



## ATTACHMENT D

### **Proposal for RFP #8628-0-2017-LR Community Development Division Housing Focused Street Outreach Team**

Submit application to [CDDapplications@cityofmadison.com](mailto:CDDapplications@cityofmadison.com)

**Deadline: 12:00 pm (noon) on Wednesday, April 26, 2017**  
**PROPOSALS RECEIVED AFTER 12:00 NOON WILL NOT BE ACCEPTED.**

Please limit your proposal and responses to the form provided. Any materials submitted in addition to this application form will not be considered in the evaluation of the proposal. *Do not attempt to unlock or alter this form.*

Applicant Organization:	Porchlight, Inc.		
Contact Person:	Karla Thennes		
Address:	306 N. Brooks Street Madison, WI 53715		
E-Mail:	kthennes@porchlightinc.org		
Website:	www.porchlightinc.org	Telephone:	608-257-2534
Federal EIN	39-1579521		
Legal Status:	<input type="checkbox"/> Corporation <input type="checkbox"/> Limited Liability Company <input type="checkbox"/> General Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Unincorporated Association <input type="checkbox"/> Other: _____ <input checked="" type="checkbox"/> 501 (c) 3		

### Required Proposal Narrative

1. Please provide a detailed description of the proposed project team. Be sure to address the following issues in your response.
  - a. Respondents must propose use of a street outreach team that includes at least one licensed clinician who is certified in the State of WI to diagnose disabilities with two or three years of experience working with persons with behavioral health issues. Preference will be given to proposals that include:
  - b. At least one team member with lived experience of homelessness and substance abuse or mental health issues;
  - c. At least one team member with working knowledge of the local homeless services network.
  - d. Collaboration with a provider of primary health care services.

a-c) Porchlight’s proposed project team will consist of four members. The first is an Outreach Manager who will have a Master’s in social work or a closely related field or a Bachelor’s degree and several years of experience. The Outreach Manager will coordinate all of Porchlight’s outreach team members – those funded with this grant RFP, plus an additional 3.5 FTE outreach positions funded through other grants. Having one central manager will help decrease duplication of services and coordinate Madison’s effort to

eliminate chronic homelessness. In addition to providing supervision services, the Manager will make sure that all case notes, individual service plans (ISPs), and other documentation entered into ServicePoint is accurate, including VI-SPDATs and referrals to the community-wide priority list. Weekly staff meetings will help to ensure that the needs of both the sheltered and unsheltered homeless population are being met. All outreach workers will take direct referrals from Coordinated Entry and other social service agencies to ensure that there is a “no wrong door” approach to accessing services.

In addition, Porchlight will hire two full-time Outreach Workers – one who has lived experience with homelessness and behavioral health issues, and one who has experience working with homeless services in Madison. Because Porchlight is the largest provider of affordable housing and services to homeless persons in Madison, we currently employ many staff members who have lived experience with homelessness and staff who are very knowledgeable about services in Madison deemed necessary to homeless persons. The final member of our team will be a licensed clinician who is certified in the State of Wisconsin to diagnose disabilities. Porchlight currently employs a licensed clinical social worker (LCSW) at Safe Haven, who has over 30 years of experience working with persons with behavioral health issues. We will employ this person to provide diagnostic services to persons at the top of the community-wide priority list to ensure that once permanent housing is located the process is not held up due to paperwork issues.

d) Porchlight works closely with all of the local hospitals and clinics that serve homeless and low-income patients and accept Medicaid/BadgerCare as insurance. These partners include UnityPoint Health – Meriter, Access Community Health Centers, and the UW Hospitals and Clinics. In addition, Porchlight has three on-site medical clinics run by the University of Wisconsin – Madison MEDiC program. The Grace Clinic was the first MEDiC clinic, and offers physical health care services at the men’s drop-in shelter. MEDiC also hosts the Safe Haven Mental Health Clinic on Nakoosa Trail, and the Michele Tracy Preventative Health Clinic at Porchlight’s central location on Brooks Street, which focuses on health education.

Porchlight runs a 24-bed Grant and Per Diem Program in conjunction with the William S. Middleton Memorial Veterans Hospital. On a weekly basis, staff meets with a VA social worker to discuss the different Veterans residing in this facility. This partnership makes Porchlight uniquely qualified to provide physical health referrals, and allows for better communication and follow-up on behalf of the homeless Veterans living on the streets. Porchlight has been and continues to be a vital partner of the City of Madison and has worked tirelessly to help achieve Madison’s goal of reaching functional zero for Veteran homelessness. Staff across all Porchlight programs has collaborated with other community agencies and physical and mental health care providers in order to make appropriate referrals and arrange follow-up services for participants.

Some ten years ago, Porchlight teamed up with Dr. Cate Ranheim at UnityPoint Health – Meriter to create the HEALTH outreach program. This program has now become a division of Meriter and employs the services of hospital social worker, Matt Julian. Mr. Julian works closely with Porchlight outreach workers to identify the physical health needs of those who are living on the streets and helps coordinate their care. Mr. Julian has agreed to continue this collaboration with the new outreach grant. Additionally, Meriter will be renting out a room at Porchlight’s Brooks Street location to provide aftercare for those who are homeless and have recently had surgery or various other procedures which require up to four weeks of recovery services. This collaboration further speaks to the partnership between Porchlight and a prominent healthcare system that identified and addressed an unmet need in the community.

