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Proposal to the City of Madison, Community Development Division Coordinated Intake and Assessment

May 6, 2013

Proposal Cover Page

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Proposal to the City of Madison, Community Development Division Coordinated Intake and Assessment Pilot Program - May 6, 2013

1. Proposal

- a. **Overview** – Community Action Coalition for South Central Wisconsin, Inc. (CAC) proposes to operate the **Dane County Housing Crisis Hotline** to provide coordinated intake and assessment for homeless households and those at risk of becoming homeless in Dane County. The program will serve three distinct target groups and have a specific goal for each:

Target Group	Goal	Focus of Services
Households that are seeking emergency shelter.	Shelter Diversion	Because waiting lists exist for most area shelters, work with this group will focus on landlord/tenant mediation, conflict resolution and helping households to explore other options for shelter.
Households that are imminently at risk of losing their nighttime residence.	Homelessness Prevention	The program will help this group to maintain their current housing if they are in a safe place and/or to find appropriate housing without experiencing a period of homelessness.
Households that have been homeless for less than six months.	Rapid Re-Housing	The program will work to connect these households to housing as quickly as possible and shorten the average length time that households are homeless.

The program will have the following components:

Component #1: A toll-free hotline number and email address to serve as a centralized point for information and access to homeless services. The Hotline will be available during normal business hours of Monday through Friday 8:00am to 4:30 pm. People who contact the Hotline and have to leave a message will receive a response to their request within 24 hours or as soon as possible the next day.

Component #2: All households will receive a mini-assessment asking 5-10 main questions regarding their housing crisis. Housing counseling will be provided to explore what options exist for the family and/or individual. CAC staff will problem solve with households to explore other options for shelter during the crisis period, while still providing appropriate information and referrals for that specific participant's situation.

Component #3: Households that meet the eligibility for the pilot program will receive full assessment and meet one on one with a Housing Crisis Caseworker. The Caseworker will work with each household to set individual goals and plan for addressing their housing crisis. These one-on-one meetings will typically be held during normal business hours, but when needed, the Caseworkers will meet with participants in the evenings or weekends. Some of the main focuses would be ensuring that:

- All household members are safe during the time they are working to resolve their housing crisis;
- All children are enrolled in and attending school;
- All members of the household have a form of identification; and
- The households put in applications for local housing programs for which they are eligible, are added to wait lists for housing assistance, and follow up with each program to update their housing status.

The Caseworker will assess each household's housing situation, monthly income, mainstream benefits and other resources. Households will be educated about and referred to programs that could assist them. An

essential part of assessment will be reviewing for all mainstream resources for which the household may be eligible such as FoodShare, W-2, and medical coverage through BadgerCare. Caseworkers assist households in applying for those benefits which they are not receiving, but are likely to be eligible. All participants who may be eligible for an Emergency Assistance (EA) grant through the Dane County Department of Human Services will be assisted in applying for this resource as well.

Component #4: A Universal Assessment Tool will be used by a variety of agencies with households that come to their agency seeking emergency shelter or homelessness prevention services. CAC will work with the Coordinated Intake Committee of the Homeless Service Consortium (HSC) and the newly formed CoC Board of Directors to finalize this tool. With the Universal Assessment Tool, agencies will be able to distinguish which of the three target groups a household is in, assess the household's resources and current circumstances, and identify the household's the most critical needs.

Once established, the Assessment Tool will be used by as many of the HSC member agencies as possible during initial contacts with households so that the community can start adopting a "No Wrong Door" concept. The Coordinated Intake Committee has already begun working on developing a uniform application as well that gathers the same information that most programs need at intake, such as all household members' names, dates of birth, race, housing status, etc.

Component #5: The Dane County Housing Crisis Line will use existing shared data systems as much as possible. With United Way of Dane County's 2-1-1's hotline and website, staff will be able to access as much information about partner agencies as possible. Currently 2-1-1 has the capacity to include comprehensive information about the application processes, waiting lists, hours, etc. for all local homeless services. It is also in the process of updating its website to be more user-friendly to partner agencies and their participants.

