

APPLICATION FOR 2018 HOMELESS SERVICES FUNDS



1. AGENCY CONTACT INFORMATION

Legal Name of Organization	The Road Home Dane County	
Mailing Address	128 E. Olin Ave. Suite 202 Madison, WI 53713	
Telephone	(608) 294-7998	
FAX	(608) 294-8007	
Director	Kristin Rucinski	
Email Address	kristinr@trhome.org	
Additional Contact	Melissa Mennig	
Email Address	melissam@trhome.org	
Legal Status	Private: Non-Profit	
Federal EIN:	31-1618925	
DUNS #:	110167264	
SAM Registration:		

2. PROPOSED PROGRAMS

Program Name	Letter	2018 Req	Proposed Strategy	Source of Funding
		New?		
Moving Up	A	\$25,000	STRATEGY 7: OTHER PERMANENT HOUSING SUPPORT	Either GPR or ESG
		NEW		
Contact:		Phone:	Email:	
Reducing Barriers Fund	B	\$15,000	STRATEGY 5: RAPID REHOUSING	City General Purpose Revenue (GPR) ONLY
		NEW		
Contact:		Phone:	Email:	
Program C	C	\$0	Select a Strategy from the Drop-Down	Select the source of funding from the drop-down menu
Contact:		Phone:	Email:	
Program D	D	\$0	Select a Strategy from the Drop-Down	Select the source of funding from the drop-down menu
Contact:		Phone:	Email:	
Program E	E	\$0	Select a Strategy from the Drop-Down	Select the source of funding from the drop-down menu
Contact:		Phone:	Email:	
Program F	F	\$0	Select a Priority Statement from the Drop-Down	Select the source of funding from the drop-down menu
Contact:		Phone:	Email:	
TOTAL REQUEST		\$40,000		

3. SIGNATURE PAGE

AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at www.cityofmadison.com/dcr/aaForms.cfm.

LIVING WAGE ORDINANCE

If funded, applicant hereby agrees to comply with City of Madison Ordinance 4.20. This ordinance requires all employees paid under this contract be paid (at least) the Living Wage for 2018 as established by the City of Madison. In 2018 the Living Wage will be \$13.01 hourly.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

4. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above

DATE

ORGANIZATION:	The Road Home Dane County	REQUESTED AMOUNT:
PROGRAM/LETTER:	A Moving Up	25,000
STRATEGY:	STRATEGY 7: OTHER PERMANENT HOUSING SUPPORT	

1. NEEDS STATEMENT: Describe the community needs this program will address.

Our community currently has about 60 units of Permanent Supportive Housing (PSH) for families. 162 families are on the PSH priority list. Moving Up would target families in a PSH program who have connected to mainstream resources but continue to need some level of support services and subsidized housing.

In order to end family chronic homelessness in our community, we need to work on increasing housing stock for families who are currently homeless. At the same time, the system can become "bottlenecked" with limited PSH exits as families often can't move out to other affordable housing. Moving Up seeks to provide the needed subsidy and transitional case management without taking up limited space in a PSH program by partnering with our local Public Housing Authority (PHA).

In 2013, HUD recognized the "Move Up" approach as a successful strategy in working to end chronic homelessness by freeing up units for currently homeless families who need PSH.

2. TARGET POPULATION: Describe the target population including household type, homeless status, racial and cultural background, gender, disabilities, and housing and service needs based on a common assessment tool (i.e. VI-SPDAT score range).

Moving Up would target families that have an adult with a disability participating in a current PSH program. These families are not currently homeless but qualified for PSH prior to current program entry. Families in this program should theoretically score higher on a VI-SPDAT since they are in a PSH program. However, since the VI-SPDAT is newer to our community, several families we would be targeting to "move up" moved into a PSH program before that assessment was being implemented so might not have as high of a score. Historically, we serve about 85% people of color and most are in single female-headed households.

3. PROGRAM DESCRIPTION: Describe key components of program. Include key aspects of program design, program structure, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

The Road Home plans to partner with the Community Development Authority on Moving Up. This project is contingent on the partnership of CDA. They have expressed high interest in this and have added language to their Annual Plan about this intervention. At the time of submittal, however, they could not yet fully commit to vouchers or units. Moving Up would house up to 10 families who are currently in permanent supportive housing in our community and move those families to subsidized units set aside by CDA or give the families a Section 8 voucher. Families identified for Moving Up are households that initially qualified as chronically homeless and needed a high level of support services. With stable housing, case management and service connection, some families no longer need a high level of case management, but may need affordable housing due to a fixed disability income with lighter-touch case management. The Road Home would provide this weekly transitional case management for families up to 24 months to assure families are connected to the necessary supports needed to maintain stable housing.