Porchlight’s Executive Director, Karla Thennes, delivers training annually at the UW Hospital and at UnityPoint Health – Meriter, in which she presents to the social work and healthcare staff regarding the unique needs of the homeless population, as well as services that Porchlight offers. Other Porchlight staff members have also provided tours and participated in meetings with social work staff from local hospitals. This has helped to foster and maintain an excellent relationship between Porchlight and healthcare providers in the community.

Porchlight will also be referring clients with behavioral health needs to a program called the Journey to Health and Wellness Program, offered by Journey Mental Health Center (JMHC). This program is also distinctive in that the staff at JMHC has the ability to be mobile, such that they are able to reach out to the homeless on the streets who may be reluctant to participate in these services on-site.

In addition, Porchlight outreach workers work closely with Care Wisconsin to coordinate healthcare for homeless clients while they are on the streets, but then also to transition and stay with the client once they are housed. This is another important strategy for working with homeless persons who are reluctant to engage in services. Through our experience providing outreach, we have found that those we serve are often more interested in getting help for their physical health issues than for mental health or substance abuse. But as their health stabilizes and they learn to trust these new relationships, they are more willing to discuss addressing their behavioral health needs as well.

2. Please provide a detailed project plan. Be sure to address the following issues in your response:
  - a) Respondents must describe how they will coordinate with and work with local non-profit service agencies. Proposals should specifically describe how they will work with Coordinated Entry and the Day Resource Center.
  - b) Plan includes strategies to engage homeless persons who are resistant to working with housing and homeless service providers.
  - c) Proposal describes approach to developing a treatment/service plan designed to both achieve long-term housing stability and enroll clients into Comprehensive Community Services (CCS).
  - d) Respondents must describe hours of operation and proposed space for meeting with clients.
  - e) Respondent must submit a budget that is clear and leverages additional resources, if possible.
  - f) Respondents must identify specific performance outcome goals and how they will be measured.

a) Porchlight, as a founding member of the Homeless Services Consortium (HSC) in Dane County, has been providing affordable housing and services to Madison's homeless and low-income population for over 30 years. Porchlight operates six core programs and manages the only men's shelter in Madison as well as a transitional shelter for homeless individuals with mental illness, funds an eviction prevention program for singles and families (DIGS), provides case management for residents in 330 units of affordable housing in Dane County, conducts outreach efforts, and manages an employment and training program called Porchlight Products. Porchlight has extensive experience coordinating services with local nonprofit service organizations. In addition, Porchlight has teamed up with several organizations to manage programs and grants together, including Tellurian, Community Action Coalition, VA Hospital, UW-Madison, Journey Mental Health, and UnityPoint Health-Meriter.

Porchlight staff and leadership team are extensively involved with local nonprofits and other organizations that work with the homeless in Madison. Porchlight's Director of Services sits on the Homeless Services Consortium's Performance Review, Written Standards, and Application Committees. Porchlight staff attends the monthly HSC Membership Meeting, as well as the Data Committee, and our outreach staff attends the bi-monthly housing placement and monthly outreach meetings facilitated by Coordinated Entry.

The Executive Director is a member of Downtown Madison, Inc. (DMI) and on the DMI Downtown Safety and Quality of Life Committee. The public safety meeting meets monthly and its members consist of businesses on State Street and the downtown area, downtown police and fire, other DMI members, and other nonprofits including Friends of the State Street Family (FSSF) and First United Methodist Outreach. Porchlight is not only involved in all of the local meetings and committees involving services, funding, and performance measures

regarding Madison's work with the homeless, but the Executive Director is also on a subcommittee to decrease behavioral concerns regarding the homeless population on the top of State Street.

Porchlight believes that in order to provide effective outreach services, it is important to not just build rapport with persons who are sleeping on the streets and places not meant for human habitation, but to also collaborate with businesses, faith-based organizations, and other stakeholders in these affected areas. Porchlight staff has met with Ian's Pizza, Giselle Hermann with Starbucks on the Square, Greg Frank with Food Fight, Tami Fleming with FSSF, Karen Andro with First United Methodist Church, and downtown police officer Jessica Sosoka.

Porchlight's Director of Services has worked closely with Judy Metzger from Catholic Charities as their staff transition to running the new daytime resource center. Porchlight has gained extensive knowledge and expertise by operating the Hospitality House daytime resource center for over 25 years. Porchlight staff met with Judy and several of her staff, shared specific details, and answered questions they had regarding running a day shelter. Catholic Charities has offered to give Porchlight outreach an office on-site at the daytime resource center. This will be an effective way to have a confidential space to do case notes and VI-SPDAT assessments, and to complete goal planning with participants. The goal is not to do in-reach (i.e. working with homeless people who have already found their way inside and are able to be connected to services by staff from the daytime resource center), but to work with folks who have come to the attention of City officials, police officers, point in time volunteers, downtown landlords, and other businesses in the downtown area because they are sleeping on the streets. Outreach workers will also be able to have confidential space at the Madison Central Library which currently houses an office space for two Porchlight library case managers.