The Coordinated Intake Committee recently met staff from the Wisconsin Department of Administration (DOA) regarding Call Point, which is a part of the HMIS system. CAC will enter information into the HMIS system for all households served by the Hotline. In addition to keeping track of demographics, CAC will be able to incorporate the approved Universal Assessment Tool into the system and use it as part of tracking referrals. Reports from ART (Advanced Reporting Tool) will be generated to track households that did enter the shelter system and gather outcome data needed for the pilot project.

Target population

The program will serve individuals and families who have been homeless less than six months or are imminently at risk of losing their nighttime residence. Participants that are eligible will be screened to see if they meet HUD's definition of homelessness. CAC anticipates those served will be equally split between being literally homeless and doubled-up in housing with friends or relatives. This estimate is based on CAC's experience from the existing intake calls that are received for requests for financial assistance, information and referrals, and participants served as part of CAC's rentable program.

For the target population that will receive a full assessment and case management services, CAC anticipates serving 25 to 30 households per month for approximately 15 months from September 2013 through the end of the grant period. In all, this pilot program will serve a total of approximately 375 to 450 households.

b. Marketing Plan - While the program will be operated by CAC, it will have a separate identity from the agency and will be called the **Dane County Housing Crisis Hotline**. The phone number will be separate from CAC's number and have an email address that does not end with "@cacscw.org" as do other emails at CAC. CAC will initially publicize the program by sending out press releases and posting information on the Homeless Services Consortium's website. Posters and wallet cards will be distributed at community meal sites, churches, food pantries, libraries, homeless shelters, Joining Forces for Families sites and the Dane County Job Center. Notices about the program will be emailed to service providers throughout the community through the HSC and the agency's own list of community partners. CAC will also establish a simple one-page website to provide information about the program with the phone number and email contact listed, as well as a description of what the program offers.

c. Timeline for Program Implementation –

Timeframe	Activities
July 1, 2013	<ul style="list-style-type: none"> Post the Housing Crisis Caseworker positions job opportunity
July and August, 2013	<ul style="list-style-type: none"> Work with HSC and CoC Board of Directors to develop and finalize the Universal Assessment Tool Develop publicity materials including wallet cards and posters Set up a dedicated toll-free phone line
August 1, 2013	<ul style="list-style-type: none"> Hire the Housing Crisis Caseworkers
August and September, 2013	<ul style="list-style-type: none"> Finalize Universal Assessment Tool Train Caseworkers and program planning period
October 1, 2013	<ul style="list-style-type: none"> Launch Hotline Issue a press release and distribute publicity materials.
October, 2013 to Dec, 2014	<ul style="list-style-type: none"> Implement program, start contact & meeting with participants

d. Location

As noted above, the Dane County Housing Crisis Hotline will be a phone line at CAC with a unique toll-free number. Housing Crisis Caseworkers will work some of the time out of CAC's Madison office, 1717 N. Stoughton Road, where they will utilize CAC's intake office. Open during regular business hours, the intake office serves as a central source for information and referrals for low-income households seeking services in Dane County. Working in conjunction with CAC's intake office, the Housing Crisis Caseworkers will be able to easily connect homeless and at-risk households with the variety of services that CAC operates such as entry cost and eviction prevention financial assistance, Supportive Services for Veteran Families, and permanent supportive housing.

CAC expects the Housing Crisis Caseworkers to be as mobile as possible and hold assessment appointments throughout the community. Working with CoC partners that provide shelter, a set of specific times will be scheduled at various homeless shelters including The Salvation Army, The Road Home and Porchlight. There may be other key locations for the target population as well such as visiting schools, community centers and the Housing Help Desk.

e. Anticipated Outcomes

The program will have four goals as outlined by the Homeless Services Consortium's Coordinated Intake and Assessment Committee:

- Create an easier and more efficient way to serve persons in a housing crisis.
- Bridge any service gaps by providing advocacy as necessary and point of contact for households in a housing crisis.

