

**2018 STAFF REVIEW OF PROPOSALS FOR  
HOMELESS SERVICES RFP #8656-0-2017**

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1. Project Name/Title: **Supportive Services Staffing for Permanent Supportive Housing (PSH)**

2. Agency Name: **Housing Initiatives, Inc.**

3. Requested Amount: \$50,000

4. Project Type: ☒ New ☐ Continuing

5. Services Description:

Of the 149 adult clients currently housed in properties the Housing Initiatives owns and operates, 17 individuals are not directly connected with supportive services at this time. The funding request will be used to hire one supportive staff person to provide case management and facilitate AODA treatment and other supportive services for clients who are currently without such resources.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To serve 17 clients at a time
- Exit to or retention of permanent housing: 90% (same as the CDD target)
- Return to homelessness: 5% (same as the CDD target)
- Utilization rate: 95% (same as the CDD target)

7. Comments:

- This gap of supportive services exists because of the HUD CoC funding change that occurred a few years ago: HUD CoC funding used to not allow supportive services cost for the Shelter Plus Care projects, of which Housing Initiatives, Inc (HII)/Dane County were recipients. The Shelter Plus Care projects were expected to leverage existing community case management resources by taking people who are already connected to such resources. The HUD CoC funding regulations have changed and supportive services are an eligible activity now, HII would have to reduce the amount of rental assistance they provide to clients. HII chose not to reduce rental assistance to ensure affordability of units in the community. Coupled with the implementation of the Coordinated Entry system and Housing First model (no barrier to entrance), HII has been taking people who are on top of the Housing Priority List without requiring participants to have existing supportive services in the community. As a result, some of HII clients do not have case management connection. While HII hired a case manager to fill in the gap through funds from the County, Medicaid billing and private fundraising, it is not sufficient to meet the needs.
- There have been instances where HII had to transfer clients to other permanent supportive housing units because they did not have supportive services available.
- HII is fairly new to providing supportive services, therefore their ability to provide effective services has not been well tested.

8. Review Team Average Score: 77.75

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Dane CoC Coordinated Entry**

2. Agency Name: **Institute for Community Alliances**

3. Requested Amount: \$66,317

4. Project Type: ☒ New ☐ Continuing

5. Services Description:

ICA and its partner agencies (Tenant Resource Center, Porchlight, and the Salvation Army) recently applied for the HUD CoC funding to expand the existing Coordinated Entry (CE) system currently funded by the City. The new CE system will consist of 5.0 FTE at four agencies providing prevention, diversion, and permanent housing location services. While it is likely that the CoC funding proposal will be approved at the full request amount, the grant execution date is difficult to anticipate. The funding request is for two different activities: \$26,317 to support 1.0 FTE who will oversee the prevention component of coordinated entry from January 1, 2018 until the CoC grant is executed; and \$40,000 to be used as match for the CoC grant once the grant is executed.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

To serve over 2000 households through the Coordinated Entry system

7. Comments:

- A robust CE system will ensure that existing housing and services are prioritized effectively to meet the needs of the people who need them the most.
- The community needs to secure the HUD CoC funding for CE; City is a logical funding partner to provide the match funds. ICA is also seeking funding from the County to meet some of the match requirement.
- While some parts of the new CE system plan have not been fully fleshed out yet, ICA will be working with the CoC Core Committee to develop them.
- A prorated portion of the match request (\$40,000) can be used to hire a staff until the CoC grant starts.

8. Review Team Average Score: 74.58

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Eviction Defense Project**
2. Agency Name: **Legal Action of Wisconsin, Inc.**
3. Requested Amount: \$60,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

The Eviction Defense Project will provide legal advice and representation by licensed attorneys, both Legal Action staff and volunteer lawyers recruited and supervised by experienced staff. Without legal representation, tenants are not offered with valid options. Very low percentage of tenants at the eviction court is represented by an attorney. The funding request will pay for 0.63 FTE of staff attorney wages and benefits.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To serve 300 participants at the eviction court
- Exit to or retention of permanent housing: 75% (lower than the CDD target of 95%--“the project will be working with those tenants at the courthouse for their return date, and will have only a brief period to provide help.”)

