
City of Madison

Community Development Division

Suite 300, 215 Martin Luther King Jr. Blvd.

Madison, WI 53703-3348

DRAFT 4/3/25

Request for Proposals

RFP #2025-XXXXX

HOMELESS SERVICES AND HOUSING RESOURCES

Release Date: April 25, 2025

Due Date: 12:00 pm, Noon
May 23, 2025

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RFP SUMMARY

RFP TITLE	2025 Homeless Services & Housing Resources RFP #****
DEADLINE FOR SUBMISSION	12:00 PM (Noon) CDT, Friday, May 23, 2025 Late or incomplete applications will not be considered. Please do not wait until the deadline to submit your application. No grace period will be granted.
ELIGIBLE APPLICANT	A private non-profit corporation with 501(c)(3) tax exempt status OR A for-profit organization with a primary mission focused on housing and homelessness
SCOPE	The City of Madison Community Development Division (CDD) seeks project proposals that support services and activities designed to make homelessness rare, brief and non-recurring in our community. This RFP will support service proposals for programs serving individuals and families who are unhoused or at risk of homelessness. In addition, this RFP will support service proposals that will effectively keep tenants stably housed, as well as fair housing activities in partnership with the City.
FUNDS AVAILABLE	CDD anticipates having approximately \$3,785,700 available for allocation, pending final adoption of the 2026 City of Madison Operating Budget.
APPLICATION FORMS & ADDITIONAL INFO	Available at: CDD Funding Opportunities Website
E-MAIL PROPOSAL TO	CDDapplications@cityofmadison.com All proposals must be submitted electronically. Please put RFP #**** in email subject line.
DIRECT ALL INQUIRIES TO	For Homeless Services: Sarah Lim, Community Development Specialist Phone: (608) 261-9148 Email: slim@cityofmadison.com slim@cityfomadison.com For Housing Resources: Matt Frater, Community Development Specialist Phone: (608) 266-4209 Email: mfrater@cityofmadison.com

RFP CALENDAR

These dates represent the City's desired timeline for providing a commitment of funds to selected agencies. Any revision of the due date for submission of proposals will be made by addendum. All other dates are for planning purposes and may be adjusted without notice, as needs and circumstances dictate.

Release of RFP	April 25, 2025 <i>(to be confirmed)</i>
<p>RFP Application Workshop</p> <p>The session will be recorded and posted on the CDD Funding Opportunities Website. Attending the workshop is not mandatory, but applicants are strongly encouraged to attend the session or review the recording.</p>	<p>April 30, 2025 <i>(to be confirmed)</i> 9:00 AM-10:00 AM</p> <p>Microsoft Teams Join the meeting now Meeting ID: 283 669 459 37 Passcode: uq3hp9nj</p>
DUE DATE FOR SUBMISSION OF PROPOSALS	May 23, 2025 12:00 PM (Noon) CDT
Agency Presentations to Review Team	Week of June 9, 2025 To be scheduled
CDBG Committee Recommendations	July 10, 2025
Common Council Action	August 5, 2025
Anticipated Contract Effective Date	<p>September 1, 2025, for Housing Resources HOME-ARPA funded programs</p> <p>January 1, 2026, for all other programs</p>

INTRODUCTION

WHAT IS A REQUEST FOR PROPOSAL (RFP)?

An RFP, or Request for Proposals, is a formal document issued by the City of Madison, to announce and detail available funding for specific projects. This document solicits proposals from various entities for projects related to homeless services and housing resources. It outlines the funding availability, describes the requirements and criteria, and explains the process for submitting proposals. The goal is to invite eligible organizations to submit their proposals and select the projects or services that most align with the City's objectives.

PURPOSE OF THIS RFP

The mission of the Community Development Division's (CDD) Community Development Block Grant (CDBG) Unit is to make the City of Madison a more sustainable urban community by enhancing housing, supporting better living conditions, and increasing economic opportunities for low- and moderate-income households.

The CDBG Unit partners with non-profits, businesses, and neighborhood groups to plan and fund projects aligned with the City's [Consolidated Plan](#). The Consolidated Plan is a five-year planning document that guides the use of our federal funds. The Consolidated Plan was created with input from Madison residents, the CDBG Committee, and approved by the Mayor and Common Council. These initiatives are aligned with Madison's broader goals as reflected in [Imagine Madison](#), the City's Comprehensive Plan and Area/Neighborhood plans. Additionally, this RFP aims to embrace the City's commitment to the goals and strategies identified in [Dane Forward: A Five-Year Plan to Prevent and End Homelessness](#) developed by the Madison/Dane County Homeless Services Consortium in partnership with the City of Madison.

The City of Madison intends to support proposals that:

- are most responsive to the Goals and Objectives outlined above, along with the Requirements and Preferences of each Subsection of this RFP; and
- present a combination of features and attributes that offer the best overall value to the City and its residents.

OVERVIEW

BACKGROUND

Homelessness and housing instability are critical, ongoing issues that affect individuals and families across communities, including the City of Madison. The rise in the number of people experiencing homelessness, as reflected in both the Point in Time counts and annual numbers in the tables below, highlights the growing challenges individuals face in securing and maintaining stable housing. Homelessness is not only a lack of shelter, but a complex crisis that can have profound, lasting impacts on both the physical and mental well-being of individuals, as well as the overall health and stability of our community.

Recent increases in homelessness are driven by a variety of interconnected factors. Rising housing costs, combined with a shortage of affordable housing options, have made it increasingly difficult for low-income individuals and families to secure stable living conditions. Additionally, economic disruptions lingering from the COVID-19 pandemic, mental health challenges, substance use, and a lack of accessible supportive services have contributed to the growing numbers of individuals and families experiencing homelessness.

Housing instability is both a cause and a consequence of broader social issues. Without stable housing, individuals and families are at greater risk of job insecurity, and physical and mental health challenges. Addressing homelessness and housing instability requires creating pathways to long-term stability.

By implementing targeted interventions, forging strategic partnerships, and committing to more coordinated and accessible housing resources, we can work together to reduce homelessness and improve the overall stability and well-being of our community.

Table 1. Point in Time (PIT) Count of Homelessness

This chart displays the number of individuals identified as experiencing homelessness on a single night (the third Wednesday of January each year), across emergency shelters, transitional housing, and unsheltered locations such as streets and vehicles. It does not include individuals in doubled-up situations, living in hotels or motels, or facing other forms of housing instability.

