

APPLICATION FOR 2018 HOMELESS SERVICES FUNDS



1. AGENCY CONTACT INFORMATION

Legal Name of Organization	Heartland Health Outreach, Inc	
Mailing Address	4750 North Sheridan Road, Chicago, IL 60640	
Telephone	773-751-4104	
FAX	773-275-9356	
Director	Ed Stellan	
Email Address	eEStellan@heartlandalliance.org	
Additional Contact	Tina White	
Email Address	Twhite@heartlandalliance.org	
Legal Status	Private: Non-Profit	
Federal EIN:	36-3775696	
DUNS #:		
SAM Registration:		

2. PROPOSED PROGRAMS

Program Name	Letter	2018 Req New?	Proposed Strategy	Source of Funding
Rethke Terrace Apartments Supportive Services	A	\$126,362 NEW	STRATEGY 6: PERMANENT SUPPORTIVE HOUSING	City General Purpose Revenue (GPR) ONLY
Contact:		Phone:	Email:	
Program B	B	\$0	Select a Strategy from the Drop-Down	Select the source of funding from the drop-down menu
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
TOTAL REQUEST		\$126,362		

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:	Heartland Health Outreach, Inc	REQUESTED AMOUNT:
PROGRAM/LETTER:	A Rethke Terrace Apartments Supportive Services	126,362
STRATEGY:	STRATEGY 6: PERMANENT SUPPORTIVE HOUSING	

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

The Rethke Terrace Apartments' 60 units of PSH are part of Madison's systemic response to end homelessness by expanding PSH with onsite services for the chronically homeless and homeless veterans. In 2016, 2,859 persons stayed at least one night in a Madison emergency shelter: extrapolating from 2013 data, at least 25% had a mental health or substance use issue and 11% (300) were veterans. Residents are drawn from the most vulnerable homeless: those living on the street or in shelters and whose mental health, substance use, and multiple, chronic medical conditions, including TBIs, present persistent barriers to maintaining housing. Service and front desk staff to be supported by this funding will ensure this population is stably housed, in a safe and affirming way that leads to self-sufficiency and health, while reducing the high cost to the community of chronic homelessness that results from high use of shelters, emergency rooms, and the justice system.

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).

Rethke Terrace residents are single adults who have experienced chronic homelessness and who are homeless veterans, 28% of whom were chronically homeless. 61% are White; 31% are African American; with the remaining 8% American Indian/Alaskan Native, Multi-racial or other. 80% of residents are male and 19% are female. Our residents are an aged and aging population, with more than 54% between 50 and 60 years of age and 19% 62 and over. Most have a VI-SPDAT score of 8+, which qualifies them for PSH and intensive supportive services: 61% have a significant mental health issue; 59% have alcohol/drug use issues; 63% have at least one chronic medical condition, including a physical disability; and 17% have experienced domestic violence. While Rethke Terrace Apartments end their homelessness, they continue to require ongoing service to ensure housing stability, linkages to health care and treatment, and individual treatment and recovery plans.

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.

HHO services follow a Housing First model, are designed to help residents maintain housing and increase self-sufficiency, and prevent return to homelessness. Using strengths-based case management, services are flexible, based on participant need, and voluntary. Staff is available Mon.-Fri. from 8:30AM until 8:30PM and Sat. from 10AM until 6PM. A multidisciplinary team, lead by a program manager who oversees a licensed mental health and substance use specialist and a supportive housing case manager, provides engagement, CCS/TCM enrollment, assessment, service planning, crisis intervention, substance use and mental health care, and linkage to healthcare, employment, and asset development services. Staff also accompanies residents to community appointments. All face-to-face and collateral activities are documented in progress notes.

Staff proactively engages residents and most residents receive daily contact. Residents transitioning out of Rethke to other housing or service providers receive interim community-based services to ensure housing and continuity of care. Staff meets monthly with VA case managers working with Rethke veterans to facilitate recovery and meets weekly with property management to jump start services for incoming residents or address issues that may threaten a resident's housing, such as non-payment of rent or violation of building rules. As part of this proposal, we will add a front desk staff to be present during the day that will ensure a safe and peaceful communal living environment. This position will monitor lobby activity, address and report disruptions, and enforce guest policies and compliance with building rules. These services will help formerly homeless individuals become good residents and neighbors, and allow service professionals to focus on delivering clinical care rather than having to respond to issues that result from congregate living.