Porchlight outreach workers will continue to work with Coordinated Entry, including making direct referrals, attending Housing Placement Group meetings, and working on the community-wide priority list. The outreach staff will receive referrals directly from Coordinated Entry and will make every effort to locate those individuals and maintain contact with them throughout the process of helping them secure permanent housing. In addition, outreach workers will perform VI-SPDAT assessments and make referrals to the community-wide priority list. The outreach workers will help ensure that persons experiencing street homelessness are offered the same standardized process as persons who access Coordinated Entry through site-based access points, ensuring a "no wrong door" approach. Also, outreach workers will team with Coordinated Entry staff to make contact on the street as soon as possible to provide basic needs and other resources. The outreach manager will ensure accurate data entry, case notes, goal planning, and reporting in HMIS.

During the Housing Placement meetings, housing is often delayed or even passed over because the homeless individual cannot be found. The outreach team will lead efforts with day resource center staff, Briarpatch, and Tellurian outreach workers, as well as other grassroots and faith-based organizations to locate the individual or family.

The Porchlight outreach team collaborates with outreach workers from Briarpatch and Tellurian PATH program. By continuing to work together with folks sleeping on the streets, we will be able to increase coordination and decrease duplication. Homeless youth aged 18-24 will be referred to Briarpatch. If initial contact is made by the outreach team, a phone call will be made to Briarpatch and a warm hand off will be made. If the youth prefers to work with the outreach team, then a team approach will be used until a comfort level is reached with Briarpatch staff. The same approach will be used with folks on the streets with severe and persistent mental illness. A phone call will be made to Tellurian and a decision, including input from the client, will be made as to who will provide services to this individual or family.

Additionally, the outreach team will meet with Coordinated Entry staff through the Community Action Coalition (CAC, the Coordinated Assessment/Entry lead agency) on a biannual basis to ensure that front line workers who receive calls from the CoC's Housing Hotline are knowledgeable on how to refer homeless individuals and families experiencing homelessness to an outreach worker.

Porchlight feels that grassroots organizations play a vital role not only in the provision of services to homeless persons on the street, but also in making that initial contact and warm handoff of a reluctant individual to an outreach team member. Porchlight outreach workers currently collaborate with Friends of the State Street Family (FSSF), and this partnership will be further developed with the acquisition of this grant and expansion of the outreach team. Collaboration will take several forms. FSSF has agreed to:

- Contact Porchlight outreach workers if there is a person they are working with on the street who needs case management and help getting off of the street, but due to mental health or substance abuse issues will not come into an agency or seek out a worker themselves.
- Provide practical gear to the outreach team to help them assist people they are connected with already, or as a means to meet the basic needs and start making inroads with a resistant individual and begin to develop trust with them.
- Keep tabs on particularly vulnerable individuals and report to the outreach team any significant changes or concerns (decompensation, worsening physical health, relapse/increased substance use).
- Help locate people as they start moving up on the community-wide priority list. Utilize FSSF's Family Practice MD to write medical exception letters for the community-wide priority list.
- Join an outreach activity when a need for an outreach team, rather than an outreach individual, is identified due to safety or other concerns.

In addition, Savory Sunday prepares its weekly meal for the homeless at the Porchlight commercial kitchen on Brooks Street, which may be another potential inroad to working with persons who are resistant to services.

b) Porchlight will establish an outreach action plan detailing the consistent presence of staff who continually engages with those persons who are initially resistant to working with homeless service providers. The outreach team will locate those who are otherwise not being served; foster relationships based on trust; screen for and refer to housing, medical, and behavioral health services and other needs; and provide direct care and services as appropriate.

During the initial engagement phase and all other interactions, staff will utilize best practices in active listening, motivational interviewing, and needs assessment techniques.

Our target population – persons who are on the streets and sleeping in places not meant for human habitation, including singles and families – frequently cannot or will not advocate for themselves. This population has a high level of need which often surrounds physical health issues, untreated mental illness, and active use of alcohol and other drugs. These persons are often highly visible and move frequently between habitual spaces including Occupy Madison, the steps of the City-County Building, and the top of State Street. Often, they have existing connections and contact with local grassroots organizations including Friends of the State Street Family (FSSF), Stone Soup, and Savory Sunday, who prepare meals in Porchlight's commercial kitchen on Brooks Street. Because of these established relationships, Porchlight's outreach team will work closely with these organizations, including going on weekly runs with FSSF so that an introduction and eventual warm hand-off can be accomplished.

