

APPLICATION FOR 2018 HOMELESS SERVICES FUNDS



1. AGENCY CONTACT INFORMATION

Legal Name of Organization	Tenant Resource Center Inc
Mailing Address	1202 Williamson St. Suite 102, Madison, WI 53703
Telephone	608-257-0006
FAX	608-229-1317
Director	Brenda K Konkel
Email Address	bkonkel@tenantresourcecenter.org
Additional Contact	Aaron Romens, Program Director
Email Address	aaron@tenantresourcecenter.org
Legal Status	Private: Non-Profit
Federal EIN:	39-1360105
DUNS #:	102264210
SAM Registration:	387U7

2. PROPOSED PROGRAMS

Program Name	Letter	2018 Req New?	Proposed Strategy	Source of Funding
Mediaton	A	\$15,000 CONT	STRATEGY 1: HOMELESS PREVENTION	Either GPR or ESG
Contact:		Phone:	Email:	
Rapid Rehousing	B	\$100,000 CONT	STRATEGY 5: RAPID REHOUSING	City General Purpose Revenue (GPR) ONLY
Contact:		Phone:	Email:	
Diversion	C	\$50,000 CONT	STRATEGY 2: DIVERSION	City General Purpose Revenue (GPR) ONLY
Contact:		Phone:	Email:	
Quick Move -In Pilot Program	D	\$30,000	STRATEGY 7: OTHER PERMANENT HOUSING SUPPORT	Either GPR or ESG
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		\$195,000		

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:	Tenant Resource Center Inc	REQUESTED AMOUNT:
PROGRAM/LETTER:	A Mediaiton	15,000
STRATEGY:	STRATEGY 1: HOMELESS PREVENTION	

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

Over 12,000 low-income renter households (25% renters) in Dane Co are severely cost-burdened - pay >50% income towards rent. Over 95% of evictions at court are for non-payment. W/o an intervention like mediation, tenants are forced to move w/in a week. In an extremely competitive/expensive rental market, recently evicted have little chance of finding a new unit. For many, eviction results in homelessness & the eviction makes it harder to escape homelessness. Many of these evictions can be avoided through payment plans negotiated by a mediator. Negotiation for tenants without representation is daunting. Most tenants cannot afford or qualify for a lawyer. Currently, less than 1% of tenants ever get an attorney, landlords are represented 25x as often. That environment steamrolls tenants toward eviction. Mediators, who remain neutral, are the best chance most tenants have of leveling the playing field & avoiding eviction. Attys will soon be there, but mediators remain critical.

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).

Our services are provided at small claims court, so we take people as they come and prioritize people who called in advance or who were previously homeless or have past evictions. In 2016 we served the following:

- Veterans - 2% - Victims of DV - 31%
- Serious Mental Illness - 19% - Chronic Substance Abuse - 2% (self-reported)
- Adults w/ other disabilities - 19%
- People of Color - 50%
- Gender - 61% women

We are serving people who are at-risk of homelessness. There is no VI-SPDAT equivalent for non-financial prevention services at the moment & written standards has not discussed creating one. We will continue to work with the HSC to follow any written standards that might develop.

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.

TRC provides prof trained mediators at court to help tenants & landlords resolve their issues. If they do not agree, they proceed to court & the court commissioner/judge will decide. The mediator remains neutral, facilitates, & lets the clients determine the outcome. We provide other services around mediation through other funding, including housing counseling, eviction prevention dollars, follow up case management & diversion, if necessary. A postcard is sent to every tenant in an eviction action at least 1 wk in advance of their hearing (2,000 postcards/year.) This includes important information about their court date including accessibility & free language interpretation & why they might use mediation. There is also info in Spanish. Evictions are scheduled on Tues.; the mediator facilitates in a room directly adjacent to the small claims court hrg rooms. If parties reach a stipulated dismissal, the mediator scribes the terms on a legally binding court document. It's signed by the court, with copies for everyone. If they cannot come to an agreement, they are referred to the court for a trial. We will work with LAW as they implement their new program with attorneys at court to modify this process if necessary. Clients leave our program with a legally binding document protecting their right to stay in their housing, even though they broke a lease rule, or couldn't pay rent. If they were evicted, or if they later need help fulfilling their agreement, we have other case management & eviction prevention financial assistance programs to help people if they have been homeless in the past 5 years. (This may change with written standards changes.) The PD coordinates & schedules volunteers, connects people who call in advance with mediators, describes mediation to people inquiring about it & facilitates the data entry for service point & reporting. Keith Sayles is a part-time paid housing counselor who is a trained mediator who fills in when volunteers can't make it

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	A Mediaiton

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.

Mediation is listed as a best practice. Our mediation is not a shuttle mediation where a case manager talks to the client and then calls the landlord. This is a true mediation where the two parties sit down, a trained mediator works with the parties to come up with a win-win situation, or as close to it as possible. This is key to participant choice and empowerment. Mediation is optional, if the client does not agree they can still go through the court process. Our meditations are done right at the small claims court on the day of the eviction, so we take our services to the clients in addition to contacting them by postcard in advance of their court hearing. One of the strengths of our program is that it is integrated into the Eviction Clinic so we can also provide information about tenant and landlord rights and responsibilities, case management follow up, housing search services if needed, provide eviction prevention dollars if they qualify and soon there will be some legal representation available for some client. Mediation has been at court since 1995 and we are pleased that TRC & Legal Action of WI have been able to add more services to the menu available for tenants. The Case Managers are new and will help connect people with mainstream services. Finally, the HSC is working on revising the written standards for prevention and we will continue to work with that group and follow the standards developed, including progressive engagement if that is what the community decides.

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.