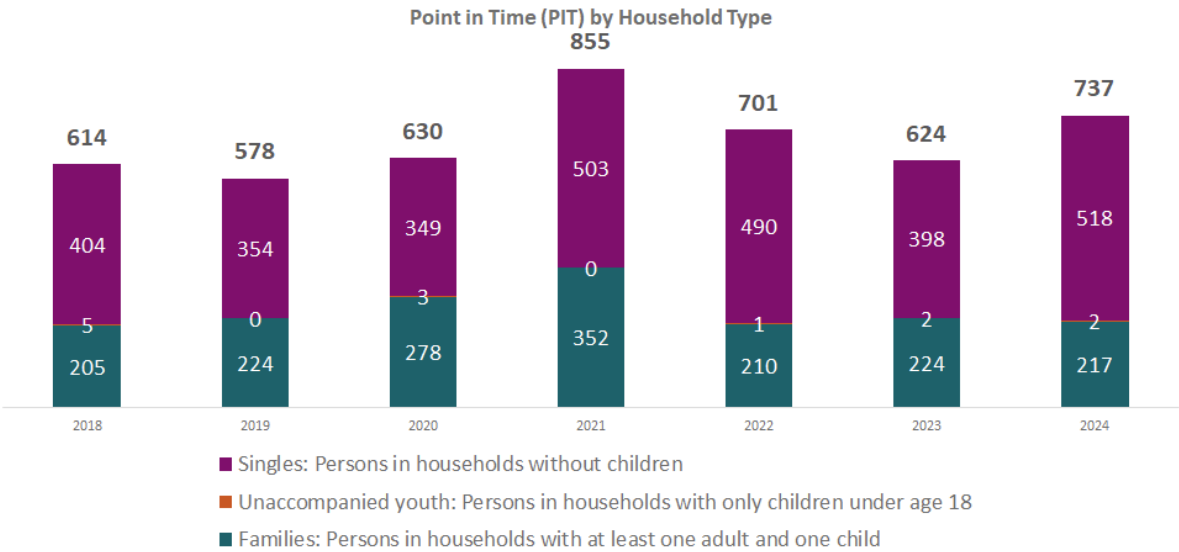
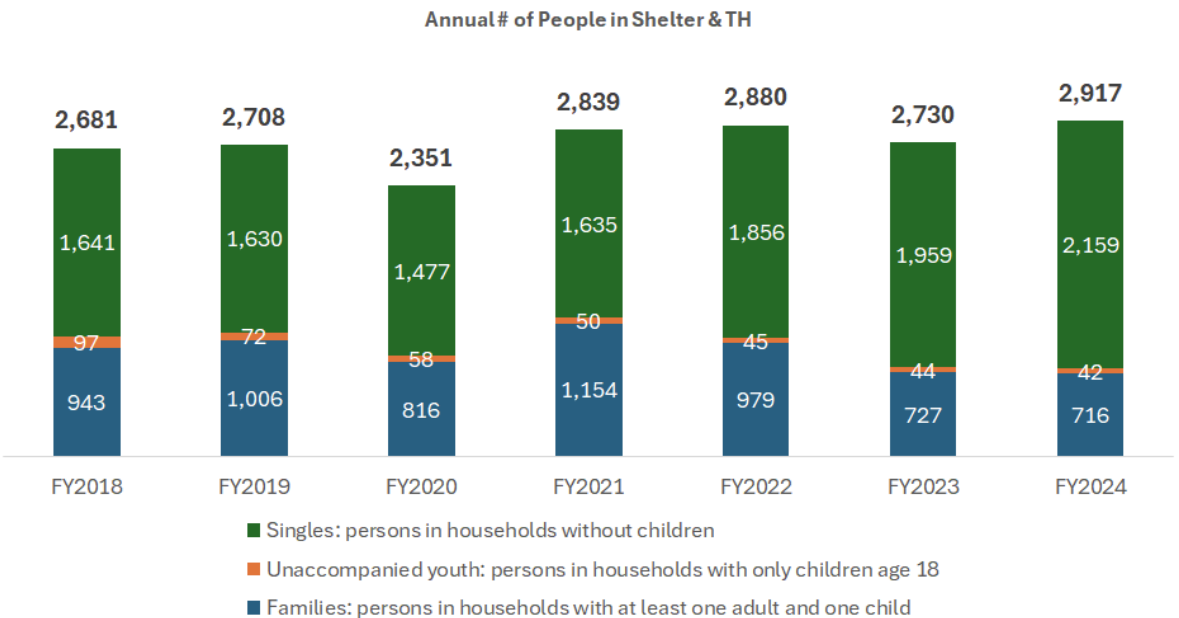


Table 2. Annual Number of People in Emergency Shelters and Transitional Housing

This chart shows the unduplicated number of individuals who utilized emergency shelters and/or transitional housing over the course of one year.



In addition to people experiencing homelessness and at risk of homelessness, there are many renters experiencing housing instability. Madison's population is 53% renters and roughly 49% of Madison renters are housing cost burdened, meaning they pay more than 30% of monthly income toward housing costs. Since the beginning of the recession in 2007, the City of Madison has experienced a continued rise in population and households that has outpaced its production of housing, resulting in significant housing cost increases through demand for units. The resulting housing problem is most generally defined as an undersupply of rental housing that is affordable to a range of household incomes, particularly to lower- and moderate-income wage earners who get squeezed out of the market. Due to this undersupply of rental housing, the market has seen rents rise and vacancy rates fall. Tenants who are already housing cost burdened can be one missed paycheck or one health emergency away from losing housing. The City's Housing Forward plan aims to increase housing stability for those at risk of losing housing through tenant support programs that protect people's rights and keeps their housing safe and affordable.

While projects awarded funds under the homeless services prevention strategy may serve households at risk of homelessness, they will be expected to prioritize households deemed most vulnerable - such as those at eviction court or at imminent risk of eviction. Tenant support services that can reach broader populations experiencing housing instability are needed and will be supported under the Housing Resources project area.

Fair Housing Opportunity is the ability for households and individuals, regardless of protected class, to have the same access to geographic opportunity within both public and private markets. All municipalities receiving funding from the U.S. Department of Housing and Urban Development are required to affirmatively further fair housing within the political and administrative reach of their jurisdiction. The City of Madison's Community Development Division and Department of Civil Rights work in collaboration to report and respond to barriers in the housing market. [The Analysis of Impediments to Fair Housing Choice](#) is published with data collected from CDD's Fair Housing activities and helps create strategies and action to alleviate impediments to housing.

AVAILABLE FUNDING (to be confirmed)

It is anticipated that approximately \$3,785,700 will be available through this RFP from the following sources:

Homeless Services

Fund Source	Amount
City of Madison General Purpose Revenue (GPR)	\$1,650,000
Federal Emergency Solutions Grant (ESG)	\$165,000
Federal Community Development Block Grant (CDBG)	\$365,000
Federal HOME Tenant-Based Rental Assistance (TBRA)	\$300,000
TOTAL	\$2,480,000

Housing Resources

Fund Source	Amount
City of Madison General Purpose Revenue (GPR)	\$350,000
Federal Community Development Block Grant (CDBG)	\$40,000
HOME-ARPA	\$915,700
TOTAL	\$1,305,700

Initial awards, except for the Eviction Prevention program funded with HOME-ARPA, will be made for the period from January 1, 2026, to December 31, 2026. The final available funding amounts will depend on the adoption of the 2026 Operating Budget by the Common Council. The contract term for the Eviction Prevention program funded with HOME-ARPA may be from September 1, 2025, to (*****).

Except for the Eviction Prevention program funded with HOME-ARPA, it is the City's intent to renew agreements resulting from this RFP on an annual basis through 2029. However, any funding beyond 2026 is contingent upon the availability of funds and program performance.

For programs supported with federal funds, award and payment is conditioned upon the City's actual receipt and availability of federal funds awarded to the City. Should the availability of funds awarded to the City be reduced, modified, paused, suspended, or canceled by the federal government, the City may reduce or withhold payment to the Contractor as needed.

ELIGIBLE APPLICANT

- Applicants may be either private nonprofit organizations incorporated in the State of Wisconsin with active 501(c)(3) tax-exempt status from the U.S. Internal Revenue Service or for-profit organizations with a primary mission focused on housing and homelessness. If nonprofit, the applicant's 501(c)(3) status must be in good standing and must not have been revoked within the past calendar year.
- The applicant, its officers, and its employees must not be currently debarred or suspended from doing business with the federal government, the State of Wisconsin, or any local government.
- The applicant must not have any unresolved instances of contract non-compliance, non-performance, suspension, termination, or other adverse audit findings with one or more funders in the past five (5) years.