A key component of the program includes client choice. A family would be eligible for Moving Up after at least two successful years in a PSH program, are current on rent, have increased skills around housing stability, have connected with community resources and supports and are willing to move up. CDA would have to approve the family as well.

While in Moving Up, a .5 FTE case manager would meet with families as needed to help bridge the transition for families from the PSH program. Case plans could involve connecting families to ongoing supports such as Comprehensive Community Supports, help understanding leases, mediate tenant/landlord relationships, connect to neighborhood resources, mental health services, budgeting and any other supports a family may need to maintain housing stability.

This is a relatively low cost program that will help the PSH system flow.

ORGANIZATION:	The Road Home Dane County
PROGRAM/LETTER:	A Moving Up

4. BEST PRACTICES: Describe how the services will be delivered in a manner consistent with industry standards or best practices. Refer to Attachment A for examples of best practices within each of the seven identified strategies.

Moving Up is recognized as a best practice and encouraged by HUD to help end chronic homelessness in communities. This is one strategy HUD encourages for local PHAs to partner with their local Continuum of Care. It would also be a best practice as we'd include client choice when possible. For example, we would not force a family to leave a PSH unit for Moving Up unless they felt ready to do so. It would also follow an approach similar to progressive engagement in that we would be offering the minimum services needed to maximize resources and empower participants. It would be in alignment with Housing First because as families "move up" and create space in our PSH programs for families that are currently chronically homeless, we can house them in the PSH opening that is low-barrier.

5. SUPPORT SERVICES: If the program design involves provision of case management, describe how the program will connect participants to long-term community-based support services such as Comprehensive Community Services (CCS) and Targeted Case Management.

We envision the Moving Up case manager will provide services for up to two years with the goal to connect families to longer-term support services such as CCS. The Road Home is attending the CCS orientation on 9/14/17 to start providing these services. Families participating in all of The Road Home's programs, including Moving Up if funded, will be offered the choice to participate in CCS. Families currently participating in PSH program are being referred to CCS if requested as part of their housing stability plan by our case managers. Because we have built long-term trusting relationships with families, we foresee families will enroll with The Road Home as a CCS provider with higher rates.

6. PROPOSED SERVICE TARGETS: Include the total number of unduplicated clients the agency expects to serve by the proposed program regardless of the funding source.

10 families, including 12 adults and 29 children

7. PERFORMANCE OUTCOMES: Select applicable measures from the drop down. Refer to Attachment A for the CDD targets.

Outcome #1:

Exit to or Retention of Permanent Housing

Outcome #2

Return to Homelessness

Outcome #3

Select a Measure from the Drop-Down

Specify your agency's proposed outcomes. If the proposed outcome is lower than the CDD target, provide explanation.

We believe the proposed outcomes will match the CDD targets of 90% exit to or retention of Permanent Housing and 5% Return to Homelessness.

ORGANIZATION:

The Road Home Dane County

PROGRAM/LETTER:

A Moving Up

8. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2016. Indicate the number and percentage for the following characteristics. For new programs, include best estimates.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %	MADISON*		
					GEN %	POV %	R/POV**
RACE							
WHITE/CAUCASIAN	7	17%	2	67%	80%	67%	16%
BLACK/AFRICAN AMERICAN	28	68%	1	33%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATI	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	6	15%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	41	100%	3	100%			
ETHNICITY							
HISPANIC OR LATINO	4	10%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	37	90%	3	100%	93%	81%	74%
TOTAL ETHNICITY	41	100%	3	100%			
AGE							
<2	2	5%					
2 - 5	5	12%					
6 - 12	17	41%					
13 - 17	5	12%					
18 - 29	3	7%					
30 - 59	9	22%					
60 - 74	0	0%					
75 & UP	0	0%					
TOTAL AGE	41	100%					
PERSONS WITH DISABILITIES	14	34%					
RESIDENCY							
CITY OF MADISON	41	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	41	100%					
TOTAL	41	100%					
MALE	20	49%					
FEMALE	21	51%					
UNKNOWN/OTHER	0	0%					

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES. AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

9. PROGRAM STAFF: Record the Full Time Equivalent (FTE) program hours of each employee supporting this program as well as their total FTE hours worked for the agency. For seasonal employees, record the number of weeks per year worked at the specified FTE.