This program does not provide case management, but we can connect people to the Case Managers at court if the person is evicted and needs to find housing or if they enter into a stipulated dismissal and will need assistance following up with the mediated agreement. The case management that is provided through the ETH funding process is for 3 months.

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.

Currently our goals are to serve 70 clients through ETH funding, 70 clients through the City ESG program and then an additional 70 clients who either do not qualify under ESG funds (make more than 30% AML, etc) or can't provide the information required for ESG funding through our tenant services contract.

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

Outcome #1:

Return to Homelessness 

Outcome #2

Select a Measure from the Drop-Down 

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.

Currently since our program only provides services for one day, unless the person is evicted that day, they are exiting to permanent housing. We have two other measurements we use. At 6 months we check to see if they avoided a court ordered eviction with a goal of less than 30% and have averaged 14% over the past three years. At 12 months we have a goal that less than 30% return to homelessness and for years we have kept those numbers below 10%, averaging 6% in the past three years, so we are 1% above the target of 5% at the one year mark if we average the last three years.

ORGANIZATION:

Tenant Resource Center Inc

PROGRAM/LETTER:

A Mediaiton

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	43	47%	2	100%	80%	67%	16%
BLACK/AFRICAN AMERICAN	44	48%	0	0%	7%	15%	39%
ASIAN	1	1%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATI	1	1%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	3	3%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	92	100%	2	100%			
ETHNICITY							
HISPANIC OR LATINO	12	13%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	80	87%	2	100%	93%	81%	74%
TOTAL ETHNICITY	92	100%	2	100%			
AGE							
<2	0	0%					
2 - 5	3	3%					
6 - 12	8	9%					
13 - 17	8	9%					
18 - 29	6	7%					
30 - 59	64	70%					
60 - 74	3	3%					
75 & UP	0	0%					
TOTAL AGE	92	100%					
PERSONS WITH DISABILITIES	20	22%					
RESIDENCY							
CITY OF MADISON	60	65%					
DANE COUNTY (NOT IN CITY)	32	35%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	92	100%					
TOTAL	92	100%					
MALE	26	28%					
FEMALE	66	72%					
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				
Program Director	0.18			1	Administration, volunteer coordination, supervision	18
Paid Mediator	0.075				Back up mediator	16

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	A Mediaiton

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

We have 5 professionally trained mediators w ho volunteer at eviction court for seven hours each w eek. Currently our volunteer mediators include: Howard Bellman, a retired world renowned mediator w ho has extensive international mediation experience. Sara McKinnon (bilingual in Spanish) is a professor at UW-Madison & teaches mediation classes & is interested in incorporating students into our program. Danielle Carne is an adjunct professor at UW Madison Law School teaching labor relations. Sue Robbins is retired & has been mediating w ith us for over 10 years. Allison Cooley is a facilitator/leadership coach (mostly in corporate contexts), & runs her own business called Effectibility. Keith Sayles, an attorney, is on staff and serves as a float mediator. Aaron Romens, Program Director (also J.D. UW Law School) takes all requests for mediation, schedules & recruits mediators & compiles & enters all data in HMIS. Brenda Konkel, E.D. started & has overseen the program since 1996.

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.

The staff for this program do not match the cultural diversity, but our full-time staff do. Nearly all of TRC's staff are cross-trained to assist in all programs, including mediation. Half of our full-time staff are people of color. Currently our full-time staff includes 2 African American women, 1 Latino male (native Spanish speaker), 1 Hmong female (bilingual in Hmong), a white transgender person plus 2 white females (1 bilingual in Spanish) and 1 white male. We have 3 key part-time staff as well, 2 white females (both bilingual in Spanish) and 1 white male. We realize we have work to do in recruitment of senior level staff & volunteer mediators & have made attempts to recruit a more diverse pool of candidates. TRC staff at court w ho guide clients through the eviction process, including introducing them to mediation are both African American women and more appropriately match the racial diversity of our clients.

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.

We send a postcard to all tenants being evicted each month, it includes information about reaching our Spanish & Hmoob speaking staff. The court does much of our marketing for us, so to speak. We continue to have our program brochures translated into Spanish & hire bilingual staff w henever we can. The court furnishes translators if requested in advance, we assist in making those requests & our bilingual staff have aided the court in communicating w hen necessary. We have had to part ways w ith a volunteer mediator w ho w as not culturally sensitive & we take all client complaints about cultural sensitivity very seriously. Fortunately, many people w ho are trained in mediation are particularly sensitive to issues of being culturally competent, but we have struggled w ith power perceptions. The court setting is very traumatic & we do our best to greet people w armly & our staff are experienced in dealing w ith people in crisis & trained to treat all people w ith respect & care.

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	A Mediaiton

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	11,539	9,539	2,000	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	11,000	11,000	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	22,539	20,539	2,000	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	12,000	2,000	1,000	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	11,000	11,000	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	26,000	23,000	2,000	1,000	0

*OTHER GOVT 2018

Source	Amount	Terms
ETH	11,000	
Tenant Services Grant	0	Unspecified amount for non service point mediations
	0	
	0	
	0	
TOTAL	11,000	

**OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:	Tenant Resource Center Inc	REQUESTED AMOUNT:
PROGRAM/LETTER:	B Rapid Rehousing	100,000
PRIORITY STATEMENT:	STRATEGY 5: RAPID REHOUSING	

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

~~3000 of 842 people with repairs~~ priority list fall within the Rapid Re-Housing range (4-7). 78 are listed as chronic. For the past two years we have been the only singles Rapid Re-Housing program. Salvation Army just got funded to assist single women during the ETH process. We are the only two programs that exist to serve singles in Rapid Rehousing & we are overwhelmed by the need. In addition to the 311 people in the RRH range, there are 218 people who score in the PSH range but are not chronic and won't qualify for PSH. Outreach workers occasionally identify these folks as high need (scores as high as 16) & we could consider them in our program. According to the list (which is still being cleaned up) our community need is for 529 slots of RRH and last year we housed 16 people.