SCOPE OF WORK: HOMELESS SERVICES

GOALS & STRATEGIES

The City of Madison's primary goal for this RFP is to support activities that promote, achieve, or progress toward more stable housing arrangements for individuals and families experiencing homelessness or at risk of becoming homeless. Achieving this goal requires a comprehensive, multifaceted approach.

The City seeks community partners capable of implementing coordinated, effective interventions in the following strategies:

- **Provide Homelessness Prevention and Diversion Services:** Strengthen the homelessness response system by providing targeted diversion and homelessness prevention services that help individuals and families resolve housing crises before they result in homelessness.
- **Provide Housing-Focused Emergency Shelter:** Operate safe and welcoming emergency shelters that prioritize quickly transitioning individuals and families from homelessness to stable housing.
- **Address Unsheltered Homelessness:** Provide mobile street outreach and essential services for individuals and families experiencing unsheltered homelessness, with the goal of rapidly connecting them to shelter or housing options.
- **Support Housing Solutions for People Experiencing Homelessness:** Ensure individuals and families with significant housing barriers can secure and maintain stable housing through programs that provide both housing access and the necessary supports for long-term stability.

STRATEGIC FUNDING FOCUS

The City seeks proposals that directly address critical system challenges and prioritize long-term stability.

- **Address Emergency Shelter Capacity Challenges:** The demand for emergency shelter continues to outpace available resources. Single-adult shelters are experiencing an increase in long-term stayers due to fewer exits to permanent housing, while family shelters operate at full capacity with ongoing waitlists. Priority will be given to proposals that implement strategies to accelerate shelter exits and increase permanent housing placements.
- **Leverage Medicaid and Other Funding Sources:** Strengthening homeless services requires sustainable funding. Preference will be given to proposals that commit to and plan for maximizing the use of available funding sources, including Medicaid 1915(i) and Comprehensive Community Services (CCS), to support service delivery and improve housing stability.

Medicaid 1915(i) is a promising new resource, particularly for individuals and families engaged with emergency shelters and street outreach programs. City-funded emergency shelters and outreach programs will be **required** to utilize this funding to help pay for eligible services and move-in cost assistance.

ELIGIBLE PROJECT TYPES

Strategy	Eligible Project Type
Provide Homelessness Prevention and Diversion Services	A. Homelessness Prevention
	B. Diversion
Provide Housing-Focused Emergency Shelter	C. Emergency Shelter
Address Unsheltered Homelessness	D. Street Outreach
	E. Extreme Weather Respite Hotel for the Unsheltered
Support Housing Solutions	F. Rapid Rehousing (RRH)
	G. Permanent Supportive Housing (PSH)
	H. Other Permanent Housing (OPH)
	I. Other Programs that Promote Pathways to Stable Housing

FUNDING FOR EXISTING PROGRAMS

APPENDIX A provides a list of currently funded programs subject to this RFP. City funding for those programs will end on December 31, 2025. If a currently funded agency seeks continued support beyond that date, it must apply through this RFP. Awards will be granted based on the evaluation criteria; continued funding for existing programs is not guaranteed.

PROGRAM REQUIREMENTS

APPENDIX B includes detailed descriptions of each eligible project type, outlining eligible participants, permissible uses of funds, staff roles and responsibilities, program requirements, and expectations. It also specifies performance targets for each project type. Applicants should carefully review **APPENDIX B** and incorporate the outlined requirements and expectations into their proposals.

PERFORMANCE TARGET

Data analysis and project evaluation must be integral components of the project design to enhance performance and ensure the achievement of proposed outcomes.

The following outlines the CDD's performance targets for homeless services, categorized by project type. Applicant agencies are encouraged to propose additional performance metrics they wish to measure and report on, beyond the CDD-required performance measures, to demonstrate the success of their projects.

Extreme Weather Respite Hotel for the Unsheltered: This program is strictly intended to provide short-term, safe respite during extreme weather conditions for individuals unable to access emergency shelters. As such, it does not require specific performance outcomes beyond ensuring safe shelter access during these periods.

Other Programs that Promote Pathways to Stable Housing: Performance outcomes for these programs must be defined based on the proposed program design, as there are no pre-designated metrics.

Performance Measure	Homeless Prevention	Diversion	Emergency Shelter	Street Outreach	RRH	PSH & OPH
Length of Homelessness (Length of Stay)			90 days			
Exit to Permanent Housing	95%		30% for singles; 70% for families	30% for PH; 60% for positive exits	90%	
Exit to or Retention of Permanent Housing						90%
Diversion to Safe Housing Alternatives for at least 60 days		40%				
Return to Homelessness within 6 months					5%	5%
Increase Total Income					50%	
Utilization Rate						95%

REQUIREMENTS FOR HOMELESS SERVICES

Applicant agencies must review the City of Madison CDD Sample Contract for Purchase of Services before submitting proposals. This sample contract will serve as the foundation for the contract awarded through this RFP, and its terms will become binding upon fund allocation. By submitting a proposal, applicants confirm their willingness to enter into a contract under these terms. The sample contract is available on the CDD Funding Process website. Below are the key requirements for the homeless services grant:

1. **Dane County CoC Written Standards:** All homeless services projects funded by the City of Madison must comply with the relevant sections of the *Dane County CoC Written Standards*. Applicants must submit the corresponding Written Standards Checklists with their RFP. The *Dane County CoC Written Standards* can be accessed on the [Homeless Services Consortium of Dane County website](#).
2. **Coordinated Entry:** Coordinated Entry (CE) ensures fair and equal access to housing assistance for all individuals experiencing a housing crisis. It uses standardized tools and a housing-first approach to prioritize individuals with the highest service needs. Participation in Dane County's Coordinated Entry system is required during the contract period, unless explicit permission to bypass CE is granted by CDD. This includes adhering to the Dane County CoC CE policies for filling housing vacancies and distributing financial assistance. **Exception:** Projects utilizing HOME Tenant-Based Rental Assistance (TBRA) funds for move-in cost assistance are not required to use Coordinated Entry to distribute these funds.
3. **Homeless Management Information System (HMIS):** Agencies must enter client-level data into the HMIS and follow data quality procedures as outlined in the Wisconsin HMIS Policies and Procedures. In Wisconsin, the designated HMIS system is Clarity. Victim service providers are exempt from HMIS participation, and legal services organizations may choose not to participate. Agencies exempt from participating in HMIS must use a comparable database that produces unduplicated, aggregate reports. Additionally, agencies will also need to sign a [HMIS Coordinated Services Agreement](#) with the City granting City staff permission to review HMIS data quality and generate performance reports as needed.
4. **Reporting:** Agencies receiving federal funds must submit invoices to the City at least monthly, while agencies awarded City General Purpose Revenue (GPR) funds must submit invoices at least quarterly. Additionally, ESG-funded projects must submit annually to HUD the Consolidated Annual Performance and Evaluation Report (CAPER), generated from HMIS. All emergency shelters and housing programs must complete a census for the fourth Wednesday of each month on the Housing Inventory Chart (HIC).
5. **Emergency Solutions Grant (ESG):** Projects seeking federal ESG funding must comply with the applicable Federal Regulations at [24 CFR 576](#). These regulations cover eligibility criteria, program design, documentation standards, and match requirements.
6. **HOME Tenant-Based Rental Assistance (TBRA):** Projects utilizing HOME TBRA funding must comply with the Federal Regulations at [24 CFR 92.209](#). These regulations address eligibility, program design, documentation standards, and match requirements.