Staff Title (one employee per line)	FTE in Program Choose Year Round or Seasonal		For Seasonal only: wks/yr employed	Total FTE in Agency	Program Duties Such as administration, direct service, supervision, teaching/ training or recruitment	Hourly Wage
	Year Round Position FTE	Seasonal Position FTE				
Case Manager	0.5			1	Direct Service	20
Program Director	0.1			1	Supervision	30
Executive Director	0.05			1	Supervision	43

ORGANIZATION:	The Road Home Dane County
PROGRAM/LETTER:	A Moving Up

10. STAFF EXPERIENCE: Describe how the experience and qualifications of your program staff will contribute to the success of the proposed program.

Our executive director and Program Director both have a Masters in Social Work with over 10 years of experience in trying to end family homelessness and supervise our case managers. Our case managers also have degrees in social work or a related field and we invest in trainings and on-going education by sending staff to local, regional and national conferences, trainings and workshops.

We have low turnover in staff, which helps create a consistent staff that learn from each other as well. We consistently have good outcomes for all of our housing programs.

11. STAFF DIVERSITY: Does the staffing of the program reflect the racial and cultural diversity of the participants who will be served? If not, describe how your agency plans to address this mis-match.

We currently have a pretty diverse staff overall; however, I am not sure who would be hired for this position if funded, so cannot speak of this particular program's staff reflection of participants. We continue to use hiring practices that include strategies to diversify our staff and have good results in staff retention once we have them. Our current case management team includes four black females, two white males, one latina and native spanish speaker, six white females, two people with a disability, three members of the LGBT community, and several religious affiliations are represented.

12. ACCESSIBILITY AND MARKETING: Describe how your organization will ensure that a diverse client base will find the program accessible, culturally responsive, welcoming and effective in achieving increased participant well-being and safety. Describe how the agency uses, or will use marketing and outreach strategies with the intended service population.

The client base will come from coordinated entry so we will not be doing much marketing to the client base. However, once we are working with a family, we will try to provide a welcoming environment. We have staff that reflects the population we serve, we have artwork that reflects the population we serve, the entire staff attends the Racial Justice Summit each year in addition to other cultural sensitivity trainings, and we have a Trauma-Informed Care curriculum our staff participates in each year to help make everybody who walks through our doors feel respected and welcomed.

ORGANIZATION:	The Road Home Dane County
PROGRAM/LETTER:	A Moving Up

PROGRAM BUDGET

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	25,000	25,000	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	5,000	0	5,000	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	30,000	25,000	5,000	0	0

*OTHER GOVT 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

**OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:	The Road Home Dane County	REQUESTED AMOUNT:
PROGRAM/LETTER:	B Reducing Barriers Fund	15,000
PRIORITY STATEMENT:	STRATEGY 5: RAPID REHOUSING	

1. NEEDS STATEMENT: Describe the community needs this program will address.

~~0000~~ Cohorters (as a housing access) rate and a lack of affordable housing. Due to high rent and often living in generational poverty, families experiencing homelessness often owe previous landlords or utility companies, which exacerbates an already tight rental market. It is very common to see families looking for housing who owe \$1000 or more to a past landlord. HUD's system performance measure for Length of Homelessness has a goal of 30 days. A fund to address these housing barriers will result in shorter lengths of homelessness. Our community currently has an average length of homelessness of 210 days.

Rapid rehousing program consist of housing location, case management and rental subsidies. The most difficult piece of this is the housing location, which these funds would impact. No other funds in the community are flexible enough and at a threshold high enough to have an impact like these would.

2. TARGET POPULATION: Describe the target population including household type, homeless status, racial and cultural background, gender, disabilities, and housing and service needs based on a common assessment tool (i.e. VI-SPDAT score range).

~~0000~~ Target population (with families) with children experiencing homelessness as defined by HUD. Historically, about 85% of the families we serve are people of color, are often in a single female-headed household and score anywhere on the VI-SPDAT from 4-18. We would target families eligible for Rapid Rehousing programs, which typically are in the 4-8 range, since these programs tend to rely on community landlords who do more screening than programs run by agencies.

3. PROGRAM DESCRIPTION: Describe key components of program. Include key aspects of program design, program structure, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

~~0000~~ Characteristics (with phases) modeled after other communities who have had success with this and shared information at recent National Alliance to End Homelessness conferences. It is more of a strategy for housing location than it is an entire program.

If awarded, The Road Home would contribute at least \$5,000, a 33% match, and would leverage City funds to try to raise additional funds. As a small pilot, we would expect to serve about 8 families (roughly \$2500 each) and would track if/how those families' lengths of homelessness are shortened compared to families without access to these funds.