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).

~~While on the list~~ While on the Housing Placement Group and the prioritized list, we also prioritize transgender clients. Transgender people & especially transgender women of color, face the most disproportionate rates of poverty & homelessness in the U. S. Currently, ours is the only case management program that specifically helps transgender people find & apply for housing. We have worked with the Salvation Army in placing single women on the list that had scores above 7 but they now have their own program. We will continue to work with the Housing Placement Group in meeting the community needs & using our RRH program to meet community goals when feasible, including working with exceptions and transfers as well as veterans who don't qualify for veteran services. Since we take clients directly off the list, we work with all populations - DV victims, chronically homeless, serious mental illness, chronic substance abuse, all racial and cultural backgrounds, disabilities and youth ages 18 - 24.

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.

~~Program characteristics~~ Program characteristics: 1-Weekly or frequent case management during client's housing search. 2-Access to our list of landlord rental criteria to assess where a client might be most successful. 3-Housing search & placement, including assessment of barriers, negotiation with landlords, assistance submitting rental applications, attending showings with clients if necessary, reading leases & tenant law counseling. 4-Moving arrangements. 5-At least monthly case management once housing is obtained. 6-Maintaining landlord relationships, including mediation & negotiation to help maintain housing & legal education for landlords. 7-Re-housing if necessary. 8-Aiding in security deposit return if the landlord makes illegal deductions 9-Other services & referrals as determined by the client. Prior to obtaining housing, we make sure clients are getting their basic needs met (sometimes through referrals), assess their barriers to housing, make connections to reduce those barriers, use the mainstream benefits checklist, & assess housing to find the right unit. We help clients apply for programs & subsidized housing & search the private market to identify willing landlords. Our case management is enhanced because we specialize in tenant-landlord law, which gives us connections to flexible landlords. This knowledge speeds up the application process for tenants because we know where clients might be accepted. Once clients are in housing, we are able to advocate for their rental rights. Financial Assistance is used for: 1-Bus tickets and/or transportation for housing search & case management related appointments. 2-Applications fees (should be refunded if not accepted.) 3-Security Deposits (up to 2 months rent) 4-Moving costs. 5-Rent payments (up to 24 months) 6-Utility payments if the tenant has zero income. Our financial assistance is highly individualized & based on progressive engagement. So far we have spent < \$3000/yr. for rent for individuals in our program.

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	B Rapid Rehousing

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.

We follow all written standards for the HSC, we are aiming to have 2 case managers with a revolving caseload of 16 - 20 clients each through ETH, CoC and city funding. We use progressive engagement to serve our clients with the client at the center of all decisions that are made. We assist with housing search and placement and address the client's barriers to housing. We use our expertise to line up clients where they have the best chance of acceptance by a private landlord and success once in housing. We keep in monthly contact once housed to ensure that the landlord knows how to contact us if there are issues. We provide both security deposit and rental assistance along with utility payments and transportation costs. For clients in cooperatives we also will pay for the food costs. We take clients directly from the Housing Placement Group and list, typically scoring between 4 - 7 and have worked with other agencies to transfer clients to more appropriate placements. We will take clients above a 7 if that is what the group decides. When our program started we worked with clients from a variety of score ranges and priorities. Our hope is that with experience and other programs in the community we will begin to house people quicker with less assistance. Because we started with people scoring 8 originally, we were working with clients with higher needs. While we can do that, we are hoping to assist more people, faster, with less assistance when we can. However, we are not opposed to working with the Housing Placement Group to house people with VISPDAT scores higher than 7. We look forward to helping develop written standards to determine how to best make these decisions as a community.

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.

Each of our clients have different needs. Our case managers work to help the client be able to maintain housing on their own after a brief amount of assistance. For some clients, it's connecting people to mainstream resources (food stamps, health care, SSI/SSDI, etc.) to address financial needs. Other clients need additional assistance connecting to therapists or getting on the CCS program. Our case manager sets goals with the client and connects them to the services they need. We attend trainings about mainstream resources whenever they are available and assist in explaining the processes of other systems to our clients. We currently have two clients we are assisting in applying for the CCS program. Many of the RRH clients should not need on-going case management once stabilized and if they do they may be more appropriate for Permanent Supportive Housing.

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

We aim to have a caseload of 32 - 40 clients at a time w/ 3 funding sources. Our focus will remain on transgender clients, & we will work with the HSC to house chronically homeless individuals, exceptions, transfers & veterans who don't qualify for veterans benefits.

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

Length of Stay

Outcome #3

Length of Stay

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

We expect to meet the targets of 85% of clients exiting to permanent housing. We have only had one person return to homelessness and we worked to re-house them as quickly as possible. We hope to keep our returns to homelessness under 5% by working with the HSC to transfer clients before they return to homelessness. Since many of the people on the list are chronically homeless we have little control over the length of stay, but our internal goal is to house people within 60 days of enrollment in our program.