SCOPE OF WORK: HOUSING RESOURCES

GOALS AND STRATEGIES

- **Improve housing stability**
Educate tenants and property owners about their respective rights and responsibilities. Provide proactive interventions to resolve issues through housing counseling, mediation, and/or legal services to improve housing stability outcomes.
- **Affirmatively further fair housing in partnership with the City**
Provide fair housing outreach, education and enforcement services to encourage compliance with federal and state fair housing laws.

ELIGIBLE PROJECT TYPES

Through this RFP, the City will partner with Dane County to invest in the following strategies that are considered essential to and successful in achieving the goals of objectives identified in Section 1.5:

Project Area	Strategy
Housing Resources	J. Tenant Support
	K. Fair Housing Services

In making decisions regarding the allocation of available resources, the City and County seek to accomplish most or all of the following:

- 1) Provide education to tenants and landlords about their rights and responsibilities under the law, including guidance in identifying available remedies, and assistance in resolving concerns.
- 2) Conduct a variety of outreach activities throughout the year, including attending community events, issuing press releases and public service announcements, conducting workshops, and using other methods deemed appropriate to inform low-moderate income renters and landlords about available tenant services in the community.
- 3) Provide housing counseling, mediation and/or legal assistance to households experiencing housing instability caused by conflicts between tenants and landlords. The selected providers will provide or coordinate provision of advice and counsel, make phone calls and/or write letters to help resolve housing concerns, and/or mediate diversion services that improve housing stability outcomes.
- 4) Establish written procedures for how an agency will connect tenants, and make appropriate referrals, to mainstream resources including long-term supportive services to improve housing stability.

- 5) Partner with the City in furthering fair housing in Madison. The selected provider will provide fair housing outreach and education, complaints intake, testing and investigation in close coordination with the City's Civil Rights Department.

Appendix A indicates the amount of funding available for each project area and the currently funded programs subject to this RFP. Appendix B contains descriptions, eligible participants, eligible uses of funds, recommended staff roles, best practices and performance targets for each strategy. Proposals will be evaluated in terms of how they reflect requirements and best practices described in Appendix B.

PERFORMANCE TARGET

Housing resources proposals may set the program's own performance goals that are connected to improving housing stability and fair housing. Performance goals for existing programs should utilize recent outcomes as a baseline for anticipated performance and outcome goals.

REQUIREMENTS FOR HOUSING RESOURCES

- 1) **Reporting:** Agencies will be required to submit performance reports and invoices to the City of Madison at least quarterly.
- 2) **Fair Housing Services:** The selected fair housing service provider will be required to work with the City of Madison Civil Rights Department to establish contract outcomes and coordinate services with the Department in providing outreach and education, complaint intake, testing and investigation.
- 3) **Community Development Block Grant (CDBG):** Projects supported with federal CDBG funding must comply with all federal regulations governing those funds.

EVALUATION

THRESHOLD CRITERIA

Threshold Criteria are the basic minimum requirements an application must meet in order to be considered for funding. The following **threshold criteria** must be satisfied for an application to be considered:

- The applicant must be an eligible applicant as defined in the Eligible Applicants section.
- The application must:
 - Include all required application checklist items.
 - Be properly completed.
 - Be received by the published deadline via the specified submission method.
(Refer to the Submission Instructions section of this document.)

COMPETITIVE SELECTION CRITERIA

The following **Competitive Selection Criteria** will be used to score the applications that satisfy the threshold criteria. This scoring criteria is applicable to proposals in all categories. Applications will then be reviewed and assessed to determine alignment with the funding priorities and goals of CDD. **While important, proposal scores are not the sole determinant in making funding decisions.**

AGENCY APPLICATION		Max Points
1	The applicant demonstrates relevant experience that will contribute to the project's success.	10
2	The applicant shows strong organizational and fiscal planning and management capabilities.	10
3	The applicant describes how their agency is integrated into the larger system of homeless and housing services and actively participates in efforts to enhance the community's coordinated response to homelessness and housing instability.	10
PROJECT APPLICATION		
1	The proposed project is well-designed to produce the desired outcomes. The project approach is clear, sustainable, and effective. Best practices are incorporated in service delivery. The applicant demonstrates a strong commitment to data use and evaluation to assess and improve the project's impact.	20
2	The proposal clearly addresses one or more goals and objectives outlined in the RFP and meets the critical community needs. Expected outcomes are likely to have a meaningful impact. Existing projects can demonstrate successful past outcomes, including data on effectiveness and improvements over time, as well as a well-thought-out plan for further enhancement or strategies to address challenges in the current environment. New projects must present a well-prepared plan with realistic strategies for overcoming potential challenges and achieving their objectives.	30
3	The budget is reasonable, aligned with the project's scope, and cost-efficient. Assessment includes the competitiveness or proposed costs relative to similar projects and the applicant's commitment and plan for leveraging additional funding sources, such as Medicaid 1915(i) and Comprehensive Community Services (CCS).	20
TOTAL		100

PROPOSAL SUBMISSION INSTRUCTIONS

Completed applications must be received by 12:00 PM (noon) on Friday, May 23, 2025. Late or incomplete applications will not be considered. Please submit your application well before the deadline; no grace period will be granted.

Applicant agencies must use the application forms provided on the City of Madison [CDD Funding Opportunities website](#). Responses to the RFP should be complete and comprehensive, yet concise. Do not submit attachments or documents that are not specifically requested.

Proposals must be submitted via email to CDDApplications@cityofmadison.com.

Agencies may apply for projects under one or multiple project areas using the RFP project applications.

Please include the following required submittals:

1. **Agency Application** – one per agency.
2. **Project Application** – one per proposed project.
3. **A copy of the most recent agency financial audit report**, including the management letter and the agency's response, if applicable. If significant deficiencies or material weaknesses were identified, also provide a summary of how the agency is addressing these issues.

-OR-

Financial statements and a letter signed by the president of the board of directors, confirming that they approved the financial statement as prepared, if the agency does not have annual audits completed.

4. *(For existing projects only)* **HMIS performance reports** regarding project outcomes – See Appendix C for instructions.

GENERAL RFP ADMINISTRATIVE INFORMATION

1. Point of Contact

The RFP contact identified below is the point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

For Homeless Services:

Sarah Lim, Community Development Specialist

Phone: (608) 261-9148

Email: slim@cityofmadison.com

For Housing Resources:

Matt Frater, Community Development Specialist

Phone: (608) 266-4209

Email: mfrater@cityofmadison.com

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

2. Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the [CDD Funding Opportunities Website](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

3. Contracting Agency

Community Development Division, City of Madison, will administer the contract resulting from this RFP.

4. Addenda / Official Communication

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [CDD Funding Opportunities Website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the

responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

5. Oral Presentations / Site Visits / Pre-Bid Meetings

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

6. Acceptance/Rejection of Proposals

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).
2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

7. Incurring Costs

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

8. Proposer Qualifications

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

9. Proposal Content

The evaluation and selection of a Contractor and the contract will be based on the information submitted in the vendor's proposal plus any additional information required. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

10. Withdrawal or Revision of Proposals

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

11. Sample Contract for Purchase of Services

Proposers are responsible for reviewing the Sample Contract for Purchase of Services prior to submission of their proposal. The template contract shall serve as the basis of the contract resulting from this RFP and shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms. Sample CDD Purchase of service Contract documents are available on the [CDD Funding Opportunities Website](#).