Any barrier to housing that can be reduced should help shorten that family's length of homelessness. Since it can be challenging to "correct" a criminal record or a bad housing reference, we see the past balances to landlords or utilities as something that can be resolved or minimized and have a big impact. Case managers who work with currently homeless families or families who are in need of housing search while in a rapid rehousing or transitional housing program would have access to these funds.

The funds would be flexible but targeted where they would have an impact. A minor but important note is that The Road Home does not have a lot of bureaucracy so we can quickly cut checks to landlords. Timing is often critical for housing location because landlords want to rent a vacant unit as quickly as possible.

ORGANIZATION:	The Road Home Dane County
PROGRAM/LETTER:	B Reducing Barriers Fund

4. BEST PRACTICES: Describe how the services will be delivered in a manner consistent with industry standards or best practices. Refer to Attachment A for examples of best practices within each of the seven identified strategies.

The Road Home staff first learned of using flexible funds as a strategy to shorten the length of homelessness at the National Alliance to End Homelessness conference in 2015. Examples of communities that have implemented and seen success with this strategy include Portland, Seattle, Chicago and Cleveland. Flexible funds are a best practice because they are tailored to each household's unique situation and are distributed starting with the most minimal amount needed to secure housing, similar to a progressive engagement approach.

Although our Rapid Rehousing programs are low-barrier in nature, community landlords have the right to deny housing if an applicant has a past balance owed. The timeliness in which these barriers are addressed are often the difference between a landlord accepting a program participant or not.

5. SUPPORT SERVICES: If the program design involves provision of case management, describe how the program will connect participants community-based support services such as Comprehensive Community Services (CCS) and Targeted Case Management.

Case managers at The Road Home would have access to these reducing barriers funds. While provision of ongoing case management would not be required, if the family chooses to work with our case managers, we would work to connect them to CCS if appropriate. The Road Home is attending CCS orientation on 9/14/17 to become a provider which would make the connection easier.

6. PROPOSED SERVICE TARGETS: Include the total number of unduplicated clients the agency expects to serve by the proposed program of the funding source.

With a total of \$20,000 and an expected average assistance of \$2500 per household, we would expect to serve at least 8 unduplicated families, which is about 25 people.

7. PERFORMANCE OUTCOMES: Select applicable measures from the drop down. Refer to Attachment A for the CDD targets.

Outcome #1:

Outcome #2:

Outcome #3:

Specify your agency's proposed outcomes. If the proposed outcome is lower than the CDD target, provide explanation.

Exit to Permanent Housing: 90%
 Average Length of Homelessness: 120
 Return to Homelessness: 5%

ORGANIZATION:

The Road Home Dane County

PROGRAM/LETTER:

B Reducing Barriers Fund

8. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2016. Indicate the number and percentage for the following characteristics. For new programs, include best estimates.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %	MADISON*		
					GEN %	POV %	R/POV**
RACE							
WHITE/CAUCASIAN	3	12%	5	63%	80%	67%	16%
BLACK/AFRICAN AMERICAN	17	68%	3	38%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIV	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	5	20%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	25	100%	8	100%			
ETHNICITY							
HISPANIC OR LATINO	5	20%	1	13%	7%	9%	26%
NOT HISPANIC OR LATINO	20	80%	7	88%	93%	81%	74%
TOTAL ETHNICITY	25	100%	8	100%			
AGE							
<2	4	16%					
2 - 5	4	16%					
6 - 12	5	20%					
13 - 17	1	4%					
18 - 29	3	12%					
30 - 59	8	32%					
60 - 74	0	0%					
75 & UP	0	0%					
TOTAL AGE	25	100%					
PERSONS WITH DISABILITIES	4	16%					
RESIDENCY							
CITY OF MADISON	20	80%					
DANE COUNTY (NOT IN CITY)	5	20%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	25	100%					
TOTAL	25	100%					
MALE	12	48%					
FEMALE	13	52%					
UNKNOWN/OTHER	0	0%					

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES. AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

9. PROGRAM STAFF: Record the Full Time Equivalent (FTE) program hours of each employee supporting this program as well as their total FTE hours worked for the agency. For seasonal employees, record the number of weeks per year worked at the specified FTE.