Furthermore, we will foster and strategically bolster what is an already established network of social service agencies, grassroots and advocacy organizations, city service providers, community stakeholders, and other relevant parties who work with chronically homeless individuals in the city of Madison. This strategy will enable our outreach program to coordinate and work collaboratively with key assets in the community that, given their disposition in the city, may inherently engender relationships with homeless individuals on multiple levels. Additionally, businesses within the community, such as Food Fight, and grassroots and advocacy groups such as FSSF, Stone Soup, Madison Helping Hands, and Outreach Homeless Ministries at First United Methodist Church all play a role in working with these persons. Other collaborators will include local fire and rescue departments, the Madison Police Department, the University of Wisconsin Police Department, all three local Madison hospitals, and other service providers as appropriate.

The street outreach program has several immediate goals, in addition to the ultimate goal of helping community members find stable housing. Immediate goals include triaging the varying needs of the homeless



street population and providing food, clothing, footwear (in collaboration with FSSF), hygiene items, and/or appropriate types and levels of interventions and supports. Among the programs clients may be linked with are Journey Mental Health, Recovery Dane, Hope Haven, Tellurian, and Community Action Coalition. Outreach services will occur where homeless individuals dwelling in unsheltered locations may be identified, including under bridges, behind garbage dumpsters, deep in city parks, inside parking ramps, inside vacated buildings, in alleyways of commercial buildings, and in the various bus shelters throughout the city.

The process of building trust and rapport with an individual who has no interest in developing a relationship can be challenging and time-consuming, and is typically a slow process of repeated contacts, offering simple gestures such as a blanket or food, or sitting down with the individual to have a conversation. One way of establishing personal connections with clients as well as assisting with immediate needs is by distributing basic items. Porchlight outreach workers have access to a donation center, run by Porchlight volunteers at the Thierer Road campus, where they can obtain personal hygiene items, clothing, winter items, and household items for community members who have secured housing. Additionally, items like bus tickets, work boots, or security deposit assistance can be supplied through Porchlight's DIGS eviction prevention program. Porchlight outreach workers also benefit from word of mouth among homeless individuals who have utilized outreach services and share their experiences with friends who are also in need.

Another initial goal will be to get individuals and families off the streets and into local emergency shelters. Porchlight runs the men's drop-in shelter as well as a safe haven shelter. Porchlight also works closely with The Salvation Army, YWCA, The Road Home Dane County, DAIS, and the Dane County Housing Resource Line to coordinate shelter services for families.

The primary strategies to engage with individuals experiencing homelessness who may be difficult to reach, such as individuals who may have severe and persistent mental illness, will be varying and adaptable efforts to build and cultivate relationships of trust. Porchlight will draw upon our extensive experience and a well-established community presence to assist those clients in securing stable and long-term housing.

c) When a homeless individual or family is enrolled in outreach, the process for developing an individual service plan (ISP) begins. This can be a slow ongoing process due to the resistant nature of the clientele. It is important that the ISP be person-centered and that the client is the lead voice in the development of the plan. The outreach team begins by developing rapport with the client, using active listening and motivational interviewing skills. The client is asked if there are others whom they would like involved in their plan, such as someone from FSSF or another person living on the street with whom they are close. Then the client is asked to identify goals toward which they would like to make progress. The ISP is focused around three central parts: residential stability, increasing skills and income, and self-determination.

The ISP includes creating housing goals, identifying previous barriers to obtaining or maintaining permanent housing, developing an accurate housing history, and making an initial determination regarding appropriate placement. The outreach team then immediately helps the client get on waiting lists for housing opportunities that meet their needs and preferences, which may include the Community Development Authority (public housing), Meridian low-income housing, and Porchlight. If a VI-SPDAT has not been done, one will be performed and a referral will be made to the community-wide priority list. The outreach team will immediately begin the process of documenting chronic homelessness. This involves reaching out to other service providers, grassroots organizations, police officers, etc. who can verify dates and circumstances of homelessness for each client. If the client is not on disability and does not have a connection to a health care provider, the outreach team's LCSW will meet with the client in a safe, confidential place in which they feel comfortable to do a diagnostic assessment. All of this information is documented and uploaded into WISP and relayed to the Housing Placement Group.

After the ISP has been created, it is entered into WISP and the team will meet with the client regularly, almost daily in some instances, to review progress toward their goals. This includes addressing barriers to housing, such as applying for or increasing income and getting basic needs met. As the team builds rapport and gets to

know the client better, they are also able to better assess the client's housing needs and identify other options for housing in the community. For example, if the client has ongoing physical issues, they may be best suited for a first floor apartment. A client who is committed to recovery may benefit from a sober living community. The outreach team then helps the client search for and apply to other housing programs or independent community landlords.

The ISP meeting also includes a discussion about income and employment. If the client is unemployed or underemployed but able to work, they may set goals for obtaining a job. If they may be eligible for benefits through disability or military service connection, they may set goals to apply or follow up on benefit applications. The outreach team also assesses financial stability and helps the client decide if they need assistance with budgeting or even a representative payee.

The discussion regarding self-determination can be quite broad. The outreach team and client may talk about health, including physical health, mental health, and substance abuse issues. The outreach team asks the client what services they are currently receiving, and whether they may benefit from additional services. They may discuss the client's support system and whether they would like to strengthen bonds with friends, family, or other natural supports. Ultimately the client identifies areas in which they would like to improve, and works with the outreach team to determine how to utilize the client's strengths to help them be successful.