12. City of Madison Additional Standard Terms and Conditions

Proposers are responsible for reviewing the Additional Standard Terms and Conditions (Exhibit 5) prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

13. Proposal Evaluation and Award

1) PRELIMINARY EVALUATION

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined non-responsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

2) PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS

The City's designated RFP Selection Committee will make the final selection and recommendation following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the Selection Committee may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews.

3) BEST AND FINAL OFFER

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

4) CLARIFICATION OF PROPOSALS

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

5) PRICE AND/OR COST ANALYSIS

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and

reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.

6) NEGOTIATION

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.

7) PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

8) COMMUNICATION WITH SELECTION COMMITTEE

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

9) RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.

APPENDIX A

CURRENTLY FUNDED PROGRAMS SUBJECT TO THIS RFP

City funding for the following programs will end on December 31, 2025. If agencies seek continued support beyond that date, they must apply through this RFP. Awards will be granted based on the evaluation criteria, and continued funding for existing programs is not guaranteed.

Homeless Services Project Type	Agency	Program
A. Homelessness Prevention	CACSCW	Prioritize Madison
B. Diversion	The Salvation Army	Diversion
C. Emergency Shelter	Porchlight	Drop-In Shelter
C. Emergency Shelter	The Salvation Army	Family Shelter and Women Shelter
C. Emergency Shelter	YWCA Madison	YWCA Family Shelter
D. Street Outreach	Catalyst for Change	Street Outreach and Mediation
D. Street Outreach	Madison Street Medicine	Housing Focused Street Outreach
E. Extreme Weather Respite Hotel for the Unsheltered	Catalyst for Change	Emergency Hotel Rooms
G. Permanent Housing Program	Housing Initiatives	Permanent Housing Supportive Services
H. Other Permanent Housing	Porchlight	Permanent Housing Case Management
I. Other Programs that Promote Pathways to Stable Housing	Porchlight	Transportation Assistance Grant
I. Other Programs that Promote Pathways to Stable Housing	The Road Home	Voucher Program Supportive Services

The following programs, for which funds have been committed as a match, will continue and are not subject to this RFP: Beacon Day Resource Center (Dane County) and Dane CoC Coordinated Entry (Institute for Community Alliances).

Housing Resources Project Type	Agency	Program
A. Tenant Support	Tenant Resource Center	Tenant Services / Eviction Diversion and Defense Partnership
A. Tenant Support	YWCA	Steps to Stability
B. Fair Housing	Fair Housing Center of Greater Madison	Fair Housing Services

APPENDIX B

INVESTMENT STRATEGIES

This appendix provides detailed information regarding the five items listed below. The information correlates directly with the project areas and strategies as identified in the RFP.

- Eligible Participants
- Eligible Uses of Funds
- Staff Roles & Responsibilities
- Requirements and Expectations
- CDD Performance Targets

A. HOMELESSNESS PREVENTION

The goal of homelessness prevention services is to reduce the number of individuals and families who experience homelessness by providing one-time or short-term financial assistance and case management to help them maintain stable housing.

Eligible Participants	<p>Prevention resources must be used to assist people who are currently housed but at imminent risk of becoming homeless without support. Eligible program participants must:</p> <ul style="list-style-type: none"> • Be referred through the Dane CoC Prevention Coordinated Entry system • Reside within the City of Madison • Have a household income at or below 30% of the County Median Income • Have a verifiable living situation that falls under one of the following HUD-defined categories at program entry: <ul style="list-style-type: none"> ○ Category 2 homeless – Imminent Risk of Homeless ○ Category 3 homeless – Homeless Under Other Federal Statutes ○ Category 4 homeless – Fleeing/Attempting to Flee Domestic Violence ○ At-Risk of Homelessness
Eligible Uses of Funds	<p>Federal ESG funds will be allocated for this project type. City GPR funds may be available to provide match.</p> <p>Funds may be used for:</p> <ul style="list-style-type: none"> • Personnel, operations, and space costs related to housing relocation and stabilization services, including housing stability case management, housing search and placement, mediation, legal services, and credit repair • One-time or short-term rental assistance (up to 3 months of rent) • Rental/utility arrears (one-time payment for up to 6 months of rent and utility in arrears) • Rental application fees, security deposit (up to 2 months' rent), last month's rent, and moving costs • Ongoing rental assistance beyond 3 months is <u>not</u> an eligible expense.
Staff Roles & Responsibilities	<p>Program staff are responsible for:</p> <ul style="list-style-type: none"> • Verifying and documenting participant's initial and continued eligibility • Assessing participant needs and determining appropriate levels of assistance • Developing Housing Stability Plans • Providing financial counseling and household budgeting support • Connecting participants to mainstream services and community resources • Engaging with landlords to prevent eviction and resolve disputes

Requirements & Expectations	<ul style="list-style-type: none"> • Programs will address immediate housing crises through crisis resolution and mediation, implementing effective problem-solving strategies. • Programs will empower participants by offering choices in housing and services while guiding them in making realistic, sustainable housing decisions. Staff should help ensure housing placements align with participants' financial and support resources to prevent future instability. • Programs will utilize progressive engagement, offering the least amount of assistance necessary to resolve the crisis while maintaining flexibility to adjust as needed. • Programs will facilitate connections with mainstream services, linking participants to benefits, employment, and long-term supports to enhance housing stability.
CDD Performance Target	<ul style="list-style-type: none"> • Exit to Permanent Destinations: 95%

B. DIVERSION

Diversion is a flexible, short-term intervention designed to help households at imminent risk of homelessness identify and implement creative solutions to resolve their housing crisis without entering the shelter system. The goal is to quickly stabilize housing by exploring alternative options, leveraging existing resources, and providing targeted support. Diversion is typically offered at the point when households first seek emergency shelter, helping them find safe and immediate alternatives whenever possible.

Eligible Participants	<ul style="list-style-type: none"> Participants must be actively seeking entry into shelters located in the City of Madison.
Eligible Uses of Funds	<p>City GPR funds will be allocated.</p> <p>Funds may be used for personnel, operations, and space costs for diversion services and follow-up case management.</p> <p>In addition, those who have not previously accessed homeless services or used homeless services within the past 2 months can receive limited amounts of financial assistance. Diversion funds are flexible and may be used in various ways, provided they directly result in a housing solution. Examples of expenses for which financial assistance is available include, but are not limited to:</p> <ul style="list-style-type: none"> Minimal costs incurred to help gain access to housing, such as fees for securing documentation for a housing application, rental application fees, etc. Moving costs Payment of rental/utility arrears when needed to access new housing Utility costs to establish or maintain housing Transportation (e.g., bus passes, gas cards) Grocery cards to support food stability during the transition Costs of work or education-related services to support stability
Staff Roles & Responsibilities	<p>Crisis resolution is a key component of diversion. Staff must work in partnership with participants to creatively problem-solve their housing situations, ensuring that services are tailored to their unique needs. Responsibilities include:</p> <ul style="list-style-type: none"> Conducting a housing-focused, problem-solving conversation to explore safe, immediate alternatives to shelter Offering referrals to mainstream resources that support long-term stability Facilitating housing-related mediation and conflict resolution to help participants remain in or secure stable housing
Requirements & Expectations	<ul style="list-style-type: none"> Programs will provide flexible and customized services to meet the unique needs of each household. Programs will focus on identifying immediate, alternative housing arrangements and, when necessary, provide short-term support to secure or maintain housing. Programs will connect participants with safe, stable, and creative housing solutions outside of the homeless shelter system. Programs will emphasize participant choice, empowerment, and respect, utilizing crisis resolution and mediation to secure stable housing options.