7. Comments:

- Legal representation is a strong tool to prevent eviction.
- Legal Action of Wisconsin is operating a successful volunteer attorney program in Milwaukee, which can be replicated in Madison.
- Plan to target those who are most likely to become homeless among those who face eviction is weak. National studies show that only a small portion of people who face eviction end up becoming homeless. Prevention program needs to target those who are most likely to become homeless.
- The proposal will be stronger if the attorneys can connect with participants ahead of time to screen and assess the needs. People are also likely to show up to the court if they have legal representation.

8. Review Team Average Score: 83.83

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Reentry Transitional Housing**
2. Agency Name: **Nehemiah Community Development Corporation**
3. Requested Amount: \$43,276
4. Project Type: ☒ New ☐ Continuing

5. Services Description:

The target population for this program is men who are returning to our community after a period of incarceration in Dane County jail or in a Wisconsin prison. The program will house individuals returning from those institutions in multi-unit sober living buildings and provide supportive services. The funding request will be used to add an additional staff person to existing supportive services team. It will also be used as rent assistance to keep program participants in housing when they are behind on rent which is \$400-\$450/mo.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To provide housing and case management services to 60 program participants
- Exit to or retention of permanent housing: selected the outcome measure but did not specify the percentage
- Decrease the number of supportive housing residents who default on their rent while residing in Nehemiah's housing units by 50%

7. Comments:

- Reentry housing program is needed in the community.
- The program is not likely to make significant impact in the homeless system performance.
- Plans on complying with the Written Standards and using Coordinated Entry for participant selection is not well thought out.

8. Review Team Average Score: 71.75

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Homeless Storage**
2. Agency Name: **Sanctuary51/Operation Welcome Home**
3. Requested Amount: \$22,406
4. Project Type: ☐ New ☒ Continuing
5. Services Description:

Sanctuary51 will run the storage program under the supervision of Operation Welcome Home. It would be a continuation of services with some changes: 1) Operation Welcome Home will act as the fiscal agent instead of Social Justice Center; 2) features to increase the security are proposed (security/screening desk, lockers with locks, etc); 3) OWH will rent the Social Justice Center basement level for the program, with a plan to locate an alternate facility closer to the Day Resource Center. The program will be mostly maintained by volunteers.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

To provide storage to 297 consumers

7. Comments:

- Since the application was submitted, Operation Welcome Home notified Community Development Division staff that they will not be able to carry out the project due to capacity issue.
- The application submitted was not complete and was missing key information including budget.
- No formal agreement with Social Justice Center to rent the proposed space had been made as of the October CDBG meeting.
- The lease for the current storage facility expires on December 31, 2017. City staff has been working with the current volunteers on a transition plan to remove all items by the end of the year.

8. Review Team Average Score: 15.33

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Shelter Case Management**

2. Agency Name: **Porchlight, Inc.**

3. Requested Amount: \$58,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

Case Manager at Men's Drop in Shelter provides housing and resource connections to shelter guests who are not connected to outreach or other case management resources. The funding request is for 50% of the current case manager personnel cost (the other 50% to be covered through the State ETH) and additional 0.5 FTE staff cost who would be dedicated to data collection and entry. That additional 0.5 FTE staff would support data improvement for both regular shelter intake and case management and would also focus on follow-up data collection for exits from shelter, which has been an ongoing request from the CoC.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

Exit to permanent housing: 50% (same as the CDD target)

7. Comments:

- The program is currently funded at \$18,332.
- Increased staffing support at the Men's Drop-In Shelter is likely to result in improved data quality and system performance for the community.
- Additional 1.0 FTE Coordinated Entry position is expected to be placed at Porchlight Drop-In Shelter starting mid to late 2018 through HUD CoC funding. Porchlight's proposed staffing and their responsibilities follow:

Shelter Positions	Location	FTE	Responsibilities
Night Manager	Shelters 1,2,3	5.0	assist guests, distribute supplies, oversee shelter operation
Intake Specialist	Shelter 1	0.8	register guests, collect demographic data, make referrals
Custodian	Shelters 1,2,3	1.13	perform daily cleaning, report maintenance issues
Current Shelter Case Manager	Shelter 1	1.0	conduct needs assessments, refer guests to services and mainstream resources, connect guests to permanent housing
New Shelter Case Manager	Shelter 1	0.5	improve shelter and CM data quality and information gathering, follow up w/ program exits
Future CE Staff	Shelter 1	1.0	conduct VI-SPDATs, refer to/maintain CE priority list, secure homelessness/disability documentation, follow up w/ guests

8. Review Team Average Score: 80.83

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Dwelling Intervention Grants & Sustenance (DIGS)**

2. Agency Name: **Porchlight, Inc.**

3. Requested Amount: \$76,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

This is a homeless prevention program. The funding request is for financial assistance (rent and utility arrears) to people who are at imminent risk of losing their housing and personnel cost to administer the financial assistance. In addition to the City CDD funding, the program is funded by United Way, FEMA, and private donation. In 2018, Porchlight will work with the Tenant Resource Center on a common assessment tool to prioritize potential program participants through the Coordinated Entry system.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- Provide financial assistance to 900 unduplicated households
- Exit to permanent housing: 95% (same as the CDD target)
- Return to homelessness: 5% (same as the CDD target)

7. Comments:

- The program is currently funded at \$95,287.
- The program has been well known in the community and helped many households avoid eviction and keep their housing. It also leverages other private funding sources.
- National studies show that only a small percentage of people who are evicted end up becoming homeless. As in any prevention programs, its impact on homeless prevention (vs. eviction prevention) is difficult to measure. Success in homeless prevention is likely to depend on how well the program can target those who are most likely to become homeless. In 2018, the City will require that homeless prevention programs with financial assistance components follow the Written Standards. The Written Standards sets forth policies and procedures aiming at targeting those who are most likely to become homeless. Following Written Standards is likely to result in a smaller pool of eligible participants.
- Porchlight indicated that they will have a “two pot system”: one pot with public funds that will follow the Written Standards’ targeting method and the one pot with private funds that will serve broader population.

8. Review Team Average Score: 83.25

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Permanent Housing Case Management**

2. Agency Name: **Porchlight, Inc.**

3. Requested Amount: \$168,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

Porchlight provides permanent supportive housing programs for individuals with high needs and less-service-intensive permanent housing for individuals who rely on affordable housing but have fewer needs. Until recently, all Porchlight housing units were accessed by the Porchlight application and waitlist process. With the advent of the Coordinated Entry priority list, Porchlight shifted its admission procedure for Permanent Supportive Housing, Rapid Rehousing, and Transitional Housing units, but continues to process applications from the Porchlight private list for all other housing. If this program is fully funded, Porchlight's housing department will commit to changing its application procedure entirely and taking referrals from the Coordinated Entry priority list 4-7 score range for all single scattered site permanent housing (101 units). This means that the three permanent housing case managers would attend housing placement meetings when they have openings in their caseload, reach out directly to individuals on the priority list, obtain documentation as needed, and participate in priority list clean up. This program will require three full-time case managers with caseloads ranging from 25-35 participants. Case management will focus on housing stability. Services will be available to program participants for the length of their tenancy, but frequency is based on participant need. The community goals that this program stands to work toward are increasing the number of units dedicated to the community housing priority list, decreasing the number of evictions from nonprofit housing providers, and reducing returns to homelessness. The funding request covers personnel cost for the three case managers and supervisor.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- Exit to or retention of permanent housing: 85% (lower than the CDD target of 90%)
- Return to homelessness: 10% (higher than the CDD target of 5%)

7. Comments:

- Adding Porchlight's 101 units to the Coordinated Entry system can be a game changer in creating a flow in the singles housing priority list in the Rapid Rehousing range. The need for RRH for singles in our community is significant. As of October 9<sup>th</sup> when the review team met, there were 319 singles in the housing priority list in the RRH range. The community currently has a capacity to serve 20-30 individuals a year in the RRH programs.
- Targeting and prioritizing residents through coordinated entry system will ensure that these existing affordable housing will be used by those who need them the most.



