

Notice of Interest
Truman Olson United States Army Reserve Center
Base Closure and Redevelopment
Submitted by: Porchlight, Inc.

Cover Page


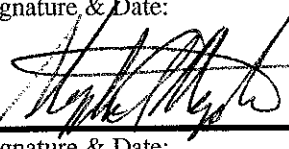

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Signature Page

As officers of Porchlight, Inc. we hereby certify that all the information stated herein is true and accurate:	
Name & Title of Authorized Official: Christopher Laurent, President	Signature & Date: 
Name & Title of Authorized Official: Stephen Myrah, Secretary	Signature & Date:  12/14/07
Name & Title of Authorized Official: Steven Schooler, Executive Director	Signature & Date:  12/14/2007

**Notice of Interest
Base Closure and Redevelopment
Truman Olson United States Army Reserve Center
1402 South Park Street, Madison WI**

A. ORGANIZATIONAL PROFILE

1. Legal name of government entity or non-profit institution requesting use of buildings/property at 1402 South Park Street (Truman Olson U.S. Army Reserve Center):

Porchlight, Inc.

2. Applicant Address and Telephone Number:

**Porchlight, Inc.
306 N. Brooks Street
Madison WI 53705
(608) 257-2534**

3. Agency Contact Person:

Steven J. Schooler, Executive Director

4. Name and title of person authorized to complete purchase, and/or execute any lease or agreements. Attach a copy of the legal authority permitting these persons to complete such transactions.

Steven J. Schooler, Executive Director - See Attachment 1

5. Statement of organization type. Attach a copy of IRS Section 501(c)(3) status.

Porchlight, Inc. is a private non-profit, tax-exempt organization under Section 501(c)(3) of the 1986 Internal Revenue Code - **See Attachment 2**

6. Attach documentation showing statutory or legal authority under which applicant is authorized to acquire and hold title to property or to lease property:

See Attachment 1

7. Additional Information for Non-public Agencies

a. Organization Description and History

Porchlight, Inc. is a non-profit, volunteer-intensive housing provider in Dane County that was created by the merger of Community Housing and Services, Inc. (CHAS) and Transitional Housing, Inc. (THI) in January, 2004. Porchlight is the largest non-profit provider of housing and related services to homeless persons in Dane County. THI has been providing emergency shelter and transitional and permanent housing since 1985, with the opening of the men's Drop-In Shelter. CHAS began providing low-cost transitional and permanent housing in 1992, although its origins are with the University of Wisconsin YMCA, which had been providing housing since the mid-1800s. Porchlight's mission is to decrease the Dane County homeless population by providing shelter, housing, supportive services, and a sense of community in ways that empower residents and program participants to positively shape their lives.

Porchlight provides homeless and low-income individuals and families a continuum of services to help foster independence and self-sufficiency. While on the streets or in shelter, clients receive assistance with food and meals, emergency loans, computer training, transportation, medical clinics, referrals to community resources, alcohol and other drug abuse (AODA) counseling, and housing and employment counseling. Once the client has a stable income, Porchlight is able to provide affordable transitional or permanent housing in conjunction with case management services. With 236 units of low-cost transitional and permanent housing of different types at various locations, Porchlight can provide housing for nearly every homeless subpopulation.

Services for emergency shelter, transitional housing, eviction prevention, and permanent supportive housing are offered through Porchlight's six primary programs: Men's Drop-In Shelter, Scattered-Site Permanent and Transitional Housing Program, Brooks Street Single-Room Occupancy (SRO) and Partnership for Transitional Opportunities (PTO), Hospitality House, Dwelling Intervention Grants and Sustenance (DIGS), and Safe Haven. In 2006, Porchlight programs provided more than 140,000 nights of emergency, transitional, and permanent shelter along with support services to over 9,500 people.

b. **Organization Principals/Program Managers**

Executive Director - holds a J.D. from the University of Michigan Law School, and a B.A. in Economics from George Washington University. With Porchlight since 1999, the Executive Director has overseen the merger of THI and CHAS into Porchlight and now directs an organization that owns and operates 236 units of housing and has a \$3.2 million budget.

Director of Finance - holds a B.S. in Business Administration from UW-Green Bay. With Porchlight since 1993, the Director of Finance oversees all financial operations including budget preparation, systems management, cash flow analysis, external audit coordination, and personnel management for an organization with a \$3.2 million budget.

Director of Property Development - holds a M.A. in Community and Economic Development from Illinois State University, a B.A. in English/Philosophy from Carroll College, and has worked overseas with the U.S. Peace Corps in volunteer and staff positions focusing on Urban Community Development and Self-Help Housing. With Porchlight since 1999, the Director of Property Development manages the maintenance, field staff, and capital improvement contracts for 22 properties, and will supervise the construction phase of the Park Street Supportive Housing and Safe Haven projects.

Director of Housing - holds a Real Estate Broker certification, completed the Metropolitan Madison Landlord Training Program, is an IREM accredited resident manager, completed the Fair Housing Institute Fair Housing course, and has been an Apartment Association of South Central Wisconsin member since 1995. With Porchlight since 1989, the Director of Housing oversees all property management functions for an organization that owns and operates 236 units of housing, and will be directly responsible for post-construction property management of the Park Street Supportive Housing and Safe Haven projects.

