

Program Overview & Eligibility

Completed by juliem@karunahousing.org on 9/26/2024 11:44 AM

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

Program Overview & Eligibility

Please read the following information.



City of La Crosse
Specialized Housing
Program

City of La Crosse
400 La Crosse Street
La Crosse, WI 54601
(608) 789-7512

Partners may include public and private non-profit organizations and for-profit organizations. Collaboration between entities is encouraged. ARPA funds must be expended toward a sustainable solution by December 31st, 2026. Key subjects of interest to the Pathways Home team:

- Facility Design & Capacity
- Operational Plan
- Financial Sustainability

The objective of this Request for Proposals (RFP) is for partner(s) to present proposed plans to develop sustainable housing solutions utilizing the American Rescue Plan Act (ARPA) grant funding and leverage other community funding sources to meet the unique needs of homeless individuals and families.

Following the RFP, proposals will be scored by the Pathways Home Action Team and the Economic & Community Development Commission. Final decision on proposal selection will be made by the City of La Crosse Common Council. Please review the [City of La Crosse Terms and Conditions](#) before submitting an application.

1. Contact Information

Completed by juliem@karunahousing.org on 9/26/2024 11:48 AM

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

1. Contact Information

Please provide the following information.

ORGANIZATION INFORMATION

1.1. Official Organization Name

Karuna Inc.

1.2. Mailing Address

c/o 703 Farnam St, #207 La Crosse, WI 54601

1.3. [Federal ID Number](#)

872587965

1.4. Unique Entity Identifier (UEI) Number

WJNSP39761L1

1.5. Type of Organization (check all that apply):

- Non- Profit Organization
- For-Profit Organization
- Department of City of La Crosse

ORGANIZATION POINT OF CONTACT

1.6. Authorized Contact Person

Julie McDermid

1.7. Title

Executive Director

1.8. E-Mail

juliem@karunahousing.org

1.9. Phone Number

6087992880

1.10. Secondary Contact Person

Alesha Schandelmeier

1.11. Title

Business and Marketing Director

1.12. Phone Number

6086062273

1.13. E-Mail

aleshas@karunahousing.org

2. Organization Qualifications

Completed by juliem@karunahousing.org on 9/27/2024 2:11 PM

Case Id: 31072

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Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

2. Organization Qualifications

Please provide the following information.

ORGANIZATION INFORMATION

2.1. Include the length of time the organization has been in operation, the date of incorporation, the purpose of the organization, and the type of corporation. Describe the type of services provided, the organization's capabilities, the number and characteristics of clients served, and license to operate (if license is necessary).

Karuna Inc. is a non-profit organization incorporated in September 2021 federally approved as a tax-exempt organization in March 2023. The mission of Karuna is to build community by providing a supportive housing model that empowers people experiencing homelessness to cultivate their resilience, elevate their personal dignity, and find their own life worth living. Karuna Inc. was founded by a dedicated group of individuals with decades of combined experience working with individuals and families experiencing homelessness, housing instability, mental health crises, and struggling with substance use. Our Staff and Board Members have accomplished backgrounds in Peer Support, Recovery Coaching, Community Health Work, Case Management, Independent Living Skills Training, Religious Ministry, Medicine, Nursing, Business Management, and the Law. We have come together to create radically re-visioned supportive housing opportunities that not only meet the basic needs of the people we serve but truly provide them with a foundation on which they can build a life worth living.

Since incorporation Karuna has implemented two projects including a 2021-2022 Winter Shelter project in partnership with the City of La Crosse and a two-year Pilot Supportive Housing Project.

The Winter Shelter project served 139 unduplicated single individuals and 9 families including 10 adults and 14 children. All clients of the program were literally homeless and were not able to access other shelter services in the community. All guests were provided 24-hour, private accommodations, plus three meals per day with access to the following services:

- Onsite laundry facilities
- Transportation (including bus tokens and assistance with arranging other alternative, appropriate transport when needed)
- Onsite medical services
- Onsite individual counseling services
- Group social activities including holiday and other special meals, and regularly scheduled game, movie, and craft nights
- Supportive case management onsite providing referral and connection to other community resources providing healthcare, substance use treatment, housing, and other related services

The Pilot Supportive Housing Project opened the doors to its first ten residents in October 2023, adding an 11th resident in March 2024 after successfully securing a rooming house license. All 11 residents meet the HUD definition of chronic homelessness** and all have previously participated in supportive housing and/or shelter programming

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and were discharged to homelessness when those programs were unable to serve their intense needs. All were residents of La Crosse County at project entry.

Current resident demographics:

Racial/Ethnic Diversity

- o 18% Black/African American
- o 18% Native American
- o 64% White

Gender

- o 18% Female
- o 82% Male

Veteran

- o 9% Veterans
- o 91% Non-Veterans

Disability

- o 100% Individuals with a Disability

Age

- o 9% 19-29yo
- o 55% 40-49yo
- o 27% 50-59yo
- o 9% 60-69yo

Karuna is a licensed user of the WI Homeless Management Information System (HMIS), Clarity. No other licensure is currently required for the services Karuna provides onsite. Karuna Inc. has current liability, Workers Compensation, and D&O insurance policies.