**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Eliminating Barriers to Stable Housing**

2. Agency Name: **Porchlight, Inc.**

3. Requested Amount: \$34,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

The program aims at eliminating certain barriers to obtaining and maintaining housing, such as birth certificates, IDs, work clothes, car repairs, and day care entry fees. Porchlight partners with other non-profit agencies to distribute the funds. Eligible clients are either homeless or at risk of becoming homeless but for assistance provided through this fund. The funding request is mostly for direct financial assistance with minor personnel cost (0.05 FTE) to administer the funds.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

Exit to or retention of permanent housing: 70%

7. Comments:

- The program is currently funded at \$20,834.
- The funds are not being prioritized based on vulnerability or housing needs. While the program has helped many households over the years, reduction in this flexible funds is not likely to make a significant impact on the system performance.

8. Review Team Average Score: 75.75

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Street Outreach**

2. Agency Name: **Porchlight, Inc.**

3. Requested Amount: \$55,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

Porchlight proposes to provide street outreach targeting unsheltered homeless individuals and families, especially those in more remote areas, including parks and wooded areas. The primary activity of the outreach workers will be to connect homeless individuals with permanent housing and the supports they need to maintain that housing. Workers will follow-up and continue to work with clients for a period of 60 days after housing has been obtained to ensure they are connected with ongoing support services. The funding request is for two part-time (total 0.8 FTE) outreach staff personnel cost.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

Exit to permanent housing: 50% (same as the CDD target)

7. Comments:

- The program is currently funded at \$42,145.
- The proposal targets homeless population currently not served by other outreach programs.

8. Review Team Average Score: 83.83

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Transit for Jobs/Transit for Economic Self-Sufficiency**

2. Agency Name: **Porchlight, Inc.**

3. Requested Amount: \$82,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

Porchlight will partner with several other community organizations including Catholic Charities' Beacon to provide transportation assistance in the form of Metro bus passes for people experiencing homelessness. The assistance will be provided to those who are trying to secure or maintain employment and those who are trying to maintain income-related benefits. The funding request is mostly for bus pass purchases, with a minor staff cost (0.02 FTE) to administer the funds.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

Provide transportation assistance to 1000 unduplicated participants

7. Comments:

- The program is currently funded at \$80,000.
- This fund was moved from the Adult Employment category to Homeless Services category in this RFP process.
- Transportation assistance is a significant need among people experiencing homelessness and notable impact is expected if transportation funds were eliminated.

8. Review Team Average Score: 73.92

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **PATH Supplemental/Match**

2. Agency Name: **Tellurian, Inc.**

3. Requested Amount: \$ 20,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

Tellurian PATH ReachOut program provides outreach services to individuals experiencing homelessness who have serious and persistent mental illnesses. The funding request is for 100% direct financial assistance such as first month rent, security deposit assistance, rental arrears, and moving expenses which will be provided to individuals who are enrolled in the PATH program. It will be used to meet the cash match requirement for the federal SAMHSA grant, the main source of funding for the outreach program.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To serve 50 clients with financial assistance
- Exit to permanent housing: 75% (higher than the CDD target of 50%)

7. Comments:

- Tellurian outreach program has been coordinating services well with other outreach and housing programs and has demonstrated successful performance outcomes.
- Financial assistance can be accessed by those who need it the most by using the Coordinated Entry assessment and prioritization system. Distribution of the direct assistance fund described in this proposal does have a Coordinated Entry approach. Only people who are connected to the Tellurian outreach program can receive the financial assistance.

8. Review Team Average Score: 76.42

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Diversion**
2. Agency Name: **Tenant Resource Center**
3. Requested Amount: \$ 50,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

Tenant Resource Center was approved for a diversion pilot program under the EOP grant in 2017. The program proposes to serve families, individuals or unaccompanied teens that are at risk of entering a homeless shelter. Diversion staff will provide assessment, crisis resolution counseling and small amount of financial assistance (grocery card, gas cards, utility assistance, etc) to help people avoid entering into a homeless shelter. Diversion efforts may begin at the TRC office either in-person or over the phone prior to someone losing their housing or facing eviction and facing imminent homelessness. It can also occur at eviction court where TRC provides mediation services and have an eviction prevention clinic. The funding request is for direct assistance and personnel cost for a half time diversion case manager/housing resource specialist position.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

Exit to permanent housing: 40% (same as the CDD target)

7. Comments:

- Diversion is a missing element of the crisis response system in our community.
- The proposal's target population description and how people would access the diversion service are not very different from that of a prevention program. For families, the family shelter may be the most logical place to provide diversion, as families call the shelter before they access the shelter. A diversion program targeting singles would need to develop a more concrete plan on how to target those who are going to access the shelter.