Director of Services - holds a Masters Degree in Social Work from UW-Madison. With Porchlight for over 15 years, the Director of Services oversees the operation of Porchlight's Safe Haven, an emergency shelter for homeless persons with mental illness, as well as all programs serving special needs populations. The Director of Services will be directly responsible for support services staff supervision of the Park Street Supportive Housing and Safe Haven projects.

c. **Organizational Chart - See Attachment 3**

d. **Personnel Procedures - See Attachment 4**

e. **Organization's Community Connections/Community Interest**

Porchlight's connection to the Madison community is well-established and well-respected. More than 60 different community groups and faith-based organizations provide over 1,700 volunteers to Porchlight programs offering assistance ranging from shelter meal service to free medical and psychiatric clinics.

Fifteen (15) community leaders and homeless advocates make up the Porchlight Board of Directors. Two board members are formerly homeless resident representatives currently residing in Porchlight housing. Porchlight is a member and past facilitator of the Dane County Homeless Services Consortium (HSC), an organization of service providers, funders, advocates, and formerly homeless individuals that meets monthly to address challenges and create solutions to issues surrounding homelessness in Dane County. Porchlight maintains collaborative networks with all HSC agencies as well as other Madison-area human service organizations, private business, and faith communities. Porchlight's Director of Services facilitates the Continuum of Care Coordinating Committee that writes Dane County's HUD Continuum of Care Homeless Program's application, and served as one of the lead writers of Dane County's "Community Plan to Prevent and End Homelessness," published in 2006.

The community interests served through the proposed Park Street Supportive Housing and Safe Haven projects relate directly to recommendations of the overall South Madison Neighborhood Plan (2004) and supplemental Wingra B.U.I.L.D. (Better Urban Infill Development) Project report. Both of these plans highlight the importance of redeveloping the area which includes the current Truman Olson U.S. Army Reserve Center, with an emphasis on mixed-income, mixed-density residential uses as well as mixed-use commercial properties. Porchlight's proposed programs fit well into the overall Wingra B.U.I.L.D. Concept Plan.

Permanent supportive housing is a valuable community resource because it offers low-cost housing in conjunction with essential on-site support services, including employment assistance, money management, transportation, and mental health/addiction counseling. In addition, the Park Street Supportive Housing and Safe Haven projects are consistent with the City of Madison's Consolidated Plan and address the three goals outlined in the Community Plan to Prevent and End Homelessness (2006): 1) Provide support services for homeless households and households at risk of homeless to enable them to access and maintain stable housing. 2) Help homeless households by providing a short-term safety net with continuous support services with the goal of moving to stable housing as quickly as possible. 3) Provide an adequate inventory of affordable housing units for low-income households, whether by creating new units or making existing units affordable. Dane County's Homeless Services Consortium has endorsed the proposed projects as furthering both of these plans (*see Attachment 14-Support Letters*).

8. Documentation of Organizational Constitution/By-Laws/Articles of Incorporation

See Attachment 5

B. PROPOSED PROGRAM

1. Property Use Description

Porchlight proposes to acquire approximately one acre of the Truman Olson Army Reserve property (parcel 36) to develop 24 new units of permanent supportive housing for homeless adults with disabilities, as well as construct a new 14-unit single-room occupancy (SRO) facility to relocate the existing Safe Haven program. Porchlight has no interest in an existing military building situated on the property, and the proposed programs will utilize an area of the parcel currently used for surface parking and open space to serve the homeless in perpetuity. In coordination with the City of Madison-Department of Planning and Development, the remaining acreage would then be available for redevelopment as outlined in the City's Wingra B.U.I.L.D. Project report to include improved street connections, upgraded parking facilities, and mixed-use office and retail elements. A preliminary Conceptual Site Plan and proposed building elevations have been developed in consultation with Knothe & Bruce Architects (*see Attachment 6*). In addition, Sara Investments, an adjacent and neighboring land owner, is willing to assist Porchlight and participate in the development of the entire property and surrounding area, if desired (*see Attachment 14 - Support Letters*).

Park Street Supportive Housing - Park Street Supportive Housing will provide 24-efficiency units of permanent supportive housing to homeless adult men and women with disabilities. This program will be modeled after an existing and successful Porchlight project, Pheasant Ridge Trail, a newly constructed 16-unit permanent supportive housing facility opened in 2006. Most residents will suffer from mental illness or

have a co-occurring disorder (mental illness and addiction disorder) and will be homeless at time of application. It is anticipated that rent will be affordable for those at the very lowest income levels. For many homeless persons, the existence of affordable housing alone is not enough. Providing these individuals with supportive services, in the form of intensive case management, will help them address and overcome the complex issues that have contributed to their homelessness.

The scope of case management will be determined on a case-by-case basis, beginning with a complete bio-psycho-social assessment to determine participants' strengths and areas of need, and resulting in an individual case plan. Case plans are monitored regularly and may include: high school equivalency completion (GED), life skills development, job search and training, resume preparation, stress management, alcohol/drug/mental health counseling, referrals for health care/treatment, self-esteem building, transportation needs, and other services as needed. Referrals to and assistance with eligibility for mainstream health and social services programs, such as Social Security Income (SSI), Social Security Disability Income (SSDI), TANF, Medicaid, veterans programs, etc. will also be a key component of individual case plans. A resident manager at the project site will provide additional support for program participants in their own living environment as needed.

Safe Haven - Porchlight's Safe Haven program began operating in 1995 to address the growing number of homeless individuals with a severe mental illness. Men and women with serious and persistent mental illness are often unconnected to the shelter system and necessary social services. Safe Haven serves as a portal of entry to the community service system and offers basic services as well as a Volunteer Psychiatric Clinic. It is open 24 hours a day, seven days a week, and provides sleeping facilities for 14 men and women and daytime support services for an additional 15 persons. Three meals are provided daily and laundry facilities are available. Safe Haven allows support staff time to slowly develop relationships of trust with guests and ultimately connect them to appropriate housing and mental health services.