The Pilot Supportive Housing program offers 24-hour support to residents seven days a week. Karuna provides comprehensive case management and care coordination for all residents. A detailed list of services provided is included in the Scope of Work portion of this grant application.

** HUD Chronic Homelessness Definition:

- A homeless individual with a disability as defined in section 401(9) of the McKinney-Vento Assistance Act (42 U.S.C. 11360(9)), who:
 - Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
 - Has been homeless and living as described for at least 12 months* or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.
- An individual who has been residing in an institutional care facility for less, including jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria of this definition before entering that facility**; or
- A family with an adult head of household (or, if there is no adult in the family, a minor head of household) who

meets all of the criteria of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

2.2. Briefly describe the organization's existing staff positions and qualifications, its capacity to carry out this activity.

Karuna staff are uniquely qualified to operate the support needed by residents. Together the Executive Director and Business and Marketing Director bring over two decades of experience working with underserved populations. Many of the staff members identify as peers and have either already completed state approved Peer Specialist or Peer Recovery Coach training or are planning to take the classes soon. Additionally, most staff members have worked for other local shelter and housing programs, including providing support at the Econo Lodge when it was used to provide emergency shelter in 2020, 2021, and 2022.

Karuna has ten current employees including:

- Executive Director, Julie McDermid
- Business and Marketing Director, Alesha Schandelmeier
- Part-Time Community Health Worker, Barb Pollack (also working with St. Clare Health Mission)
- Part-Time Overnight Supervisor, Jonathan Walters
- 6 Additional Part-Time Support Staff including one Master's level Social Worker

Our Executive Director is Julie McDermid, former Project Manager for the Coulee Collaborative to End Homelessness where at the outset of the pandemic, Julie helped to coordinate community efforts to provide 24-hour emergency shelter for isolation/quarantine of the homeless population and partnered with La Crosse County in implementing an emergency shelter when COVID and a spike in overdose deaths necessitated immediate intervention.

Julie was formerly the State Coordinator for Peer Run Services, a state position managed locally by Independent Living Resources. With her extensive experience serving clients as a Certified Peer Specialist, the Recovery Avenue (RAVE) Program Coordinator, an Independent Living Specialist, and Mental Health First Aid Instructor, she provided technical assistance to 9 peer run drop-in centers and 3 peer run respite centers across the state of Wisconsin along with coordinating the annual Peer Recovery Conference in 2017. Julie believes in the power of Peer Support - lived experience combined with training and education to effectively navigate local community services to best serve clients.

Our Business and Marketing Director is Alesha Schandelmeier, former Executive Director for The Center: 7 Rivers Region LGBTQ+ Connection. She was responsible for creating and implementing all the programming and events sponsored by The Center for almost six years. Her greatest accomplishments include expanding The Center at its current location, building a strong volunteer base, increasing youth programming, and cementing The Center's role as a respected community resource.

Barb Pollack has been providing case management services in the La Crosse community for over a decade including with the UWL Self-Sustainability program, the Coulee Collaborative to End Homelessness Outreach Team, and Couleecap's Permanent Supportive Housing Program. She is currently works full-time with St. Clare Health Mission and has provided crucial input on the development of case management and community health work services provided in the Karuna program.

Jonathan Walters is a certified Peer Recovery Coach who has been in recovery for over nine years. He has staffed all the hotel shelter projects in the La Crosse community since 2020. His willingness to share his own experience with

addiction and his knowledge of treatment and recovery services in the community have been key to the success of Karuna clients on their own journeys of recovery.

Resumes and job descriptions for the Executive Director and Business and Marketing Director are included in the attached supporting documents for this grant application.

Job descriptions for the Overnight Supervisor and Support Staff positions are also included.

RELEVANT EXPERIENCE

2.3. Organizations shall provide information regarding experience with similar projects specifically related to:

- A. Emergency Shelter**
- B. Bridge Housing**
- C. Permanent Supportive Housing**
- D. Case Management**
- E. Supportive Services**
- F. Real Estate Development**
- G. Collaboration**

During winter 2021-2022, the City of La Crosse sought an organization to help provide additional emergency shelter beds as the local homeless population surged due to the economic impact of the COVID19 pandemic. Karuna stepped up to the plate and provided a total of 139 unduplicated single individuals and 9 families, including 10 adults and 14 children, with emergency shelter beds for almost six months. Clients of the program had access to Peer Support and Peer Recovery Coaching 24 hours of every day of the week along with comprehensive case management and Community Health Worker services. Clients of the project were able to connect to ongoing medical and mental healthcare services, obtain employment, access mainstream benefits such as Medicaid and FoodShare, and 50 clients received substance use treatment counseling resulting in an astounding 17 clients completing residential treatment. The full contract report is included with the attached supporting documents for this grant application.