8. Review Team Average Score: 78.83

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Quick Move-in Pilot Program**

2. Agency Name: **Tenant Resource Center**

3. Requested Amount: \$30,000

4. Project Type: ☒ New ☐ Continuing

5. Services Description:

The program will serve individuals and families who are on the housing priority list and completed the CE common assessment (the VI- SPDAT), and have a score between 0-6, with security deposit, first month rent and application fee assistance to help them move into permanent housing. The funding request is for financial assistance only. Tenant Resource Center has identified the need for this strategy as they contacted individuals with VI-SPDAT scores of 0-4 through the ETH grant. They found that the biggest barriers for this group were security deposit and first month rent assistance. There is no program targeting to help those in the VI-SPDAT score 0-6 range, and this program can fill the gap.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- Exit to permanent housing: 100% (higher than the CDD target)
- Return to homelessness: 5% (same as the CDD target)

7. Comments:

- The target population is clearly identified and the financial assistance will be provided through the Coordinated Entry system.
- Testing and documenting the success of this strategy in a smaller scale would make sense.

8. Review Team Average Score: 79.25

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Rapid Rehousing**
2. Agency Name: **Tenant Resource Center**
3. Requested Amount: \$ 100,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

Tenant Resource Center is currently one of the two providers for Rapid Rehousing (RRH) programs targeting singles and seeks to expand the program. The program will serve people who are on the housing priority list in the RRH range, as well as those who are in the PSH range but are not qualified for HUD CoC-funded PSH because they do not meet the HUD definition of chronic homeless. The funding request is for rental assistance (approximately 50%) and personnel cost (50%) for case manager. The funding will also be used to meet the match requirement for the HUD CoC funding which was recently applied for by the Tenant Resource Center.

6. Anticipated Accomplishments (Numbers/Type/Outcome):
  - To serve 12-20 additional individuals in RRH a year
  - Exit to or retention of permanent housing: 85% (same as the CDD target)
  - Length of stay: house people within 60 days of enrollment
  - Return to homelessness: 5% (same as the CDD target)
7. Comments:
  - The need for RRH for singles in our community is significant. As of October 9<sup>th</sup> when the review team met, there were 319 singles in the housing priority list in the RRH range. The community currently has a capacity to serve 20-30 individuals a year in the RRH programs.
  - The amount needed for HUD CoC match is \$20,000.
8. Review Team Average Score: 81.83

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Moving Up**
2. Agency Name: **The Road Home**
3. Requested Amount: \$ 25,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

Permanent Supportive Housing (PSH) programs provide intensive supportive services for individuals and families with disabilities to help them maintain permanent housing. While our community's PSH program outcomes are good, the system can become bottlenecked with limited PSH exits as families often can't move out to other affordable housing even when they do not need the intensive services provided in PSH programs. This program seeks to provide the needed subsidy and transitional case management without taking up limited space in a PSH program by partnering with our local Public Housing Authority (PHA). The Road Home plans to partner with the Community Development Authority (CDA) on this program. While CDA could not commit a number of units at the time of proposal review, they have expressed high interest in this and have added language to their Annual Plan about this intervention. A family would be eligible for Moving Up after at least two successful years in a PSH program, are current on rent, have increased skills around housing stability, have connected with community resources and supports and are willing to move up. The funding request is for personnel cost to hire and supervise a half time case manager.