- Prevent homelessness for persons at risk of homelessness by providing resources to help them maintain their current housing.
- Shorten the length of homelessness for homeless households by early assessment of barriers and efficient use of resources to move households into permanent housing.

CAC's evaluation of the program will focus on the following outcome measures:

Outcomes to be Measured & Goals	Source of Data
1) Shorten length of homelessness. Goal: Based on average lengths of homelessness in Dane Co. 4/1/12 to 4/1/13, the majority of homeless families served will be homeless less than 169 days and homeless individuals less than 89 days.	Measure length of homelessness for households served using HMIS (ART) reports including the date of a household's initial shelter stay through the time of the last exit from either a shelter or a transitional housing program.
2) Shelter diversion. Goal: Problem-solve with households on other options than shelter; over 50% served will not stay in shelters.	Measure outcome at 6 and 12 months after a household has contact with Centralized Intake by using HMIS (ART) reports for shelter usage.
3) Stable housing. Goal: Over 50% served will achieve stable housing and will no longer be homeless at 3-months after exiting the program.	Record date homelessness began and follow-up at 3 months after household exited program using HMIS (ART) reports for shelter usage.

2. Experience of Agency and Staff

a. **Qualifications for staff in key positions**

Kristina Dux, **Family Development Division Manager**, will oversee the program. Ms. Dux has served in her current position at CAC since 2010 and oversees the Family Development Division, which includes programs focusing on homelessness prevention, housing options for vulnerable populations and services to promote self-sufficiency for low-income individuals. Ms. Dux oversees CAC's Home for Good permanent supportive housing program, which serves formerly homeless individuals with disabilities and CAC's housing case management program, which serves homeless families and those at risk for homelessness throughout Dane County. She is actively involved with the Dane County Continuum of Care and currently chairs the Homeless Services Consortium. Ms. Dux has over 15 years of experience in housing programs, homelessness prevention and affordable housing property management.

Dave Hunt, **Coordinator of Case Management**, will be responsible for day-to-day supervision of the Housing Crisis Caseworker. Mr. Hunt has managed the day-to-day operations of CAC's Housing Case Management programs for over four years and has a proven ability to provide effective supervision for Caseworkers serving homeless and at-risk households. He is a regular participant in community collaborations to serve the homeless and prevent homelessness. Mr. Hunt has 18 years of experience in human services, serving a variety of populations. He has a Master's in Counseling, a BA in psychology and a BA in Public Health Administration.

The program's primary staff person will be a Housing Crisis Caseworker with the following qualifications:

- At least one full year's experience providing case management services to homeless households and those at risk of becoming homeless;
- Thorough knowledge of local services for the homeless and those at risk of homelessness;
- Understanding of the challenges, barriers and strengths of those affected by poverty and homelessness;
- Experience providing crisis intervention services to individuals and families,

- Experience using Wisconsin ServicePoint;
- Excellent ability to communicate with diverse populations; and
- The ability to represent the program professionally in the community and work with other member agencies of the Homeless Services Consortium.

CAC's team of Caseworkers and Financial Services Specialists will also be involved in the program on a daily basis as they rotate shifts in CAC's intake office (described on page 3) and will be both referring to and accepting referrals from the Housing Crisis program. This team includes eight Caseworkers and two Financial Service Specialists. As a group, they have over 59 years of experience at CAC serving homeless families and individuals. The team can provide services in Spanish, Hmong and sign language.

b. Non-profit experience

Experience in providing similar services:

CAC provides a variety of services for the homeless and those at risk of becoming homeless in Dane County:

- Intake, information and referral for individuals and families who are seeking assistance with housing and other family needs;
- Landlord/Tenant Mediation and Housing Case Management, both of which have been operated by CAC since 1968;
- Rapid Re-Housing assistance for households moving from homelessness into housing;
- Eviction Prevention assistance aimed at helping low-income households maintain stable housing;
- Supportive Services for Veteran Families (SSVF) program that provides case management, financial assistance and other supportive services for homeless and at risk of homeless veteran families and individuals; and
- Home for Good and SHIFT, permanent supportive housing programs for 19 formerly homeless individuals and families with disabilities.