CDD Performance Target	<ul style="list-style-type: none">• Participants diverted to safe housing alternatives for at least 60 days: 40%
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C. EMERGENCY SHELTER

Emergency Shelters provide immediate, low-barrier access to shelter and essential services for people experiencing homelessness. The goal is to offer safe, temporary accommodations while supporting participants in transitioning to more permanent housing.

<p>Eligible Participants</p>	<ul style="list-style-type: none"> Any individuals or families lacking a safe place to sleep are eligible for emergency shelter services. If prioritization for shelter admission is necessary, CDD must approve the prioritization plan.
<p>Eligible Uses of Funds</p>	<p>Federal ESG or City GPR funds will be allocated for shelter services and operations. Federal TBRA funds may be available to emergency shelters that apply for move-in cost assistance for their shelter guests.</p> <p>Federal ESG or City GPR funds may be used for:</p> <ul style="list-style-type: none"> Shelter operations, such as: <ul style="list-style-type: none"> Maintenance, rent, and utilities Security, equipment, and insurance Food and furnishings Other essential supplies Personnel, operations, and space costs to provide shelter-based supportive services, including: <ul style="list-style-type: none"> Case management Minimal costs to support access to housing, such as fees for securing documentation for a housing application, rental application fees, etc. Transportation assistance Outpatient health services Mental health and substance use treatment Employment assistance Childcare, education, and job training Legal services Life skills training <p>Federal TBRA funds are for move-in cost assistance:</p> <ul style="list-style-type: none"> Available only for shelter guests with an income at or below 80% of the County Median Income who have secured a housing unit that meets Housing Quality Standards (HQS) or HUD-established inspection standards. Eligible move-in costs include: <ul style="list-style-type: none"> Security deposit (up to two months' rent) First month's rent Second- and third months' rent, to be paid shortly before their respective due dates and not as a lump sum with the security deposit and first month's rent

Staff Roles & Responsibilities	<ul style="list-style-type: none"> • Shelter staff will operate the facility in a manner that prioritizes the safety and well-being of participants while maintaining a supportive environment • Case management services to support rapid transitions to housing and connect participants to mainstream resources that promote long-term stability • Housing navigation to assist with housing search and placement, either directly or in coordination with other housing programs, tailored to the specific needs of each participant • Verify and document income eligibility and complete HQS inspections for TBRA move-in cost support recipients
Requirements & Expectations	<ul style="list-style-type: none"> • Emergency shelters must be located within the City of Madison and at a location approved for shelter use by City Zoning. • Shelters must operate 365 days a year. • Shelters must leverage other funding sources, including but not limited to, Medicaid 1915(i) available to help pay for shelter services and/or move-in cost assistance. • Basic health and safety needs of guests will be met, including food, clothing, and personal care items. • Overnight storage, showers, and laundry facilities will be provided, to the extent possible. • Overnight-only shelters must have a transportation plan for participants approved by CDD. • The safety of shelter guests and staff is the highest priority. Expectations of guests and rules of conduct shall be clearly and regularly communicated to all guests. Shelter staff must apply appropriate, safety-focused conduct rules fairly and consistently, and employ de-escalation and trauma-informed practices. Responses to conduct and rule violations should be designed to ensure a safe and healthy shelter environment while attempting to keep participants engaged. • Housing-focused services will be provided to all guests, including: <ul style="list-style-type: none"> ○ Completion of a Tier 1 Coordinated Entry assessment at intake ○ Completion of a Tier 2 Coordinated Entry assessment for those identified by Coordinated Entry ○ Assistance with gathering required documentation for housing access ○ Referrals to mainstream resources that support long-term stability ○ Housing search assistance • Programs will empower participants by offering choices in housing and services while guiding them in making realistic, sustainable housing decisions. Staff should help ensure housing placements align with participants' financial and support resources to prevent future instability. • Data entry will meet Wisconsin Homeless Management Information System (HMIS) quality and timeliness standards. • Programs must align with the broader homeless services system, ensuring: <ul style="list-style-type: none"> ○ Clear entry and exit strategies for participants ○ Coordination with other service providers to streamline support, reduce duplication, and promote exits to permanent housing.
CDD Performance Target	<p>Exit to Permanent Destinations:</p> <ul style="list-style-type: none"> • 30% for single individuals (households without children) • 70% for families (households with children) and unaccompanied youth <p>Length of Stay: 90 days</p>

D. STREET OUTREACH

Street outreach services are aimed at engaging individuals experiencing unsheltered homelessness who may not be accessing community resources. The primary goal is to connect them with emergency shelter, housing, and other critical services. The essence of street outreach lies in its mobile, non-facility-based approach, enabling outreach staff to reach out to individuals where they are, dismantling barriers to access.

Eligible Participants	<ul style="list-style-type: none"> • Participants must be experiencing unsheltered homelessness, meaning an individual or family's primary nighttime residence is a public or private place not designed for or ordinarily used as a regular, or legal, sleeping accommodation, including a car, park, abandoned building, bus or train station, airport, or camping ground, at the time of program entry. • Programs can continue to serve enrolled participants until they enter a 24/7 shelter, transitional housing program, or permanent housing. • With City GPR funds, limited services may also be provided to individuals who are unstably housed and frequently present in the designated coverage areas.
Eligible Uses of Funds	<p>Federal ESG or City GPR funds will be allocated.</p> <p>Funds may be used for:</p> <ul style="list-style-type: none"> • Personnel, operations, and space costs related to outreach engagement, case management, emergency health services, and emergency mental health services • Transportation assistance • Costs to address urgent physical needs • Minimal costs to support access to housing, such as fees for securing documentation for a housing application, rental application fees, etc. • Move-in cost assistance (security deposit up to 2 months' rent, first month rent, and moving costs) – only allowable when other funds, such as Medicaid 1915(i), are unavailable
Staff Roles & Responsibilities	<ul style="list-style-type: none"> • Engage with individuals and families experiencing unsheltered homelessness and establish trust through sustained contacts while respecting individual autonomy and choice • Communicate legal status of unsheltered arrangements • Connect participants to emergency shelter, housing and other resources • Provide case management services to support rapid transitions to housing and connect participants to mainstream resources that promote long-term stability