Karuna continued to provide support and outreach services to clients of the shelter project while it used the knowledge and experience gained that winter to help draft a business plan for its Pilot Supportive Housing program. It was able to open the doors to the project and accept its first 10 residents in October 2023. All 10 residents were from the local Coordinated Entry Prioritization List and met the HUD definition of Chronic Homelessness. Additionally, all 10 residents had participated in supportive housing and/or shelter in the past but were discharged to homelessness after the program supports failed to meet their intense needs. In March 2024, Karuna was able to enroll an 11th resident after securing a rooming house license to maximize the living space available in the current building.

Karuna offers comprehensive case management and care coordination services to each resident of the supportive housing program at their own level of need. A detailed list of services will be provided in the scope of work section of this grant application. The outcomes have been incredible so far:

Health & Well-Being Impact

- o All residents have access to a primary care provider, dental & mental healthcare
- o 1 major joint replacement surgery
- o Recovery from Substance Use
 - 5 residents came to the project already in recovery & all have maintained their sobriety
 - 2 completed substance use treatment
 - 1 is on a waitlist for substance use treatment

Employment and Education Impact

- o 5 residents are currently working
- 2 have maintained their employment
- 2 have obtained employment
- 1 received a promotion and is transitioning off SSI benefits
- o 1 person is preparing to return to college
- o 1 person received a vehicle from the Chariots4Hope program for work

Karuna is collaborating with Cinnaire Solutions and Habitat for Humanity of the Greater La Crosse Region to expand the Supportive Housing program. Both of these organizations have the extensive experience with real estate development, financing, and project management that Karuna will need for successful expansion.

Cinnaire Solutions (CSC) is the nonprofit owner and developer of The Collective on 4th, a 62-unit affordable housing community in La Crosse that includes units set aside for household experiencing or at risk of homelessness. CSC is also partnering with Emplify (formerly Gunderson Health System) to develop a new affordable housing community on their La Crosse campus. Both developments will have units available for residents who are ready to transition into permanent affordable housing. CSC has financial expertise to identify additional funding sources needed for development.

Habitat for Humanity of the Greater La Crosse Region is a nonprofit organization founded on the conviction that every family should have a safe, stable, and affordable place to live. Founded in 1992, they have built or rehabilitated over 70 homes for in the La Crosse region.

Collaboration will be key to the success of Karuna's expansion, its residents' journeys of recovery, and the La Crosse Community's efforts to achieve functional zero on homelessness. Collaboration ensures there is no duplication of services, that residents are benefitting from a diverse portfolio of support, and that the expertise needed to expand is available. The success of the project to date is built on all the partnerships, collaborations, and referrals that have been involved, including with:

- Emplify Health (formerly Gunderson Health System)
- Mayo Clinic Health System
- Franciscan Sisters of Perpetual Adoration
- St. Clare Health Mission's Mobile Medicine Program
- Western Technical College's Project Proven
- La Crosse County Human Services including the Comprehensive Community Services Program, the Community Support Program, and Treatment Counseling services
- The Ho-Chunk Nation Three Rivers House
- Couleecap's SOAR program
- Driftless Recovery Services
- Coulee Recovery Center
- Independent Living Resources' Recovery Avenue
- Runaway Homeless Youth Mediation and Emergency Services (RHYMES)
- Chariots 4 Hope
- The LGBTQ Coalition of the Coulee Region
- Black Leaders Acquiring Collective Knowledge (B.L.A.C.K.)
- What I Need Now (WINN)
- And many others

Karuna and its staff members are committed to collaboration with the City of La Crosse. They have assisted with the development of the Pathways Home plan, participate on a community data team, and help with the planning and

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implementation of the bi-annual Point In Time counts and Homeless Connect Event. Karuna is a voting member of the local Coulee Coalition to End Homelessness.

Documentation

Organization's affirmative action plan from the personnel policy manual and/or nondiscrimination employment/service policy and grievance procedure.

Non Discrimination Policy plus Employee Handbook with Non Discrimination Hiring Policy on page 5 plus Program Service Agreement with Grievance Procedure on page 3.pdf

3. Scope of Work

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3. Scope of Work

Please provide the following information.

3.1. Project Description:

EXECUTIVE SUMMARY

Economic impact from the COVID 19 pandemic dramatically increased the number of people in La Crosse experiencing homelessness. Though there are several existing Permanent Supportive Housing (PSH) and Rapid Re-Housing (RRH) programs in La Crosse, there are gaps and a lack of capacity in the types of supports provided leading to individuals being discharged to the streets. Over the past four years, La Crosse has a growing population of these individuals who have been unsuccessful in existing programming resulting in a rise in fatalities of people living unsheltered and a high cost to the community for emergency services.

Karuna Incorporated, a 501(c)3 non-profit entity, was formed to work on the needs of the unsheltered population with a specific mission to develop a supportive housing program, focusing on tailored support services that will help these individuals find success. Karuna has identified as its goal, a plan to:

- Offer cost effective, non-duplicative supports in a collaborative model, tailored to meet the needs of individuals with high barriers to maintaining permanent housing; and
- Use participant input and staff expertise to design permanent, safe, dignified, and welcoming co-housing style living for individuals who thrive in an environment offering social engagement onsite combined with 24-hour professional peer-based support; and
- Create a culture where every individual and their own personal journey of recovery is respected and supported by the community at large.

