** is at 100%. There is no data to report on **cost per exit** at this time as no one has exited housing (one person exited the program during housing search as they moved out of Dane County - no funds had been expended prior to exit). Our **utilization rate** is also a bit difficult to report on at this time due to timing of the project start. Our project is scattered site and we currently have 1 individual housed and anticipate 10-12 by the year end which would place us at a utilization rate of 142-171% - at this time (month 2 of operation) we are at a 14% (with 1 person housed). **Increase in participant income** is as follows - housed participants 100% - those enrolled and in housing search 80%. Successful exits at this point are also a bit tricky as the 1 individual that we exited moved out of Dane County into permanent housing - this means that our **successful exit** data is at 100% but we understand that this is an artificially elevated data point due to the short term that the TRC RRH program has been operational. We have no **returns to homelessness** but again, this is artificially elevated due to only being operational this year. Overall, we are excited about our early successes and have every reason to believe that this positive data trend will continue throughout the coming years of TRC's RRH programs. More importantly, TRC is fully dedicated to working with clients to get them stably and permanently housed and on the path of their choosing to have the life they want to live. We fully believe that client choice is paramount in successful outcomes and that successful outcomes can only truly be defined by the client themselves. We understand the requirement of data reporting (and compliance) but also feel remiss in not stating that positive outcomes that funders set do not always align with client defined positive outcomes.

**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	Brenda Konkel (Board member)
CORE Committee	Robin Sereno
Education and Advocacy Committee	Brenda Konkel (Board member)
Point-In-Time Committee	Robin Sereno, Sarah Fink, Sawyer Johnson, Abbey Vaassen
Nominating & Governance Committee	Brenda Konkel (Board member)
Committee to End Youth Homelessness	Robin Sereno, Sawyer Johnson
Shelter Providers Committee	
HSC General Membership Meetings	Robin Sereno, Sawyer Johnson, Abbey Vaassen, Deb Puzzo, Sarah Fink
HSC Board of Directors	Robin Sereno
Built for Zero	Brenda Konkel (Board member)
Outreach Providers Group	Sarah Fink
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.**

	Name of Document/File	Page Number	Name of Project(s) (or "All Projects")
Having too little or no income	Case Management Policies and Procedures	9,10	Housing Service programs

Active, or history of, substance use or a substance use disorder	Case Management Policies and Procedures	9,10	Housing Service programs
Having a criminal record *	Case Management Policies and Procedures	9	Housing Service programs
History of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement)	Case Management Policies and Procedures	9,10	Housing Service programs

\*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.

	Name of Document/File	Page Number	Name of Project(s) (or "All Projects")
Failure to participate in supportive services	Case Management Policies and Procedures	7, 8 & 10	Housing Service programs
Failure to make progress on a service plan	Case Management Policies and Procedures	7, 8 & 10	Housing Service programs
Loss of income or failure to improve income	Case Management Policies and Procedures	7, 8 & 10	Housing Service programs
Being a victim of domestic violence	Case Management Policies and Procedures	7, 8 & 10	Housing Service programs

## 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: Robin Sereno Date: 8.26.2019

Contact Person: Robin Sereno E-Mail Address: robin@tenantresourcecenter.org

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