Staff Title (one employee per line)	FTE in Program Choose Year Round or Seasonal		For Seasonal only: wks/yr employed	Total FTE in Agency	Program Duties Such as administration, direct service, supervision, teaching/ training or recruitment	Hourly Wage
	Year Round Position FTE	Seasonal Position FTE				
No specific staff person would be dedicated to this "program" - it's a fund that multiple case managers can access to help families move into housing more quickly						

ORGANIZATION:

The Road Home Dane County

PROGRAM/LETTER:

B Reducing Barriers Fund

10. STAFF EXPERIENCE: Describe how the experience and qualifications of your program staff will contribute to the success of the proposed program.

Our executive director and Program Director both have a Masters in Social Work with over 10 years of experience in trying to end family homelessness and supervise our case managers. Our case managers also have degrees in social work or a related field and we invest in trainings and on-going education by sending staff to local, regional and national conferences, trainings and workshops.

We have low turnover in staff, which helps create a consistent staff that learn from each other as well. We consistently have good outcomes for all of our housing programs.

11. STAFF DIVERSITY: Does the staffing of the program reflect the racial and cultural diversity of the participants who will be served? If not, describe how your agency plans to address this mis-match.

We currently have a pretty diverse staff overall. Since several case managers would have access to these funds, I do believe the staffing for this would reflect the racial and cultural diversity of participants who will be served. Our current case management team includes four black females, two white males, one Latina and native Spanish speaker, six white females, two people with a disability, three members of the LGBT community, several religious affiliations are represented and two people have lived experience of homelessness.

12. ACCESSIBILITY AND MARKETING: Describe how your organization will ensure that a diverse client base will find the program accessible, culturally responsive, welcoming and effective in achieving increased participant well-being and safety. Describe how the agency uses, or will use marketing and outreach strategies with the intended service population.

The client base will come from coordinated entry so we will not be doing much marketing to the client base. However, once we are working with a family, we will do what we can to provide a welcoming environment. We have staff that reflects the population we serve, we have artwork that reflects the population we serve, the entire staff attends the Racial Justice Summit each year in addition to other cultural sensitivity trainings, and we have a Trauma-Informed Care curriculum our staff participates in each year to help make everybody who walks through our doors feel respected and welcomed.

ORGANIZATION:	The Road Home Dane County
PROGRAM/LETTER:	B Reducing Barriers Fund

PROGRAM BUDGET

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	0	0	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	15,000	0	15,000	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	5,000	0	5,000	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	20,000	0	20,000	0	0

*OTHER GOVT 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

**OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION: The Road Home Dane County

PROGRAM BUDGET (See Instructions)

1. 2017 BUDGETED		ACCOUNT CATEGORY			
REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	26,796	7,500	19,296	0	0
DANE CO CDBG	0		0	0	0
UNITED WAY ALLOC	328,696	328,696	0	0	0
UNITED WAY DESIG	46,868	46,868	0	0	0
OTHER GOVT	231,500	134,500	10,000	9,000	78,000
FUNDRAISING DONATIONS	826,000	487,767	260,233	41,000	37,000
USER FEES	0	0	0	0	0
OTHER	1,400	0	1,400	0	0
TOTAL REVENUE	1,461,260	1,005,331	290,929	50,000	115,000

2. 2018 PROPOSED BUDGET		ACCOUNT CATEGORY			
REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	26,796	7,500	19,296	0	0
DANE CO CDBG	0	0	0	0	0
UNITED WAY ALLOC	328,696	328,696	0	0	0
UNITED WAY DESIG	50,000	50,000	0	0	0
OTHER GOVT*	245,700	157,700	10,000	0	78,000
FUNDRAISING DONATIONS	868,000	485,000	283,000	53,000	47,000
USER FEES	0	0	0	0	0
OTHER**	1,500	0	1,500	0	0
TOTAL REVENUE	1,520,692	1,028,896	313,796	53,000	125,000

*OTHER GOVT 2018

Source	Amount	Terms
City of Madison ETH	20,000	Expires 6/30 - shelter case management
FEMA	15,000	Must be spent by 1/31 - shelter and rental assistance
State through The Salvation Army	7,700	Expires year-end - shelter
HUD	191,000	CoC programs Houseability, Second Chance and RRFF
MMSD	12,000	School transportation reimbursement for shelter
TOTAL	245,700	

**OTHER 2018

Source	Amount	Terms
Interest	1,000	
Miscellaneous	500	
TOTAL	1,500	

ORGANIZATION:

The Road Home Dane County

AGENCY ORGANIZATIONAL PROFILE

1. AGENCY MISSION STATEMENT

The Road Home Dane County provides opportunities for homeless children and their families to achieve self-determined goals and affordable, stable housing.