Case management services include assistance with money management and budgeting skills, nutrition counseling, housekeeping, and support in maintaining mental health stability (including medications and doctor appointments). Additional services include referrals to community agencies for vocational and employment skills, and connections with social and recreational opportunities. Also, a follow-up case manager provides services to clients who move from Safe Haven into housing, who utilize the Volunteer Psychiatric Clinic or who are on the waiting list to stay at Safe Haven. The objective is to assist these individuals in obtaining housing and connecting them with community resources without needing to reside at Safe Haven because of their mental illness. The goal is to reduce the waiting list for services at Safe Haven and to help the clients while they are in an emergency situation, such as staying at Porchlight's Drop-In Shelter or The Salvation Army's Single Women's Shelter.

Safe Haven has proven to be a critical tool in assisting chronically mentally ill homeless persons in obtaining housing and successfully reintegrating into the community. Over the past 10 years, more than 65% of Safe Haven residents have moved into a more stable living environment. Current facilities are leased in a building that is not adequate to provide housing and services over the long term. A new, permanent location for this program is necessary and the proposed proximity to permanent supportive housing would be ideal.

Both proposed programs, **Park Street Supportive Housing** and **Safe Haven**, meet an identified need of the homeless and fill gaps in the local continuum of care. The significant barriers that the homeless mentally ill population face combined with the social isolation and stigma they encounter, make it imperative that they are provided supportive services over time to avoid becoming homeless again and subsequently re-entering the shelter system.

2. Needs Assessment

President Bush's New Freedom Commission on Mental Health (2003) succinctly reports that "the lack of decent, safe, affordable and integrated housing is one of the most significant barriers to full participation in community life for people with severe mental illness." Studies have consistently established that when individuals with serious mental illness, co-occurring substance abuse disorders and other chronic health conditions fall into homelessness, they tend to stay homeless longer. Research has also demonstrated how expensive it is for local communities to keep individuals with mental illness and co-occurring disorders chronically homeless. Uncompensated care for emergency medical services, inpatient hospitalization (both

medical and psychiatric) and the criminal justice system are tremendous burdens closely associated with the failure to break the cycle of shelters, the streets, jails, etc. Programs such as Porchlight's proposed Park Street Supportive Housing and Safe Haven have proven highly effective in breaking this costly and tragic cycle.

The 2006 Dane County Annual Report on Homelessness states that 59% of all homeless served in 2006 were single men and women (2,004 single adults served in shelter). Both sub-populations are increasing from previous years. In 2006, 1481 single men stayed in shelter beds with an additional 280 turned away without receiving shelter. For single women, 523 stayed in shelter beds, and an additional 156 were turned away. Just over 51% of homeless singles self-reported mental health issues and 27% self-reported alcohol and other drug abuse (AODA) issues. This data does not factor in those homeless persons with mental illness and/or AODA issues who do not seek assistance, so the numbers are likely higher. Applying the percentages of persons who experience issues with mental illness and AODA issues, the unmet need for this disabled homeless population is:

- 191 Homeless Single Men w/mental health or AODA issues unserved
- 127 Homeless Single Women w/mental health or AODA issues unserved.

The City of Madison's Consolidated Plan (2004), specifically related to its Homelessness Strategic Plan, clearly documents the gaps in available shelter and supportive housing beds compared to the need. The Consolidated Plan and 3-5 Year Strategic Plan places a high priority on "the development of permanent and transitional housing, with on-site or accessible services to support various sub-populations." Similarly, the Plan's strategy regarding chronic homelessness currently emphasizes "the development of long-term affordable housing with linkages to support services, as well as communication among service providers." Both proposed programs, Park Street Supportive Housing and Safe Haven, are consistent with the local Consolidated Plan.

Park Street Supportive Housing - The 2007 Dane County Continuum of Care HUD funding application's Housing Inventory Chart estimates an unmet need of 449 individual transitional or permanent housing beds. Significantly, people who experience chronic homelessness are more likely than other populations to be categorically excluded or screened out of many mainstream affordable housing programs. Those with disabilities, especially mental illness and co-occurring substance abuse, face the most substantial barriers in accessing housing. These include restrictions on eligibility for both Section 8 and public housing based on previous history of substance abuse or involvement in the criminal justice system. Well-established research demonstrates the efficacy of permanent supportive housing as a proven, effective model. Formerly homeless residents of supportive housing achieve decreases of more than 50% in emergency room visits and inpatient hospital days and an 80% drop in emergency detoxification services. Further, more than 80% of people who enter supportive housing are still in housing a year later.

Porchlight's proposed Park Street Supportive Housing program will expand the existing supportive housing inventory by constructing 24 new permanent supportive housing units to serve chronically homeless or very low-income homeless adults. This program will meet the third primary goal outlined in Dane County's Community Plan to End Homelessness, 3) To provide an adequate inventory of affordable housing units for low-income households, whether by creating new units or making existing units affordable. While the Park Street Supportive Housing program is not required for state standards compliance, the program does meet a top priority of the State's Wisconsin Interagency Action Plan (2007) to "make affordable housing available for everyone" and specifically to "utilize innovative strategies to fund additional housing stock for households at 30% CMI."