Familiarity and compliance with federal requirements: CAC is well-versed in HUD regulations for homeless services due to operating HUD-funded programs for many years. Being a Community Action Agency, CAC has received federal grants since 1966. CAC participates in the local CoC application and contracts with HUD for two supportive housing programs. CAC receives ESG (Emergency Solutions Grant) and the State's HPP (Housing Prevention Program) through the City of Madison Community Development Block Grant (CDBG) for rapid re-housing and homeless prevention assistance. CAC also receives funding for providing housing case management outside city limits of Madison from County CDBG. In 2012, CAC was awarded a grant from the US Department of Veteran Affairs to operate a Supportive Services for Veteran Families (SSVF) program.

Experience with Wisconsin ServicePoint (WISP): The WISP Consumer Notice is published on CAC's website and posted in the lobby and at caseworker's desks, while the WISP privacy policy is available upon request. Because program data is entered into HMIS, participants are required to sign a release of information. Data entry is completed on a regular basis to remain compliant with contractual obligations. CAC uses WISP to track participant data and run reports for rapid re-housing and homelessness prevention services. As one of two administrators for WISP, CAC's Family Development Manager retrieves monthly reports from ART so they can be reviewed for accuracy. Any data entry errors are identified, cross-checked with other program records, and corrected if necessary to ensure that all participants' data is captured accurately.

Collecting and analyzing data to assist in program evaluation: CAC has experience tracking participant data, analyzing data for program evaluations, and complying with reporting requirements for a variety of funders, including the three United Ways that support the agency, local, state and federal government agencies, private foundations and corporate sponsors.

c. Agency's financial capability and capacity to fulfill the terms of the contract

As noted above, CAC has decades of experience managing local, state and federal grants. There are established financial control policies and procedures which ensure "checks and balances" reducing the likelihood of fraud. A Purchase Request (PR) system is used that must have two signatures indicating that the purchase is reasonable and an allowable expense of the grant. The PR is approved and submitted to the fiscal office for processing under the purview of two staff members that have separate functions (and who cannot initiate the purchase). Last, there is a third staff member that completes the check's "activation".

Monthly financial "Revenue and Expense" reports are generated through a computerized accounting system and submitted to the Finance Committee of the Board of Directors for acceptance. The current Committee is comprised of five individuals with a wealth of knowledge and experience. The Committee members' credentials include: MBA, CPA, M.A. in Business, Health Services Administration, Masters in Social Work with experience as a nonprofit Executive Director, and an attorney. The Board Treasurer, who chairs the Finance Committee, presents the Statement of Financial Position and expense reports to the full Board of Directors. A separate Audit Committee meets with the Independent Auditors annually and presents the audit and 990 to the Board.

3. Collaboration

a. Current collaboration and proposed collaboration with other community resources necessary to successfully serve homeless and at risk households

CAC is an active member of the COC (HSC) which is the main avenues for community collaborations between homeless services providers including shelters, Domestic Abuse Intervention Services (DAIS), Veterans Services, and other private and public entities serving the homeless. CAC actively participates in CoC activities such as the Coordinated Intake, Legislative, Governance Board and Coordinating Committees. Because CAC is the lead agency of the Rentable Consortium, it has had a great opportunity to collaborate with a wide variety of agencies. CAC collaborates with both local housing authorities for the Family Self Sufficiency (FSS) and Building Bridges (BB) Programs that work specifically with participants who have a Section 8 voucher. CAC also sub-contracts with AIDS Network and AIDS Resource Center of WI (ARCW) to provide housing counseling and case management to those affected by HIV/AIDS.