The outreach team is aware that the success of the ISP is dependent on the client being invested. If the client is not willing or able to open up during the first ISP meeting, the team may set broader goals that can be honed as the client becomes acclimated to the program and develops trust with staff. Likewise, if the client's goals change, the ISP may be altered to reflect their current goals and applicable action steps.

Another important part of the ISP process may be referral to Comprehensive Community Services (CCS). Porchlight is one of only a few local nonprofit housing and homeless service providers that is contracted as a service facilitation agency through Dane County's Comprehensive Community Services (CCS) program. Porchlight's CCS program has proved invaluable for the housing stability of Porchlight residents, and will be an important element in the success of the outreach team and their clients. CCS utilizes a recovery-oriented, strengths-based approach to assist consumers in attaining their highest possible level of independent functioning, stability, and independence, and to facilitate recovery. Through working with an outreach team member, consumers will become connected with resources and services in the community which will work toward overcoming the barriers that exist in their life which are preventing them from obtaining and maintaining stable housing. Outreach workers will directly facilitate eligible consumers' enrollment in CCS, after which they will receive wraparound support which will be tailored to any mental health and substance abuse needs, as well as intensive case management offered by their CCS Service Facilitator. During the initial two-month period in which the outreach team member begins working with the consumer, he/she will have the primary goal of securing stable housing for the consumer, utilizing the Housing First approach and prioritizing the consumer's needs. The outreach team member will assist the consumer in meeting their basic needs which have gone unmet, such as food, medical care, and obtaining forms of identification, such as a social security card, birth certificate, and government ID. It is during this two-month period that a smooth handoff would be made from the outreach team member to a Porchlight CCS Service Facilitator.

Porchlight is the largest provider of services to the homeless and low-income population in Dane County and as such, it only made sense to join the CCS program so that our consumers could reap the many different benefits offered through the program. Porchlight was one of the original agencies in Madison to become a CCS-certified agency, joining the CCS program in July 2015 and continuing to grow. We currently have two Service Facilitators and a Substance Abuse Professional on staff. Because these staff members have reached their caseload capacity, we have recently hired two additional CCS Service Facilitators. The program has expanded to serve clients in Porchlight's different locations as well as scattered site housing. Porchlight's CCS team will be available to offer services to outreach clients who move into permanent housing, are accepted into CCS, and choose Porchlight's services. In addition, Journey has openings on its CCS team to provide service facilitation to outreach clients who would like a choice of providers. The outreach efforts directed by the

outreach case manager, in conjunction with the intensive case management and linkage to resources provided by the consumer's CCS Service Facilitator, are invaluable to ensure the long-term housing stability of consumers placed in permanent housing. However, CCS is also a program which many individuals living on the street may be reluctant to join. The outreach team will take their cues from the client and approach this in increments. Because Porchlight has its own CCS team, we can introduce the clients to our CCS staff to slowly develop a relationship. The team will explain that all services are voluntary, show clients the extensive array of services available, and introduce them to other Porchlight clients who are already connected to a CCS Service Facilitator so they can ask questions of a peer.

d) The outreach team will not work standard Monday through Friday 8am to 5pm hours. Their work hours will include times when other agencies are not available. Acknowledging that persons who are sleeping on the streets are often out in the community during the day and back at their "spot" after 7pm, the outreach team will do at least one 6pm to 10pm run with Friends of the State Street Family (FSSF) during the week. Each outreach team member will have a cell phone that can be utilized by anyone: other agencies, grassroots organizations, homeless persons, concerned citizens, City staff, businesses, etc. If someone is worried about an individual or family that is sleeping in places not meant for human habitation, they can call an outreach team member who will triage the situation and respond if needed. In addition, the three full-time outreach members will rotate being on-call during weekends to triage or respond if needed.

As previously mentioned, the outreach team will reach out and develop relationships with individuals on the streets in the places that they frequent and in which they are most comfortable. The outreach team will also utilize office space at the Day Resource Center and Madison Central Library. They may also collaborate with other agencies to secure office space as needed nearer to where an individual may be sleeping or camping out.

e) A budget has been prepared and presented in Part 6 of the RFP application. However, there is some additional information needed to fully explain what has been leveraged. Porchlight plans to leverage \$13,100 to cover program costs that exceed the maximum amount of the RFP. Included in the \$13,100 of leverage funds is \$5,000 allocated to first month's rent and security deposits from general donations, and an additional \$2,500 allocated for birth certificates, identification, and other needs. Porchlight believes that providing direct assistance to outreach workers is extremely valuable and a critical tool to assist homeless persons in obtaining permanent housing.

f) • Locate, identify, and build relationships with 100 of Madison's most vulnerable homeless persons (may include individuals or families) sleeping in places not meant for human habitation. Engage with unsheltered homeless persons who are not enrolled in other community support service programs and who are highly ranked on the community-wide priority list. Priority list will be accessed through ServicePoint; individuals/families identified for housing placement by Housing Placement Group. Enter information into ServicePoint, verified by ICA.