Safe Haven - For those persons not well-served by traditional emergency shelters, Safe Haven is a critical first-step to connecting the chronically homeless to appropriate housing and mental health services. Safe Haven meets two primary goals outlined in Dane County's Community Plan to End Homelessness, 1) To provide support services for homeless households and households at risk of homeless to enable them to access and maintain stable housing and 2) To help homeless households by providing a short-term safety net with continuous support services with the goal of moving to stable housing as quickly as possible.

In 2006, Safe Haven provided 4,866 nights of shelter to 71 single adults and offered daytime drop-in services to an additional 227 individuals. The waiting list for individuals seeking a Safe Haven bed was 236 during 2006, and 289 through the first three quarters of 2007.

The need for Safe Haven's programming is well-documented, but the need for a new facility is becoming critical. Concerns relating to increased maintenance costs, structural stability, and most importantly employee and resident safety at this leased property have been increasing for the past five years. Built as a residential home in 1910, primary features such as the kitchen and restrooms were not designed for the extensive use of the Safe Haven program. Based on the special needs of Safe Haven guests, a facility is needed that provides functional division between men's and women's rooms, privacy for psychiatric counseling, and sufficient common space to serve the numerous daily drop-in clients. Furthermore, Porchlight will be able to more effectively manage and properly maintain the facility through ownership versus the current lease agreement.

Location/Program Coordination - Porchlight does not currently possess real estate suitable for either the Park Street Supportive Housing program or the new Safe Haven facility. The vicinity of the current Truman Olson U.S. Army Reserve Center at 1402 South Park St., offers a centralized location ideally suited to meet the needs of the proposed programs including proximity to employment/training opportunities, to various community organizations and most importantly, to major bus lines. Locating and acquiring land parcels suitable for supportive housing near mass transit routes is exceedingly difficult in Dane County, yet access to public transportation is a critical component of success for these programs. Park Street Supportive Housing and Safe Haven participants will be able to utilize existing Porchlight programs in the immediate area such as Hospitality House, a day resource center providing housing and employment counseling, eviction prevention, legal assistance, identification assistance, and telephone/mail services. In addition, the proposed programs will coordinate services with numerous homeless assistance agencies in the vicinity, such as:

- Dane County Dept. of Human Services (2300 S. Park St.) – Benefits coordination, Energy Assistance
- Dane County Mental Health Center (625 W. Washington Ave.) – Mental health services and advocacy
- Harambee South Madison Health Center (2202 S. Park St.) – Medical, dental, psychiatric services
- Madison Urban Ministry (2300 S. Park St.) - Circle of Support reintegration for newly released prisoners
- St. Vincent de Paul (1309 Culmen St.) – Dig & Save voucher program, food pantry
- Omega School (835 W. Badger Rd.) – GED Training
- Neighborhood Law Project (2300 S. Park St.) – Low cost/free legal services
- MATC South Madison Education Center (2300 S. Park St.) – Employment training and education

Collaborative relationships have been and will continue to be central to the success of Porchlight programs. Park Street Supportive Housing and Safe Haven case managers and other program staff will work closely together and with outside agencies for appropriate referrals, to accurately assess potential and current residents, to prepare effective achievement plans, and to assist with successful transitions to permanent housing. Partners in this effort include The Salvation Army, YWCA, Port St. Vincent, ARC Treatment Services, Hope Haven, Dane County Mental Health Center, AODA counselors, Department of Corrections, AIDS Network, Domestic Abuse Intervention Services, Tenant Resource Center, Division of Vocational Rehabilitation, Department of Veterans Affairs, Legal Action of Wisconsin, UW Medical School and many more.

3. Time Requirements to Commence Program

The actual date for commencement of the proposed Park Street Supportive Housing and Safe Haven programs will be determined based on acceptance of the Porchlight proposal, execution of Legal Binding Agreements, and the transfer of property. The design and construction phases will take approximately 18 months overall: 6 months for design and planning; 12 months for construction. Once this property transfer date is forecast, the design and planning phases will begin approximately 6 months prior to the transfer. The Park Street Supportive Housing units will be rented out and Safe Haven will transfer from its current location to the new facility immediately upon completion of construction. A more detailed tentative timeline is as follows:

Park Street Project Timeline

ACTIVITY	RESPONSIBLE PARTY	ESTIMATED DATE (s)
Notice of Interest Submission	Porchlight, Inc.	December 14, 2007
Negotiation of Legally Binding Agreements	Madison Community Development Authority (LRA)	January, 2008 – September, 2008
Completion of Redevelopment Plan	Madison Community Development Authority (LRA)	September, 2008
Redevelopment Plan Review/Approval	US Dept. of Housing and Urban Development (HUD)	September, 2008 - November 2008
Environmental Impact Analysis	US Dept. of Defense (DOD)	September, 2009 – December, 2010
Selection of project architect	Porchlight, Inc.	6 months before property transfer
General building design	Porchlight, Inc.	3 - 6 months before property transfer
General contractor bid process/selection	Porchlight, Inc.	3 months before property transfer
Property Transfer	Porchlight, Inc., LRA, DOD	June-December, 2011*
Site preparation	Porchlight, Inc.	6 months from property transfer
Construction begins	Porchlight, Inc.	6 months from property transfer
Construction is completed	Porchlight, Inc.	12 months from property transfer
Lease-up/Program operations begin	Porchlight, Inc.	12 months from property transfer

* Please note this is a projected date from the LRA and DOD, but Porchlight can be ready to proceed with the design/build phases earlier, if the property becomes available.