b. Efforts to connect persons in need with mainstream resources

CAC's Family Support/Housing Case Management and Permanent Supportive Housing programs regular conduct referrals to mainstream resources. Caseworkers are highly experienced assisting participants with applications for mainstream benefits such as FoodShare, BadgerCare and Social Security Income and Disability (SSI/SSDI). The SSVF program connects veterans to Veterans Administration benefits.

c. Quantify your collaboration efforts as much as possible and be specific

CAC acknowledges that the program will need to align with the CoC's *Written Standards and 10-Year Plan to End Homelessness*. CAC's Family Development Division worked with over 170 community partners in 2012. These partners include other service providers, landlords, property management companies, governmental entities, faith-based organizations and businesses that provide in-kind support to CAC's housing and homelessness prevention programs. In the last year, there were up to 12 agencies that made rental assistance and case management available to the homeless and at risk for homelessness households including Porchlight, The Salvation Army, YWCA, DAIS, The Road Home, Stoughton Area Resource Team (START), Tellurian, Middleton Outreach Ministries (MOM), Veteran's Administration, Youth Services of South Central WI (YSOS), Independent Living, and Stoughton United Ministries (SUM).

Budget for Proposed Coordinated Intake and Assessment Pilot Program

Please include additional budget detail for each category such as FTE, hours, unit costs, as appropriate. For example: Wages, taxes & fringe for 2.3 FTE Homeless Service Specialists. Feel free to add lines as needed.

Activities	2013	2014	Total
One Time Start-up Costs (quantity description)			
a. Design fees for publicity materials, updates & 1-page website	\$600	\$99	\$699
b. Printing costs for publicity materials (100 posters, 2,000 wallet cards, based on a printing quote obtained by CAC), revisions and reprinting if necessary	\$260	\$200	\$460
c. Lap top computer for 2 Housing Crisis Caseworkers	\$1,600		\$1,600
d. Domain name purchase for 1-page informational website	\$50		\$50
e. Set-up for toll free number	\$350		\$350
Start-up Costs Subtotal	\$2,860	\$299	\$3,159
Staff* (quantity description)			
a. 2 FTE Housing Crisis Caseworkers at \$30,000/year + taxes and fringe at 27%* (Caseworkers will start 8/1/13.)	\$31,750	\$76,200	\$107,950
b. .5 FTE Coordinator of Case Management at \$40,000/year + taxes and fringe at 27% (Starts 7/1/13)	\$1,270	\$2,540	\$3,810
c. .10 FTE Family Development Division at \$44,000/year + taxes and fringe at 27% (Starts 7/1/13)	\$2,794	\$5,588	\$8,382
Staff Subtotal	\$35,814	\$84,328	\$120,142
Operations (quantity description)			
Space			
a. Office space for the 2 Caseworkers	\$1,333	\$5,200	\$6,533
Supplies			
a. Office supplies, postage and copying, estimated at \$70/month	\$420	\$840	\$1260
b. Printing - Coordinated Intake and Assessment Screening Tool	\$200	\$400	\$600
c. Toll free phone line - estimated at \$120/month (for an estimated 100 calls/wk or 433 calls per month)	\$720	\$1,440	\$2,160
Operations Subtotal	\$2,673	\$7,880	\$10,553
Other (quantity description)			
a. 2 Cell phones at \$28/month	\$224	\$672	\$896
b. Email and webpage hosting at \$20/month	\$120	\$240	\$360
c. 2 Staff mileage - 250 miles/month x \$0.51/mile	\$1,530	\$3,060	\$4,590
d. Data processing - payroll service - \$100/year x 2	\$100	\$200	\$300
Other Subtotal	\$1,974	\$4,172	\$6,146
Total Budget	\$43,471	\$96,830	\$140,000