CDD Requirements & Expectations	<ul style="list-style-type: none"> • Street outreach programs must leverage other funding sources, including but not limited to Medicaid 1915(i) for outreach services and/or move-in cost assistance. • Housing-focused services will be provided, including: <ul style="list-style-type: none"> ◦ Completion of a Tier 1 Coordinated Entry assessment at intake ◦ Completion of a Tier 2 Coordinated Entry assessment for those identified by the Coordinated Entry ◦ Assistance with gathering required documentation for housing access ◦ Referrals to mainstream resources that support long-term stability ◦ Housing search assistance • Programs will empower participants by offering choices in housing and services while guiding them in making realistic, sustainable housing decisions. Staff should help ensure housing placements align with participants' financial and support resources to prevent future instability. • Programs will attend regular meetings with City staff and assist with the City's response to encampments by connecting people to services and resources and supporting voluntary transition to safer alternatives to minimize enforcement actions. • Programs will accept referrals from Dane CoC's Street Outreach Services (SOS) line and follow up. • Programs will actively participate in regular outreach case conferencing meetings. • Street outreach HMIS data plays a crucial role in the CoC's Coordinated Entry system. Data entry will meet Wisconsin Homeless Management Information System (HMIS) quality and timeliness standards. • Programs must align with the broader homeless services system, ensuring: <ul style="list-style-type: none"> ◦ Clear entry and exit strategies for participants ◦ Coordination with other service providers to streamline support, reduce duplication, and promote exits to permanent housing.
CDD Performance Target	<ul style="list-style-type: none"> • Exit to Permanent Destinations: 30% • Exit to All Acceptable Destinations (including shelter and temporary housing): 60%

E. EXTREME WEATHER RESPITE HOTEL FOR THE UNSHELTERED

The goal of this project is to provide short-term emergency hotel stays for households experiencing unsheltered homelessness during extreme weather conditions when congregate emergency shelters are unavailable due to capacity limits or individual circumstances.

Extreme weather conditions refer to situations that pose a threat to health or safety, such as winter storm warnings, winter storm watches, excessive heat warnings, and excessive heat watches. Programs may also use discretion to allocate funds in less severe weather conditions (e.g., cold weather nights declared by shelters) and other emergency situations where immediate safety concerns exist.

Hotel stays are intended as temporary emergency relief and cannot serve as a long-term alternative to housing.

Only agencies that currently operate a street outreach program are eligible to apply for these funds. One program will be selected through this RFP process, with referrals accepted from other street outreach programs through outreach case conferencing.

Eligible Participants	<ul style="list-style-type: none">• Participants must be experiencing unsheltered homelessness at the time of engagement. This means their primary nighttime residence is a public or private place not designed or ordinarily used for sleeping, such as a car, park, abandoned building, bus or train station, airport, or camping ground.• Individuals for whom extreme weather conditions are believed to pose a legitimate health or safety risk will be prioritized.• Persons unable to access shelter facilities due to active suspensions may also receive this support.• Per the Dane CoC unsheltered response planning, families will primarily be referred to the Dane County-funded extreme weather hotel program. In cases where the county program is unavailable, this program may fill in the gap.
Eligible Uses of Funds	<p>City GPR funds will be allocated.</p> <p>Funds may be used for:</p> <ul style="list-style-type: none">• Hotel fees• Personnel, operations, and space costs related to providing emergency hotel rooms and supportive services• Transportation assistance• Costs to address urgent physical needs
Staff Roles & Responsibilities	<ul style="list-style-type: none">• Identify individuals in need of emergency hotel stays through its own street outreach program and facilitate referrals from other street outreach programs through outreach case conferencing• Establish and maintain partnerships with hotels, coordinate room reservations, ensure safe and sanitary conditions, and manage check-in/check-out processes• Conduct in-person or phone check-ins with participants during their hotel stay to assess immediate needs and provide resource referrals

CDD Requirements & Expectations	<ul style="list-style-type: none"> • Hotel stays must be of short duration during extreme weather events and cannot serve as a long-term alternative to housing. • The program will identify individuals and families experiencing unsheltered homelessness and needing emergency hotel stays during extreme weather through its own street outreach and referrals from other street outreach and emergency shelter providers through outreach case conferencing. • The program will partner with hotels to provide safe and sanitary emergency stays for participants and establish streamlined processes for check-in, stay management, and check-out. • Program will arrange transportation to and from hotel as needed. • Program will provide an on-person or phone check-in with participants during their hotel stay to identify and respond to participant needs. • Program will inform CDD of extreme weather events or other situations when hotel rooms will be utilized.
CDD Performance Targets	<ul style="list-style-type: none"> • CDD does not specify performance goals for this project type. The program will report on the number of participant households served and the average length of stay.

F. RAPID REHOUSING

Rapid rehousing (RRH) is an intervention designed to help individuals and families exit homelessness as quickly as possible, return to permanent housing, and achieve stability in that housing. Rapid rehousing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are tailored to the unique needs of the household. The core components of RRH are housing search and placement services, housing stabilization case management, short- and/or medium-term rental assistance and financial assistance.

RRH is a time-limited intervention, offering up to 24 months of rental assistance to support housing stability.

Eligible Participants	<ul style="list-style-type: none"> Participants must be utilizing emergency shelter or be in unsheltered situations within the City of Madison and be referred to the program through the Dane County CoC Coordinated Entry system.
Eligible Uses of Funds	<p>Federal ESG or City GPR funds will be allocated.</p> <p>Funds may be used for:</p> <ul style="list-style-type: none"> Personnel, operations, and space costs associated with providing housing search and placement and housing stabilization case management services Short-term (up to 3 months) and medium-term (up to 24 months) of rental assistance One-time rental/utility arrears (up to 6 months of past-due rent or utilities) Rental application fees, security deposit (no more than 2 months' rent), last month's rent, utility payments, and moving costs
Staff Roles & Responsibilities	<p>Program staff are responsible for:</p> <ul style="list-style-type: none"> Verifying and documenting participant eligibility Assessing participant needs and determining appropriate assistance levels Developing and implementing Housing Stability Plans Assisting with housing searches Reviewing lease agreements and tenant responsibilities with participants Ensuring clear communication on rent contributions and managing payment follow-ups Engaging with property management and providing mediation as needed Offering financial counseling and household budgeting support Connecting participants with mainstream services and community resources
Requirements & Expectations	<ul style="list-style-type: none"> Programs will accept Coordinated Entry referrals without imposing additional preconditions. Programs will follow due diligence in contacting referred households in accordance with the agency policy and CoC Written Standards. Programs will support participants in securing suitable rental housing. Programs will empower participants by offering choices in housing and services while guiding them in making realistic, sustainable housing decisions. Staff should help ensure housing placements align with participants' financial and support resources to prevent future instability. Programs will utilize progressive engagement, ensuring assistance is tailored to each household's financial situation. Programs will provide home-based case management to support housing stabilization. Programs will facilitate connections with mainstream services, linking participants to benefits, employment, and long-term supports to enhance housing stability.

	<ul style="list-style-type: none"> • Programs will leverage available funding sources, including Medicaid 1915(i) and Comprehensive Community Services (CCS), to support service delivery and improve housing stability.
CDD Performance Targets	<ul style="list-style-type: none"> • Exit to Permanent Destinations: 90% • Return to Homelessness: ≤ 5% • Increase in Total Income: 50%

G. PERMANENT SUPPORTIVE HOUSING

Permanent Supportive Housing (PSH) provides non-time-limited affordable housing paired with wraparound services for individuals and families experiencing chronic homelessness. These services support behavioral health, healthcare, employment, independent living, and tenancy skills, ensuring long-term housing stability.

