



**FY2021 Continuum of Care
First-time 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 that are applying for a First-time renewal of a project must complete this application.

This form is due on **October 4, 2021 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	Community Action Coalition for South-Central Wisconsin
Project Name	Rapid Re-Housing Program

Project Contact Name	Amber Duddy
Phone Number	608 206 4333
E-Mail	Aduddy@cacscw.org

Funding Request	\$256,885
Proposed # of Units	11
Proposed # of Beds	11

Please answer the following questions:

Project applications will be reviewed based upon adherence to the HUD CoC Program Interim Rule, FY21 CoC NOFA, and FY21 CoC NOFA Policy Priorities, 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. Community Action Coalition for South-Central Wisconsin (CACSCW) has a long history of administering various types of HUD-contracted housing assistance programs for low-income and homeless participants in its tri-county service area. In Dane County, CAC operates a Rapid Re-Housing Program. In 2017, CAC launched a permanent supportive housing program for chronically homeless single adults in Waukesha County. Since 2013, CAC has offered a transitional housing program in Jefferson County. CAC also currently operates a Rapid Re-Housing program for veteran families in both Dane and Jefferson counties called Supportive Services for Veteran Families. All programs provide participants with housing navigation services, supportive services, case management, and referrals to mainstream benefits. CAC's permanent supportive housing programs are adequately staffed with a Program Leader and one full-time caseworker. This staffing pattern will continue in the proposed Rapid Re-Housing project, with the addition of one full-time Housing Locator. This role's responsibilities include, but are not limited to, recruiting landlords, conducting HQS inspections, managing damage

mitigation, and becoming an expert on the issues and concerns of the local housing market. With a full-time Housing Navigator, the caseworkers will be better equipped to offering high-quality case management and stabilization services.

2. Please describe how your project takes proactive steps to minimize or overcome barriers to housing retention. As with CAC's current permanent supportive programs, CAC utilizes the Housing First approach to reduce financial and other barriers to housing. The Rapid Re-Housing program takes a comprehensive approach to assisting homeless participants in securing and maintaining permanent housing. To begin this process, new participants are identified and contacted through the CoC's Coordinated Entry system. Caseworkers will conduct needs assessments for case management and financial assistance and use harm reduction and trauma informed care, evidence-based strategies that both meets participants' needs and conserves program resources. In addition to program resources, other resources, like natural supports, community resources and participant resources, will be utilized to achieve self-sustaining housing. The Dane County Rapid Re-Housing program operates on a flat subsidy model. CAC provides 100% rental assistance for twelve months if the participant has zero income. If they do have income, CAC calculates the rent they pay. However, they will never put more than 30% of their income towards rent. Caseworkers use the Fair Market Rate for Dane County as a reference point to identify affordable housing. The goal of this model is to encourage program participants to save money during the duration of the program and increase their chances of staying in the rental unit after the program ends. Caseworkers also complete a budget with each household, a goal plan, and an exit plan that supports housing retention. CAC caseworkers remain engaged with program graduates with brief check-ins at 1 month, and 2-12 months post-exit. If any issues or concerns arise that threaten housing retention, information and referral services will be provided to re-stabilize participants' housing.

3. Was the program found to be in non-compliance with the written standards for the proposed program by the CoC from September 1, 2019-Present? If yes, describe the nature of the issue and how the issue has been addressed.

No.

4. Describe your agency's efforts to improve service quality and outcomes for the proposed program. Please include how you solicit and incorporate feedback from program participants.

With the hire of the new Executive Director in April of 2020, the agency is undergoing a major re-organization regarding agency-wide improvements. The personnel and policy procedures were recently revised and updated by an appointed committee and attorney to improve risk management. Additionally, a program called Results Oriented Management and Accountability (ROMA) was recently implemented. The program supports training and assistance for Community Action Agencies throughout the country, and helps to identify, measure, and record improved outcomes for participants.

CAC uses a "Risk Assessment" tool for any programmatic or administrative improvements to the agency. The organization completed a self-assessment in 2020 and has been making improvements accordingly. Each of CAC's divisions completes monthly and quarterly reports that include performance indicators and related narratives. The Executive Director reviews these program reports to ensure that programs are being implemented according to plans and are making adequate progress towards their outcome goals. These divisions also provide bi-monthly reports to the board of directors to keep them apprised of the program's progress.

Each CAC division has its own quality service improvement process. Divisions undergo situational assessment (SWOT) analysis on a regular basis. Each CAC division conducts participant surveys (whether formal or informal) to get feedback about CAC's services and to gather information about unmet needs. CAC also completes a formal needs assessment to identify unmet needs and gaps in services for low-income households in the community every three years.