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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.

Rethke Terrace Apartments follow the Housing First model, prioritizing the most vulnerable, offering access to low threshold, affordable PSH, and requiring no prerequisites such as sobriety. Tenants hold leases and pay no more than 30% of their income for rent. HHO's supportive services are consistent with Housing First in that services are offered on site and are separate from housing as there is no mandate to participate in services as a condition of housing attainment or retention. Rather, services are voluntary and staff partner with residents to develop self-directed recovery plans that reflect residents' needs and choices. Staff engages residents through assertive outreach and is trained in Motivational Interviewing—which emphasizes connection, engagement, and meeting people where they are rather than where they "should" be; and in Harm Reduction—which promotes non-judgmental communication regarding substance use or other risky behaviors, including education on ways to minimize risk and engage in safe practices. Harm reduction extends to helping residents manage disruptive behaviors in order to contribute to a healthy and safe communal environment. Services are flexible and include access to both mental health and substance use treatment. Neither condition in and of itself is viewed as a reason for eviction. Case managers partner with property management and residents to develop payment plans or to address other lease violations. Assistance in finding housing is provided to those who cannot comply, rather than eviction proceedings. When individuals do leave Rethke Terrace for any reason, case managers provide follow along support, helping them access stable housing or connect to new service providers. HHO staff also coordinates participant care with partners, including the VA and CCS specialty providers; and all HHO Rethke staff is credentialed and trained for Medicaid billing, including CCS and TCM.

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.

As HHO is a CCS and TCM service provider and is listed in the CCS provider directory, staff is able to provide long-term support services and directly refer residents to the array of CCS specialized services. HHO expedites enrollment into CCS and TCM by participating in Rethke housing intakes, educating participants about the benefits of CCS and initiating document collection, including a physician prescription for CCS services based on a qualifying diagnosis. Many homeless individuals lack identification and connection to a health care provider and so need this assistance. For CCS/TCM eligible individuals, staff completes paperwork, registrations, assessments and/or recovery plan, and annual eligibility re-screenings. However, staff provides the full array of services for all residents regardless of their participation or eligibility in CCS/TCM.

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.

HHO will serve approximately 45 participants each year through a mix of CCS and TCM enrollment.

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

Utilization Rate ▼

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

The service utilization goal of 75% is lower than the CDD target because not all residents are eligible for TCM or CCS for a variety of reasons, including lack of a qualifying diagnosis or ineligibility for Medicaid. Our experience working with individuals with a history of chronic homelessness shows that the engagement process can take significant time, for some individuals upward to a year, and that not everyone will use supportive services. However, as occupancy of the building settles, we anticipate the percentage of residents engaged in services will increase and stabilize.

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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	36	61%	3	100%	80%	67%	16%
BLACK/AFRICAN AMERICAN	18	31%	0	0%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATI	1	2%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	2	3%	0	0%	3%	4%	26%
BALANCE/OTHER	2	3%	0	0%	1%	2%	28%
TOTAL RACE	59	100%	3	100%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	1	33%	7%	9%	26%
NOT HISPANIC OR LATINO	59	100%	2	67%	93%	81%	74%
TOTAL ETHNICITY	59	100%	3	100%			
AGE					*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.		
<2	0	0%			**R/POV=Percent of racial group living below the poverty line.		
2 - 5	0	0%					
6 - 12	0	0%					
13 - 17	0	0%					
18 - 29	4	7%					
30 - 59	44	75%					
60 - 74	11	19%					
75 & UP	0	0%					
TOTAL AGE	59	100%					
PERSONS WITH DISABILITIES	54	92%					
RESIDENCY							
CITY OF MADISON	59	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	59	100%					
TOTAL	59	100%					
MALE	47	80%					
FEMALE	11	19%					
UNKNOWN/OTHER	1	2%					

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				
Sr. Director of Clinical Operations	0.15			1	Administration	41.78
Program Manager	1			1	Supervision	26.44
MH and SA Specialist	1			1	Direct service,	28.84
Housing Case Manager	1			1	Direct service,	16.35
Front Desk Clerk	1			1	Operations	15

