



**FY2022 Continuum of Care
Special 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 special renewal of a project must complete this application.

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 Road Home Dane County
Project Name	Foundations

Project Contact Name	Dominique Christian
Phone Number	608-294-2998
E-Mail	dominiquec@trhome.org

Funding Request	\$146,683
Proposed # of Units	5
Proposed # of Beds	13

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 on becoming an HMIS agency by the YHDP project implementation 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 and FY22 CoC NOFA,.

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 and has a good financial system in place and does monthly draws from eLCOCCSS.

Staff assigned this project have experience providing supportive services to families experiencing homelessness in both single site and scattered site PSH projects. The current case manager has worked in human services for 6 years and has built relationships with landlords and community providers in various settings and has been working in HUD funded projects for 5 months. Additionally, she works closely with property management companies and helps to fill units from Coordinated Entry for our other programs.

The current supervisory staff for Foundations has provided services for families experiencing homelessness for 4 years (with 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 year cultivating and building relationships with landlords in our community to support families in housing who have experienced homelessness. Foundations staff has to be creative in housing search and find flexible landlords due to significant barriers families have. We have collaborated with Housing Initiatives, another agency working to end homelessness, to house families in our community with significant barriers to housing.

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 exists to help with housing stability. The Road Home budgets for all staff to receive ongoing education and training on evidenced-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 (ie. 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 on 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 is 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.

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

No. Foundations is in full compliance with the Written Standards. Our checklist was turned in earlier this year.

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.

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 is staying apprised of best practices within the field.

All program participants, both current and former, are provided 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 supervisions 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 working on a landlord/program database to streamline the housing search process and connect participants and landlords more efficiently.

5. Describe key partnerships your agency has established that have helped with implementation of this project.

Foundations has partnered closely with Housing Initiatives for several apartments that are able to help support our families with high mental wellness and substance use needs. We have built a partnership with Anesis Therapy 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 the 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 child care center.

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.

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

Two out of three staff working with Foundations identify as BIPOC. The current case manager and direct supervisor identify as Black. We are hiring for a coordinator which is the third position working for this program.

7. How does this program work against systemic 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 Black and other people of color face. To address growing socioeconomic issues and obstacles to achieve 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 program 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. Staff are also required to attend the YWCA Racial Justice Summit and are strongly encouraged to attend other trainings on diversity, equity and inclusion. BIPOC staff have created and hold an affinity space for each other to build relationships, to have safe space to share their voices, stories and experiences, share joy and uplift voices for agency advocacy. The agency as a whole has been taking a public stance on issues of racism. Additionally, managers have challenged case managers to do self-reflection in 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.

8. 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 Anesis.

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 two-thirds 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.

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?

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 chronic 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. One way our agency was able to eliminate some of these barriers was by utilizing the HUD COVID waivers which allowed us to get disabilities documented from alternate sources, such as through a case manager.

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 PSH programs to hopefully lease up more quickly.

We have also seen negative effects of the criminal justice system. HUD requires programs to discharge households who have been incarcerated for over 90 days, which negatively impacted one of our BIPOC families this year. 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 systems to try and help them understand the housing impacts in their sentencing decisions.

Alignment with Housing First Principles

- 1) Please **attach your agency and/or project written policies** 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. 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	Foundations Policy and Procedure Manual	1
Active, or history of, substance use or a substance use disorder	Foundations Policy and Procedure Manual	1
Having a criminal record *	Foundations Policy and Procedure Manual	1
History of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement)	Foundations Policy and Procedure Manual	1

*1A) Please note if there are specific criminal records the program denies for, what they are and the reason for denial. There are no specific criminal records the program denies for; we will try to house anybody. However, it is usually extremely difficult to house sex offenders.

- 2) Please **attach your agency and/or project written policies** 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. 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	Foundations Policy and Procedure Manual	5
Failure to make progress on a service plan	Foundations Policy and Procedure Manual	5
Loss of income or failure to improve income	Foundations Policy and Procedure Manual	5
Being a victim of domestic violence	Foundations Policy and Procedure Manual	5

Information Only

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

Being a new program, we've had to do a lot of work around teaching landlords, participants, and other housing providers what the program is, how it works, and what it does for clients. We think housing search has been particularly difficult for families to complete because we have very specific limitations of who we can and cannot work with (ex: Can't rent at Section 42 properties). Additionally, there has been hesitation from landlords to sign the lease with the program rather than the participant.

The lack of chronic documentation from Coordinated Entry continues to be a significant problem. We've had problems getting in touch with case managers and participants alike to see if they're eligible for the program before we enroll them. Many of the participants that end up getting referred have zero housing history or documentation of chronic homelessness from the shelter providers so we are starting from scratch and hoping they're actually eligible based on what they are saying.

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

Participants that have not been successful in other programs have been able to access housing and have been able to maintain both the upkeep of the unit and the financial responsibilities of the unit as well focus on their substance use and mental health.

Being a true PSH program helps families feel that they can go at their own pace; they don't feel like there's a clock ticking on them. This has allowed families to be successful, pay rent on time, and have a sense of home. We have made some good partnerships with landlords that have been a huge success and will continue to happen as we work with more and more landlords. Lastly, the financial and accounting accounts has been streamlined and systems are in place for rent calculations and missed payments.

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.

Support we need from the CoC is that we need chronic documentation for families. It would also help tremendously if the list were cleaned up with more regularity. We often get a list of referrals and they tend to be a handful of names who no one has worked with in months and they have not used services in some time either. We reach out to these referrals and never hear back so then we are starting at square one.

It would also be helpful if shelter/outreach case managers worked with participants on their barriers to housing as well as housing search. We often get families who have not done their own or any housing search and don't have documentation on top of that.

Lastly, a CoC-wide effort on landlord recruitment and education would be useful as well as more education for the criminal justice system.