- 50% of the top 50 Individuals on the Permanent Supportive Housing (PSH) community-wide priority list, who are chronically homeless, will have verified homelessness documentation required to obtain PSH units. Information will be entered into ServicePoint, verified by ICA with signed documentation from agency sources.

- 50% of the top 50 Individuals on the Permanent Supportive Housing (PSH) community-wide priority list will have verified disability documentation required to obtain PSH units. Information will be entered into ServicePoint, verification by an eligible provider or Porchlight LCSW.

- 100% of youth aged 18-24 who are living on the street will be referred to Briarpatch outreach team, verified by Briarpatch outreach team.



- 80% of persons enrolled in street outreach who are not connected to a mainstream resource will be connected. Outreach team will utilize Mainstream Resource Checklist, connection verified through follow-up with agency.
- 100% of enrolled clients will be entered into ServicePoint, verified by ICA.
- 95% of clients enrolled in the program who have not completed a VI-SPDAT will have one completed, or have a medical exception, and will be entered into ServicePoint, verified by ICA.
- 50% of enrolled clients will move into stable housing, verified by the landlord.
- 80% of clients who move into stable housing will still be housed at 6-month follow up, verified by the landlord.
- 100% of interested, eligible individuals enrolled in street outreach will also be enrolled in CCS, verified by Dane County CCS program.
- 80% of enrolled clients will have a successful exit (shelter, Safe Haven, or housing), verified by ICA.

3. Please describe the qualifications of the application organization. Be sure to address the following issues in your response:

- a) Working knowledge of and experience implementing a Housing First approach, Harm Reduction case management and motivational interviewing.
- b) Ability to collaborate with housing and service providers in order to help chronically homeless persons achieve long-term housing stability.
- c) Proficiency in using HMIS and related HUD data systems. Ability to enter data while in the field.
- d) Demonstrated history of effective organizational and fiscal management, including timely and accurate reporting.
- e) Commitment to principles of human rights and self determination as well as a service philosophy dedicated to treating all persons with dignity and respect

Porchlight has been providing shelter, housing, and services to homeless and low-income individuals for over 30 years. As the largest nonprofit provider of low-income housing in Dane County, Porchlight is able to offer its residents the opportunity to live in a variety of locations throughout Madison and the surrounding area. Porchlight's 330 housing units include both transitional and permanent housing. Transitional programs serve residents for up to two years or until they transition into permanent housing with Porchlight or elsewhere in the community. Residents in permanent housing may choose to stay indefinitely, or for a period of time while they seek alternative permanent housing. Properties vary from single-room occupancy units for single adults to multi-family units. In 2016, Porchlight housing served 495 men, women, and children.

In addition to providing housing and supportive services, Porchlight fulfills its mission to decrease homelessness by operating specialized programs to meet the needs of the homeless population in Dane County. The men's drop-in shelter is the only emergency nighttime shelter for homeless men in the Madison area. Shelter guests are provided with meals, showers, laundry room access, and case management services. The shelter serves 80 men nightly in the summer and expands to serve 150-180 men every night during the colder months. In 2016, the drop-in shelter provided services to 1,122 men who were experiencing homelessness. The DIGS program, located at St. John's Lutheran Church, is Porchlight's emergency eviction prevention program that provides aid to Dane County individuals and families in collaboration with local faith-based organizations. In 2016, the DIGS program provided counseling to 1,081 households and financial assistance to 883 households in danger of being evicted. Safe Haven is a 14-bed transitional homeless shelter for individuals with mental illness, located on Madison's East side. In 2016, Safe Haven provided

shelter to 49 guests on a transitional basis. Eligible guests who are waiting for a shelter bed may access drop-in services 7 days a week, including meals, laundry, showers, and case management. Safe Haven served an additional 246 drop-in guests in 2016. Porchlight also has an outreach team consisting of three full-time workers and one part-time worker who are trained to use the VI-SPDAT assessment tool and helped place 182 homeless individuals into permanent housing in 2016. Porchlight Products is an employment and training program for formerly homeless persons with disabilities. Participants are taught job and life skills and gain valuable work experience. In 2016, 45 individuals were employed in our three commercial kitchens.

Porchlight staff has extensive experience in addressing the needs of the homeless population. The Executive Director has her MSSW from the University of Wisconsin-Madison and has 26 years of experience with the agency. The Director of Services also has an MSW from the University of Wisconsin-Madison with nine years of experience with the agency, and the Director of Housing has been with the agency for five years and has over 20 years of experience in property management. Porchlight has an annual operating budget of over \$4.8 million.

a) Porchlight as an agency actively promotes a Housing First and harm reduction culture among its staff from the top down. This starts with the housing/program entry interviewing process, during which staff ask clients about their relationship with alcohol and other drugs candidly and nonjudgmentally in an effort to determine together what supports and resources might be most helpful for clients while in Porchlight housing. During the clients' transition into Porchlight housing and throughout clients' participation in housing and other programs, case managers and other staff continue implementing harm reduction practices. Using motivational interviewing to help clients discover what their actual goals are, why those goals are important to them, and what barriers might exist, case managers and other staff work as a team with clients to achieve those goals. Case managers' first objective is to gain trust and rapport with clients in order to assist with harm reduction in meaningful ways, such as linking clients with a local syringe exchange, free condoms/safer sex materials, or mental/medical healthcare when appropriate. Additionally, when housed clients are found to be using drugs or alcohol or engaging in other activities that may cause harm and/or violate their housing agreement, Porchlight staff continues to employ a Housing First/harm reduction model. Staff uses motivational interviewing to talk with clients about their activities, goals, and needs, and works as a team with the client to identify harm reduction strategies.