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

HHO staff experience and qualifications support recovery and housing stability. HHO's Senior Director of Clinical Operations provides clinical and administrative oversight and is a LCSW with more than 15 years' experience in non-profit management. The Rethke Program Manager has a BA in Counseling and more than 25 years' experience in non-profits, including 16 years as an HHO mental health specialist/supervisor and administrative housing specialist. He provides program over site, direct service, and develops and facilitates community partnerships and collaborations. Direct service staff includes an MA who is both a Licensed Professional Counselor and Clinical Substance Abuse Counselor with four years' experience delivering individual and group mental health and substance use services; and a BA who has a degree in Psychology with a concentration in counseling, and residential programs, correctional rehabilitation services, and intensive outpatient treatment experience.

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.

HHO attracts candidates with a specific interest in working with underserved populations and strives to ensure staff reflects the racial and cultural diversity of participants. Three of Rethke staff are White and so reflect the majority (61%) of Rethke residents who are also White. While the program manager is a Latino male and identifies as a person of color, we need to continue to recruit individuals of color and we will make every effort to recruit qualified candidates who reflect the racial and cultural diversity of our minority participants. Furthermore, as participants have life histories that include homelessness, trauma, and multiple other challenges, it is important that our staff also reflect knowledge of these experiences. So, as resources allow, we will hire a peer support specialist whose life experience will reflect that of Rethke residents.

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.

HHO's Philosophy of Care requires participant centered, strength based, and trauma informed care, and services that prioritize participant choice. HHO abides by Heartland Alliance's human rights philosophy which promotes self-determination, respect for and inclusion of all people, and non-discriminatory practices. A daily coffee hour allows residents to socialize and access service information; and a weekly staffing and two onsite wellness groups assess and promote well-being. As participation in supportive services continues to grow, we will add groups and programming based on the needs and self-directed goals of Rethke residents. A new front desk staff will enhance participant well-being and safety which will in turn promote recovery and community integration. Marketing strategies include a project brochure which is circulated to homeless and other service providers; inclusion in the CCS service provider directory; and participation in Homeless Consortium activities and committees.

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PROGRAM BUDGET

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	48,936	34,450	14,286	21	179
DANE CO CDBG	0		0	0	0
MADISON-CDD	100,000	67,738	29,958	0	2,304
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	10,878	4,333	5,147	1,074	324
TOTAL REVENUE	159,814	106,521	49,391	1,095	2,807

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0		0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	126,362	99,917	24,562	464	1,419
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	126,362	99,917	24,562	464	1,419

*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:

Heartland Health Outreach, Inc

PROGRAM BUDGET (See Instructions)

1. 2017 BUDGETED

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
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	15,172,111	8,048,251	3,329,918	855,028	2,938,914
FUNDRAISING DONATIONS	1,625,584	862,313	356,777	91,610	314,884
USER FEES	10,024,432	5,317,595	2,200,125	564,929	1,941,783
OTHER	270,929	143,718	59,463	15,269	52,479
TOTAL REVENUE	27,093,056	14,371,877	5,946,283	1,526,836	5,248,060

2. 2018 PROPOSED 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
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	15,310,839	8,843,395	2,993,113	908,110	2,566,221
FUNDRAISING DONATIONS	1,417,670	818,833	277,140	84,084	237,613
USER FEES	11,624,896	6,714,430	2,272,548	689,491	1,948,427
OTHER**	0	0	0	0	0
TOTAL REVENUE	28,353,405	16,376,658	5,542,801	1,681,685	4,752,261

*OTHER GOVT 2018

Source	Amount	Terms
Federal Government	14,153,340	Various Contracts
State	1,100,849	Various Contracts
City	56,650	Various Contracts
	0	
	0	
TOTAL	15,310,839	

**OTHER 2018

Source	Amount	Terms
FY 2017 - A surplus of \$846,423	0	Generate by non-Madison CDD FFS and programmatic activities
FY 2018 - A surplus of \$155897	0	Expected to be generated by non-Madison CDD FFS and prgrammatic
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:

Heartland Health Outreach, Inc

AGENCY ORGANIZATIONAL PROFILE**1. AGENCY MISSION STATEMENT**

Heartland Health Outreach (HHO) is a community health organization dedicated to transforming healthcare for the most vulnerable—particularly people experiencing homelessness, mental illness or addictions, or struggling with multiple chronic illnesses—improving health for all and the well-being of communities. HHO is also an affiliate of Heartland Housing (HH) which developed and manages the Rethke Terrace PSH project; and both HHO and HH are partners of Heartland Alliance for Human Needs and Human Rights, one of the Midwest's largest anti-poverty organizations.