C. BUILDINGS OR PROPERTY NECESSARY TO CARRY OUT PROGRAM

Porchlight proposes to construct two new buildings that are tailored specifically to meet the housing and service needs of homeless clients. None of the existing buildings or features of the property will be utilized. The proposed Porchlight buildings will comprise an area of the parcel currently used for surface parking and open space, and can coordinate well with any planned redevelopment of the remaining acreage. The "Park Street Corridor: Urban Design Guidelines" (2004) published as a reference for revitalization efforts in the vicinity will be reviewed and followed, as necessary, for both buildings.

The first building (designated '*Proposed 24 Unit*' on the Conceptual Site Plan- **Attachment 6**) will consist of 24 units of permanent affordable housing for low-income and formerly homeless people. All units will be efficiency-sized. The two-story building will be constructed of durable materials and designed to ensure long-term affordability. Features such as solid-core doors, resilient floors, in-floor radiant heat and high-efficiency appliances will be standard. Furthermore, as in the past, Porchlight intends to incorporate renewable energy features such as solar thermal hot water and photovoltaic systems to drive down utility costs. The proximity of this building to the proposed Safe Haven program offers significant advantages and potential for improved resident self-sufficiency.

The second building (designated '*14 SRO Facility*' on the Conceptual Site Plan- **Attachment 6**) will provide a new home for the Safe Haven Program. The two-story facility will contain 14 Single-Room Occupancy (SRO) units, 7 for men and 7 for women. The floor plan will provide for separate, secure areas for women's rooms and men's rooms. Separate washroom and shower facilities will be provided for each area. The building design will include office space for staff as well as programming space for client service operations. Finally, a common dining room and small commercial-grade kitchen will provide space for food operations. Porchlight will, again, utilize durable materials as well as commercial grade appliances and hardware to ensure the longevity of the facility which offers significant long-term improvements over the currently leased building.

Porchlight is not requesting a deed transfer for the proposed programs. Furthermore, Porchlight prefers to own the land and buildings rather than lease them at no cost from the Redevelopment Authority.

The property at 1402 S. Park St. is currently zoned C-2 and city officials suggest that the zoning will remain the same following transfer. Both Park Street Supportive Housing and Safe Haven programs will be permissible under commercial district zoning. For example, the current Safe Haven location is zoned C-2 and a multi-unit housing operation is also permissible under C-2 zoning.

D. ORGANIZATIONAL CAPACITY

1. Past Performance and Operating Experience

As the largest non-profit provider of housing and related services to homeless persons in Dane County, Porchlight is uniquely qualified to develop, construct and operate the proposed Park Street Supportive Housing and Safe Haven projects. Porchlight, Inc. was formed in January 2004 with the merger of two established non-profit housing providers, Transitional Housing, Inc. (THI) and Community Housing and Services, Inc. (CHAS). THI began providing emergency shelter, transitional and permanent housing in 1985 and CHAS began providing low-cost transitional and permanent housing in 1992. Porchlight currently owns and operates 236 units of quality affordable housing serving Dane County's homeless and low-income population, with an annual operating budget of \$3.2 million.

Supportive Housing Experience: In 2006, Porchlight housing programs provided more than 100,000 nights of shelter to men, women, and children. Properties vary in size and scope from Single-Room Occupancy (SRO) units for homeless single individuals to multi-family units. More than 90% of Porchlight residents earn less than 50% of Area Median Income, making them very low-income and nearly all residents are homeless or formerly homeless persons.

Porchlight's administrative offices, as well as 102 SRO and efficiency units are located at 306 N. Brooks Street. The Brooks Street facility has a commercial grade kitchen that offers five community meals to residents each week and is used by the Kitchen Program, a life skills and employability training program for residents. Brooks Street also houses the Partnership for Transitional Opportunities (PTO) program, an 18-unit transitional housing program for homeless single adults in recovery from addiction. All Brooks Street residents have access to a food pantry, resident lounge, computer lab training and supportive services as needed.

An additional 134 units of permanent and transitional housing are located at scattered sites throughout Madison and Dane County. All Porchlight residents receive case management services to ensure that clients are working on skills to improve their housing stability including budgeting, housekeeping, life skills development, establishing a solid rental history, and making connections to community resources. Within scattered-site housing, Porchlight operates three programs for targeted populations:

- The Skills Training and Barrier Limiting Education Program (STABLE) provides 12-units of transitional housing for homeless adult women with mental illness.
- The Sobriety Training Orientation Program (STOP) provides transitional housing at a 5-bedroom SRO with a sober, supportive living environment for men that have become homeless as a result of their addictions.
- The Sobriety Training After Recovery Treatment (START) program offers 16 one-bedroom units of permanent housing with a supportive sober living environment. Residents must have a minimum of 6-12 months of consistent recovery from addiction, and participate in community service.

Porchlight also operates two emergency shelters for homeless single adults, and a daytime resource center for homeless families and individuals. The Drop-In Shelter (DIS), located at Grace Episcopal Church, offers 50 shelter beds to homeless men from 8:00pm to 8:00am, spring through fall. Porchlight operates an overflow shelter (30 additional beds) at St. John's Church and during the winter months a secondary overflow

(40 additional beds) at First United Methodist Church. In 2006, 1,403 men received over 34,000 nights of shelter at DIS. Safe Haven provides short-term shelter and daytime services to homeless men and women with persistent mental illness. In 2006, 71 mentally ill persons received 4,866 nights of shelter, and an additional 227 persons received drop-in services. Hospitality House offers homeless and near-homeless persons employment and housing counseling, medical and legal assistance, telephone and mail services, and eviction prevention assistance through the DIGS (Dwelling Intervention Grants and Sustenance) program. DIGS is a centralized eviction prevention program providing short-term financial assistance. In 2006, Hospitality House provided assistance to over 7,600 guests and has a proven track record of helping numerous households avoid homelessness.

