FY2022 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 **Wednesday August 31, 2022 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	**RISE- Rehousing Into Stable Environments**

Project Contact Name	Melissa Sorensen
Phone Number	(608)250-2237
E-Mail	Melissa.Sorensen@usc.salvationarmy.org

Funding Request	328,964
Proposed # of Units	14
Proposed # of Beds	45

Threshold Criteria	
Does the agency have any outstanding HUD monitoring findings? If yes, please provide explanation.	__Yes _X_No
Does the project comply with the CoC Interim Rule 24 CFR 578?	_X_Yes __No
Does the agency have a SAM.gov registration?	_X_Yes __No
Does the agency have an active Unique Entity ID (formerly DUNS Number)?	_X_Yes __No
Does the agency have any delinquent federal debt? If yes, please provide explanation.	__Yes _X_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.	__ Yes X_ 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 on becoming an HMIS agency by the YHDP project implementation start date in the narrative below.	X_ Yes __ No
Does the agency commit to participating in system-wide continuous quality improvement activities?	X_ Yes __ No
Does the agency agree to participate in the Coordinated Entry System and follow Coordinated Entry policies and procedures?	X_ Yes __ No
Does the agency agree to follow the Dane CoC Written Standards?	X_ Yes __ 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.

   The Salvation Army has been providing basic needs, including food and shelter, to Dane County residents for over 130 years. The mission of The Salvation Army includes meeting human needs without discrimination. Broadly, The Salvation Army offers shelter for a myriad of populations, transitional housing, multiple Rapid Rehousing programs, Diversion services, healthcare (i.e. medical, dental, mental health clinics), and coordinated entry.

   A large component of service delivery is case management, which includes the proposed Rapid Rehousing program. Two full time case managers will be tasked with housing location and support services for the families in the program. These case managers have a minimum bachelor's degree in a social service-related field. Case management activities are directly supervised by agency supervisors who have a master's degree in social work. Case management is offered, at minimum, once a week.

   The Salvation Army's Executive Director of Social Services and Contract Administrator will manage grant-related activities for this project. Contract Administrator and Divisional Headquarters compiles budget information and manages disbursements. Additionally, staff enters clients into HMIS to enter and monitor statistics for program effectiveness. We have successfully managed the original RISE grant for eight years and were granted the expansion with a sub recipient (The Road Home). We've administered a CoC-funded grant for at least 16 years.

   The Road Home has experience as a sub recipient from previous and current CoC-funded programs with YWCA Madison and The Salvation Army for 18 years in CoC-funded projects. The Road Home would provide case management services along with The Salvation Army. The Salvation Army would manage all rental assistance funds. Both agencies would determine homeless verification and eligibility.

   The Road Home has provided homeless services in Dane County for 22 years, including shelter and housing programs. Both The Road Home and The Salvation Army have experience administering CoC grants with no unresolved findings in past 13+ years.

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

Case managers will not serve more than 15 families at a time, which is consistent with national best-practices. This will allow for targeted, housing-focused support services. All case managers will use our community's Mainstream Resources checklist to ensure families are connected with mainstream benefits to increase income and housing stability. RISE staff will have regular communication with landlords to problem-solve before evictions occur and increase housing retention. If a family is evicted from an apartment, we will keep them in the program and work diligently to re-house them in another unit. Within the program there are flexible funds that can exceed the monthly rental subsidy. So far in this grant cycle we have made 166 rental payments and 23 have been additional rental assistance. Having this flexible funding helps families maintain their housing. In the previous renewal RISE grant year, 23 households exited to permanent destinations and 3 did not leaving a 89.47 percent success rate upon program exit.

3. In your last operating year:
   a. How many households exited the program?
      i. 26
   b. Why did the households exit? (i.e. one was terminated from the program & one moved into subsidized housing & one was evicted):
      i. 23 exited to permanent destinations
      ii. 1 exited to a permanent housing program with chronic documentation
      iii. 2 stopped engagement during housing search
   c. If the participant(s) was evicted, please list the reason?
      i. n/a
   d. Did the program attempt an agency transfer for any of the leavers? If so, what was the outcome?
      i. n/a
   e. How many new households entered the program?
      i. 12
   f. How many transfers were accepted into the program?
      i. n/a

4. Was the program found to be in non-compliance with the Written Standards by the CoC from October 1, 2020-Present? If yes, describe the nature of the issue and how the issue has been addressed.

No, the program was not found to be in non-compliance.

5. 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.

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. RISE Rapid Re-Housing focuses on three housing related goals.

   1. Reduce the amount of time families spend literally homeless. Our internal goal is to assist families 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 in order to secure additional housing units for families.
   2. Stably exit families 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 families will exit into permanent housing after program support ends.

3. <u>Reduce the number of households returning to homelessness</u> after program exit. Case management, rental assistance and securing appropriate housing options for each family contribute to the success of this goal.

Each of the above Rapid Rehousing goals are monitored by weekly staff supervision, case consultations, surveys and monthly stats monitoring and reporting. Client satisfaction surveys are sent out to RISE participants twice a year and client input is incorporated into the program. 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)

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

The Road Home does not currently have a case manager for this position but is in the process of hiring. Currently it is 33% (1:3)

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 families of color by requiring "minimum standards" to be eligible for housing. The RISE program operates from a Housing First model that dictates everyone has a basic human right to safe housing regardless of demographic, SES, 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 make up of the general population. The RISE program will make sure to integrate people of color with lived experience of homelessness in program and policy decisions. Data taken from The Salvation Army's Family Shelter shows that in 2021, 612 individuals utilized the shelter and 460 of those identified as a person of color.

To affectively 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 is this program and its practices 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 accessing services. It is our intent to provide a welcoming, non-biased, trauma informed environment to rapidly rehouse families experiencing homelessness. The National Alliance to End Homelessness reports the most striking disparity can be found among African Americans, who represent 13 percent of the general population but account for 39 percent of people experiencing homelessness and more than 50 percent of homeless families with children. We must understand and acknowledge the impact and implications of this information, and how it impacts these individuals and communities.

TSA also believes it is important to increase community involvement. The families 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.

Alignment with Housing First Principles

1) Please **attach your agency and/or project written policies** that clearly demonstrate participants are <u>NOT SCREENED OUT</u> based on the following criteria, and indicate the document and page number where the panel can find each provision**.** If applying for more than one project, submit the policies one time if they apply to all projects seeking funding.

	Name of Document/File	Page Number
Having too little or no income	RISE Policies and Procedures	7
Active, or history of, substance use or a substance use disorder	RISE Policies and Procedures	7
Having a criminal record *	RISE Policies and Procedures	7

	Name of Document/File	Page Number
History of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement)	RISE Policies and Procedures	7

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

     None

2)   Please **attach your agency and/or project written policies** that clearly demonstrate participants are <u>NOT TERMINATED</u> from the program for the following reasons, and indicate the document and page number where the panel can find each provision. If applying for more than one project, submit the policies one time if they apply to all projects seeking funding.

	Name of Document/File	Page Number
Failure to participate in supportive services	RISE Policies and Procedures	10
Failure to make progress on a service plan	RISE Policies and Procedures	10
Loss of income or failure to improve income	RISE Policies and Procedures	10
Being a victim of domestic violence	RISE Policies and Procedures	10

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