2. AGENCY EXPERIENCE AND QUALIFICATIONS: Specifically describe how the agency is meeting or plans to meet the following guidelines/requirements as laid out in the RFP: 1) Housing First and Low Barrier approaches; 2) Partnership and Collaboration/ Improved Coordination of Services; 3) Participation in Coordinated Entry; 4) Best Practices and Demonstrated Success; 5) Written Standards; 6) Data and Reporting.

The Road Home (TRH) has provided homeless services to families since 1999, and currently operates eight housing programs, all of which align with the Housing First philosophy and are low barrier to program entry. We also care about the entire community and system, and these projects would assist at a system level. TRH has partnered for over 17 years with various agencies, funders, congregations and property management companies to creatively address issues in family homelessness. We have partnered with the YWCA, The Salvation Army, CAC, Housing Initiatives, United Way, Meridian Group, others and most recently with the City of Madison in the project at Truax – all of which have helped lead to successful outcomes. TRH staff has participated in Coordinated Entry (CE) since its inception, including the CE Committee and work groups. We attend and help facilitate the bi-weekly family placement meetings, in addition to the Written Standards Committee. TRH is invested in being a leader in best practices in case management and program development. We have sent staff to the NAEH conference annually to gain insight into innovative solutions to address homelessness. We ensure case managers are trained in Harm Reduction, Housing First, Trauma Informed Care, Motivational Interviewing, Racial Justice, SOAR and any other area of development deemed necessary to provide the highest quality of service to families. There are no current Written Standards for a Moving Up type program, but our agency follows Written Standards in all of our other programs and on an agency level. In addition, we track client progress in HMIS, in case notes and in client files, provide a transparent grievance procedure and utilize the priority list for all referrals into programs.

3. AGENCY UPDATE: Describe any significant changes or shifts the agency has experienced in the last year, or anticipates it may experience in the next few years. Changes in leadership, significant turnover in staffing, strategic planning processes, expansions or loss of funding are among the kinds of changes the City wants to be aware of. What, if any, affects will these shifts have on the agency's ability to provide contracted services? If there have been no significant changes and none are anticipated, write "no changes" in box below.

No significant changes have happened or are expected that would result in a negative consequence or reason we couldn't provide contracted services. We are strategically planning for a new office building, which would help expand services in addition to strategically evaluating programs that might result in ending our shelter to focus more on housing.

4. COMMUNITY AND STAKEHOLDER ENGAGEMENT: Describe how you integrate, or will integrate, both community and stakeholder input into your agency's operations and program planning (e.g., input or involvement in the creation, design, implementation, and feedback for services)? How will these efforts improve your services? Include specific strategies that you will use to address client, participant and community engagement.

The Road Home gathers feedback on services via surveys from program participants on a bi-annual basis. These surveys are analyzed by The Road Home's program committee - a board committee comprised of staff, former clients and board members. Input from surveys help strengthen program and are used in program design. We also have two seats on our Board of Directors for former program participants.

For Moving Up, The Road Home's executive director has engaged CDA in this conversation to see how we can utilize PHA's to help be part of the solution to end homelessness in our community. In these discussions, we explained how partnering in this project would open up the very limited PSH slots in our community for those most in need and CDA is open to the idea of helping to develop this program.

In addition to conversations with CDA, The Road Home also engaged staff from the YWCA and The Salvation Army in this conversation, both of whom partner in a PSH program. Staff were very excited about this possibility. Additionally, we will gather input from families via discussions with case managers that would further inform our decisions around program design.

5. CAPACITY BUILDING: Please help the City understand any capacity building needs that affect your agency's ability to provide quality services. Identify three such needs that, if addressed, would assist the agency in delivering quality services. How might the City help address these needs? (INFORMATION ONLY, NOT SCORED)

Capacity building activities are defined as intentional, coordinated and mission-driven efforts aimed at strengthening the management and governance of nonprofits to improve their performance and impact. Examples of capacity building activities:

- Programmatic: program evaluation, program best-practices/improvement
- Organizational: budgeting, strategic planning, collaborative planning and relationships, administrative functions, human resources functions
- Governance: Board development, operational investments, fund development
- Cultural competency and capacity: diversity of staff, board and volunteers, language access, overall cultural competency of organization

- 1) Diversify staff and board – we are currently the most diverse staff we've been as an agency but there is still room for improvement to better reflect the population we serve
- 2) "Middle management" infrastructure – we were able to greatly expand our services when we created our first Program Director in 2015. Because this position attends many community-level and system-level meetings, we could use additional infrastructure to keep us ahead of the curve on best practices in direct-practice – particularly as we delve into CCS.
- 3) Technology – I think we could be more efficient if we had laptops or iPads for case managers while they're doing their home visits, attending community meetings, to write case notes or enter data between meetings, etc.