Development Experience: Since acquiring its first transitional housing rental property in 1987, Porchlight has purchased, rehabilitated, and expanded numerous units of affordable housing for single adults and families throughout the Madison area. Development highlights include:

- In 1994-95, Porchlight (then THI) constructed two four-bedroom duplexes (16 total bedrooms) at 3342-44 and 3346-48 East Washington Avenue. The 8,400 square foot properties serve as permanent housing for formerly homeless families and were constructed with the assistance of Habitat for Humanity and Operation Fresh Start.
- In 1996, Porchlight (then CHAS) constructed 25 units of single room occupancy (SRO) housing and 18 units of efficiency housing at the existing 306 N. Brooks Street facility. These three new floors of housing nearly doubled the size of the complex. The Federal Home Loan Bank provided \$200,000 of the \$3.93 million project budget. City of Madison CDBG, a capital campaign and tax credits provided the remaining project funding.
- In 2000, Porchlight (then THI) raised more than \$1 million through an ambitious capital campaign led by the current Executive Director to nearly double its scattered-site housing inventory from 65 to 125 units.
- In 2000, Porchlight (then CHAS) completely remodeled and updated a commercial kitchen located at the joint administrative/residential facility at 306 N. Brooks St. This kitchen renovation provided the base for new services that make low-cost meals available to residents 5 days a week, employ disabled residents, and produce products for use in local restaurants. City of Madison funding supplemented substantial private donations to make this \$90,000 renovation possible.
- In 2002, Porchlight (the CHAS) negotiated a build-out at the 306 N. Brooks St. facility for a long term commercial tenant, the Veterans Administration Community Support Program (VA). This project doubled the size of the VA area and included system and finish overhauls for almost every feature of the space. Porchlight financed the \$90,000 project by taking out a 5-year commercial loan, and then negotiated an initial 5-year lease with the VA to cover the debt service.
- In early 2006, Porchlight completed construction of a 16-unit permanent supportive housing facility located at 2718 Pheasant Ridge Trail serving homeless disabled individuals. This innovative development incorporated state-of-the-art energy efficiency and renewable energy measures, featuring a solar-powered hot water system, radiant in-floor heating and a photovoltaic electrical system. Funding provided from HUD, Dane County, WHEDA, Chicago Federal Home Loan bank, and Focus on Energy contributed to the nearly \$1 million project budget.

2. Property List – **See Attachment 7**

3. Property Photographs – **See Attachment 8**

4. Supportive Services

All Porchlight residents receive case management services to ensure that clients are working on skills to improve their housing stability including employment assistance, budgeting, housekeeping, life skills development, establishing a solid rental history, and making connections to community resources. Following a complete assessment, individual case management plans are determined on a case-by-case basis and

monitored regularly. For more information regarding Porchlight's comprehensive Support Services Plan, see Management Plan.

5. Audited Financial Statements - **See Attachment 9**

6. Organizational Expansion Plan

Porchlight's existing organizational structure will be able to meet the increased administrative and managerial needs of the proposed Park Street Supportive Housing and Safe Haven programs. Porchlight will hire two additional support services staff for the supportive housing program, a .75 FTE Case Manager and a Resident Manager. For Safe Haven, the current level of supportive services and operations staff will be sufficient for the relocated program.

See Attachment 10 – Job Descriptions

7. Project Management Functions

With highly qualified and credentialed staff, Porchlight will perform all management functions for the proposed Park Street Supportive Housing and Safe Haven programs, primarily through the following departments:

- The Housing Operations Department is responsible for property management functions of Porchlight's 236 housing units including applicant screening and selection, resident orientation, property inspections, rent collections and evictions. The Director of Housing, a licensed Real Estate Broker and certified Section 8 Housing Quality Specialist and Accredited Residential Manager, oversees this department including supervision of property management staff and resident managers.
- Porchlight operates a full-service Maintenance Department, which is overseen by the Director of Property Development. The maintenance department is staffed by ten employees that are responsible for cleaning and janitorial tasks, unit repairs and unit turnovers, and most property rehabilitation projects at 22 different locations.
- The Program Services Department provides supportive services, typically in the form of case management, to all Porchlight residents. The Director of Services, with Porchlight for over 15 years, oversees Safe Haven operations and housing case managers including supervision of 20 support services staff.

8. Additional Information

- Audited Financial Statements & Tax Returns for past two years - **See Attachment 9**
- Bankruptcy & Felony Disclosures for past five years - **See Attachment 11**
- Business & Financial References - **See Attachment 11**

9. Management Plan

Porchlight has over twenty years of experiencing managing a continuum of housing and service programs for Dane County's homeless and very low-income population. The agency's Executive Director, with Porchlight since 1999, directed the merger of THI and CHAS and now oversees an organization with 55 full-time equivalent (FTE) employees, 236 units of housing, and a \$3.2 million budget.