6. Anticipated Accomplishments (Numbers/Type/Outcome):
  - Exit to permanent housing: 90% (same as the CDD target)
  - Return to Homelessness: 5% (same as the CDD target)
7. Comments:
  - HUD identifies and encourages the "Move Up" approach as a smart and successful strategy in working to end chronic homelessness by freeing up units for currently homeless individuals and families who need PSH. If funded, this would be our community's first "Move Up" program.
  - Successful implementation of this program will depend on securing subsidized housing units for the families.
8. Review Team Average Score: 86.33



**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Reducing Barriers Fund**
2. Agency Name: **The Road Home**
3. Requested Amount: \$ 15,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

The program will target families that are accepted into family Rapid Rehousing programs run by The Road Home, Salvation Army and YWCA, but have not been successful in locating housing units mainly due to past balances to landlords or utilities. Recipients of the funds will be identified at the Coordinated Entry Housing Placement meeting from a HMIS report that shows the length of time families spend in housing search. Families who have been searching for housing for longer than 30 days will be eligible and up to \$2,500 per families can be provided. The funding request is for financial assistance only.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To provide financial assistance to at least 8 families
- Exit to permanent housing: 90% (same as the CDD target)
- Return to homelessness: 5% (same as the CDD target)

7. Comments:

- This strategy was identified as a successful housing location strategy by the National Alliance to End Homelessness and was proven successful in shortening the length of homelessness in several communities.
- Staff would like to encourage the Road Home to consider providing financial assistance in the form of a loan which will allow serving higher number of families over time.

8. Review Team Average Score: 83.67

**2018 STAFF REVIEW OF PROPOSALS FOR  
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1. Project Name/Title: **Coordinated Entry Intake Coordinator**

2. Agency Name: **The Salvation Army of Dane County**

3. Requested Amount: \$ 45,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

The Salvation Army has been serving as the Coordinated Entry (CE)'s main access point for families since the inception of the CE system. The Dane County's CE system will be revamped with the HUD CoC funding in 2018, and the role of the Salvation Army in CE will expand as the agency becomes one of the main access points for single women as well as families. Upon entering the shelter, shelter guests will be encouraged to make an appointment with the Intake Coordinator to complete a CE standard assessment, VI-SPDAT. Their information will be entered into the Homeless Information Management System and referrals will be made to the community wide housing priority list. This list is used to fill Permanent Supportive Housing (PSH), Transitional Housing Program (THP), and Rapid Rehousing (RRH) openings in the community. The Intake Coordinator will also manage the waiting list for the YWCA and The Road Home family shelters. The funding request is to support the 1.0 FTE Intake Coordinator from January 1, 2018 until the CoC grant is executed. The grant execution date is unknown but expected to be in the latter part of 2018.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

To serve over 300 families and 400 single women through the Coordinated Entry system

7. Comments:

- The program is currently funded at \$28,800 through the Salvation Army's subcontract with the Community Action Coalition that holds the City's Coordinated Entry contract.
- It is important to provide continuation of the CE position at the Salvation Army.
- \$21,297 in ESG is available for 2018 only and will be a good source of funding for this one-time request.

8. Review Team Average Score: 80.08

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1. Project Name/Title: **Diversion Case Manager**
2. Agency Name: **The Salvation Army of Dane County**
3. Requested Amount: \$ 55,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

The Salvation Army is the point of shelter entry for all families experiencing or at risk of homelessness in Dane County. If a family needs to utilize a shelter, they will call the coordinated entry and speak with a Salvation Army staff to reserve a bed for the night. This is an opportune time to screen for and provide shelter diversion services. Diversion case manager would complete an assessment to determine the housing needs for families. Flexible funding would be available to provide gas cards, grocery cards, utility bills, application fees, if such assistance can help families stay where they are currently staying. If an immediate and safe housing option is not identified, diversion case manager will help them access the shelter. For those families that are safely diverted from the shelter, housing-focused case management will be offered to secure permanent housing solutions. The funding request is for the personnel cost to hire a 1.0 FTE Diversion Case Manager and \$10,000 of flexible funds to be provided to the clients.