The Karuna co-housing model is providing housing programming that is currently missing from our community's existing array of homelessness services as well as add much needed housing capacity. This sustainable housing solution allows previously existing programs to reach and serve the individuals they were built to serve, increasing successful outcomes for those programs, effectively accelerating our community housing placement rate, and at the same time providing a foundation for each individual served to find their own life worth living.

Karuna's request with this grant application is twofold:

- To provide financial support for the operating budget of the current pilot supportive housing program which is enabling Karuna to learn from experience and modify the program for maximum effectiveness; and
- To assist in funding expansion of the project to be able to serve the entire target population.

While this grant funding is to be used to increase housing capacity in La Crosse, Karuna believes it s equally important to provide financial support for continuing the pilot program as its successful outcomes are key for Karuna to be able to leverage the partnerships and other funding resouces that will be needed to complete expansion for up to an additional

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30-40 individuals.

UNDERSTANDING THE NEED

Since 2020 there has been a consistent upward trend in the number of individuals who need more intensive programming to help them resolve their housing crisis. These individuals have significantly high barriers to maintaining their own stable housing including a history of trauma, persistent mental illness, and substance use. They often have poor rental history, including eviction, and poor credit in addition to having been involved with the criminal justice system.

In August 2024 there were 243 individuals and 28 families experiencing homeless in the Coulee Region with 121 of these households assessed as needing the most intensive programming available. It is estimated that up to 45-50 of these individuals are currently homeless after having previously been served by existing supportive housing programs.

In the short term, the less intensive supports provided by current Rapid Re-Housing (RRH) and Tenant Based Rental Assistance (TBRA) programs will help those who have fewer barriers but these 45-50 individuals will need housing options and solutions that have not been previously available, either due to lack of capacity or lack of programming. Permanent Supportive Housing (PSH) options in the community before Karuna either lacked capacity or are scattered site based where an agency leases from a landlord and subleases the unit to the client. For these clients with complex needs, including substance use and mental health issues, this often leads to case managers focusing a large percentage of their time on addressing crises arising from landlord complaints rather than being able to focus on client services and supports. Also, these RRH, TBRA and PSH programs only provide case management during typical business hours, failing to meet the needs of those who need support 24 hours a day.

Pathways Home: A Plan to End Homelessness in La Crosse was released in January 2024 and corroborated this need with statistics from that month (page 5 of the Pathways Home plan document). The plan identifies eight action pathways to functional zero, including Closing the Housing Gap wherein one of the primary strategies is “boosting specialized housing capacity.” The Karuna Pilot Supportive Housing Program is doing just that.

THE KARUNA PILOT SUPPORTIVE HOUSING PROGRAM SOLUTION

The three primary components of Karuna’s plan are:

- Co-living style apartments with rent assistance;
- 24-hour intensive, peer based supportive services onsite plus care coordination with other community service providers; and
- Community connection, integration, and engagement through planned recreational activities and required community service.

The Karuna Pilot program has secured two six-bedroom rental units to provide comfortable living space for up to 11 residents. This co-living style situation helps to stabilize some residents to successfully transition to other traditional supportive housing projects or affordable housing of their own. For others, this style provides the perfect combination of privacy and supportive community they will always need to successfully maintain stable, permanent housing.

Karuna staff provide intensive case management, care coordination, and personal supports to residents onsite, eight

hours per day, seven days per week. Additionally, Karuna hires part-time (and soon, live-in) support staff to provide monitoring and social support to residents 24 hours per day, every day.

The following case management and care coordination services are provided onsite:

- Comprehensive needs assessment and goal planning;
- Assistance enrolling in mainstream benefits such as FoodShare, Badgercare/Medicaid, Unemployment Benefits, SSI/SSDI (including referral to Couleecap's SOAR program where appropriate);
- Basic assessment and referral to mental health (MH) and substance use (SU) treatment services and care plus office space for MH and SU professionals to provide services on-site;
- Coordination of assessment for and enrollment in Long Term Care (LTC) services when appropriate;
- Housing navigation for residents who are ready to move on, including housing needs assessment, understanding housing options available and help with search, application, and appeals (as needed), and referral to appropriate rent and security deposit assistance programs;
- Exploration of career, employment, entrepreneurial, and education goals with referral to appropriate services;
- Independent Living Skills training;
- Assistance establishing relationships with other providers in the community to meet needs for additional or alternative independent living skills training plus financial literacy, informal counseling, and support groups;
- Assistance with transportation to the REACH Service and Resource Center;
- Coordination of house celebrations and meals, and social activities such as movie and game nights;
- Assistance with learning about healthy hobbies, support groups, and other activities that support individual growth and a sense of well-being.

Karuna believes that the best referral is a "Warm Referral." Staff will assist residents in calling or emailing to schedule appointments with providers and based on the client's personal comfort, preference, and ability level, will accompany a client to initial appointments to ensure a connection for service is made.