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.

1. Housing First and Low Barrier approaches: Rethke offers the most vulnerable homeless people access to housing as units are available without preconditions of accepting treatment or complying with residency mandates. Residents are expected to comply with community rules and standards as part of their lease agreement.
2. Collaboration: HHO partners with the VA to coordinate care for Rethke veterans; with Journey Mental Health Center for psychiatric support; and with other CCS providers for specialty care.
3. Coordinated Entry: Rethke pulls residents from the City's by-name priority list. The program manager participates in the Homeless Services Consortium's core group meetings and trainings, as well as the bi-monthly Housing Providers' meeting to facilitate housing placements, referrals, and transitions to housing.
4. Best Practices and Demonstrated Success: HHO has 30+ years delivering supportive services in PSH programs: The agency operates more than 250 units of PSH and scattered site housing, while HH owns and operates 500 units of PSH in Madison, Milwaukee and Chicago. This service and housing partnership has been effective: 97% of Rethke residents have retained their housing, as have 96% of the group that are veterans; 100% of incoming residents who lacked insurance coverage are now enrolled in Medicaid or another form of health insurance; and 18 individuals have been enrolled in CCS.
5. HHO supportive services comply with Written Standards' Housing First, PSH, and case management standards, and policies and procedures are reviewed for compliance. All HHO staff will receive the Written Standards at orientation.
6. Data and Reporting: Rethke Terrace collects participant demographics and other information at intake and HHO's program manager directly enters them into HMIS, as well as all required service transactions. HHO adheres to and meets all HMIS quality procedures, including informed consent. Staff is HIPAA trained annually.

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.

In January, 2017, a seasoned HHO supervisor moved to Madison to assume management of Rethke supportive services, provide direct services, and oversee community partnerships. The original outreach case managers were replaced with two licensed professionals who are qualified to deliver and bill for mental health, substance use, and case management services.

We are changing our model of supporting staff exclusively with CCS/TCM billing, as billing alone has not covered the costs of the professional services needed by this population. One year after opening Rethke Terrace, CCS/TCM enrollment is about 50% of expected and service use is lower than expected. This is due to a number of factors: the multi-step enrollment and the recovery program requirement present barriers for the chronically homeless; Medicaid income eligibility criteria exclude a significant % of residents; and participation is voluntary. The result is a funding gap between the cost of a professionally trained staff, as is required, and the ability to pay for these staff with CCS/TCM billing. Funds from this RFP will address the gap and support staff in serving all residents, regardless of their CCS/TCM eligibility or participation. It will also enable staff to offer necessary programming that is not CCS/TCM reimbursable. We have also identified the need for a day-time front desk staff to address issues that arise from housing individuals who are adapting to the rules of congregate living and who in turn need help setting boundaries with friends or family around visitation and high risk behaviors.

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.

HHO integrates participant input via a monthly community meeting during which residents provide feedback on services and other issues important to them. Feedback from the Rethke Tenant Committee, which is overseen by property management, is shared with HHO staff and incorporated into programming when feasible. HHO also conducts annual participant satisfaction surveys. Summaries from these are shared with staff and result in new services or programming. Rethke Terrace space is available for use by the community and is currently being used by NAMI, which offers two classes per month open to residents, and by the VA for a Wellness group. The Community room is also available to other community organizations, such as the neighborhood association or the local police for their meetings, and we envision being able to host Homeless Services Consortium meetings and trainings in the future.

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

We would like to see support for a professional research study of Rethke Terrace's first-year experience in ending homelessness through a combination of PSH and services funded through CCS/TCM billing. This research would provide analysis and recommendations that will assist policy makers in determining the future of CCS as a viable/primary source of funding in ending homelessness and preventing a return to homelessness for those already placed in housing. Such a study would also elicit information on the project model and its financial needs which would prove useful in its replication. The study would be useful for a variety of secondary audiences as well, including Madison's Continuum of Care, MCO's, hospitals, and service providers.

