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	**The Road Home Dane County**
Project Name	**Foundations**

Project Contact Name	Kristin Rucinski
Phone Number	608-294-7998 X 302
E-Mail	Kristinr@trhome.org

Funding Request	$142,815
Proposed # of Units	5
Proposed # of Beds	13

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 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 has a wealth of experience providing supportive services to families experiencing homelessness. The current case manager has worked in this field for 5 years and has built relationships with landlords during his time as a shelter case manager and has a strong understanding of coordinated entry, additionally he has previous experience providing case management for a HUD funded project. The current supervisory staff for Foundations has provided services for families experiencing homelessness for 3 years (with additional experience in peer support and lived experience), 13 years and 15 years respectively.

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. In this program, we have partnered closely with Housing Initiatives 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 challenge and also identifies with the household what natural supports may exists to help with housing stability. Additionally, the Foundations case manager receives training on housing best practices such as harm reduction 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 disorders.

Support services are provided on a weekly basis to help connect families to mainstream resources, help family in advocacy and communication with landlords and connect families to resources they may need to maintain their housing stability. This year in particular, 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.

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, Foundations is in compliance with the Dane CoC Written Standards.

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 homeless in various roles throughout our agency from case management, development, peer support and management. Staff with in 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 a local, state and national level so our staff is staying apprised of best practices within the field.

All program participants 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.

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 landlord 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 and Storage to store, move and obtain furniture for families, which has been significantly helpful for the families with disabilities in Foundations.

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. We are also working on establishing a landlord/tenant website/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? (Info only, to be scored in FY22)

50% of staff working for this program identify as BIPOC. One case manager identifies as White and one program manager identifies as Black.

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

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 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 to the program based on any identifying factors, criminal, or housing background.

The program has staff that 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 biases and part in structures of oppression by working through the "Me and White Supremacy" workbook and small group meetings. The agency as a whole has been taking a public stance on issues of racism. Additionally, managers have challenged to do self-reflection in their own practices and 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? (Info only, to be scored in FY22)

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 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.

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.

The program supervisor for Foundations works with the case manager in weekly supervision to talk through current and emerging issues for communities of color to help inform best practices.

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	Foundations Policy and Procedure Manual	1	Foundations
Active, or history of, substance use or a substance use disorder	Foundations Policy and Procedure Manual	1	Foundations
Having a criminal record *	Foundations Policy and Procedure Manual	1	Foundations

	Name of Document/File	Page Number	Name of Project(s) (or "All Projects")
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	Foundations

*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	Foundations Policy and Procedure Manual	5	Foundations
Failure to make progress on a service plan	Foundations Policy and Procedure Manual	5	Foundations
Loss of income or failure to improve income	Foundations Policy and Procedure Manual	5	Foundations
Being a victim of domestic violence	Foundations Policy and Procedure Manual	5	Foundations

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. I 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 landlord to sign the lease with the program rather than the participant.

   The lack of chronic documentation from Coordinated Entry is 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 has been a huge success and will continue to happen as we work with more and more landlords. Lastly, the financial and accounting has been flawless. We know other programs have had trouble calculating and tracking rents but we've been incredibly successful at that with no issues to date.

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 very clearly 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.