Karuna believes in the transformative power of Peer Support and Recovery Coaching and aims to hire staff who are willing to share their personal experience with mental health and substance use issues to provide the case management and other supports the program offers.

All program participants are expected to pay rent after an initial three-month trial tenancy. Rent is based on standard HUD subsidized housing calculation which are also used by other existing supportive housing projects in the community. Lack of income does not prevent access to the program. Once accepted into the program, Karuna staff work with these clients to find programs or resources to meet the payment obligation.

Karuna support staff also work with residents to ensure that individual bedrooms and common spaces are kept clean and in good condition. Residents are expected to follow Karuna house rules and policies but are supported and encouraged to work together to create their own rules for the peaceful enjoyment of the property for everyone. While the project employs harm reduction strategies, no substance use is allowed onsite.

Additionally, a successful transition from homelessness to sustainable housing will not occur unless a person feels a welcome connection and a sense of belonging in the community. All residents are required to participate in community service each month. Karuna has established partnerships with organizations such as What I Need Now (WINN) to provide volunteer opportunities where residents will feel welcome, supported in learning new skills, and confident they have contributed in a meaningful way. Participation in these activities provides connection and integration with the broader community as well as an opportunity for residents to expand their personal social network.

EXPANSION

Karuna's original plan for expansion included being able to purchase and renovate or newly construct a single building which could house the estimated 40-50 individuals in need. However, experience gained from the first year of implementation of the pilot program plus the knowledge and experience of our partners have helped to shift the plan to focus on utilizing several smaller buildings to create a "campus" type environment.

City Neighborhood Associations and individual citizens have expressed concern and low support for projects serving the homeless population being placed in their neighborhood. This has resulted in difficulty for projects needing zoning changes, limiting new projects almost exclusively to properties that already have the zoning designation required. Additionally, our partners, Cinnaire Solutions and Habitat for Humanity, have estimated that it may take as much as three years to complete planning for such a large project as well as secure all the financial support needed. Expansion and increased housing capacity are needed NOW.

Input from Karuna staff, neighbors, residents of the project, and other providers in the community, including staff from the La Crosse Police Department, shows that using the current smaller building model is actually preferred. It is easier to monitor and manage for staff, has less negative impact on the surrounding neighborhood, and creates a real home environment for residents.

Campus Concept Expansion Plan

- Purchase

Secure the financial support required to purchase and re-use or re-purpose multiple buildings able to house up to 12 residents each. This plan would enable Karuna to expand as funding is available for purchase and as revenue for operating expenses is developed. Cinnaire Solutions is the primary partner providing support for securing grants and forgivable loans, and seeking social impact investors.

- Renovate

Contract with Habitat for Humanity of the Greater La Crosse Region to complete renovations using green building design, bringing all properties not just into ADA compliance but also focusing on "visitability".

-- Number of bedrooms per unit will be determined by what is feasible in the existing building structure but will include efficiency, one, two, three, and four bedroom units to provide choice for residents.

-- Design one building with space to house administrative staff and offices plus a small community center. Designate space in every building for staff and community partners to provide support services.

-- Pilot a new simpler dormitory style design/configuration in at least one building to serve residents who have intense struggles with behavioral issues, particularly if substance use is also present.

-- Ensure unit configurations and designs serve the current target population but are also functional for a more transitional target population in the future when chronic homelessness in La Crosse is ended.

Using the Campus Concept has the following advantages:

- Karuna expands only as is financially responsible and sustainable – one building at a time.
- Funding used for expansion will have twice the impact. Renovation costs paid to Habitat for Humanity's RePair program are then used to support their mission of providing more home ownership opportunities to La Crosse residents.
- Students and residents benefit from skills training and community service opportunities. Habitat for Humanity partners

with Western Technical College to provide hands-on experience to students seeking certificates in construction trades. Current and prospective Karuna residents can provide volunteer service hours assisting with renovations and earn certificates in trades themselves.

- Neighborhood property values will increase. Focus can be placed on buildings where renovation is sorely needed and will be an improvement for the neighborhood.
- By deconcentrating the population there will be minimal if any negative impact on the surrounding neighborhood and it will enhance community integration for residents of the program.
- Operating costs will decrease. Levels of support can be tailored to each building as well as for each resident. Costs for live-in support staff or volunteers onsite in buildings where residents are more established and need less intensive monitoring will reduce the cost per person for the program.

Costs

Karuna has been researching available properties and has found several suitable options in addition to having conversations with landlords who are considering selling some assets. Below are some examples of properties that have been discussed with basic estimates from Habitat for Humanity for the cost of renovation considered:

Existing Apartment Buildings	Asking	Renovations	TOTAL	Units	Cost per unit
Northside Property #3	\$800,000	\$250,000	\$1,050,000	16	\$65,625.00
Northside Property #4	\$800,000	\$250,000	\$1,050,000	16	\$65,625.00
Southside Property #1	\$1,400,000	\$1,400,000	\$87,500.00	16	\$87,500.00

These are estimates for research only at this time and no offer has been made on any of these properties. Karuna will work with the City Planning Department to identify buildings or property that will be the most cost effective for the project and beneficial for the neighborhoods they are in.