Porchlight's management plan includes the following documentation:

- Affirmative Marketing Plan/Examples - **See Attachment 12**
- Resident Application Procedures/Forms - **See Attachment 12**
- Orientation Procedures - **See Attachment 12**
- Lease - **See Attachment 12**
- Rules Enforcement/Eviction Procedures - **See Attachment 12**

- Rent Collection Process - **See Attachment 12**
- Vacancy Procedures - **See Attachment 12**
- Safe Haven Program documents - **see Attachment 12**
- Financial Policies and Procedures - **see Attachment 12**
- Support Services Plan

Supportive Services

Type and scale: The type of supportive services to be provided is case management. The scope of the case management will be determined on a case-by-case basis. The case manager will complete a bio-psycho-social assessment on each participant to determine his or her strengths and areas of need. This assessment will be completed within one week of the participant entering the program. The case manager will then determine the frequency and duration of participant meetings. The case manager will meet with all participants at least twice per month and more often as needed. An individualized case plan will be developed based on information from the assessment (attached). The case manager will assist participants with medication monitoring by utilizing verbal reminders, recommending individual dose packaging as needed, and behavior monitoring. The case plan will be monitored quarterly and updated as goals are met. The staff/client ratio will be approximately 1:18. Currently the average caseload for Porchlight case management staff is approximately 1:25, but case management staff members have a mix of disabled and non-disabled clients on their caseload, with the non-disabled clients typically requiring less intensive services. Having a smaller case load will afford the new case manager the ability to provide more flexible, mobile and individualized support services including more frequent in-home visits, quicker response times for crisis situations, and the ability to provide transportation more often for the participant.

Location: The majority of case management meetings will take place with the participant in his or her apartment. The case manager must have access to his or her own automobile. As is the rule of social work, intervention with a participant in their home environment is much preferred over intervention in an office. This will allow the case manager to not only assess the participant but also monitor the condition of his or her dwelling. All participants will have a chronic, disabling mental illness or substance abuse problem, or a physical disability. A key indicator of how a client is doing is the condition in which he or she lives. In addition, a resident manager at the project site will provide additional support for residents in their own living environment.

Transportation: Other case management appointments may take place in the community to access client needs. The case manager will be available to provide transportation when needed or will help clients access public transportation that will take them to appointments.

Connection of clients to mainstream resources: Part of the initial bio-psycho-social assessment will be a checklist with TANF, Medicaid/Medicare, SCHIP, SSI, Food Stamps, Workforce Investment Act and Veterans Health care programs listed. This assessment checklist will determine which programs the clients are eligible for and in which programs they are already enrolled. The case manager will assist the client in filling out the necessary paperwork and attending the necessary appointments for those programs for which the client is eligible. The case manager will then monitor the progress of a client's eventual acceptance or rejection from the program and assist in appeals as necessary. The client's application for and acceptance into the above listed programs will become part of the client's case plan and will be updated monthly. Furthermore, the City of Madison has a central location for homeless persons to apply for mainstream health and social service programs through the Dane County Job Center. Families can apply for food stamps, TANF (W-2 in Wisconsin), medical assistance, childcare assistance, WIA and WAA funded employment and training programs, emergency assistance grants for security deposits, housing location assistance, DVR (Division of Vocational Rehabilitation) and veterans program assistance. Single individuals can apply for food stamps, housing location assistance, DVR, veterans' program assistance, WIA funded employment and training programs, employment retention programs, SSI and IA (Interim Assistance). IA is a temporary cash assistance program for disabled individuals who are awaiting SSI benefits.

Self-sufficiency development: Because of their disabilities, all eligible participants that are not currently receiving SSI or SSDI will make application for the appropriate program. All qualified participants will also receive a referral to existing job training programs such as Porchlight's Employment and Life Skills Training program at Brooks Street and to the Division of Vocational Rehabilitation (DVR). Some participants may never be able to obtain substantial gainful employment, but with the sense of security created by permanent housing, many participants will be able to venture further emotionally and physically than ever before.

Furthermore, participants will be taught necessary daily living skills such as: money management, household management, proper nutrition and cooking skills, etc. The goal will be stable housing and supportive services for all clients and the hope will be that they will successfully improve their quality of life to the point where they may move into more independent housing in the community.

Referrals

Mental health and/or Substance Abuse follow-up:

1. The Mental Health Center of Dane County provides emergency-counseling crisis beds to mentally ill persons who are homeless or are at risk of becoming homeless if the crisis is not addressed. The crisis beds are a short-term solution to homeless prevention.
2. Dane County Mental Health Center's Peer Connection is a consumer-run program that provides mental health consumer support to assist people with mental illnesses to remain in their own housing and advocates recovery goals and strategies for other consumers.
3. Tellurian UCAN, Inc. provides alcohol assessments and a continuum of treatment services from detox services to residential treatment, intensive outpatient care, and Alcohol Smart classes, which is a prevention and referral service. The residential treatment program admits people identified from the street outreach efforts and provides them with treatment and housing counseling before being discharged to transitional and/or permanent housing.
4. The Madison VA Medical Center provides both inpatient and outpatient mental health and substance abuse treatment for eligible homeless veterans.

General Health Care:

1. Harambee Health Center assists with preventative dental care, child immunizations, and other preventative health care.
2. The Madison Community Health Center helps with a wide range of community medical needs to on a sliding fee scale for families that cannot afford/access essential medical care.
3. AIDS Network provides intensive case management through a homeless prevention case management program for three to six months for clients with HIV/AIDS.
4. Porchlight partners with the University of Wisconsin-Madison MEDIC program to hold monthly medical clinics residents. Medical students provide basic health screenings under the supervision of qualified doctors, and referrals are made when appropriate to connect clients with more advanced health care.
5. St. Vincent De Paul helps homeless with prescription assistance for emergency drug needs.
6. The Veteran's Administration's Medical Center provides medical care to eligible homeless veterans.