ORGANIZATION:

Tenant Resource Center Inc

PROGRAM/LETTER:

B Rapid Rehousing

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	11	52%	0	0%	80%	67%	16%
BLACK/AFRICAN AMERICAN	8	38%	0	0%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIV	1	5%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	1	5%	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	21	100%	0	0%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	21	100%	0	0%	93%	81%	74%
TOTAL ETHNICITY	21	100%	0	0%			
AGE							
<2	0	0%					
2 - 5	0	0%					
6 - 12	0	0%					
13 - 17	0	0%					
18 - 29	2	10%					
30 - 59	14	67%					
60 - 74	5	24%					
75 & UP	0	0%					
TOTAL AGE	21	100%					
PERSONS WITH DISABILITIES	16	76%					
RESIDENCY							
CITY OF MADISON	21	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	21	100%					
TOTAL							
MALE	9	43%					
FEMALE	7	33%					
UNKNOWN/OTHER	5	24%					

*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				
Rapid Rehousing Case Manager	1			1	direct service	18
Office Manager	0.1			1	administrative	15.5
Program Director	0.05			1	administrative	18

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	B Rapid Rehousing

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

Megan Osowski, TRC's Lead Case Manager has a MSW & has been the primary RRH staff person since 7/16. She previously worked for Centro Hispano, Literacy Network, in multiple schools in Dane Co & for a women's advocacy group in Buenos Aires. She is bilingual in Spanish, a trained housing counselor & has housed clients despite conventional wisdom that it is impossible to get private landlords to rent to our clients in our housing market with a <3% vacancy rate. She is trained in HMS & has over 94% data accuracy. She attends HSC workgroup meetings & participated in the PIT count & PIT count comm. We will be hiring another staff person with 1-2 years experience w/ a Social Work degree, preferably a Masters. We will train them in tenant-landlord law, finding housing, subsidized & low income housing, fair housing & housing & homeless services referrals. Megan (& our new staff) is/will be backed up & supported by our Housing Resource Specialists/Case Managers, Office Manager, PD & ED.

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.

Currently, we only have 80% of 1 person working directly with clients in this program and she does not reflect the racial and cultural diversity of our clients. Generally speaking, our full staff is more reflective of our clients. Nearly all of TRC's staff are cross-trained to assist in other programs. Half of our full-time staff are people of color. Currently our full-time staff includes 2 African American women, 1 Latino male (native Spanish speaker), 1 Hmong female (bilingual in Hmong), a white transgender person plus 2 white females (1 bilingual in Spanish) and 1 white male. We have 3 key part-time staff as well, 2 white females (both bilingual in Spanish) and 1 white male. We realize we have work to do in recruitment of more diverse senior level staff & have made attempts to recruit a more diverse pool of candidates. Qualified candidates for our open position will be given a preference if they add diversity to our staff, or are bilingual in Spanish, Hmong or ASL.

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.

There is no marketing for this program since clients are selected from the priority list or through exceptions, transfers or referrals from the Housing Placement Group or because they are transgender. Our Lead Case Manager & Program Director are trained in Motivational Interviewing, we work hard to be trauma informed and practice harm reduction strategies. We provide additional training opportunities for staff when possible and frequently discuss issues we struggle with during weekly staff meetings

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	B Rapid Rehousing

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	72,163	35,000	0	0	37,163
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
TOTAL REVENUE	72,163	35,000	0	0	37,163

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	100,000	55,000	6,000	4,000	35,000
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	149,318	52,155	0	0	97,163
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	249,318	107,155	6,000	4,000	132,163

*OTHER GOVT 2018

Source	Amount	Terms
ETH	72,163	
CoC	77,155	
	0	
	0	
	0	
TOTAL	149,318	

**OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:	Tenant Resource Center Inc	REQUESTED AMOUNT:
PROGRAM/LETTER:	C Diversion	50,000
PRIORITY STATEMENT:	STRATEGY 2: DIVERSION	

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

Shelter Diversion assistance can help communities reduce the size of their homeless population. It assists households in finding housing outside of shelter while they receive services to stabilize their housing or help them move into permanent housing. Currently, our community has 2 pilot diversion programs just starting (TRC & Salv Army). Contracts for those programs were signed just 2 weeks before this application was due, so we have limited experience, but TRC talks to 100s of people a year who are seeking info & advice about where to go since they are about to lose their housing. Our staff already work with folks to determine if there are alternatives to the shelters. We have been doing this work for years without calling it a Diversion program. We have not had the resources to provide financial assistance & have not been tracking our effectiveness, the extent of the problem, or our community needs. This funding would help to develop our Diversion work in 2018

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).

This program will serve families, individuals & unaccompanied youth to keep them out of the shelter system. The TRC works with all populations, but nearly 90% of the people we work with agency wide are under 50% AMI & our population tends to reflect many of the disparities in race that we see throughout our community, particularly disparities based on race & income are distinct in the population we serve. We provide services in Spanish (multiple staff) & Hmong (1 staff). We will prioritize people who have been homeless in the past 5 years or who have previous eviction records, as that predicts best if someone will become homeless. As we serve, we will be collecting data to determine who we impacted. We are currently working on a prioritization tool for Diversion with the HSC & will be participating in the 4 calls by Community Solutions/Orgcode to join a nationwide effort to create & implement diversion programs throughout the nation. We will adapt as we learn.

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.

Our Diversion program follows the HUD and local written standards. Our program will serve families, individuals or unaccompanied teens that are at risk of entering a homeless shelter. We help individuals by providing information, crisis resolution counseling and a limited amount of direct financial assistance. We also ensure that if they are doubled up that they are not jeopardizing the housing stability of others they may be staying with. For 17 years we have provided services to assist people in finding housing, and that will be a large portion of this work. The additional diversion funds help us keep folks out of shelter while they look for housing.