OPERATIONAL PLAN/TIMELINE

Karuna is continuing its pilot project with a lease for a second year in the current property. The current property manager, Allegiant Property Management has already offered a third-year lease.

Priorities for the second year of operation, October 2024 – September 2025, include:

- Implementation of a social enterprise to add sustainable revenue supporting project operating expenses. Karuna is partnering with Precision Painting to start up a small cleaning business. Precision Painting will provide business mentorship, onsite job training, assistance with equipment and supplies at the outset, and referrals to its own clients to secure a customer base. Karuna residents will have job training and employment opportunities available to them and profit from the business will support the Karuna program.
- Develop and implement a live-in support model using students, interns, or entry-level human services workers to provide evening and overnight support in exchange for room, board, and a stipend. It is anticipated this will assist in reducing staff costs.
- Develop a robust volunteer program for assisting residents with community service projects in the community and providing some support onsite, also reducing staff costs.
- Secure renewable state Housing Assistance Program (HAP) funding to add to sustainable revenue.
- Become a Medicaid provider for reimbursement of supportive services as a source of sustainable revenue. Approval of the state's Medicaid waiver that allows for this reimbursement is pending with the Federal Centers for Medicaid and Medicare and anticipated before the end of 2024.

Karuna is currently working with its partners to complete a revised business plan that details expansion including providing a complete list of tasks and appropriate deadlines for completion. Here is a brief operational timeline for the expansion:

ACTIVITY PROJECTED COMPLETION DATE

Business Plan Revision to include Detailed Expansion Operational Plan and Timeline December 2024

Secure Financial Support for First Building December 2025

First Building Purchase June 2026

Completion of Renovations December 2026

Resident Move-In January 2027

OBJECTIVES AND EVALUATION

Karuna will achieve four main goals with its Pilot Supportive Housing project:

- Increased quality of life and community integration for residents
- Decreased negative impact on the broader community
- Improved outcomes for the Coulee Continuum of Care homeless services system
- Establishment of Karuna Inc. as a credible and capable housing provider, and secure the support necessary for expansion

INCREASED QUALITY OF LIFE AND COMMUNITY INTEGRATION FOR RESIDENTS Objectives:

- By the end of the first year of tenancy, each resident will have secured connection to a General Practitioner for ongoing health needs, access to mental health services if needed, considered and explored substance use treatment services if needed, and obtained a sustainable source of income – THIS GOAL HAS BEEN ACHIEVED!
- By the end of the first year of tenancy, each resident will have secured connection to at least two sources of support outside of the Karuna program (may include accessing support groups such as NA and AA, utilizing local drop-in centers for social support and activities, becoming involved with faith-based organizations, and more) – THIS GOAL HAS BEEN ACHIEVED!
- By the end of two years of tenancy, using an evidence-based tool for measuring Quality of Life, residents will report an increase averaging at least 50%
- By the end of the first year of tenancy, each resident will have completed and recorded at least 200 hours of community service – COMBINED OUR RESIDENTS HAVE COMPLETED OVER 500 HOURS OF COMMUNITY SERVICE!

DECREASED NEGATIVE IMPACT ON THE BROADER COMMUNITY Objectives:

- By September 2025, working in conjunction with advisors from local universities and hospital systems, Karuna will identify at least four residents willing to allow access personal information that will be able to assess the costs of emergency and other intervention services they received while they were homeless to show a savings to the community
- By October 2024, using a survey, Karuna will work with neighbors of the project to show an favorable perception of the project and its residents – EVALUATION IN PROGRESS
- By October 2024, using a survey and group interviews, Karuna will work with community service organizations that have hosted resident volunteers to measure success of the community service component of the program – EVALUATION IN PROGRESS

IMPROVED OUTCOMES FOR THE COULEE CONTINUUM OF CARE HOMELESS SERVICES SYSTEM Objectives:

- Using Annual System Performance Measure Reports from the WI Homeless Management Information System (HMIS), by September 2025, the Karuna program housing retention rate will positively impact the overall Coulee Continuum rate of retention
- Using Annual System Performance Measure Reports from the WI HMIS, by September 2025, the Karuna program will help to reduce the overall Coulee Continuum of Care average Length of Time Homeless

ESTABLISHMENT OF KARUNA INC. AS A CREDIBLE AND CAPABLE HOUSING PROVIDER, AND SECURE THE SUPPORT NEEDED FOR EXPANSION Objectives:

- By September 2025, at least double the number partnering providers and community service organizations willing to provide support onsite or host resident volunteers
- By October 2024, using small group forums and a survey, show an increased favorable perception of Karuna programming with the following groups:
 - o Fellow nonprofit organizations
 - o Community members at large
 - o People experiencing homelessness
- By December 2025, secure the financial and other resources needed to purchase and renovate the first building in expansion

IMPACT

Karuna anticipates that the Pilot Supportive Housing project will have impact locally on residents, the community, and our homeless services system.