The City could help address these needs by doing a small "capacity building" grant process, similar to one United Way did a couple years ago.

6. BOARD-VOLUNTEER DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and volunteers. Refer to application instructions

for definitions. You will receive an "ERROR" until completing the demographic information.

DESCRIPTOR	BOARD		VOLUNTEER		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
	TOTAL	14	100%	2,054	100%		
GENDER							
MALE	8	57%	1,348	66%			
FEMALE	6	43%	706	34%			
UNKNOWN/OTHER	0	0%	0	0%			
TOTAL GENDER	14	100%	2,054	100%			
AGE							
LESS THAN 18 YRS	0	0%	375	18%			
18-59 YRS	12	86%	951	46%			
60 AND OLDER	2	14%	728	35%			
TOTAL AGE	14	100%	2,054	100%			
RACE							
WHITE/CAUCASIAN	11	79%	1,879	91%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	14%	105	5%	7%	15%	39%
ASIAN	0	0%	20	1%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	14	1%	0%	0%	0%
MULTI-RACIAL	1	7%	36	2%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	14	100%	2,054	100%			
ETHNICITY							
HISPANIC OR LATINO	1	7%	19	1%	7%	9%	26%
NOT HISPANIC OR LATINO	13	93%	2,035	99%	93%	81%	74%
TOTAL ETHNICITY	14	100%	2,054	100%			
PERSONS WITH DISABILITIES	1	7%	20	1%			

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

7. Reflecting on the information provided in question "6", describe to what degree the composition of the agency's board composition and volunteer pool reflects the racial and cultural diversity of the residents the agency serves? If there is not a strong correlation, describe the agency's plan to improve in this area.

The vast majority of our volunteers spend their time helping in our emergency shelter. The gender and ages of volunteers more closely resembles the population we serve. Race and ethnicity is where we can improve. We are aware of the high level of white volunteers compared to the number of white families we see in shelter. This disparity is something we work on by recruiting more congregations of color. We have had recent success in this area; however, the disparities are still very high. This is actually one factor in why we are exploring the possibility of ending our shelter, as mentioned in #3.

8. AGENCY REVENUE DETAILED BY PROGRAM

REVENUE SOURCE	2016 ACTUAL	2017 BUDGET	2018 PROPOSED	2018 PROPOSED PROGRAMS			
				A	B	C	D
DANE CO HUMAN SVCS	26,680	26,796	26,796	0	0	0	0
DANE CO CDBG		0	0	0	0	0	0
MADISON-CDD	16,800	0	40,000	25,000	15,000	0	0
UNITED WAY ALLOC	328,345	328,696	328,696	0	0	0	0
UNITED WAY DESIG	42,250	46,868	50,000	0	0	0	0
OTHER GOVT	244,287	231,500	245,700	0	0	0	0
FUNDRAISING DONATIONS	940,720	826,000	878,000	5,000	5,000	0	0
USER FEES		0	0	0	0	0	0
OTHER	2,000	1,400	1,500	0	0	0	0
TOTAL REVENUE	1,601,082	1,461,260	1,570,692	30,000	20,000	0	0

REVENUE SOURCE	2018 PROPOSED PROGRAMS CONT.					
	E	F				NonApp
DANE CO HUMAN SVCS	0	0				26,796
DANE CO CDBG	0	0				0
MADISON-CDD	0	0				0
UNITED WAY ALLOC	0	0				328,696
UNITED WAY DESIG	0	0				50,000
OTHER GOVT	0	0				245,700
FUNDRAISING DONATIONS	0	0				868,000
USER FEES	0	0				0
OTHER	0	0				1,500
TOTAL REVENUE	0	0				1,520,692

9. AGENCY EXPENSE BUDGET

This chart describes your agency's total expense budget for 3 separate years.

Where possible, use audited figures for 2016 Actual. Budget and Proposed Subtotals will autofill from information you provided in the individual program budgets, Center Support and Non-City worksheets in this application.

You will receive an "ERROR" until the amounts equal the autofilled Budget and Proposed subtotals.