We would also like to see the City offer more training, especially advocacy trainings for supportive housing residents that would teach them how to advance their interests and needs within the housing system to positively affect the quality of housing and services they receive. An active and empowered community of supportive housing resident would foster working partnerships between residents and providers to the benefit of both. Other trainings include strength based assessments, Motivational Interviewing, Harm Reduction, and Trauma Informed care.

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	17	100%	0	0%		
GENDER							
MALE	8	47%	0	0%			
FEMALE	9	53%	0	0%			
UNKNOWN/OTHER	0	0%	0	0%			
TOTAL GENDER	17	100%	0	0%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	12	71%	0	0%			
60 AND OLDER	5	29%	0	0%			
TOTAL AGE	17	100%	0	0%			
RACE							
WHITE/CAUCASIAN	12	71%	0	0%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	12%	0	0%	7%	15%	39%
ASIAN	3	18%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	17	100%	0	0%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	17	100%	0	0%	93%	81%	74%
TOTAL ETHNICITY	17	100%	0	0%			
PERSONS WITH DISABILITIES	0	0%	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.

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.

71% of HHO's Board is White, compared to 61% of Rethke residents; 12% is African-American compared to 31% of Rethke residents; and 18% is Asian while 8% of Rethke residents identify as multi-racial or other. An HHO participant and member of the agency's Consumer Advisory Board also sits on the agency's Board of Directors. HHO strives to identify and recruit Board members who reflect both the racial and cultural diversity of its program residents, and bring expertise relative to the scope and depth of the agency's programming and services. Plans to improve the Board's racial and cultural diversity are ongoing and include recruiting members from new projects that are being developed in racially diverse communities.

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		48,936	0	0	0	0	0
DANE CO CDBG		0	0	0	0	0	0
MADISON-CDD		100,000	126,362	126,362	0	0	0
UNITED WAY ALLOC		0	0	0	0	0	0
UNITED WAY DESIG		0	0	0	0	0	0
OTHER GOVT	13,946,952	15,172,111	15,310,839	0	0	0	0
FUNDRAISING DONATIONS	1,708,803	1,625,584	1,417,670	0	0	0	0
USER FEES	9,739,096	10,024,432	11,624,896	0	0	0	0
OTHER	231,192	281,807	0	0	0	0	0
TOTAL REVENUE	25,626,043	27,252,870	28,479,767	126,362	0	0	0

REVENUE SOURCE	2018 PROPOSED PROGRAMS CONT.					
	E	F				NonApp
DANE CO HUMAN SVCS	0	0				0
DANE CO CDBG	0	0				0
MADISON-CDD	0	0				0
UNITED WAY ALLOC	0	0				0
UNITED WAY DESIG	0	0				0
OTHER GOVT	0	0				15,310,839
FUNDRAISING DONATIONS	0	0				1,417,670
USER FEES	0	0				11,624,896
OTHER	0	0				0
TOTAL REVENUE	0	0				28,353,405

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	10,332,019	11,630,101	13,194,509
Taxes	169,803	199,381	229,745
Benefits	2,255,953	2,648,916	3,052,321
SUBTOTAL A.	12,757,775	14,478,398	16,476,575
B. OPERATING			
All "Operating" Costs	5,664,176	5,995,674	5,567,363
SUBTOTAL B.	5,664,176	5,995,674	5,567,363
C. SPACE			
Rent/Utilities/Maintenance	1,446,257	1,518,015	1,518,522
Mortgage (P&I) / Depreciation / Taxes	18,971	9,916	163,627
SUBTOTAL C.	1,465,228	1,527,931	1,682,149
D. SPECIAL COSTS			
Assistance to Individuals	2,169,173	2,381,509	2,173,196
Subcontracts, etc.	453,252	399,694	400,000
Affiliation Dues	0	0	0
Capital Expenditure	0	200,000	0
Other:	1,649,352	2,269,664	2,180,484
SUBTOTAL D.	4,271,777	5,250,867	4,753,680
SPECIAL COSTS LESS CAPITAL EXPENDITURE	4,271,777	5,050,867	4,753,680
TOTAL OPERATING EXPENSES	24,158,956	27,052,870	28,479,767
E. TOTAL CAPITAL EXPENDITURES	0	200,000	0

10. AGENCY GOVERNING BODY

How many Board meetings were held in 2016?	12
How many Board meetings has your governing body or Board of Directors scheduled for 2017?	12
How many Board seats are indicated in your agency by-laws?	22

