



**FY2021 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 **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	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	\$282,124
Proposed # of Units	13
Proposed # of Beds	41

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.

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 and dental clinics), and coordinated entry.

A large component of service delivery is case management, which includes the proposed Rapid Rehousing program. One and a half 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 seven years and were granted the expansion with a sub recipient (The Road Home). We've administered a CoC-funded grant for at least 15 years.

The Road Home has experience with sub recipients from previous and current CoC-funded programs with YWCA Madison and The Salvation Army for 17 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 21 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 12+ 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 rehouse 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 149 rental payments and 30 have been additional rental assistance. Having this flexible funding helps families maintain their housing. In the previous renewal RISE grant year, 16 households exited to permanent destinations and 2 did not leaving a 91.07 percent success rate upon program exit.

3. In your last operating year:

- a. How many households exited the program?
 - i. 18 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):
 - i. 13 households exited the program and remained in their current housing
 - ii. 2 households exited with HCV's – one to a new apartment and one used the HCV to stay in their current apartment.
 - iii. 1 household exited the program and moved to another state.
 - iv. 2 households were evicted due to substance use and lease violations
- c. If the participant(s) was evicted, please list the reason?
 - i. 2 households were evicted due to substance use and lease violations. Both households chose to exit the RISE program voluntarily and get back on the coordinated entry list. One household entered a treatment program, and the other household went to DAIS.
- d. Did the program attempt an agency transfer for any of the leavers? If so, what was the outcome?
 - i. One transfer request was attempted but household was documented as chronically homeless prior to RRH entry.
- e. How many new households entered the program?
 - i. 17 new households

- f. How many transfers were accepted into the program?
 - i. No transfers were accepted or denied.
4. Was the program found to be in non-compliance with the Written Standards by the CoC from September 1, 2019-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. Reduce the number of households returning to homelessness 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.

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% (1:4)

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

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.

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? (Info only, to be scored in FY22)

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.

Another strategy is to have community involvement. The families who utilize the program have a wealth of knowledge to share about themselves and their experiences. We will seek feedback and invite the families to share their experiences to continue to improve all services.

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	RISE Policies and Procedures	7	All
Active, or history of, substance use or a substance use disorder	RISE Policies and Procedures	7	All
Having a criminal record *	RISE Policies and Procedures	7	All

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	All RISE policies and Procedures
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*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	RISE Policies and Procedures	10	All
Failure to make progress on a service plan	RISE Policies and Procedures	10	All
Loss of income or failure to improve income	RISE Policies and Procedures	10	All
Being a victim of domestic violence	RISE Policies and Procedures	10	All

Please provide any information that will give context to any areas project scored low on for performance.

RISE scored low on the performance spreadsheet for data quality. This past grant year differed from previous years, in the FY2019 and FY2018 competitions, TSA RISE had 100% for data quality. This score does not reflect the high quality of work that the case management staff are doing within the program. Since the performance report has been released staff have made data corrections on Clarity to improve the overall program data quality.