6. Anticipated Accomplishments (Numbers/Type/Outcome):
  - To provide diversion services to 500 persons contacting the shelter
  - Exit to permanent housing: 40% (same as the CDD target)
7. Comments:
  - Diversion is a missing element of the crisis response system in our community.
  - As a gatekeeper for the family shelter system, the Salvation Army is in the position to provide an effective diversion program.
  - Dane County Human Services included \$43,000 for this program in their 2018 budget proposal.
8. Review Team Average Score: 81.58

**2018 STAFF REVIEW OF PROPOSALS FOR  
HOMELESS SERVICES RFP #8656-0-2017**

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1. Project Name/Title: **Emergency Family Shelter/Warming House Operation**

2. Agency Name: **The Salvation Army of Dane County**

3. Requested Amount: \$ 50,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

The Salvation Army Emergency Family Shelter provides short-term, emergency shelter for families with children and serves as a gatekeeper for the other family shelters operated by YWCA and The Road Home. All shelter guests are offered housing-focused case management services. The funding request is to cover a portion of the shelter operating cost.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To provide emergency shelter and case management services to 1000 unduplicated persons a year
- Exit to permanent housing: selected the outcome measure but did not specify the percentage
- Length of stay: selected the outcome measure but did not specify the percentage
- Utilization rate: selected the outcome measure but did not specify the percentage

7. Comments:

- The family shelter is currently funded at \$47,988.
- The Salvation Army changed its long standing 90-day shelter model into a night by night shelter model in November 2016 after evaluating the shelter usage patterns by families. As a result, the shelter's utilization rate more than doubled. Still, the demand for emergency shelter is very high and a number of families are turned away in peak utilization months.

8. Review Team Average Score: 83.33

**2018 STAFF REVIEW OF PROPOSALS FOR  
HOMELESS SERVICES RFP #8656-0-2017**

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1. Project Name/Title: **Single Women/Family Shelter Case Management**

2. Agency Name: **The Salvation Army of Dane County**

3. Requested Amount: \$ 70,000

4. Project Type: ☐ New ☒ Continuing

5. Services Description:

The Salvation Army Emergency Family Shelter provides short-term, emergency shelter for families with children. The Salvation Army also provides the only emergency shelter for single women. Any given night, average 140 people are sleeping in the Salvation Army Shelter for Families and Single Women. All shelter guests are offered housing-focused case management service, but currently there is about a week of wait time for a new family to receive case management. The wait time for single women is about 1.5 weeks. The funding request is for personnel cost (case managers) and seeks to add 1.0 FTE case manager to eliminate the wait time.

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To serve 450 single women and 1000 persons in families in a year
- Exit to permanent housing: selected the outcome measure but did not specify the percentage
- Length of stay: selected the outcome measure but did not specify the percentage
- Utilization rate: selected the outcome measure but did not specify the percentage

7. Comments:

- The program is currently funded at \$20,369.
- Since the family shelter adopted the night by night shelter model, it has served double the number of families served in the previous period. The single women shelter capacity was also increased from 30 to 45 per night in 2016. In order to serve the shelter guests in a timely manner and reduce their length of homelessness, increased case management will be needed.

8. Review Team Average Score: 81.50

**2018 STAFF REVIEW OF PROPOSALS FOR  
HOMELESS SERVICES RFP #8656-0-2017**

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1. Project Name/Title: **Family Shelter**
2. Agency Name: **YWCA Madison**
3. Requested Amount: \$ 50,000
4. Project Type: ☒ New ☐ Continuing
5. Services Description:

The YWCA provides emergency shelter to homeless families with children for up to 90 days. The shelter has 12 private rooms of varying sizes and a shared kitchen and can house up to 40 people. All families are offered case management assistance aiming at connection to permanent housing, mainstream resources and other community supports. The funding request is for personnel (0.3 FTE shelter case manager, 0.3 front desk staff) and space cost.