Diversion efforts sometimes begin in our office prior to someone losing their housing or facing eviction and facing imminent homelessness. It also occurs at eviction court where we provide mediation services and have an eviction prevention clinic. Finally, we take many calls and walk-ins from homeless persons looking for options before accessing a shelter. Direct financial assistance could be used for, but is not limited to, any of the following: 1- Bus passes 2- Gas Cards 3- Child care 4- Short term case management 5- Tenant/landlord law information about rights and responsibilities 6- Utility assistance 7- Rent/utility and other assistance for families who are doubled up 8- Security deposit assistance, including security deposit loans 9- Moving truck 10- Paying off low amounts of arrears to get a better reference 11- Food gift cards We will provide services at our main office as well as on Tuesdays at Small Claims Court where we have 2 - 3 staff assisting people each week through mediation, our eviction prevention clinic and with eviction prevention funds. Diversion programs throughout the nation are just being developed and we intend to learn along with other cutting edge communities about best practices and building effective programs.

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	C Diversion

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.

Our ED has been participating in Community Solutions Built for Zero campaign with members of City & County Staff. When we were in Chicago last week several of us participated in the OrgCode & Community Solutions training on Diversion. We are going to participate in the 4 intensive calls over the next 4 months that are to help design a Diversion Program with best practices. We are also meeting in 2 weeks with County Staff & Salvation Army to jointly design our programs based off what we learn. Much of the new work in homelessness is developing best practices as we work & collaborate with others around the nation through the Built for Zero campaign. We are currently reviewing the PR-VI-SPDAT to determine if it will be a useful as an assessment tool to prioritize who gets our assistance. Our staff is using the PR-VI-SPDAT for eviction prevention funds, we believe that this will also inform us about its usefulness for Diversion intake. Additionally, we have been chosen as part of the ICA group to do coordinated entry in our community. As a partner in that effort TRC will be doing the intake for Prevention and Diversion services. With funding and a .5 FTE staff person to refer people to immediately after an assessment we can quickly respond people's need and help our community reduce the inflow of people to homelessness and reduce 1st time homelessness. Finally, with diversion, the sooner the better. Since we see people who are losing their housing at small claims court when they are being evicted, we will be able to identify diversion clients & inform them of our services and schedule a follow up at that time to assist them in springing out their next steps..

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.

There is no case management, per se, with Diversion. Diversion is intended to be a quick, one-time assistance with limited creative conversations with people.

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

Since this is a very individualized process, amounts of assistance will vary greatly. Currently we expect to spend an average of \$75/person, but we think a little more assistance will be more stabilizing, with that in mind we think we can serve between 150-200 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.

We will aim to hit the 40% target of exits to permanent housing. We are hopeful that we can be more successful than that. We hope that this program will assist with the community goal of reducing the inflow to our homeless community. Currently we have 8.2 people entering homelessness each month and we hope that diversion will be able to aid us in the goal of reducing the inflow. We will continue to work with the Built for Zero team and Salvation Army to increase the effectiveness of this program.

ORGANIZATION:

Tenant Resource Center Inc

PROGRAM/LETTER:

C Diversion

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	80	43%	0.2	40%	80%	67%	16%
BLACK/AFRICAN AMERICAN	100	54%	0.2	40%	7%	15%	39%
ASIAN	5	3%	0.1	20%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISL	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	185	100%	0.5	100%			
ETHNICITY							
HISPANIC OR LATINO	25	14%	0.1	20%	7%	9%	26%
NOT HISPANIC OR LATINO	160	86%	0.4	80%	93%	81%	74%
TOTAL ETHNICITY	185	100%	0.5	100%			
AGE							
<2	0	0%					
2 - 5	0	0%					
6 - 12	0	0%					
13 - 17	0	0%					
18 - 29	25	14%					
30 - 59	125	68%					
60 - 74	35	19%					
75 & UP	0	0%					
TOTAL AGE	185	100%					
PERSONS WITH DISABILITIES	0	0%					
RESIDENCY							
CITY OF MADISON	185	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	185	100%					
TOTAL	185	100%					
MALE	75	41%					
FEMALE	100	54%					
UNKNOWN/OTHER	10	5%					

*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/Housing Resource Spec.	0.5			1		15
Office Manager	0.05			1		15.5
Program Director	0.05			1		18

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	C Diversion

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

We anticipate that all of our staff will be cross trained to work on diversion with clients that they are working with. Currently Megan Osowski is our Lead Case Manager. MSW. Shenise Morgan & Alix Shabazz are our Case Managers that are at small claims court every week. Julio Garcia & Jackie Yang (BA in Social Work) are our Housing Resource Specialists. We anticipate that they & potential new staff will split these responsibilities and incorporate diversion into the work they currently do. Our staff have a combination of lived experience and professional degrees and we consider this to be a great strength. Our new coordinated entry staff will be key in making timely referrals to our staff to prevent episodes of homelessness and/or make them as brief as possible.

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.

Yes!

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.

Marketing for this will be through Coordinated Entry and postcards sent to all tenants being evicted each month, which includes information about reaching our Spanish & Hmoob speaking staff. We will continue to have our program brochures translated into Spanish & hire bilingual staff whenever we can.

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	C Diversion

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	12,400	8,000	0	0	4,400
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	12,400	8,000	0	0	4,400

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	50,000	26,500	2,500	1,000	20,000
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	50,000	26,500	2,500	1,000	20,000

*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:	Tenant Resource Center Inc	REQUESTED AMOUNT:
PROGRAM/LETTER:	D Quick Move -In Pilot Program	30,000
PRIORITY STATEMENT:	STRATEGY 7: OTHER PERMANENT HOUSING SUPPORT	

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

TRC is contacting folks on the Singles List with a <4. We started w / 117 people, now we have 50. People left the list because they left the community, hadn't used homeless services system in the past year & we couldn't contact them, already found housing or we worked w / them to find housing. For the remaining, their biggest barrier is 1st month's rent, sec deposit & app fees. No new staff are needed for this program. Current TRC staff & our new CE staff will work w ith these people & the funding will help house people quickly. 842 singles are on the priority list. Veterans & chronically homeless are priorities. We have limited RRH programs. No provider is working with those that score <6 or who are not chronic; this would fill the gap. In addition to ending homelessness, this will help reduce the inflow of chronically homeless people, the average length of homelessness, the average length of time on the list & the volume of people. We will work on a better name.

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).

The basis for our target population will come from their VISPDAT score and the ability to find a landlord to accept them. While we tend to focus on singles since there are fewer services available for singles, we would also serve families who might qualify. We will want to make sure the people will be able to sustain this housing after our minimal assistance. We would serve families and individuals in the 0 - 6 range and possibly people with higher scores. Since we take clients directly off the list, we work with all populations - DV victims, chronically homeless, serious mental illness, chronic substance abuse, all racial and cultural backgrounds, disabilities and youth ages 18 - 24

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.

This program is part of a continuum of services at the TRC. We expect to work with clients that are literally homeless that we previously worked with to do a VISPDAT or through Coordinated Entry, worked with earlier in our eviction clinic, or who were seeking tenant/landlord information. Once we know the score on a VISPDAT we will assess their housing barriers and which programs they might be eligible for. We will assist them with housing search. If they have income to afford rent, we will give them one-time assistance that will increase the stability of the client as they move in to their new housing. Additionally, we expect our coordinated entry staff will be working to contact these folks and make sure that some services are being offered. Without this program we may have hundreds of people that could be on the waiting list for years who would have no other choice but to solve their housing issues without assistance and will likely remain homeless for longer periods of time. We think this funding will be a useful tool in ending homelessness and reducing our long lists.

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	D Quick Move -In Pilot Program

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.

These services will be low barrier and use housing first practices. There will be no requirements about sobriety, criminal backgrounds, or assessments to determine if people are "ready" for housing. The goal is to house people as swiftly as possible without judgement and offer tools and referrals to address needs the client identifies. We will use progressive engagement and offer the minimum amount of financial assistance necessary to meet their goals. If additional services are needed, we will make referrals.

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.

There is no case management in this program, but our staff will make referrals and work with people if needed. It is likely people in this program would not need ongoing case management.

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.

We estimated we could help 25 people with an average of \$1200 per household.

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

Outcome #1:

Exit to 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 would expect that we would have a 100% exit to permanent housing, otherwise they wouldn't be in our program. Our real measurement will be the return to homelessness and we expect that to be low because of the many programs we run and supports we offer. Hopefully clients who have worked with us in the past will approach us for our mediation, housing counseling or eviction prevention services before they become homeless again. However 5% might be overly optimistic depending upon if we are measuring after 6 months or a year.

ORGANIZATION:

Tenant Resource Center Inc

PROGRAM/LETTER:

D Quick Move -In Pilot Program

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	12	48%	0	0%	80%	67%	16%
BLACK/AFRICAN AMERICAN	13	52%	0	0%	7%	15%	39%
ASIAN	0	0%	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	25	100%	0	0%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	25	100%	0	0%	93%	81%	74%
TOTAL ETHNICITY	25	100%	0	0%			
AGE							
<2	0	0%					
2 - 5	0	0%					
6 - 12	0	0%					
13 - 17	0	0%					
18 - 29	5	20%					
30 - 59	15	60%					
60 - 74	5	20%					
75 & UP	0	0%					
TOTAL AGE	25	100%					
PERSONS WITH DISABILITIES	8	32%					
RESIDENCY							
CITY OF MADISON	25	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	25	100%					
TOTAL	25	100%					
MALE	17	68%					
FEMALE	6	24%					
UNKNOWN/OTHER	2	8%					

*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				

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	D Quick Move -In Pilot Program

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

We anticipate that all of our staff will use this funding to assist clients they are already working with. Currently Megan Osowski is our Lead Case Manager. MSW. Shenise Morgan & Alix Shabazz are our Case Managers that are at small claims court every week. Julio Garcia & Jackie Yang (BA in Social Work) are our Housing Resource Specialists. We anticipate that they & potential new staff will split these responsibilities and incorporate this funding into the work they currently do. Our staff have a combination of lived experience and professional degrees and we consider this to be a great strength. Our new coordinated entry staff will be key in making timely referrals to our staff to prevent episodes of homelessness and/or make them as brief as possible.

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.

Yes

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.

Marketing for this will be through Coordinated Entry and the postcards sent to all tenants being evicted each month, which includes information about reaching our Spanish & Hmoob speaking staff. We will continue to have our program brochures translated into Spanish & hire bilingual staff whenever we can.

ORGANIZATION:	Tenant Resource Center Inc
PROGRAM/LETTER:	D Quick Move -In Pilot Program

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	30,000	0	0	0	30,000
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	30,000	0	0	0	30,000

*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:

Tenant Resource Center 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	18,620	16,628	1,345	647	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	332,236	233,105	54,410		44,721
FUNDRAISING DONATIONS	52,000	22,000	20,000	10,000	0
USER FEES	24,000	7,559	8,000	8,441	0
OTHER	3,000		3,000		
TOTAL REVENUE	429,856	279,292	86,755	19,088	44,721

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	6,000	6,000	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	482,170	334,170	63,000	6,000	79,000
FUNDRAISING DONATIONS	52,000	22,000	20,000	10,000	
USER FEES	24,000	8,000	8,000	8,000	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	564,170	370,170	91,000	24,000	79,000

*OTHER GOVT 2018

Source	Amount	Terms
UW	60,000	Housing Counseling Outreach and Education
HUD	24,000	Housing Counseling
ETH Eviction Prevention	126,920	Eviction prevention dollars and services
Tenant Services	171,250	Bilingual, Housing Counseling, Outreach and Education
HUD - ICA CoC subrecipient	100,000	CE-may include CDD money (likely less depending on start date)
TOTAL	482,170	

**OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:

Tenant Resource Center Inc

AGENCY ORGANIZATIONAL PROFILE

1. AGENCY MISSION STATEMENT

MISSION STATEMENT: for Housing Justice in Wisconsin
VALUES: - Real Life, Real Solutions - Keeping Families Safe in their Homes - Unlocking the Doors to Affordable Housing

The Tenant Resource Center is a nonprofit, membership organization dedicated to promoting positive relations between rental housing consumers (tenants) and providers (landlords) throughout Wisconsin. By providing information and referrals, education about rental rights and responsibilities, and access to conflict resolution, we empower the community to obtain and maintain quality affordable 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.

TRC is a very active member of the HSC & provides leadership developing standards to achieve true Housing First & Low Barrier services throughout the HSC area. We actively participate in the written standards committee & follow the standards closely. Shenise Morgan, a TRC Case Manager, serves on the HSC Board of Directors. Our E.D. Brenda Konkol has served on these committees: Community Plan to Prevent & End Homelessness, HUD Homeless Assistance Application, Coordinated Entry System, Performance Review, Written Standards, Inreach & Outreach, Legislative (quasi-chair), Mainstream Resources (when it with Legislative), Data, and Nominating & Governance. Megan Osowski, Lead Case Manager, attends the Point in Time committee. Program Director Aaron Romens regularly attends committee meetings with Konkol. Konkol, Romens & occasionally Osowski attend the Singles Housing Placement Group & Outreach meetings. Konkol & Romens will be on the new CORE committee while Osowski will be on the Education & Advocacy committee. In the last PIT count, 2 TRC board & 2 staff members participated & TRC provided a team leader. TRC also is a partner in the CoC Coordinated Entry project with ICA, Porchlight & Salvation Army. TRC will employ 2 of the 5 coordinated entry staff members. 1 staff will be placed at the Beacon & 1 will concentrate on Eviction Prevention & Diversion Intake. TRC has been quick to adopt many of HSC's new concepts, developed the first Rapid Rehousing program for singles and piloted the first singles Diversion program (same time as Salvation Army). More recently we actively participated in making dramatic changes to our eviction prevention funding standards where other agencies have backed away. We are working with ICA to use HMIS above & beyond what is required in our contracts & often beta test new concepts for ICA, working closely with them to collect data efficiently. TRC has led in identifying gaps and creating programs to fill those gaps.

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.

Nearly 2 years ago we lost a \$90,000 grant from the county. Since that time we worked hard to replace that funding. We received a grant from Dane County CDBG to partially make up for the funding loss in 2017 (\$18,000) but it was reduced to approximately \$6,000 in 2018. Since 7/1/17 we have a new Tenant Services grant for \$72,500 (\$50,000 city, \$22,500 county) & will have \$90,000 in 2018 (50% city, 50% county). With this new funding we hired a Program Director/Volunteer Coordinator again & made significant technology upgrades. We also resumed housing counseling and presentations outside the City of Madison. With a P.D. we will be able to recruit & retain more volunteers for our basic housing counseling services, allowing our staff to work more on case management and housing search & placement. We also received significant increases in funding during the ETH process to expand our Eviction Prevention Clinic Services (housing counseling, case management and eviction prevention dollars). We also received our first ever COC funding to expand our Rapid Rehousing Program. Finally we are working with Legal Action, a UW research professor & Neighborhood Law Clinic to expand our eviction prevention services to Rock County & enhance case management in Dane County through a grant from the UW. While we had a recent significant turnover in staffing, with our new funding we increased wages to at least \$15/hr to decrease turnover. This growth is both exciting & challenging for our staff.

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 vast majority of our staff, volunteers & board members that design & implement our programs are tenants. While tenants make up more than ½ of Madison's population, stakeholders at TRC are tenants at a far greater % than in the general Madison population. Additionally, we know at least three of our staff members are formerly homeless, possibly more but we don't ask. Though we pay a minimum of \$15/hour, many of our staff still qualify for the some of the same programs we refer our clients to. We build working relationships with our clients & regularly get feedback from them, including through email & our website. This feedback is used to adjust our services based on their recommendations. Additionally, we have systems in place to collect feedback from volunteers & seminar attendees. We have quarterly meetings with our mediators for program improvements. We hold weekly staff meetings to address ongoing program concerns. This feedback informs us on which trainings our staff & volunteers should receive, which written materials need revising, & how we can make our services more accessible & accommodating. Most recently we have agreed to do the PDSA (plan, do, study, act) cycle for eviction prevention funding by testing 3 different models to assess 4 (2 families, 2 singles) clients need for eviction prevention funding. We will bring the results back to the HSC committee & modify procedures as necessary. W/ the new Tenant Services grant we are focusing on outreach to low-income communities & working with NRTs for further input on services gaps for program development.

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. Financial

a. We need a much larger line of credit to accommodate the long delays in HUD funding. We don't have the cash flow to front several months of rent for our clients in RRH. We don't have money to front on eviction prevention either. We are hopeful our bank reconsiders our application in a few months when it sees our new contracts are in place. The City can assist by allowing funding to be paid in advance during months we are waiting for contracts.

b. Also match money for ETH and CoC are critical & the city is an important partner in that. We can easily accept ESG money for mediation in this funding cycle, we match with volunteer hours. For RRH we need match money for the CoC and ETH programs. I don't believe Diversion qualifies under ESG so it would need to be GPR. Our Quick Move-in! program could be partial ESG if we can use GPR dollars to match.

2. While we need funding for staff development & training, we also need TIME. It's hard for our staff to find time to participate in the trainings and provide timely services. Trainings provided during alternative hours (early morning, late afternoon or evening) would be helpful.

3. Funding to keep up with technology is always needed. We need to work smarter not harder, but our software & hardware are often needs upgrades & we don't have the technical expertise/funding to keep up. We are solving some of that this year – but in 2 – 5 years we'll be behind again.

p.s. App. -it's a shame to waste so much time on character limits instead of the content of our words. Apologies for clunky

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	8	100%	16	100%		
GENDER							
MALE	5	63%	3	19%			
FEMALE	3	38%	12	75%			
UNKNOWN/OTHER	0	0%	1	6%			
TOTAL GENDER	8	100%	16	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	8	100%	12	75%			
60 AND OLDER	0	0%	4	25%			
TOTAL AGE	8	100%	16	100%			
RACE							
WHITE/CAUCASIAN	7	88%	15	94%	80%	67%	16%
BLACK/AFRICAN AMERICAN	0	0%	1	6%	7%	15%	39%
ASIAN	0	0%	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	1	13%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	8	100%	16	100%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	8	100%	16	100%	93%	81%	74%
TOTAL ETHNICITY	8	100%	16	100%			
PERSONS WITH DISABILITIES	0	0%	3	19%			

*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.

In September, we will be training 43 new housing counseling volunteers, which will greatly increase the racial diversity of our volunteer pool. We have recruited at cultural festivals and events, through the UW Multicultural Student Center, and UW professors who teach classes on urban development, race and ethnic issues. Our volunteers also add diversity to our organization in other ways, including age and gender. Our hope is that some of our volunteers who do housing counseling will eventually want to work at the board level. While we can't control who decides to volunteer for us, we can determine who we hire and we do much better in this area. We have a diverse staff at the entry level, and believe that maintaining a diverse paid workforce is a top priority, with the goal that volunteer and board diversity will follow. We continue to struggle with diverse recruitment for senior level positions.

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	0	0	0	0	0	0	0
DANE CO CDBG	0	18,620	6,000	0	0	0	0
MADISON-CDD	183,911	23,939	195,000	15,000	100,000	50,000	30,000
UNITED WAY ALLOC	0	0	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0	0	0
OTHER GOVT	81,755	415,399	642,488	11,000	149,318	0	0
FUNDRAISING DONATIONS	49,961	52,000	52,000	0	0	0	0
USER FEES	19,846	24,000	24,000	0	0	0	0
OTHER	10,310	3,000	0	0	0	0	0
TOTAL REVENUE	345,783	536,958	919,488	26,000	249,318	50,000	30,000

REVENUE SOURCE	2018 PROPOSED PROGRAMS CONT.						
	E	F					NonApp
DANE CO HUMAN SVCS	0	0					0
DANE CO CDBG	0	0					6,000
MADISON-CDD	0	0					0
UNITED WAY ALLOC	0	0					0
UNITED WAY DESIG	0	0					0
OTHER GOVT	0	0					482,170
FUNDRAISING DONATIONS	0	0					52,000
USER FEES	0	0					24,000
OTHER	0	0					0
TOTAL REVENUE	0	0					564,170

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	217,577	270,288	418,000
Taxes	19,408	22,623	35,505
Benefits	21,358	49,920	73,320
SUBTOTAL A.	258,343	342,831	526,825
B. OPERATING			
All "Operating" Costs	49,460	88,755	101,500
SUBTOTAL B.	49,460	88,755	101,500
C. SPACE			
Rent/Utilities/Maintenance	18,118	19,088	30,000
Mortgage (P&I) / Depreciation / Taxes	0	0	0
SUBTOTAL C.	18,118	19,088	30,000
D. SPECIAL COSTS			
Assistance to Individuals	10,825	86,284	261,163
Subcontracts, etc.	0	0	0
Affiliation Dues	0	0	0
Capital Expenditure	0	0	0
Other:	0	0	0
SUBTOTAL D.	10,825	86,284	261,163
SPECIAL COSTS LESS CAPITAL EXPENDITURE	10,825	86,284	261,163
TOTAL OPERATING EXPENSES	336,746	536,958	919,488
E. TOTAL CAPITAL EXPENDITURES	0	0	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?	11
How many Board seats are indicated in your agency by-laws?	13-Jul

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

Name	Sarah Foster, President			
Home Address	P.O. Box 695 Poynette, WI - current lives near Fair Oaks St.			
Occupation	Resident Counselor - Goodwill Industries			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	Amanda Munsey, Vice President			
Home Address	303 N Hamilton St, #107, Madison WI 53703			
Occupation	Psychological Associate - Central WI Center for Developmentally Disabled			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	Kayleigh Chiono, Treasurer			
Home Address	404 Algoma St #10, Madison WI 53703			
Occupation	Auditor - WI Department of Workforce Development			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	Stephen Vig, Secretary			
Home Address	411 N Pinkney St, Madison, WI 53703 (Hypatia Coop)			
Occupation	Night Auditor (Edgewater), Officer, Madison Community Cooperative			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	Michael Donnelly			
Home Address	1141 E. Johnson St, Madison, WI 53703			
Occupation	Computer Tech, Programming			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	William Tomlinson			
Home Address	N3903 Wildcar Rd, Poynette, WI 53955			
Occupation	Graphic Designer/Production Manager			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	Ben Van Domelen			
Home Address	122 N Bassett, Madison, WI 53703			
Occupation	Manager of Technology - Cambridge Medical Technologies			
Representing				
Term of Office	1 yr	From:	06/2017	To: 05/2018
Name	Thomas Feustel			
Home Address	110 N Bedford ST, Apt 437, Madison, WI 53703			
Occupation	Student (recently graduated)			
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

AGENCY GOVERNING BODY cont.

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

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