The outreach team is also committed to a Housing First and harm reduction approach. They will meet people where they are—geographically, emotionally, and physically. They will be respectful and treat everyone with dignity. While working on needs assessments and goal planning, the team will use a person-centered, trauma informed-approach, recognizing and building off of the client's strengths. Recognizing that the relationship is central to outreach and engagement, the team will work to ensure that the client's basic needs are met by working with local grassroots organizations that provide supplies, and working to prevent duplication of services. The outreach team will create a safe, open, friendly space to meet with the client regardless of the setting. This is accomplished in part by maintaining a consistent presence in locales where homeless individuals may congregate, facilitating an environment of familiarity with the outreach team. This also aids in lowering the potential barriers of fear, distrust, and suspicion on the part of the homeless individuals toward outreach workers.

The team will use principles grounded in Motivational Interviewing and work on "building bridges" with the client and their natural supports. Outreach services are delivered one-on-one, or may include a support person or someone who has referred an individual who is in need of supportive services. The outreach worker works to determine what goals the client has, as well as how they would like to work toward those goals. Services are informed by a harm reduction philosophy that recognizes that drug and alcohol use and addiction are a part of clients' lives, where clients are engaged in non-judgmental communication regarding drug and alcohol use, and where clients are offered education regarding how to avoid risky behaviors and engage in safer practices.

Porchlight staff receives regular external continuing education on best practices utilizing Housing First approaches, motivational interviewing, and the use of harm reduction in order to best serve our clients.

b) With 42 HUD-funded permanent supportive housing (PSH) units, Porchlight has been providing housing and support to chronically homeless persons since 2006. Porchlight staff attend the Housing Placement Group meetings and work collaboratively with other housing service providers to select names from the top of the priority list who are the best fit for each unit. Porchlight is the lead case manager for all of the units but works collaboratively with other social service agencies, grassroots organizations, Care Wisconsin, family members, and other natural supports to help establish a team that works with the resident on his or her goals. The residents that move in to housing have many unmet needs to be addressed, such as AODA, medical, dental, personal hygiene, and basic food needs. The case manager works to establish a relationship with each resident to aid in connecting them to resources such as medical insurance, FoodShare, food pantries, AODA programs, etc. and will assist with scheduling and attending medical and dental appointments. Ongoing support of each resident is crucial to aid in the achievement of long-term housing stability; the case manager meets with each client regularly to establish and work toward goals.

In addition, Porchlight is a certified CCS service facilitation agency and employs five Service Facilitators (SFs). The SFs provide intensive, client-centered case management. They are able to offer an extensive array of services through many organizations in Madison including counseling, equine therapy, acupuncture, etc.

The Porchlight outreach team has been working with chronically homeless persons on the streets since 2005 when we partnered with Tellurian on the PATH grant. Since that time, we have added outreach services in the downtown library and the Porchlight Men's Shelter. The outreach workers have developed relationships with local landlords who are willing to rent to our clients based on these forged relationships. It is important to understand the needs of the client and the landlord in order to make a good referral for housing. Appropriate housing providers run the continuum from independent, affordable housing (i.e. Apex Property Management, Ripple Property Management, and Oakland Property Management), to light to intensive case managed housing programs (i.e. Porchlight, Tenant Resource Center, Housing Initiatives, and Tellurian). Among the service providers to coordinate appropriate supportive services are Care Wisconsin, Community Options, Journey Mental Health, and Tellurian.

c) Porchlight has provided outreach services to the City of Madison and surrounding Dane County for the past 12 years. Porchlight has utilized ServicePoint since its inception and currently has 33 licensed users across the agency, entering data into 31 different providers. Our comprehensive approach to outreach includes a worker at the men's shelter who focuses on case management and housing, outreach workers at the Central Library who connect individuals to resources, and an outreach worker in the field who connects and provides services to those living and sleeping in places not meant for habitation. These outreach workers function as a team and work with other agencies to leverage resources and connect homeless individuals to housing providers. In 2016, 698 individuals were served by these programs. All data is tracked in ServicePoint and outreach workers are trained to gather this data in the field. This includes conducting and entering VI-SPDATs. Outreach workers have access to laptops while in the field, in addition to having an office at the Central Library. They will also be working out of the new day resource center in Madison. For 2016, data accuracy in ServicePoint across all programs was 98.93%. Our goal for 2017 is to improve this to 100%. Outreach workers are supported in this effort by a dedicated ServicePoint expert who provides training and monthly data quality reports. In addition, staff members attend the HSC Data Committee and Performance Review Committee meetings and ensure compliance with current Written Standards.

d) Porchlight has had its annual financial information and transactions audited by an independent accounting firm for almost three decades. There has never been a finding and all opinions based upon these audits have been unqualified. These audits also evaluate or test the effectiveness of Porchlight's internal controls over financial reporting and compliance with laws, regulations, contracts and grant agreements. The results have never shown there to be any deficiencies or instances of non-compliance. Porchlight is rated by its auditors as a low-risk organization for purposes of its audits.