6. Anticipated Accomplishments (Numbers/Type/Outcome):
  - To serve 80-90 families a year
  - Exit to permanent housing: 80% (higher than the CDD target of 50%)
  - Length of stay: 90 days (longer than the CDD target of 30 days)
  - Utilization Rate: 90% (same as the CDD target)
7. Comments:
  - With The Road Home's Family Shelter program closing in 2018, YWCA Family Shelter will be the only 90 day shelter. It is also the only shelter that families can stay throughout the day to accommodate families with more complex needs.
  - With the development of new housing projects, YWCA's funding resources that covered existing projects such as the shelter are being stretched, which is reflected in this funding request.
8. Review Team Average Score: 80.92

**2018 STAFF REVIEW OF PROPOSALS FOR  
HOMELESS SERVICES RFP #8656-0-2017**

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1. Project Name/Title: **Tree Lane Family Supportive Housing Project**

2. Agency Name: **YWCA Madison**

3. Requested Amount: \$ 65,000

4. Project Type: ☒ New ☐ Continuing

5. Services Description:

YWCA Tree Lane Project is a new, 45-unit Permanent Supportive Housing (PSH) project for families on the west side of Madison. The capital project is currently under construction with an anticipated opening in the summer of 2018, and is being funded by the City's Affordable Housing Funds. These units are part of Madison's systemic response to end homelessness by expanding PSH. YWCA proposes to staff the project with 3-3.5 FTE case managers, managing a shared caseload with a direct service staff to participant ratio of 1:15. The funding request is mostly for the personnel cost (1.0 FTE case manager) with some operating cost (equipment and supplies).

The Rethke Terrace Apartments' 60 units

6. Anticipated Accomplishments (Numbers/Type/Outcome):

- To serve 45 families at a time
- Exit to permanent housing: 90% (same as the CDD target)
- Return to homelessness: 5% (same as the CDD target)
- Utilization rate: 95% (same as the CDD target)

7. Comments:

- Providing adequate level of supportive services in this PSH project is essential.
- YWCA is working with several public and private funders to meet the ongoing operating budget need and also plans on billing Medicaid CCS.

8. Review Team Average Score: 84.25

**2018 STAFF REVIEW OF PROPOSALS FOR  
HOMELESS SERVICES RFP #8656-0-2017**

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1. Project Name/Title: **Rethke Terrace Apartments Supportive Services**

2. Agency Name: **Heartland Health Outreach, Inc.**

3. Requested Amount: \$126,362

4. Project Type: ☒ New ☐ Continuing

5. Services Description:

The Rethke Terrace Apartments' 60 units are part of Madison's systemic response to end homelessness by expanding Permanent Supportive Housing (PSH) with onsite services for the chronically homeless and homeless veterans. While Rethke Terrace Apartments end their homelessness, the residents continue to require ongoing service to ensure housing stability, linkages to health care and treatment, and individual treatment and recovery plans. The funding request will pay the difference between the cost of the package of services to serve 60 formerly homeless individuals in supportive housing and the amount of funding that can be earned through the billing of Medicaid (Comprehensive Community Services and Targeted Case Management), including a new 1.0 FTE front desk staff.

6. Proposed Performance Outcomes:

- To serve 45 participants
- Exit to or retention of permanent housing: selected the outcome measure but did not specify the percentage
- Return to homelessness: selected the outcome measure but did not specify the percentage
- Utilization rate: selected the outcome measure but did not specify; however, suggested 75% enrollment in Comprehensive Community Services (CCS) or TCM (Targeted Case Management)

7. Comments:

- It is important to ensure the Rethke Terrace has successful participant outcomes as it is the first affordable housing project the City and County funded specifically targeting people experiencing chronic homelessness. There might be implication for building more units in the future if this project were not successful.
- The request amount is significant considering the number of people served. There may be a room for improvement in coordination with other service providers including VA in order to fully leverage existing resources.
- The suggested funding recommendation is meant to support current case management services that have a gap in resources. It is not meant to fund the administration costs of reception at the front desk.

8. Review Team Average Score: 75.33



- These units will require some level of income and cannot be used for people without income as a true RRH program can: rent ranges from \$300-\$525 for SROs and one bedroom apartments in scattered sites. But out of 319 people in the range, 159 (50%) had some income, which seems to indicate that there can be sufficient number of candidates even with the income requirement.
- Since only the turnover beds will be used to take new residents, it will take some time for the 101 units truly to be devoted to the people in the target population range.

8. Review Team Average Score: 83.08