The greatest impact will be for the residents of the project. Provided with a housing solution that fits their needs, residents will finally be able to maintain their housing and begin work on other aspects of their lives. Non-judgmental, peer-based supports offer a foundation on which they can begin to pursue goals that are meaningful to them and begin to rebuild their lives.

While community homeless numbers remain at an all-time high, housing 10-11 individuals with intensive mental health and substance use needs may only reduce the overall population by as much as 3-4% but will significantly decrease the cost of homelessness to the community. The target population of the project includes people who routinely use expensive emergency services, have a high rate of interaction with police, unpaid citations, and a higher rate of incarceration, all of which come at a high price for local taxpayers.

Reducing the negative impact of homelessness on the community is a goal of the Karuna Pilot project but so is increasing the positive impact for the community. Required community service hours not only provide an opportunity for residents to become integrated back into the community but also provides the crucial volunteer hours local organizations need to keep serving other people in need in La Crosse. Each resident is required to complete 20 hours of service each month. The service projects chosen are entirely up to the individual but can be done on their own or as a group. In turn, having meaningful impact in the community will help build resilience and increase self-esteem for residents!

Finally, Karuna hopes that this project will have impact on the local homeless services system. State and federally funded

organizations are directed to accept clients into their programming based on the order they are in on our “Coordinated Entry Prioritization List.” This means that even people who have recently been discharged from a program because they were evicted or otherwise unsuccessful in that program can end up being selected and housed again and again because their length of time homeless and assessed vulnerability on the streets places them at the top of the list again and again. This leads to a “clog” in the system where these valuable program openings are not able to reach other clients who would be able to be successful in them. By sustainably housing clients on the list who meet the definition of chronic homelessness and who have previously been enrolled in supportive housing programs, Karuna will be able to immediately reduce the chronically homeless population of the Coulee region by 10% as well as allow other programs to reach clients who have not been offered these services. In this way Karuna is filling a gap in the service system and working to make it more effective.

3.2 Number of additional housing units:

40

3.3. Notes

Karuna intends to expand to serve the full number of individuals estimated to need the intensive support it provides. A portion of the funding from the City of La Crosse will be used to support the continuation of the pilot project which will have the broader impact of helping to leverage the resources needed for the full expansion. The rest of the funding from this grant award will be invested in the first building acquisition and will directly impact housing capacity by adding 12-16 housing units.

Our full Business Plan is attached to this grant application for additional details on the current Pilot program. Also attached is our first Impact Statement - a collection of outcomes from the first year in operation.

4. Financial

Case Id: 31072

Name: Karuna Inc. - 2024

Completed by juliem@karunahousing.org on 9/27/2024 2:03 PM

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

4. Financial

Please provide the following information.

4.1. Total Cost of Project

\$1,422,900.65

4.2. Grant Amount Requested

\$300,000.00

4.3. Total Other Funding

\$1,122,900.65

4.4. Other Agencies Applied to for Funds:

Funding Sources/Revenues	Committed	Non-Committed
Private/Other/Donations	\$0.00	\$130,000.00
State	\$0.00	\$50,000.00
	\$0.00	\$180,000.00

4.5. Proposed Budget:

Funding Uses/Expenses	If Other, Enter Funding Use/Expense below	ARPA	Local	State	Federal	Private/Other/Donations
Property Acquisition		\$200,000.00	\$0.00	\$300,000.00	\$300,000.00	\$0.00
Renovation		\$0.00	\$0.00	\$125,000.00	\$125,000.00	\$0.00
Rent and Utilities		\$0.00	\$0.00	\$0.00	\$0.00	\$62,300.00
Salaries and Benefits		\$100,000.00	\$0.00	\$0.00	\$0.00	\$178,950.00
Other	Legal/Accounting/Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$19,000.00
Other	Office/Administrative	\$0.00	\$0.00	\$0.00	\$0.00	\$5,400.00
Property Acquisition	Program Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$7,250.00
		\$300,000.00	\$0.00	\$425,000.00	\$425,000.00	\$272,900.00

4.6. What will the funds be used for?

\$100,000 of the funds will be used to support the continued implementation of the pilot program.

\$200,000 of the funds will be used in acquisition of a building to begin expansion of the program.

For the purposes of this grant application, project costs are estimated based on the purchase and renovation of one building at this time.

Printed By: Linzi Washtock on 10/14/2024

17 of 25

Karuna plans to work with Cinnaire Solutions to identify all local, state, and federal funding sources that the project may be eligible for. A commitment from the City of La Crosse towards expansion will greatly enhance the chances of success for these applications.

Please find the organizational budget attached in the required documents section of this application. Estimates used for the budget of expansion can be found in the Scope of Work section.

A detailed financial plan is attached.

4.7. Optional: Upload a document to reflect the project budget and financial plan



Project Budget and Financial Plan

Karuna Financial Plan.pdf

5. Terms & Conditions

Completed by juliem@karunahousing.org on 9/26/2024 11:52 AM

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

5. Terms & Conditions

Please provide the following information.