Account Description	2016 ACTUAL	2017 BUDGET	2018 PROPOSED
A. PERSONNEL			
Salary	746,133	783,324	813,870
Taxes	56,500	62,689	67,186
Benefits	135,475	159,318	172,840
SUBTOTAL A.	938,108	1,005,331	1,053,896
B. OPERATING			
All "Operating" Costs	266,686	290,929	338,796
SUBTOTAL B.	266,686	290,929	338,796
C. SPACE			
Rent/Utilities/Maintenance	48,400	50,000	53,000
Mortgage (P&I) / Depreciation / Taxes	0	0	0
SUBTOTAL C.	48,400	50,000	53,000
D. SPECIAL COSTS			
Assistance to Individuals	103,688	95,000	105,000
Subcontracts, etc.	18,000	18,000	18,000
Affiliation Dues	2,000	2,000	2,000
Capital Expenditure	0	0	0
Other:	0	0	0
SUBTOTAL D.	123,688	115,000	125,000
SPECIAL COSTS LESS CAPITAL EXPENDITURE	123,688	115,000	125,000
TOTAL OPERATING EXPENSES	1,376,882	1,461,260	1,570,692
E. TOTAL CAPITAL EXPENDITURES	0	0	0

10. AGENCY GOVERNING BODY

How many Board meetings were held in 2016?	10
How many Board meetings has your governing body or Board of Directors scheduled for 2017?	10
How many Board seats are indicated in your agency by-laws?	range: 11 & 17

List your current Board of Directors or your agency's governing body.

Name	Leigh Becker			
Home Address	2416 Waunona Way, Madison, WI 53713			
Occupation	Social Worker			
Representing	Children's Services Society of WI			
Term of Office	3 years	From:	04/2016	To: 03/2019
Name	Mustapha Drammeh			
Home Address	734 Jupiter Drive, #102, Madison, WI 53719			
Occupation	Assset Care Anyalyst			
Representing	Alliant Energy			
Term of Office	3 Years	From:	04/2015	To: 03/2018
Name	Ben Evans			
Home Address	1253 Meadow Sweet Drive, Madison, WI 53719			
Occupation	Attorney			
Representing	Michael Best & Friedrick LLP			
Term of Office	3 years	From:	04/2015	To: 03/2018
Name	Zaher Karp			
Home Address	2417 E. Dayton St., Madison, WI 53704			
Occupation	Research analyst			
Representing	University of Wisconsin School of Medicine and Public Health			
Term of Office	3 years	From:	04/2016	To: 03/2019
Name	Miguel Manriquez			
Home Address	19 Sherman Terrace, #6, Madison, WI 53703			
Occupation	Attorney			
Representing	Michael Best & Friedrick LLP			
Term of Office	3 years	From:	04/2015	To: 03/2018
Name	Mark Martin			
Home Address	1805 Autumn Hill Drive, Verona, WI 53593			
Occupation	Vice President			
Representing	CUNA Mutual Group			
Term of Office	3 years	From:	04/2017	To: 03/2020
Name	Joe Pleshek			
Home Address	5540 Research Park Drive, Fitchburg, WI 53711			
Occupation	President			
Representing	Terso Solutions			
Term of Office	3 years	From:	04/2016	To: 03/2019
Name	Catherine Rotter			
Home Address	4817 Sherwood Road, Madison, WI 53711			
Occupation	Physical Therapist			
Representing	SSM Health			
Term of Office	6 years	From:	04/2012	To: 03/2018

AGENCY GOVERNING BODY cont.

Name	Linda Schaack			
Home Address	912 Menomonie Lane, Madison, WI 53704			
Occupation	Retired, Financial Manager			
Representing	MG&E			
Term of Office	6 years	From:	04/2013	To: 03/2019
Name	Jeff Swalve			
Home Address	5662 Cottontail Drive, Waunakee, WI 53597			
Occupation	Vice President			
Representing	American Family Insurance			
Term of Office	3 years	From:	04/2017	To: 03/2020
Name	Adam Sweet			
Home Address	5904 Schumann Drive, Fitchburg, WI 53711			
Occupation	Financial Services			
Representing	Madison Investment Advisors			
Term of Office	3 years	From:	04/2017	To: 03/2020
Name	Barbara Tormaschy			
Home Address	633 W. Wilson, Apt. 423, Madison, WI 53703			
Occupation	Vice President Finance			
Representing	Alliant Energy			
Term of Office	3 years	From:	04/2017	To: 03/2020
Name	Jesi Wang			
Home Address	713 Marlow Bay, Verona, WI 53593			
Occupation	Vice President			
Representing	MetaStar			
Term of Office	3 years	From:	04/2017	To: 03/2020
Name	Kate Weis			
Home Address	1510 Hooker Ave., Madison, WI 53704			
Occupation	Realtor			
Representing	Alvarado Real Estate Group			
Term of Office	3 years	From:	04/2017	To: 03/2020
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy