

RFP #109080
Homeless Prevention and Rapid Re-Housing Services
City of Madison
Dane County

July 7, 2009

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5.1.1 Project Overview

Community Action Coalition for South Central Wisconsin, Inc. (CAC) is submitting the proposal for Homeless Prevention and Rapid Re-Housing Services as **lead agency for a collaboration of ten (10) partner agencies** serving individuals and families experiencing homelessness or who are at-risk of homelessness in the City of Madison and/or Dane County.

The agencies represented in this proposal are:

- CAC (lead agency)
- Porchlight
- Tenant Resource Center
- Legal Action of Wisconsin
- Independent Living
- Stoughton Area Resources Team, Inc. (START, Inc.)
- Tellurian U-Can
- YWCA
- The Road Home
- The Salvation Army

Please see the chart below for a brief overview of service area, HPRP services and eligible activities for this grant. X = providing services in this target area.

Agencies	City	County	HPRP Services	Eligible Activities
CACSCW, Inc.	X	X	Homeless Prevention	Financial Assistance Stabilization Services
Porchlight	X	X	Homeless Prevention Rapid Re-Housing	Financial Assistance Stabilization Services
Tenant Resource Center	X	X	Homeless Prevention	Financial Assistance
Legal Action of WI	X	X	Homeless Prevention	Stabilization Services
Independent Living	X	X	Homeless Prevention Rapid Re-Housing	Financial Assistance Stabilization Services
START of Stoughton		X	Homeless Prevention	Financial Assistance
Tellurian U-Can	X		Homeless Prevention Rapid Re-Housing	Tellurian U-Can
YWCA	X		Homeless Prevention Rapid Re-Housing	Financial Assistance
The Road Home	X		Homeless Prevention Rapid Re-Housing	Financial Assistance
The Salvation Army	X		Homeless Prevention Rapid Re-Housing	Financial Assistance

As the chart illustrates:

(A) There are 5 agencies who for this project will serve eligible individuals in **both the City of Madison and Dane County**:

- CAC
- Porchlight
- Tenant Resource Center

Legal Action of Wisconsin, Inc.
Independent Living

(B) There is 1 agency serving those **only in Dane County**:

START

(C) There are 4 agencies who for this project will serve eligible individuals in **only the City of Madison**:

Tellurian-UCAN

YWCA

The Road Home

The Salvation Army

Project Design

Project Name

For the purposes of submitting a consolidated proposal that demonstrates the collaboration between all partners and shared intent to utilize HPRP funds with the goal of rapidly transitioning participants to stability, the collaborating partners have agreed to call this project “*The Dane County Housing Stabilization Project*.” This project name will be used throughout the proposal to represent the work of all ten agencies; delineating services targeted to City of Madison and Dane County where appropriate.

Service Area

The Dane County Housing Stabilization Project will target homeless and at-risk of becoming homeless households throughout the entirety of Dane County including the City of Madison. This project will serve as a county-wide coordinated effort to maximize the effectiveness of federal funding to assist low-income and homeless households and help them to achieve housing stability.

HPRP Services and Households Served

This proposal reflects a comprehensive offering of services to those eligible in the City of Madison and Dane County, with a priority given to homeless prevention. In brief:

- 83% of available funds for direct assistance in City of Madison (\$776,237) will be spent in homeless prevention;
- 99% of available funds for direct assistance in Dane County (\$273,118) will be spent in homeless prevention.
- Housing stabilization and relocation services account for approximately 8% of available funds for direct assistance in City of Madison and 21% of available funds for direct assistance in Dane County.

In total, the ten partners involved in this consolidated application anticipate to serve **1,286 households in City of Madison and Dane County with HPRP funding**.

Homeless Prevention in City of Madison = 880 households

784 households will be served with **financial assistance** by 8 collaborating partners; administered through one lead agency (CAC).

96 households will be served with **legal services** focused on housing stabilization by Legal Action of Wisconsin.

Rapid Re-Housing in City of Madison = 76 households

76 households will be served with **financial assistance** by 6 collaborating partners; administered through one lead agency (CAC).

Homeless Prevention in Dane County = 326 households

302 households will be served with **financial assistance** by 5 agencies providing services in Dane County; administered through one lead agency (CAC).

24 households will be served with **legal services** focused on housing stabilization by Legal Action of Wisconsin.

Rapid Re-Housing in Dane County = 4 households

4 households will be served with **financial assistance** by one partner; administered through one lead agency (CAC).

Coordination and Compliance- Lead Agency

City of Madison and Dane County HPRP funds will be administered through a lead agency in order to maximize collaboration and coordination of funding while also meeting spending guidelines and requirements. The lead agency; Community Action Coalition for South Central Wisconsin, Inc. (CAC) will be responsible for submitting this application on behalf of collaborating partners; administering funds through eligible homeless prevention and rapid re-housing activities; ensuring compliance with all funding requirements; completing housing habitability checklists, ensuring units meet HUD rent reasonableness requirements; monitoring HMIS required reporting; and coordinating all payments through its fiscal office.

Please refer to the **enclosed flowchart** which shows the coordination and collaboration efforts of all ten agencies.

Centralized Intake and Eligibility

All agencies providing financial assistance will conduct the initial assessment and use a standard application to determine eligibility; the application is provided by CAC. All participating agencies have pre-selected the types of financial assistance they want to allocate in the form of “slots,” which will be managed by CAC. More detail is provided under Homeless Prevention and Rapid Re-Housing sections.

ServicePoint & Re-certification

All participating agencies will enter households served with HPRP funding into ServicePoint (WISP). CAC will complete the service transaction when the fiscal office sends checks to third-party vendors. All participating agencies will also re-certify eligibility of households receiving financial assistance and inform CAC of any changes to “slots.” More detail is provided under Homeless Prevention and Rapid Re-Housing sections.

Reporting

All participating agencies will be responsible for providing data entry of each household receiving service into WISP. Nine of ten (9 of 10) participating agencies in this application are currently using WISP. Independent Living, Inc. is the one agency who will begin tracking participants in WISP for the purposes of HPRP funding. WISP reports will be run monthly by

CAC (or at intervals determined by City of Madison and Dane County). In addition, CAC will track housing stability outcomes at 6 months and 12 months. The details about tracking outcomes methodology is described under “outcomes.”

Staffing for HPRP Activities

CAC has asked for staffing dollars to support work in the City of Madison and Dane County. Staffing dollars will support housing stabilization services and the tasks assumed by being the lead agency; which consist of conducting the habitability checklists for all financial assistance, managing all financial files, ensuring rent reasonableness and tracking outcomes.

Legal Action of Wisconsin, Inc., Porchlight and Independent Living are the only other three agencies asking for staffing dollars to support housing stabilization services in the City of Madison and Dane County. Staffing dollars will support case management, tenant counseling, outreach to property owners, and landlord / tenant mediation. Legal Action of Wisconsin will provide legal services with staffing dollars.

All other partner agencies understood and accepted that HPRP funds could not be used to supplant current programming and will allocate other funding sources to support case management and HMIS data entry requirements.

Marketing and Outreach-City of Madison

As all agencies participating in the *Dane County Housing Stabilization Project* are members of the local Homeless Services Consortium (HSC), the opportunity to market this program will be extensive. The network of homeless service providers involved in this proposal reflects broad participation and collaboration of services, thereby providing an efficient way in which to market HPRP services through a number of channels and to a diverse network of people.

Homeless Prevention: The 9 agencies providing HPRP services to the City of Madison are already key homeless services providers in the City of Madison; participating in the ESG/THP/HPP grant and active members of the Dane County Homeless Services Consortium. This well established network will promote the services available city-wide.

Rapid Re-Housing: The Salvation Army, The Road Home, YWCA, Porchlight, Independent Living and Tellurian-UCAN are the entry-points for those experiencing homelessness or who are most at risk of homelessness, and therefore will be able to appropriately identify those who need to be housed quickly.

Marketing and Outreach-Dane County

It is important to note that the six (6) agencies serving Dane County with HPRP activities will provide a comprehensive approach to serving throughout the county limits.

Homeless Prevention:

CAC currently provides homeless prevention services throughout Dane County by assigning a housing case worker to travel to communities within greater Dane County. Most intake appointments are arranged between the case worker and the individual in need of assistance. There is typically an emphasis of services in Sun Prairie, Stoughton, DeForest, Verona and

Oregon, however CAC will use Dane County HPRP funds to serve anyone eligible in greater Dane County.

Porchlight currently provides homeless prevention services in Sun Prairie through The Sunshine House. By being located in Sun Prairie, a case worker is available to meet with those who walk-in and/or reside in Sun Prairie. Porchlight will use Dane County HPRP funds to serve anyone who resides in the county who comes to Hospitality House in Madison, WI for assistance, but will also place emphasis of services in Sun Prairie.

Legal Action of Wisconsin and **Independent Living** conduct intakes via telephone and then schedule face-to-face meetings. Both agencies will use HPRP funds to serve throughout the entirety of Dane County, with Independent Living focusing on older adults.

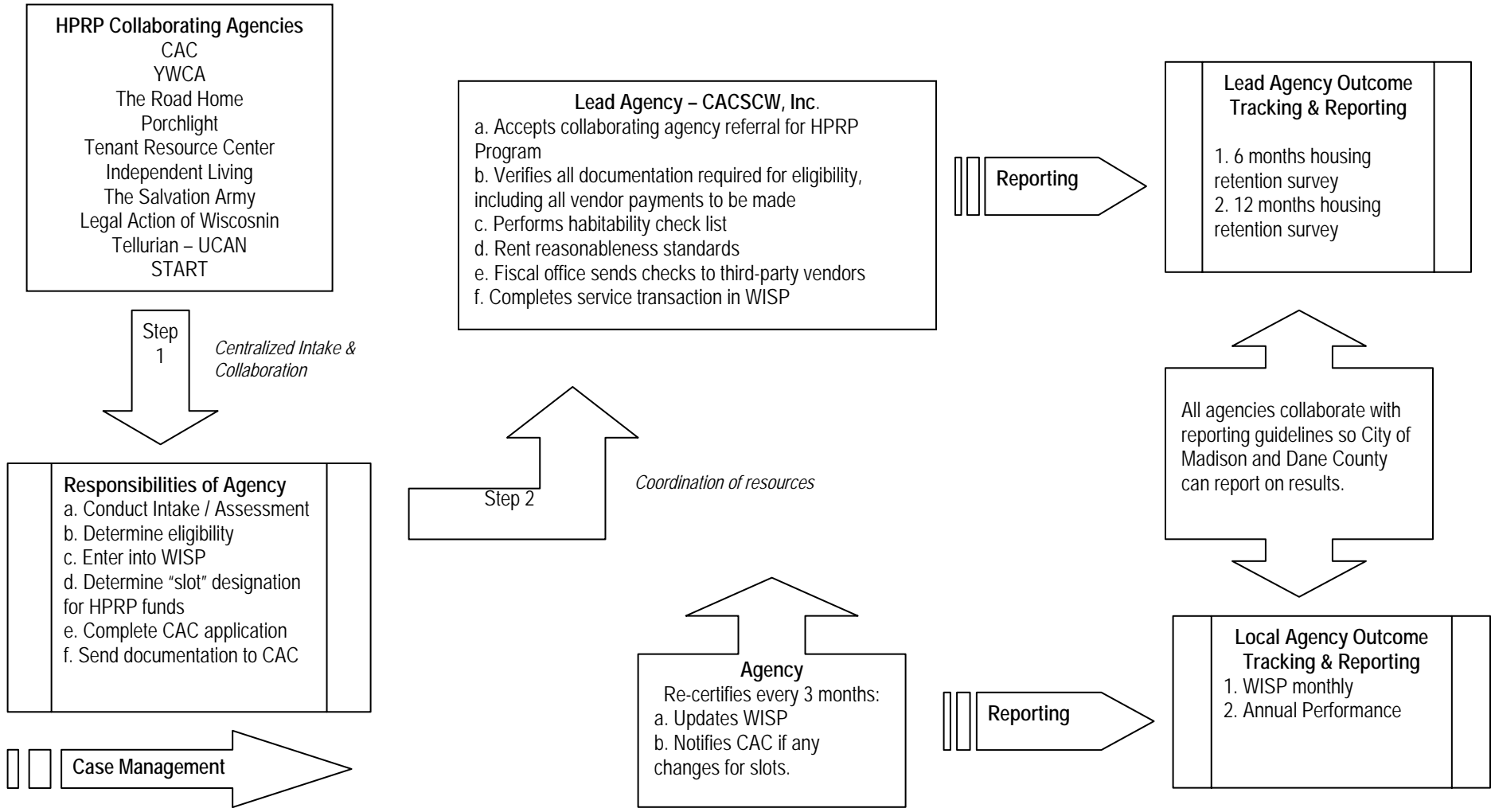
Tenant Resource Center (TRC) currently serves those in Dane County as individuals come to Dane County Court located in Madison for evictions proceedings. Upon providing an initial consultation at the court, individuals who live outside of Madison city limits will be designated for County HPRP funds. In addition, those who call TRC for services will be designated to either city or county HPRP funding based on current residence at time of call.

START currently provides homeless prevention services to Stoughton residents. START works with an extensive network of social service providers and faith-based groups located in Stoughton to address issues of homelessness prevention. Services will be targeted to Stoughton.

Rapid Rehousing:

Independent Living will provide financial assistance to those throughout Dane County to quickly house them. Their target will be older adults.

FLOWCHART OF HPRP COLLABORATION SERVING CITY OF MADISON & DANE COUNTY



5.1.2 Collaboration and Timeline

Value of Coordination with Lead Agency

Currently, CAC coordinates and administrates The Rentable Program, which is a significant portion of the City of Madison ESG/THP/HPP grant, serving homeless and those at risk of homelessness in Dane County. The Rentable Program disburses rental assistance and eviction prevention dollars through a “slots” system that participating agencies allocate to eligible households. CAC is the lead agency for The Rentable Program managing all financial files for those receiving financial assistance; conducting housing inspections; performing fiscal responsibilities of third-party vendor verification and check issuances; tracking housing stability outcomes at 6 and 12 months; and entering households into ServicePoint (WISP).

The Dane County Housing Stabilization Project has been designed based on the success of The Rentable Program. By having one lead agency:

- Financial assistance can be provided by multiple homeless service agencies in a coordinated way, eliminating duplication of assistance provided to an eligible household and minimizing administrative functions by multiple agencies.
- Limited resources can be disbursed in an equitable way to meet the needs of a diverse population in the City of Madison and throughout Dane County.
- Grant requirements can be monitored more easily with one lead agency disbursing funds and tracking outcomes.

CAC has the agency capacity to administer HPRP funds for both the City of Madison and Dane County.

Collaboration with Participating Agencies

As lead agency, CAC promotes collaboration on all levels of program development and design. In fact, this application reflects the conversations, planning meetings and agreements between all partner agencies involved in the project. Due to the collaboration of agencies serving City of Madison and Dane County, there is a comprehensive offering of services for those who will be eligible for HPRP assistance.

CAC also serves as an active member of the local Homeless Services Consortium (HSC) and the Dane County Continuum of Care (CoC). Through these relationships, CAC is better able to coordinate and organize its efforts through quarterly meetings and frequent listserve communication.

Coordination of Services

The majority of agencies participating in the *The Dane County Housing Stabilization Project* also participate in The Rentable Program. Agencies involved in The Rentable Program are: Porchlight, Tenant Resource Center, Independent Living, Tellurian-UCAN, YWCA, The Road Home and The Salvation Army. Thus, these seven (7) agencies are accustomed to conducting intake and determining eligibility at their respective locations and then forwarding the required documentation of those who qualify for assistance to CAC with a “slot” designation already selected. They are used to working with a lead agency which then completes the financial file, performs the required housing checks and also provides outcome tracking. Only START will be

new to this process, but will be easy to guide and integrate into the process. Since Legal Action of Wisconsin does not identify and screen households eligible for financial assistance, they have not been included in The Rentable Program but are an active member of the Dane County Homeless Services Consortium and Dane County Continuum of Care- HUD funded Supportive Housing grant.

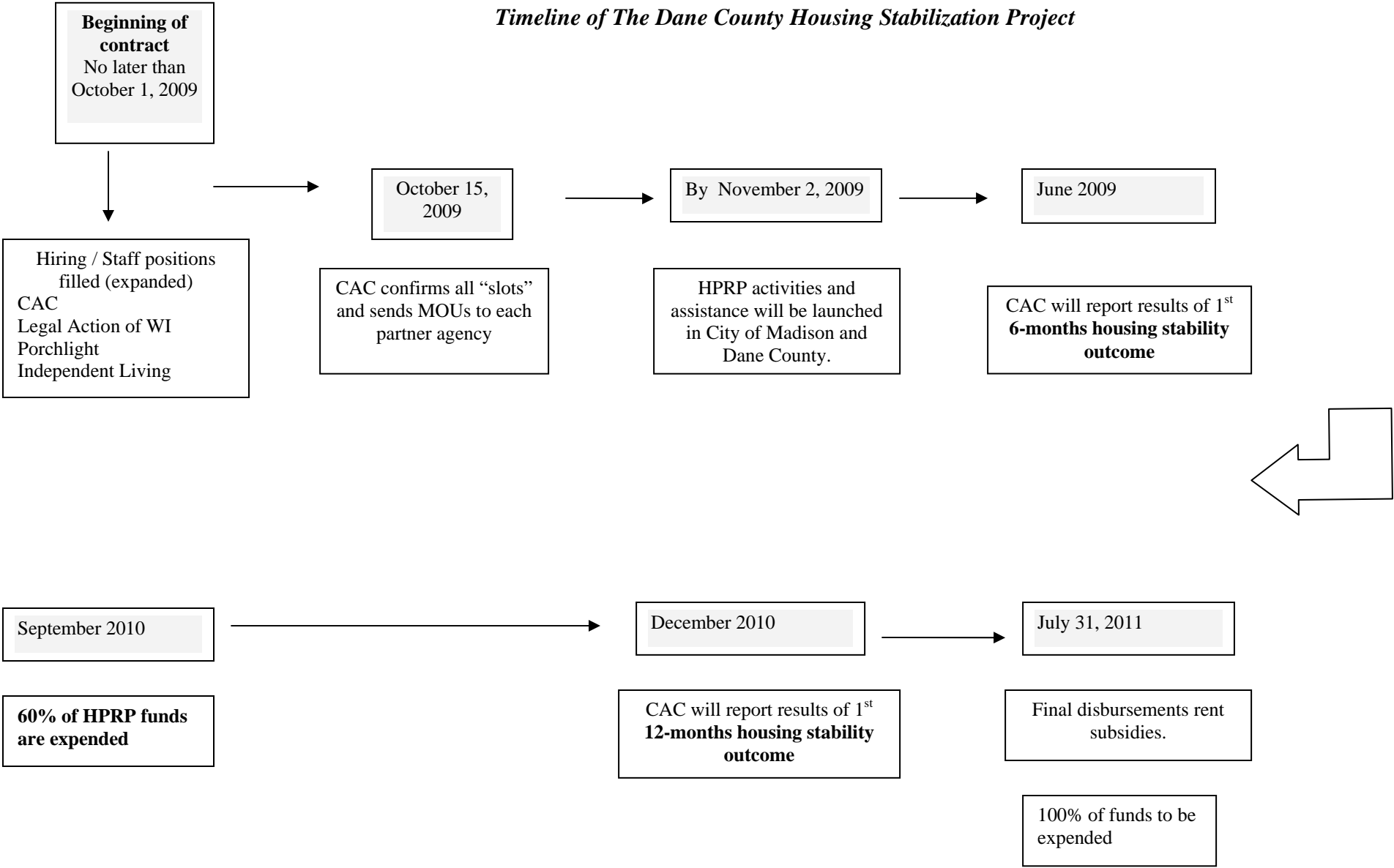
All agencies will conduct required re-certification for those allocating “slots” for any financial assistance that extends past three months. They will notify CAC of any changes and will have to complete all WISP entries before the next round of financial assistance is approved.

Independent Living and START are new to ServicePoint (WISP) but both agencies understand that in order to receive HPRP funds, they are required and responsible for data entry of household information into the system.

Legal Action of Wisconsin is not disbursing any funds so they will report directly into WISP and report to CAC their 6 and 12 month housing stability outcome results.

Please see the **enclosed timeline** for program milestones

Timeline of The Dane County Housing Stabilization Project



5.1.3 Experience and Capacity

The participating agencies in this application bring extensive experience in homeless prevention and rapid re-housing activities to *The Dane County Housing Stabilization Project*. Each agency has the capacity to provide case management and enter data into WISP as required. Each agency has past experience in conducting intake, screening eligibility and providing financial assistance to those who qualify. Each agency has past experience collaborating in HUD grants that have required collaboration and compliance with grant requirements. Each agency is an active member of the Dane County Homeless Services Consortium.

Lead Agency Experience and Capacity

CACSCW, Inc. (CAC)

Homeless Prevention and Rapid Re-Housing Services Experience:

CAC has provided housing services to low-income individuals and families since 1968 and case management services since 1996. The agency employs a total of 32 staff (27 in Dane County and 5 in Jefferson County). The Family Development division of CAC is the largest division within the agency employing 5 FTE housing case workers and three FTE Coordinators providing programs dedicated to Financial Assistance, Housing Case Management, and Financial Literacy.

The CAC Manager of Family Development is currently serving as the Vice Chair of the Homeless Services Consortium (HSC). Maintaining an active role is a clear demonstration of the dedication CAC has towards serving people experiencing homelessness or in danger of experiencing homelessness. CAC has recently expanded its housing programs to accommodate the growing need of homeless, disabled, and individuals affected by chronic substance abuse within the Dane County community through the Home for Good program. CAC has developed a diverse and well-rounded approach to the problem of homelessness in Dane County. It is the combination of experience and diversity of housing programs that gives CAC the capacity and knowledge necessary to truly make a difference in the lives of many low-income Dane County residents.

Currently, CAC is the administrator of The Rentable Program funded through the annual ESG/THP/HPP grant. As administrator of the Rentable Program, CAC has taken on the responsibility of distributing the majority of homeless prevention funds throughout Dane County. Providing rent subsidy slots to partner agencies allows CAC to coordinate efforts with partner agencies in the HSC as well as meet the demands of its own participants at risk of becoming homeless. CAC employs experienced case managers and financial services specialists in order to efficiently and effectively assist families in danger of becoming homeless. The agency's long history of administering homeless prevention funding through The Rentable Program to partner agencies fits very well with the aim of HPRP funding. CAC has the capacity and the knowledge to best utilize this funding source.

Familiarity with Federal Regulations:

CAC has gained familiarity of federal regulations through its participation in federal grants for a number of years. As administrator of the community-wide Rentable Program funded through the ESG/THP/HPP grant, CAC must comply with federal reporting, habitability and rent reasonableness requirements. Additionally, in 2007 CAC applied for and was granted funding for a permanent supportive housing program called "Home for Good" which must comply with all federal regulations as well. CAC also operates a HUD-SHP funded transitional housing program in Jefferson County, distributes emergency motel vouchers and other types of homeless prevention assistance through the ESG/THP/HPP grant for Jefferson County. CAC has adhered to all federal HUD requirements and non-profit accounting guidelines.

HMIS Experience:

CAC is a current user of WISP and is responsible for the tracking of all participants receiving assistance through The Rentable Program as well as the HUD-SHP program Home for Good. CAC utilizes WISP to track gaps in service, duplication of services, and success rates for participants.

Collaborating Agencies: City and County

Porchlight, Inc.

Homeless Prevention and Rapid Re-Housing Services Experience:

Porchlight has operated DIGS (an eviction prevention program) through Hospitality House for almost a decade. During that time, DIGS has assisted almost 6,000 households with some form of financial assistance and arranged for over \$2 million in direct assistance. The program has been supported with \$200,000 through Porchlight's own fundraising efforts and over \$600,000 directly from various faith communities. This is in addition to direct assistance funding obtained through EFSP (FEMA), Rotary, United Way, City of Madison, and other agencies.

Porchlight's long-term tracking of households demonstrates long-term success rates of 80% at 6 months, 74% at 12 months and 69% at 18 months. Last year, the number of funded households was over 1,300 with over \$266,000 in direct assistance. DIGS operates in conjunction with other supportive services provided at Hospitality House, including housing counseling, credit counseling, employment assistance, Transit for Jobs, birth certificates and identifications (in conjunction with St. John's Lutheran), prescription medications, work-related items, and other legal needs through legal action. To comply with those requirements, DIGS staff has been entering all data for those served with this funding (\$10,000 annually for past several years) into Service Point (WISP) and has generated required reports utilizing Service Point (WISP).

Porchlight has operated a HUD funded Housing First program since 2007. Porchlight provides rental assistance and intensive case management services to seven (7) formerly homeless adults with disabilities. In addition, in the 2009 funding cycle, Porchlight has been awarded HUD Samaritan dollars to provide funding for 7 additional units of Housing First apartments. Porchlight leases apartments from landlords in the community and then sub-leases the apartments to the Housing First participants. Porchlight also received funding in 2006 from United Way of Dane County to develop a pilot Housing First program with families. Currently

16 families have participated in the program with 15 families successfully maintaining permanent housing.

Familiarity with Federal Requirements:

DIGS staff has familiarity with HUD requirements for ESG funding as they have utilized that funding for several years from the City of Madison CDBG. Porchlight has been a federal grantee for over 15 (fifteen) years operating and administering Supportive Housing Programs (SHP), Emergency Shelter Grants (ESG) and Emergency Shelter funds through HUD and FEMA. Porchlight has accounted for all federal grants in accordance with OMB Circular A-110 and A-122, and each year an independent auditor rated the agency an unqualified success. Additionally, when visited by federal and state agencies for monitoring, Porchlight has proven to be successful in both the administration of and compliance with grant requirements, and has not received any sanctions.

HMIS Experience:

Porchlight has been entering data into Service Point since 2003. Porchlight currently has seven (7) different programs that participate in entering data into this HMIS for thousands of clients annually.

Tenant Resource Center

Homeless Prevention and Rapid Re-Housing Services Experience:

The Tenant Resource Center (TRC) is a nonprofit, membership organization dedicated to promoting positive relations between rental housing consumers and providers throughout Wisconsin. By providing information and referrals, education about rental rights and responsibilities, and access to conflict resolution, TRC empowers the community to obtain and maintain quality affordable housing. TRC currently has an annual budget of \$275,000. The current staff is 4.625 FTE. The Executive Director has been with the organization since 1991 and has served as a volunteer, volunteer coordinator and a board member while attending UW-Madison Law School. She has been the Executive Director since 1995. The Program Director has been with the organization since 1994. She also started as a volunteer and was hired as staff in 1997. TRC has two full-time Housing Resource Specialists. They provide housing counseling on TRC's toll-free number, tenant/landlord mediation services for eviction cases at Dane County Small Claims Court, and staff the satellite office – the Housing Help Desk - at the Dane County Job Center.

Each year the TRC housing counseling programs serve between 15,000 and 17,000 individuals. TRC's outreach and education efforts reach innumerable others through the web site, public service announcements, press contacts, and written materials. In 1995, the Housing Mediation Service was created to offer alternative dispute resolution for housing-related conflicts among tenants, landlords, roommates and neighbors. This program expanded to small claims (eviction) court in 1997 by providing on-the-spot mediations for tenants and landlords in order to prevent homelessness due to eviction. The eviction mediation service is part of the Housing Mediation Service.

HMIS Experience:

TRC is a current active user of Wisconsin Service Point (WISP), and has the capacity to enter client data in WISP on a monthly basis and to analyze various sources of data to assist in program evaluation.

Legal Action of Wisconsin (LAW)

Homeless Prevention and Rapid Re-Housing Services Experience:

Legal Action of Wisconsin (LAW) has forty years of experience working with homeless clients and working to prevent tenants from becoming homeless. Staff attorneys regularly represent low-income clients in eviction cases as well as other landlord-tenant disputes. LAW has two staff attorneys handling housing cases full-time, and one who represents clients in housing cases part-time.

Funding for homeless prevention work comes from a variety of sources, including the Legal Services Corporation (the conduit for federal funding), the State of Wisconsin, The Wisconsin Trust Account Fund, The Wisconsin Equal Justice Fund, a HUD SHP grant, and Community Shares of Wisconsin.

LAW serves low-income clients in a 39 (thirty-nine) county area of central and southern Wisconsin, including Dane County. LAW follows income and asset guidelines to insure that clients are in need of free legal services. Income guidelines are generally 125% of Federal Poverty Level (FPL), but a client's debt or monthly expenses can allow the agency to serve clients up to 200% of FPL. For the purposes of the HPRP grant, income eligibility will be determined at 200% of FPL.

LAW will encourage other providers to refer clients to LAW for evaluation to determine whether an eviction can be prevented through legal action, and allowing agencies providing rent assistance to maximize their resources. When LAW has determined that there is not a valid legal defense to an eviction, it will make appropriate referrals to other agencies for rent assistance.

Familiarity with federal requirements:

LAW participates in the Dane County Homeless Services Consortium on a regular basis, and is familiar with the services provided by shelters and other agencies in the area that serve those who are homeless or in danger of becoming homeless. LAW participates in both the ESG consolidated application as well as the Dane County CoC HUD application. Through these grants, LAW staff has become familiar with all HUD requirements including eligible participants, eligible activities, grantee responsibilities, financial management, and annual progress report.

HMIS Experience:

LAW has provided HMIS required information through LAW's own database, consistent with the confidentiality requirements for law firms. Starting July 1, LAW will enter data directly into HMIS while preserving client confidentiality.

Independent Living, Inc.

Homeless Prevention and Rapid Re-Housing Services Experience:

Independent Living, Inc. has been providing homeless prevention services to the Dane County community for 18 years. The client population served is older adults and adults with physical disabilities at substantial risk for homelessness due to their economic situations. The population served is either on waiting lists for City of Madison and/or Dane County Section 8 vouchers or are working to meet eligibility requirements for such housing lists. To qualify for any type of funding they must earn less than 50% of county median income and also be paying more than 50% of their income towards housing costs.

Independent Living has found that typical clients are paying 70 or 80% of fixed incomes with Social Security being the major or only source of income on housing costs. Any small economic upset, i.e. a car repair event, a medical event or large rent increase puts them in serious jeopardy for displacement from their housing. In addition, Social Security is expected to have no annual cost of living increase in 2010; however Medicare premiums are expected to increase thus reducing available income for older adults.

Collaborating Agency – County only

Stoughton Area Resource Team, Inc. (START, Inc.)

Homeless Prevention and Rapid Re-Housing Services Experience:

Stoughton Area Resource Team, Inc. (START, Inc.) founded in 2002 serves families and individuals under the age of 55 who live in the Stoughton Area School District. START, Inc. became a 501(c) (3) in 2003 and a United Way of Dane County partner in 2005. Its mission is to be a “catalyst for change by partnering with area agencies to meet critical human needs of our neighbors through resource development, collaboration, advocacy and direct assistance.” START, Inc. has provided housing case management and financial assistance since 2004 to families at risk of being homeless.

In 2008 the START Program Coordinator provided housing case management, housing counseling and financial assistance to families and individuals at-risk of becoming homeless. The 2008 budget of \$45,113 includes \$32,163 for case management (.35 FTE Program Coordinator) and client financial assistance. Program expense includes \$3,300 for in-kind rent and audit and \$9,650 for other program expense. The 2009 budget of \$51,150 includes \$37,347 for case management (.45 FTE Program Coordinator) and client financial assistance. Program expense includes \$3,300 for in-kind rent and audit and \$10,503 for other program expense. START, Inc. has increased its capacity to serve by (a) increasing the START Program Coordinator from .2 FTE in 2002 to .45 FTE in 2009 and (b) increasing revenues from \$11,700 in 2002 to \$51,606 in 2008.

START, Inc. has served people experiencing poverty since 2002 and has provided housing case management and emergency support since 2004 to families at risk of being homeless. In 2008 the START Program Coordinator .35 FTE, responded to over 400 calls from families and individuals. Of these calls, 148 families received emergency stabilization in the form of direct

financial assistance, referral and resource assistance. Of these 148 families, 43 families received rent and security deposit subsidies to stabilize their current housing, and 14 of these families received ongoing case management to stabilize them in housing for a 6-12 month period. This case management of 14 families included direct rental subsidies and security deposit payments, utility assistance, financial and resource collaboration with other agencies, advocacy, and financial/budget planning. In 2007 80% of the ten (10) case managed families remained in stable housing after 6 months. In 2008, 100% of the 14 families remained in stable housing situations.

Familiarity with federal requirements/HMIS Experience:

In July 2009 START, Inc. will receive ESG (Emergency Shelter Grant) funds and will begin entering data into the HMIS system. Additional staffing of five (5) hours per week will be added to report and analyze data. Membership in the Dane County Homeless Services Consortium and the resulting collaboration will allow START to build agency capacity by sharing with and learning from others.

Collaborating Agencies: City of Madison

Tellurian UCAN, Inc.

Experience with Homeless prevention/Rapid Re-housing:

Tellurian has been a part of Madison/Dane County homeless prevention effort for over ten years. Tellurian's Community Housing and Resources Manager (CHARM) program employs two full-time housing coordinators who assist individuals with mental illnesses in stabilizing housing-related crisis and maintaining their housing in the community. CHARM, in collaboration with a local case management team, administered ten (10) rent subsidy slots and seven (7) entry cost/eviction prevention slots from ESG funding in 2008.

Tellurian's experience in Rapid Re-housing services as a housing provider has been limited due to lack of resources in this approach for single individuals with a disability, Tellurian's main clientele. However, Tellurian believes that rapid re-housing or housing first model is the most effective and respectful way of serving their homeless consumers and has been actively participating in a local effort to start a housing first program.

Familiarity with Federal Requirements:

Tellurian has been a recipient of HUD's Supportive Housing Program for over twenty years for several different homeless programs and has successfully complied with the federal grant requirements. Tellurian staff is familiar with all HUD requirements including eligible participants, eligible activities, grantee responsibilities, financial management and annual progress report.

HMIS Experience:

Tellurian has been using HMIS since the beginning of the system implementation in the community and is familiar with inputting data and reporting outcomes. Tellurian's HMIS system administrator is a Wisconsin's HMIS steering committee member. Six homeless programs are currently using the system at Tellurian and their quarterly and annual reports are done through

the HMIS. Tellurian also holds an Advanced Reporting Tool (ART) license which allows creating and viewing custom-built reports.

YWCA

Experience with Homeless prevention/Rapid Re-housing:

The YWCA has been sheltering homeless families since the early 1980's. Each year the YWCA shelters approximately 80 families. The agency has a case manager who assists these families in finding permanent housing. The case manager helps each family find move-in costs using a variety of community resources. The YWCA has been able to assist some homeless families with rent subsidies using ESG slots.

For several years, YWCA Madison has been granted EFSP (FEMA) funds to provide homeless prevention funds to individuals/households who have graduated from the Second Chance Tenant Education Program. In 2008, 27 households received YWCA FEMA eviction prevention funds. For many years the agency has been part of a collaborative effort, coordinated by CAC using ESG funding, to provide case management, eviction prevention and rent subsidy funds to low-income households who either live in the YWCA building or who live in the community. In 2009/2010 funding cycle, the YWCA anticipates providing eviction prevention assistance to 23 households and rent subsidies to four (4) households using ESG funds.

Familiarity with Federal Requirements:

In 2008, in collaboration with the Salvation Army and the Road Home, the YWCA began a new HUD funded housing first program, called House-ability, to move homeless families into housing and provide them with rent subsidies and case management. The YWCA currently serves 23 households in this program. In January 2009, in collaboration with the same partners, the agency began another housing first program for homeless families, called Rapid Rehousing. This program also moves homeless families from shelter to permanent housing, providing them with rent subsidies and case management.

HMIS Experience:

YWCA currently uses WISP to track data on participants of all the programs mentioned above. Because of HUD funding, the YWCA is very familiar with federal requirements for tracking and analyzing data.

The Road Home

Homeless Prevention and Rapid Re-Housing Services Experience:

The Road Home Dane County (Formerly Interfaith Hospitality Network or IHN) serves homeless families with children in collaboration with local faith communities and organizations. The Road Home is committed to the empowerment and long-term success of children and families, to serving each family with dignity and respect, and to achieving results in helping families improve their lives. The agency welcomes the entire community, in all its diversity, to participate in the pursuit of safe, affordable housing for all.

The Road Home opened its doors on April 26th, 1999 as an overflow shelter for families who could not be served by the existing shelters. Since that time, The Road Home has developed seven more programs that assist families in moving to stable housing and other successes. The Road Home currently serves about 180 homeless families with children each year in Dane County. The agency's work is accomplished by nine (9) full time staff, six (6) part-time staff and over 1500 volunteers each year. Currently, The Road Home collaborates with 50 churches and synagogues as well as many other businesses and community groups.

The Road Home's IHN Shelter Program has been rapidly re-housing homeless families for ten years. The program includes broad-based case management and re-housing services and has had an average success rate of re-housing 70% of families with an average stay of about 65-70 days. The Road Home also assists families on the agency waiting list to find housing, sometimes without ever entering shelter. More recently, The Road Home has collaborated with other local agencies to develop a Rapid Re-housing program specifically targeted to moving families out of shelter more quickly through financial assistance and ongoing case management.

In addition, The Road Home has been involved in homeless prevention for seven (7) years through a variety of programs for formerly homeless families to prevent additional incidences of homelessness. Families who have moved from shelter into housing work with The Road Home through the Housing Stabilization program, Second Chance Apartment Project, House-ability, and Rapid Re-housing programs to maintain the achievements they've already reached and to continue their steps toward a successful future. Since one of the primary predictors of homelessness is a prior episode of homelessness, financial assistance and long-term case management services for this group are important homeless-prevention strategies.

Familiarity with Federal Requirements:

Through its annual participation in the Dane County consolidated ESG/THP/HPP grant, The Road Home has attained funding for the agency's case management services. Through this grant, The Road Home has gained familiarity with federal requirements for the provision of supportive services as well as housing requirements through referrals made to CAC as part of The Rentable program.

HMIS Participation:

The Road Home participates fully with HMIS through ServicePoint (WISP) and consistently meets all expectations for deadlines and data quality. In addition, the agency regularly uses data from ServicePoint and other sources to analyze outcomes and evaluate programs.

The Salvation Army

Homeless Prevention and Rapid Re-Housing Services Experience:

Family Stabilization Program (FSP): The goal of this program is to help families avoid eviction/homelessness by teaching and/or re-teaching skills for activities of daily living. FSP is a long-term program, with case managers meeting with families in their homes for 6-12 months. Families can enter FSP in two ways: direct from shelter (families living in homeless shelter at The Salvation Army are referred to FSP upon securing housing and leaving shelter) or self-refer

from the community (FSP case managers provide outreach to low-income neighborhoods around the Greater Madison area to advertise the program on a regular basis). There are some monies attached to FSP, however not enough to actually stabilize a family in housing; typically families in this program receive additional monetary assistance from other community resources.

Family Shelter Case Management: Families in Family Shelter have mandatory weekly case management appointments where the family works closely with a shelter case manager to problem solve and complete tasks with the goal of securing independent housing before/upon completion of Family Shelter. A major part of case management is teaching families about available community resources, including those that provide help with security deposits and rental assistance. Family Shelter is time limited (30-90 days); families who are unemployed and/or without income upon entering shelter and then secure employment/income while in shelter do not have enough time to save money to be able to afford the security deposit and first month's rent.

Single Women's Shelter Case Management: The Salvation Army provides the only shelter in Dane County for adult women living without children. An optional service provided is Single Women's Shelter Case Management in which an individual can work closely with a case manager on goals, most notably, securing housing. This case management program also has a large focus on teaching individuals about resources in the community for security deposits and rental assistance. Time in shelter is limited (typically between 30-75 days); women without income entering shelter who then secure employment/income while in shelter often do not have enough time to save money to afford a security deposit and first month's rent.

Familiarity with Federal Requirements:

FSP and Single Women's Case Management both receive a significant portion of their funding from HUD, a federal program. Both programs have been in existence for several years, demonstrating The Salvation Army's ability to adhere to federal program standards.

HMIS Experience:

The Salvation Army currently uses Wisconsin Service Point (WISP) as a means to collect and monitor client-based data. The Salvation Army is able to participate in program evaluation by providing reports on households served, including showing outcomes.

5.1.4 Mainstream Resources

5.1.5 Homeless Prevention

5.1.6 Rapid Re-Housing

5.1.4 Mainstream Resources

Through the centralized intake process outlined in the HPRP Housing Stabilization Project, applicants will complete a financial assistance application which will help intake workers determine the level of mainstream resources the participant is currently receiving. If the participant meets the eligibility requirements for mainstream services such as SSI, SSDI, Food Share, Badgercare, or W-2, the referral will be made to Dane County Human Services as well as to CAC for eviction prevention assistance.

Participants will also have their information tracked through the HMIS service and documented for future reference. Tracking the participant will allow all partner agencies to evaluate the level of services the participant has received and help the participant to obtain the services for which they have not applied.

5.1.5 Homeless Prevention

Lead Agency

All units in which participants receiving financial assistance reside will comply with both habitability requirements as well as HUD rent reasonableness. As lead agency, CAC will be responsible for completing a housing habitability checklist for each participant moving into new housing. All agencies are aware of the spending timelines in place for this funding source and have therefore set spending requirements per year. Any slots unused after two (2) years will be re-allocated to the lead agency for immediate use.

Legal Services

Legal Action of Wisconsin (LAW) and the Tenant Resource Center (TRC) will both provide legal counsel to low-income households in immediate danger of eviction for which legal help could play a role in avoiding an eviction. Legal Action of Wisconsin aims to alleviate the demand on homeless prevention funds by offering legal services as an alternative to rent subsidy payments. Through the legal process, Legal Action of Wisconsin can assist clients in a number of ways:

- Negotiation of a decreased back rent settlement
- Development of a rent payment resolution plan between tenant and landlord
- Assist client with identification of their rights as it pertains to an eviction; legal counsel can confirm all necessary steps were followed according to a proper legal timeline (this can buy the client extra time to secure other housing)

LAW will look to serve a total of 120 clients between the City of Madison and greater Dane County through its funding provision. Within the City of Madison LAW will serve approximately 96 clients and 24 clients in greater Dane County.

Tenant Resource Center (TRC) assists households in danger of becoming homeless through small claims court negotiation. TRC works on a stipulated agreement with the participant's landlord, wherein they agree to hold eviction for 30 days if the participant is accepted for rent

assistance. In order to maintain eligibility, the participant must follow all steps of the stipulated agreement to ensure rent assistance will be provided.

Financial Assistance

Financial assistance will be provided to households at risk of becoming homeless in four different formats:

- short term rent subsidy (3 months) for singles and families
- mid term rent subsidies (6 months) for singles and families
- utility payments (in \$150 payments)
- rent arrearages assistance (in \$100 payments)

Each agency that intends to assist eligible households with financial assistance has been designated a dollar amount in which to predict allocation to homeless prevention in the manner of their choosing. Each form of homeless prevention has been broken into “slots,” these slots are a pre-determined dollar amount available for participants. These figures have been pre-determined and agreed upon by all members of this application in order to ensure consistency and fairness for all participants within Dane County.

The **enclosed charts (page 4 & 5 of this section)** will illustrate the households to be served with financial assistance in both City of Madison and Dane County. Through financial assistance, all collaborating partners intend to assist a total of approximately 1,086 households throughout the course of the next two years.

Case Management

All households receiving mid-term rent subsidies will be required to enter into a case management plan with the agency providing the subsidy. Case management will focus on:

- Obtaining mainstream resources
- Budget counseling
- Employment assistance
- Landlord/tenant mediation
- Basic needs assistance

Each agency providing case management utilize a strengths-based case plan model in which the strengths of the participant are identified and utilized to help them establish a stable and affordable housing situation.

Centralized Intake

Participants will be evaluated for eligibility through a centralized intake/assessment process. This process will include an eligibility interview to determine the participants’ individual needs. If eligible for assistance, participants will then complete a CAC financial assistance application to determine if funding through *The Dane County Housing Stabilization Project* would be appropriate. Upon completion, the financial assistance application will be reviewed to establish how best to assist the participant.

Prioritization

Following the participants' eligibility determination through the intake and assessment screening process, partner agencies will prioritize the applicants according to the following criteria.

- Participants lack of eligibility for other area housing resources and funding sources.
- Nature of the housing crisis—following the intention of the HPRP grant, housing crisis caused by financial hardship rather than behavioral issues will be prioritized.
- Potential to remain in housing after a brief intervention (3-6 months rent subsidy and case management)

Experience determining eligibility of households at risk of homelessness

All collaborating members of *The Dane County Housing Stabilization Project* are members of the local HSC and participants in the annual consolidated ESG/THP/HPP grant (with the exception of Independent Living). Through participation in the consolidated grant, each collaborating agency has gained years of experience in the process of determining eligibility for households in danger of becoming homeless. Participating agencies also utilize a centralized system in order to ensure each agency can successfully identify participants who meet the requirements of HPRP funding. Some resources to help agencies in eligibility determination include:

- Universal intake and eligibility form--identifies key eligibility criteria for participants
- HMIS participation-- allows partner agencies to access information regarding their participants' history of assistance--this cuts down on duplication of services
- Universal financial assistance application--helps agencies identify key issues behind risk of homelessness
- Strong networking between collaborating agencies—all agencies currently work openly together in efforts to alleviate problems of homelessness in Dane County

The following two pages provide Homeless Prevention - Household Charts for financial assistance provided in City of Madison and Dane County.

Homeless Prevention – Financial Assistance, City of Madison
HOUSEHOLDS

Homeless Prevention Services	Independ. Living	Porchlight	The Salvation Army	CAC	Tellurian U-Can	YWCA	TRC	Road Home
Short-Term Rent Subsidies (Single) 3 Months x \$400=\$1,200 1 household=\$1,200	4							
Short-Term Rent Subsidies (Family) 3 Months x \$600=\$1,800 1 household=\$1,800			1			3		5
Mid-Term Rent Subsidies (Single) 6 Months x \$300=\$1,800 1 household=\$1,800	6			7	6			
Mid-Term Rent Subsidies (Family) 6 Months x \$500=\$3,000 1 household=\$3,000			5	13				2
Utility Payment (Arrears) 1 Month x \$150 1 household=\$150 <i>*Can use more than one slot per participant in one month</i>		56	6			30		8
Rental Arrears/Back Rent Payments 1 Month x \$100 1 slot=\$100 <i>*Can use more than one slot per participant in one month</i>	3	111	16	340	2	25	125	10
Totals	13 hh	167 hh	28 hh	360 hh	8 hh	58 hh	125 hh	25 hh

- Projected total for City of Madison HP is 784 households.

Homeless Prevention – Financial Assistance, Dane County
HOUSEHOLDS

Homeless Prevention Services	Independ. Living	Porchlight	CAC	TRC	START
Short-Term Rent Subsidies (Single) 3 Months x \$400=\$1,200 1 household=\$1,200	9				16
Short-Term Rent Subsidies (Family) 3 Months x \$600=\$1,800 1 household=\$1,800					24
Mid-Term Rent Subsidies (Single) 6 Months x \$300=\$1,800 1 household=\$1,800	7		2		
Mid-Term Rent Subsidies (Family) 6 Months x \$500=\$3,000 1 household=\$3,000			5		
Utility Payment (Arrears) 1 Month x \$150 1 household=\$150 <i>*Can use more than one slot per participant in one month</i>		40			
Rental Arrears/Back Rent Payments 1 Month x \$100 1 slot=\$100 <i>*Can use more than one slot per participant in one month</i>		50	52	97	
Totals	16 hh	90 hh	59 hh	97 hh	40 hh

- Projected total for Dane County HP financial assistance is 302 households

5.1.6: Rapid Re-Housing

The goal of rapid re-housing programs operated within the City of Madison and throughout greater Dane County is to assist homeless families who have few barriers to achieving permanent stable housing. Rapid Re-Housing dollars will be used by partner agencies primarily to enhance current rapid re-housing programs or to meet the needs of eligible households currently considered to be homeless.

Similar to the system designed for financial assistance given for Homeless Prevention, the six (6) agencies participating in Rapid Re-Housing agreed to allocate funds in a “slots” system.

Lead Agency

CAC will provide the same role for partner agencies participating in Rapid Re-Housing as it did for Homeless Prevention. All units designated for Rapid Re-Housing will comply with both habitability requirements as well as HUD rent reasonableness. As lead agency, CAC will be responsible for completing a housing habitability checklist for each participant moving into new housing. All agencies are aware of the spending timelines in place for this funding source and have therefore set spending requirements per year. Any slots unused after two (2) years will be re-allocated to the lead agency for immediate use.

Financial Assistance

Through financial assistance, all collaborating partners intend to assist a total of approximately 80 households throughout the course of the next two years.

Financial assistance for Rapid Re-Housing will be provided to currently homeless households in three different formats:

- short-term rent subsidies (3 months single and families)
- mid-term rent subsidies (6 months single and families)
- security deposit payments.

These slots are a pre-determined dollar amount available for participants. These figures have been pre-determined and agreed upon by all agencies of the application, in order to ensure consistency and fairness for all participants within Dane County. All units in which participants receiving financial assistance reside will comply with both habitability requirements as well as HUD rent reasonableness. Any slots unused after two years will be re-allocated to the lead agency for immediate use.

Porchlight will utilize rapid re-housing funds to supplement their Housing First initiative focusing on the needs of homeless households in need of rent subsidies and case management. Other agencies such as **The Road Home, YWCA, Tellurian-UCAN, and The Salvation Army** will be utilizing rapid re-housing dollars to move households from agency homeless shelters into a stable housing unit. **Independent Living** will provide security deposits for older adults in need of new permanent housing.

Case Management

Case management services between homeless prevention services and rapid re-housing will be very similar; however, there will be one distinction between the services provided. Case managers working with rapid re-housing funding will utilize much of their time initially finding suitable living environs for their participant(s). Case management will be integral to the success of the rapid re-housing programs as the experience many case managers have with local landlords will be beneficial when trying to establish the homeless individual or family in a stable living environment.

Rapid Re-Housing, Financial Assistance – City of Madison
HOUSEHOLDS

Rapid Re-Housing	Independ. Living	Porchlight	The Salvation Army	Tellurian U-Can	YWCA	Road Home
Short-Term Rent Subsidy (Single) 3 months x \$500=\$1,500 \$1,500=1 household	0	0	3	0	0	0
Short-Term Rent Subsidy (Family) 3 months X \$600=\$1,800 \$1,800=1 household	0	0	1	0	3	10
Mid-Term Rent Subsidy (Single) 6 months x \$400=\$2,400 \$2,400=1 household	0	3	0	5	0	0
Mid-Term Rent Subsidy (Family) 6 months x \$500=\$3,000 \$3,000=1 household	0	0	4	0	0	2
Security Deposit Assistance 1 month x \$100 1 slot=\$100 <i>*Can use more than one slot per participant in one month</i>	4	0	6	0	30	5
Totals	4 hh	3 hh	14 hh	5 hh	33 hh	17 hh

- Rapid Re-Housing Financial Assistance, City of Madison is 76 households.

In Dane County:

HPRP Funds are being used 99% to provide homeless prevention assistance. Only **Independent Living** will provide security deposits for **four (4) households under Rapid Re-Housing guidelines**.

Experience determining eligibility of households at risk of homelessness

Five of the six agencies *The Dane County Housing Stabilization Project* who will use HPRP funds to rapidly re-house a household are shelter and/or transitional housing providers. They already have experience working with those who are homeless and in need of new permanent housing. Independent Living has experience identifying older adults who are homeless and will need new stable housing.

In addition, all six (6) agencies currently participate in The Rentable Program and have vast experience in determining households who need entry cost assistance; similar to the criteria for Rapid Re-Housing. The participating agencies will be able to determine “good fit” for Rapid Re-Housing by focusing on the most immediate barriers to housing. They will prioritize those who have income, a network of other mainstream resources already established and those who will be able to sustain housing after HPRP assistance ends.

Additional details of strategies used for successful rapid re-housing was included under 5.1.3 “Experience and Capacity.”

5.2 Outcomes

The following outcomes will be tracked and recorded by CAC with the exception of Legal Action of Wisconsin (LAW). LAW will perform their own follow-up calls directly to participants and report the percentages to CAC. While participants will receive services directly from partner agencies, CAC will be responsible for performing follow-up calls to landlords in order to confirm the participants' current housing status.

Outcome #1: 75% of landlords surveyed will report that a participant receiving financial assistance is still in housing 6 months following assistance.

Outcome #2: 60% of landlords surveyed will report that a participant receiving financial assistance is still in housing 12 months following assistance.

These outcomes are consistent with The Rentable Program.