Eligible Participants	<ul style="list-style-type: none"> • Participants must be utilizing emergency shelter or be in unsheltered situations within the City of Madison and referred to the program through the Dane County CoC Coordinated Entry system. • Participants must be chronically homeless with a disabling condition that creates significant barriers to housing stability (e.g., mental illness, substance use disorder, chronic health condition).
Eligible Uses of Funds	<p>City GPR funds will be allocated.</p> <p>Funds may be used for:</p> <ul style="list-style-type: none"> • Personnel, operations, and space costs associated with providing housing search and placement and housing stabilization case management services • (Building operation costs and rental assistance are excluded from funding eligibility.)
Staff Roles & Responsibilities	<p>Program staff are responsible for:</p> <ul style="list-style-type: none"> • Verifying and documenting participant eligibility • Assessing participant needs and determining appropriate assistance levels • Developing and implementing Housing Stability Plans • Assisting with housing searches, if needed • Reviewing lease agreements and tenant responsibilities with participants • Ensuring clear communication on rent contributions and managing payment follow-ups • Engaging with property management and providing mediation as needed • Offering financial counseling and household budgeting support • Connecting participants with mainstream services and community resources
Requirements & Expectations	<ul style="list-style-type: none"> • PSH units must be located within the City of Madison to receive funding. • Programs will accept Coordinated Entry referrals without imposing additional preconditions. • Programs will follow due diligence in contacting referred households in accordance with the agency policy and CoC Written Standards. • Programs will support participants in securing suitable rental housing, if needed. • Programs will provide home-based case management to support housing stabilization. • Programs will facilitate connections with mainstream services, linking participants to benefits, employment, and long-term supports to enhance housing stability. • Program will coordinate with key partners to address issues resulting from substance use, mental health and other crises, focused on housing stability. • Participants will hold a lease and pay no more than 30% of their income toward rent. • Programs will leverage available funding sources, including Medicaid 1915(i) and Comprehensive Community Services (CCS), to support service delivery and improve housing stability.

CDD Performance Targets	<ul style="list-style-type: none">• Exit to or Retention of Permanent Destinations: 90%• Return to Homelessness: ≤ 5%• Utilization Rate: 95%
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H. OTHER PERMANENT HOUSING

Other Permanent Housing (OPH) refers to long-term housing options designed for individuals and families experiencing homelessness that do not fall under Rapid Re-Housing (RRH) or Permanent Supportive Housing (PSH). OPH may include subsidized public housing and other types of affordable housing that provide stable, long-term residency without the intensive services associated with PSH.

Eligible Participants	<ul style="list-style-type: none"> Participants must be utilizing emergency shelter or be in unsheltered situations within the City of Madison and referred to the program through the Dane County CoC Coordinated Entry system.
Eligible Uses of Funds	<p>City GPR funds will be allocated.</p> <p>Funds may be used for:</p> <ul style="list-style-type: none"> Personnel, operations, and space costs associated with providing housing stabilization case management services (Building operation costs and rental assistance are excluded from funding eligibility.)
Staff Roles & Responsibilities	<p>Program staff are responsible for:</p> <ul style="list-style-type: none"> Verifying and documenting participant eligibility Assessing participant needs and determining appropriate assistance levels Developing and implementing Housing Stability Plans Reviewing lease agreements and tenant responsibilities with participants Ensuring clear communication on rent contributions and managing payment follow-ups Engaging with property management and providing mediation as needed Offering financial counseling and household budgeting support Connecting participants with mainstream services and community resources
Requirements & Expectations	<ul style="list-style-type: none"> OPH units must be located within the City of Madison to receive funding. Programs will accept Coordinated Entry referrals. Programs will follow due diligence in contacting referred households in accordance with the agency policy and CoC Written Standards. Programs will provide home-based case management to support housing stabilization. Programs will facilitate connections with mainstream services, linking participants to benefits, employment, and long-term supports to enhance housing stability. Programs will leverage available funding sources, including Medicaid 1915(i) and Comprehensive Community Services (CCS), to support service delivery and improve housing stability.
CDD Performance Targets	<ul style="list-style-type: none"> Exit to Permanent Destinations: 90% Return to Homelessness: ≤ 5% Increase in Total Income: 50%

I. OTHER PROGRAMS THAT PROMOTE PATHWAYS TO STABLE HOUSING

The City will consider innovative homeless services program proposals that fall outside the specified project types but effectively address challenges within Madison's homeless services system. Proposals aligning with the following Strategic Funding Focus outlined in the Scope of Work: Homeless Services of the RFP will receive priority consideration.

- **Address Emergency Shelter Capacity Challenges:** The demand for emergency shelter continues to outpace available resources. Single-adult shelters are experiencing an increase in long-term stayers due to fewer exits to permanent housing, while family shelters operate at full capacity with ongoing waitlists. Priority will be given to proposals that implement strategies to accelerate shelter exits and increase permanent housing placements.
- **Leverage Medicaid 1915(i) and Other Funding Sources:** Strengthening homeless services requires sustainable funding. Preference will be given to proposals that take maximum advantage of other available funding sources, including Medicaid 1915(i), to support service delivery and improve housing stability. Medicaid 1915(i) is a promising new resource, particularly for individuals and families engaged with emergency shelters and street outreach programs. City-funded emergency shelters and outreach programs will be expected to utilize this funding to help pay for eligible services and move-in cost assistance.

The City does not prescribe specific requirements or expectations for this section. However, proposals must comprehensively address all required elements in the project application, including staff roles, responsibilities, and performance targets.

J-K. TENANT SUPPORT AND FAIR HOUSING SERVICES

Tenant support services include, but are not limited to, outreach and education of rights and responsibilities of tenants and landlords, housing counseling, mediation and legal services. Fair Housing services include outreach and education, complaint intake, testing and investigation.

Eligible Participants	<ul style="list-style-type: none"> • Outreach and education: low-to moderate income tenants and landlords in Madison/Dane County, prioritizing tenants with risk factors for housing instability • Housing counseling: tenants in Madison/Dane County experiencing housing instability • Mediation: tenants and landlords in Madison in need of mediation services including upstream mediation outside of the court process • Legal services: tenants in the City of Madison who are ineligible or unable to access legal services available through homelessness prevention services • Fair housing services: tenants in the City of Madison
Eligible Uses of Funds	<ul style="list-style-type: none"> • Personnel, operating, and space costs associated with providing tenant support services • Training costs incurred by agencies or staff to obtain HUD Certified Housing Counselor status or other necessary certifications to provide high quality services
Staff Roles & Responsibilities	<ul style="list-style-type: none"> • Providing outreach and education to tenants and landlords to inform rights, responsibilities, and available resources; providing housing counseling and mediation to resolve tenant landlord conflicts; providing legal counsel and representation
Requirements & Expectations	<ul style="list-style-type: none"> • Research and identify risk factors for housing instability and target outreach and education to tenants at risk of housing instability • Employ various methods and venues to provide outreach and education to reach target populations • If providing legal services, employ law professionals or can assemble a pool of practitioners licensed to practice law in the State of Wisconsin • Have available paid staff and/or volunteers with experience serving tenants and/or landlords with housing-related issues • Have the knowledge and experience necessary to advocate on behalf of tenants • Are able to offer tenant-landlord legal assistance including representation in court proceedings, negotiations with landlords, understanding the eviction process and resolving issues that could lead to eviction actions • Understand eligibility requirements for the program and provide advice and guidance to tenants experiencing housing instability that could benefit from legal counsel • Understand protections provided to tenants and landlords under State of Wisconsin Statutes and administrative rules
CDD Performance Targets	CDD does not have system performance targets for Tenant Services. Applicants must propose outcome targets based on the project design. Outcome measures will be negotiated at the point of contract.

APPENDIX C

HMIS REPORT INSTRUCTIONS

(To be added)