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

Name	Bassler, Elissa			
Home Address	1715 Ashland, Evanston, IL 60201			
Occupation	Chief Executive Officer			
Representing	Illinois Public Health Institute			
Term of Office		From: 03/2017	To:	mm/yyyy
Name	Belton, Keith			
Home Address	5439 North Kenmore, Chicago, IL 60640			
Occupation				
Representing				
Term of Office		From: 09/2015	To:	mm/yyyy
Name	Carrigan, Timothy			
Home Address	1814 West Berwim, Avenue, Chicago, IL 60640			
Occupation	Associate Vice President & Assistant Professor			
Representing	Rush University Medical Center			
Term of Office		From: 03/2017	To:	mm/yyyy
Name	Grossi, Richard			
Home Address	737 Summit Street, Downers Grove, IL 60515-4940			
Occupation	Chief Financial Officer			
Representing	Kensium, LLC			
Term of Office		From: 09/2011	To:	mm/yyyy
Name	Ho, Khoa			
Home Address	1522 West Elmdale Avenue, Unit 2, Chicago, IL 60660-2418			
Occupation	Vice President, Investor Services			
Representing	Ariel Investments, LLC			
Term of Office		From: 09/2011	To:	mm/yyyy
Name	Klein, Thomas			
Home Address	1727 West Peterson Avenue, Chicago, IL 60660-3138			
Occupation	Physician			
Representing	Klein & Slotten Medical Associates			
Term of Office		From: 09/2007	To:	mm/yyyy
Name	Mcllwain, Kary			
Home Address	1046 North Grove Avenue, Chicago, IL 60302			
Occupation	Chief Marketing and Communications Officer			
Representing	Ann & Robert H. Lurie Children's Hospital of Chicago			
Term of Office		From: 03/2017	To:	mm/yyyy
Name	Migely, Julianne			
Home Address	5530 North Virginia Avenue, Chicago, IL 60625-3918			
Occupation				
Representing	CEM Medical LLC			
Term of Office		From: 03/2009	To:	mm/yyyy

AGENCY GOVERNING BODY cont.

Name	Noonan, Melinda			
Home Address	3529 West Beach Avenue, Chicago, IL 60651-2432			
Occupation	Program Director, Transformative Leadership			
Representing	Rush University, College of Nursing			
Term of Office		From:	03/2016	To: mm/yyyy
Name	Ronald Tuan-Mu			
Home Address	5605 N. Glenwood Ave., Chicago IL 60613-2077			
Occupation				
Representing	Deloitte			
Term of Office		From:	03/2016	To: mm/yyyy
Name	O'Connor, Jennifer			
Home Address	826 North Dryden Avenue, Arlington Heights, IL 60004-5731			
Occupation	Vice President			
Representing	Sg2 LLC			
Term of Office		From:	09/2015	To: mm/yyyy
Name	Rafsky, Joshua			
Home Address	4117 N. Sheridan Rd., Chicago IL 60613-2077			
Occupation	Associate Attorney			
Representing	Jackson Lewis P.C.			
Term of Office		From:	03/2017	To: mm/yyyy
Name	Rucker, Monique			
Home Address	3920 Grove Avenue, Western Springs, IL 60558			
Occupation	FOCUS Regional Lead			
Representing	Gilead Sciences, Inc.			
Term of Office		From:	03/2017	To: mm/yyyy
Name	Sedlarz, Pauline			
Home Address	5554 North Virginia Avenue, Chicago, IL 60625-3918			
Occupation				
Representing				
Term of Office		From:	03/2015	To: mm/yyyy
Name	Shaikh, Munzoor			
Home Address	2419 Indian Ridge Dr., Glenview, IL 60026-1065			
Occupation	Senior Manager			
Representing	West Monroe Partners			
Term of Office		From:	09/2013	To: mm/yyyy
Name	Wolf, Diane			
Home Address	179 Rainbow Dr., Levingston, TX 77399-1079			
Occupation				
Representing	Stellar			
Term of Office		From:	09/2011	To: mm/yyyy
Name	Zweifler, Rhyan			
Home Address				
Occupation	President			
Representing	Noetic Executive Search			
Term of Office		From:	03/2016	To: mm/yyyy