- Property Maintenance, Inspection & Security Plan

Maintenance & Inspection

Porchlight employs and operates its own maintenance division for all agency-owned and leased properties (currently 24). On a formal level, management staff evaluates all properties and create replacement & maintenance budgets for each individual property. These capital replacement budgets forecast capital needs 3 years into the future and are recreated annually. On a less formal level, properties undergo a regular process of inspection by virtue of client- and staff-issued maintenance requests; maintenance staff are in the field every day making repairs and observing building conditions. Depending on the source of financing, most properties also undergo a third round of periodic inspection by the City of Madison to ensure that minimum housing criteria are met. Additionally, many of the mechanical systems in different buildings have inspection requirements that are met by outside vendors (e.g., sprinkler systems, boiler maintenance, etc.)

The Porchlight maintenance staff keeps a large physical warehouse as a base of operations and storage for supplies. Staff utilizes a computerized database to track work orders, purchases and inventory. A work order is generated for each request of time and/or materials. Maintenance employees receive an updated personal work schedule each day assigning them specific work orders. They return these schedules with an accounting of time and materials at the close of each day. This customized system provides effective cost, inventory and labor control in the highly variable area of property maintenance.

Security

A multi-layered security system will be built into both of the proposed buildings. Security will be addressed through keyed entries, division of space, and video surveillance.

For the proposed 24-unit residential building the living units will be divided into 3 groups of 8, each with its own exterior entrance. Any given resident will have an access key only to the unit group that he/she live in. A personal unit key will gain them entrance to his/her respective unit. Furthermore, a digital video surveillance camera will be mounted on the interior of each entrance to monitor the pedestrian traffic in and out of each group entry door 24 hours a day. In any event of trouble, Porchlight staff will be able to review surveillance records of building traffic dating back a month or more.

The proposed 14-bed SRO unit (Safe Haven) will have similar features but will further benefit from 24-hour staff coverage. In this facility, the men's and women's residential rooms will be physically divided into two separate floors or wings, each with its own access control. Residents will also have individual room keys. The exterior entrance to common areas will be open during the day but locked at night. Video surveillance cameras will also be used in this facility. There will be one on the main entrance. There will also be a series of cameras that monitor the exterior of the building and the 24-unit building next door (described above). The staff at this facility will be able to observe live feed surveillance as well as past records, further improving security and response time.

- **Annual Report System/Objectives**

Wisconsin Service Point (WISP)

Congress has mandated that all HUD-funded programs serving homeless households enter client-based data into a homeless management information service (HMIS). Dane County's HMIS, Wisconsin Service Point (WISP), is a statewide system implemented in 2001 and administered by the Wisconsin Bureau of Supportive Housing. WISP provides reliable, unduplicated data on households and client information can be shared with other WISP agencies to determine how to collaboratively serve the same household. WISP software gives the end user the ability and flexibility to control the level of information that is shared on clients served with direction and permission from the client.

Porchlight will use WISP to track each Park Street Supportive Housing and Safe Haven program participant. Porchlight will use a comprehensive intake and assessment tool to gather participant information. This assessment will be combined with observation by program staff to determine what the greatest barriers are for each resident and the action steps necessary to secure housing, working towards obtaining an income, maintain housing stability, and attain goals of self-sufficiency. The following objectives will be reported on an annual basis:

Park Street Supportive Housing:

1. 70% of program participants will maintain permanent housing for at least 6 months. This will be verified through the signed lease agreement and housing records.
2. 75% of project participants who receive no benefits upon entry will receive entitlement benefits within 6 months of entering the program. This will be verified by the case manager through the Social Security Office, Dane County Human Services, or written verification of benefits.
3. 85% of residents will meet at least one goal on their Individual Achievement Plan such as: budgeting, connections to neighbors and neighborhood resources, building a support network, obtaining and maintaining employment, and increased knowledge of life skills. This will be verified through ongoing case management services with participants.

Safe Haven:

1. 35% of individuals exiting the program will obtain transitional or permanent housing. This will be verified through the landlord or signed lease agreement.
2. 45% of guests who receive no benefits upon entry will receive entitlement benefits upon leaving the program. This will be verified by the case manager through the Social Security Office, Dane County Human Services, or written verification of benefits.
3. 75% of guests will meet at least one goal on their Individual Achievement Plan such as: budgeting, connections to neighbors and neighborhood resources, building a support network, obtaining and maintaining employment, and increased knowledge of life skills. This will be verified through continued case management services with participants.

E. FINANCIAL PLAN

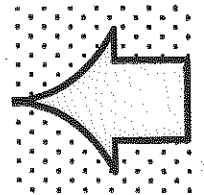
1. Development Proformas - **see Attachment 13**
2. Five-year Operating Cash-flow Analysis - **see Attachment 13**
3. Anticipated Funding Sources & Uses Statement - **see Attachment 13**
4. Applicant Grant Revenue

Porchlight receives federal, state, and local government grants for current programming and operations. A percentage breakdown of overall agency income sources is as follows:

Federal, state and local grants	40.5%
Rent/Program Fees	18.5%
Contributions	15.5%
Other Income	11.5%
United Way	8.5%
Other Grants	5.5%

F. ADDITIONAL DATA

- Letters of Support - **see Attachment 14**



HERE