Additionally, staff are encouraged to attend trainings and improve their knowledge and skills to better serve participants. Most recently, our staff was provided Implicit Bias training provided by the City of Madison. Case workers are provided various webinars centered on trauma informed care and motivational interviewing. Additionally, staff is

encouraged to attend the annual Poverty Matters conference as well as to seek out other conferences and trainings they feel will assist them in the work they do.

Throughout all of CAC's programs, CAC is committed to quality data management, entering timely and accurate participant data into the Homeless Management Information System (HMIS) and submitting any programmatic and financial reports as required. CAC also uses an in-house customer relationship management database to track participant demographics, household composition, income, and case management activities. Data quality reports for all HUD-funded projects are completed multiple times per month. Data errors are corrected in accordance with CoC Program data standards.

5. Describe key partnerships your agency has established that have helped with implementation of this project. CAC has developed and maintained a diverse and well-rounded approach to the problem of homelessness in Dane County. The organization is an active member of local coalitions Dane County Continuum of Care (CoC) and its membership group the Homeless Services Consortium (HSC). Together, the experience and diversity of CAC programs have helped to increase the agency's capacity and knowledge necessary to truly make a difference in the lives of many low-income Dane County residents.

6. What percentage of staff members working for this program identify as Black, Indigenous or a Person of Color? (Info only, to be scored in FY22)

25%

7. How does this program work against systematic racism and other structures of oppression? (Info only, to be scored in FY22)

CAC acknowledges the intersection between racial inequality and socioeconomic status. Because of this intersection, many marginalized populations are disproportionately affected by poverty. CAC aims to help those marginalized communities by providing support so they can become self-sufficient. The Rapid Re-Housing Program is designed to empower participants and give them agency. CAC implemented a program and policy committee that reviews procedures and policies bi-annually with the effort to promote equity. Staff routinely attend trainings and seminars to stay informed about racial inequality, unconscious bias, and other issues they may face. Case management services are provided in neighborhood-based locations in Dane County to promote easier access to services instead of one location. CAC collaborates with various agencies, schools, and the Homeless Services Consortium with the desire to stay aware of identified trends, changes and needs in our community.

8. How is this program and its practices culturally responsive to the population(s) who participate? (Info only, to be scored in FY22)

CACSCW has a long history of engaging and mobilizing the community around civil rights, social justice and equity. Founded out of the Johnson Administration's war on poverty, the first several executive directors were leaders in local civil rights efforts. This sense of importance continues, as does our efforts to combat poverty through policies that level the playing field for families of color across our community. CACSCW will ensure the program is culturally responsive by intentionally hiring case worker who represent and come from our target population. This includes staff who are bilingual, and live and work in Dane County.

Additionally, our team will be conducting a youth photovoice project with young people to better understand their perspective of Dane County in terms of health and social/economic equity. For this project, youth will receive a stipend over the summer to take pictures of and tell stories about the need of their community. This project will be embedded into to the parent/child communication work shop. CACSCW also has intentional cultural competency efforts built through-out our agency. One third of our

16 person board are individuals with lived experience in poverty, and one committee is charged with approving new programs and efforts of the agency on a monthly basis.

Alignment with Housing First Principles

- 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	CAC Program Guide	4	All Projects
Active, or history of, substance use or a substance use disorder	CAC Program Guide	4	All Projects
Having a criminal record *	CAC Program Guide	4	All Projects
History of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement)	CAC Program Guide	4	All Projects

*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	CAC Program Guide	44	All Projects
Failure to make progress on a service plan	CAC Program Guide	44	All Projects
Loss of income or failure to improve income	CAC Program Guide	44	All Projects
Being a victim of domestic violence	CAC Program Guide	44	All Projects

Information Only

1. What has been the most significant challenge in implementing this program?

The most significant challenge CAC encountered when implementing this program was finding housing for participants. However, CAC hired a full-time housing navigator to identify affordable housing and develop relationships with area landlords to overcome this challenge.

2. What has been the biggest success in program implementation?

The biggest success CAC has had with the implementation of the Rapid Re-Housing Program in Dane County was being able to partner with the Dane CoC to pull participants from the coordinated entry list. Having this opportunity not only helped people in need, but also improved on a positive relationship with Dane County and the City of Madison.

3. What support do you need from the CoC for this program to continue successfully? Please note that the CoC may not be able to provide all support requested.

CAC has had a very successful first year of the Rapid Re-Housing program and has learned a lot. One thing noted by caseworkers was the need for participants to be placed on the coordinated entry list. CAC was unable to do this and had to send them to other agencies because it's not a coordinated entry provider. CAC would like to partner with the Dane CoC in order to place people on the coordinated entry list in the future.