The intent behind conflict of interest provisions is to ensure that all funding decisions are made on their own merits. It is a conflict of interest for any employee, agent, consultant, officer, or elected or appointed official to provide inside information or participate in approving a Loan or Grant action when the person has business ties with the applicant or is a member of his/her immediate family. "Immediate family" is generally defined as the employee, spouse and children any marriage of either), parents and siblings, by blood or marriage-mother/father, step mother/father, mother/father-in-law, sister/brother, step sister/brother, sister/brother-in-law.

5.1. Are any employees, agents, consultants, officers, or elected officials of the organization requesting funds in a position to participate in the decision-making process for approval of this application?

No

5.2. Are any employees, agents, consultants, officers, or elected officials of the organization requesting funds in a position to gain inside information with regard to approval of this application?

No

5.3. Will any employees, agents, consultants, officers, or elected officials of the organization requesting funds obtain a financial interest from this activity?

No

5.4. Will any employees, agents, consultants, officers, or elected officials of the organization requesting funds have an interest in any contract, subcontract, or agreement with respect to funding this application, either for themselves or those with whom they have family or business ties during the applied for program year and one year thereafter.

No

6. Required Documents

Completed by juliem@karunahousing.org on 9/27/2024 2:55 PM

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

6. Required Documents

Please provide the following information.

Documentation

Articles of Incorporation/ By Laws

Amended Karuna Articles of Incorporation Final Approved 6.13.22 Signed 8.4.22.pdf

Signed Karuna Bylaws Approved 9.22.21.pdf

List of Board Directors or List of Oversight Committee - (for government organization)

2024 Karuna Board of Directors.pdf

Organizational Budget

Karuna Inc. 2024 Operating Budget.pdf

Most recent audit (Financial Statement if audit is not required)

July 2024 Karuna Financial Statement.pdf

IRS 990

Karuna 990 2023.pdf

Any Additional Documents

Karuna Supportive Housing Pilot Business Plan July 2023.pdf

Final City Contract Report.pdf

Direct Impact Karuna House Pilot Project.pdf

Support Staff Job Description Draft 7.12.23.pdf

Business and Marketing Manager Job Description Approved 5.28.24.pdf

Overnight Supervisor Job Description Approved 5.28.24.pdf

Printed By: Linzi Washtock on 10/14/2024

Executive Director Job Description Approved 7.17.23.pdf
Julia McDermid Resume 2024.pdf
Alesha Y Schandelmeier Resume.pdf
Cinnaire Letter of Support and Commitment - Signed.pdf
Habitat for Humanity Letter of Support and Commitment.pdf
Precision Painting Letter of Support and Commitment.pdf

Submit

Completed by juliem@karunahousing.org on 9/27/2024 3:00 PM

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator.

I understand that for each type of activity undertaken, a sub recipient in consultation with the grantee should determine the comparable data that must be maintained in the individual case files and establish a system of ensuring that every file contains the necessary information. Although the list will vary from activity to activity, each project or case file should include documentation of the characteristics and location of beneficiaries, the compliance with special program requirements, the allowable of the costs, and the status of the case/project.

I understand that a Subrecipient must also devote attention to implementing an efficient method for compiling cumulative data on its activities for inclusion in periodic reports required by the grantee. The Subrecipient should develop logs for recording and totaling programmatic data (by type of activity, for units of service, numbers of beneficiaries, etc.) as cases are initiated and as they progress to avoid searching through all of its individual case files to obtain aggregate statistics every time a progress report is due

I understand that records are to be retained for 7 years from the date of submission of the activity closeout, unless there is litigation, claims, audit, negotiation, or other actions involving the records, which has started before expiration of the 7-year period. In such cases, the records must be retained until completion of the action and resolution of all issues which arise from it or the end of the regular 7-year period, whichever is longer.

I understand that submitting a response to this RFP indicates an agreement with the Standard Contract Terms & Conditions for the City of La Crosse.

I certify that no federal-appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any organization, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a federal contract, grant, loan, or cooperative agreement.

I certify that I have been authorized by the applicant's governing body to submit this application and that the information contained herein is true and correct to the best of my knowledge.

Authorized Person Name

Julie McDermid

Title

Executive Director

Signature

Julie McDermid

Electronically signed by juliem@karunahousing.org on 9/27/2024 3:00 PM

Telephone

(608) 799-2880

Admin Docs

No data saved

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

Admin Docs

Please provide the following information.

Documentation



Articles of Incorporation

Amended Karuna Articles of Incorporation Final Approved 6.13.22 Signed 8.4.22.pdf

Signed Karuna Bylaws Approved 9.22.21.pdf

Finance

No data saved

Case Id: 31072

Name: Karuna Inc. - 2024

Address: c/o 703 Farnam St, #207, La Crosse, WI 54601

Finance

Please provide the following information.

Account Number

[Munis Account Lookup](#)

Vendor Number

Invoice/Bill Number