Porchlight has also been subject to periodic audits and monitoring over the course of the last thirty years by all of its grantor agencies: U.S. Department of Housing and Urban Development (HUD), the Veterans Administration, the State of Wisconsin, WHEDA, Dane County and the City of Madison. While some of the audits have resulted in minor adjustments, there have never been any major findings and Porchlight has never been required to repay any grant funding as a result of these audits.

Through its various grant programs, including HUD, Veterans Administration, WHEDA, Federal Home Loan Bank, State of Wisconsin, Dane County, City of Madison and United Way, Porchlight has been required to provide written reports related to the activities and outcomes of its programs. Porchlight has provided those results in a timely and appropriate fashion, without any major issues or problems. Porchlight participates in and utilizes the statewide Homeless Management Information System (HMIS) – Wisconsin ServicePoint and has utilized this system since its inception. Porchlight has also developed its own systems for measuring results and activities for its programs.

This level of effective fiscal management is accomplished during the day-to-day operations and administration of contracts and grant agreements by adhering to sound policies and procedures and understanding the requirements of the grantors. This high level of effectiveness is sustained by good policies, proper supervision, and experienced staff. One of Porchlight's strengths is retaining many long-term, experienced employees who are committed to achieving positive outcomes for program participants with limited funding.

Successfully operating a program is more than funding and audits. It also requires coordination of efforts between many staff and agencies to help homeless persons address their various and unique personal barriers to successfully transition into permanent housing. Porchlight has achieved this coordination through effective leadership, management, staff and collaboration with other agencies over many years. Porchlight's leadership team is comprised of long-term experienced individuals that have been with Porchlight between 5 and 27 years. Porchlight's management team is comprised of committed individuals with many years of experience managing programs and working directly with clients. All of our shelter and day service managers work daily with individuals who are homeless. This level of experience and commitment from leadership and management has guided Porchlight to effectively operating many programs helping homeless and near homeless individuals for many years.

Effective fiscal management and organizational management have permitted Porchlight to successfully receive renewed funding and be awarded new contracts to serve homeless and near homeless individuals for decades. With respect to just outreach services, Porchlight was awarded \$40,000 for Street Outreach in 2009, and \$90,000 and \$25,000 in 2014 to perform outreach services at Madison Central Library and the men's drop-in shelter, and an additional \$18,000 in 2015 to expand outreach services at the men's drop-in shelter. Porchlight continues to operate all three of these outreach services due to the continued need in Madison and Porchlight's success at effectively operating these programs and delivering services to homeless individuals.

e) Porchlight's mission is to decrease the Dane County homeless population by providing shelter, housing, support services, and a sense of community in ways that empower residents and program participants to positively shape their lives.

Porchlight staff show a deep commitment to principles of human rights and self determination, including careful attention to clients' needs regarding service/emotional support animals and accessibility issues; client privacy and confidentiality; and inclusivity and support for our transgender/gender-nonconforming clients. Staff work hard to ensure that all Porchlight clients are treated with dignity and respect by all entities, including during high conflict and emergency incidents, and strive to empower clients to identify goals for themselves, make decisions that best fit their needs, and practice self-advocating with the support and backing of case managers and other staff.

The policy of Porchlight, Inc. is to prevent discrimination, harassment, or retaliation against any employee or any applicant for employment or any volunteer (including potential Board members) or any housing applicant,

guest, client, or resident because of any protected class identified by local, state and federal law, including but not limited to age, race, religion, color, sex, physical condition or appearance, disability, sexual orientation, gender identity, genetic information, national origin or ancestry, marital or familial status, employment or status of being a student, homelessness, or a victim of domestic or sexual abuse.

Porchlight's extensive history and ongoing commitment to serving the homeless and marginalized in our community speaks profoundly to the depth of understanding that is necessary in order to effectively address these complex needs today and in the future.

4. Please provide a timeline of key activities.

May 29, 2017 – Receive notice of grant award from City

May 30, 2017 – Advertise in-house for Outreach Manager and Peer Specialist; post ad for Affirmative Action organizations (required 10 business days of advertisement before position can be posted publicly)

June 13, 2017 – Advertise on craigslist and other job sites for open positions

June 27, 2017 – Conduct interviews (one week)

July 5, 2017 – Outreach Worker and LCSW begin reaching out to agencies with knowledge of homeless persons downtown especially top of State Street (City staff, DMI, police, etc.)

July 5, 2017 – Make offers for open positions; candidates give two weeks' notice

July 24, 2017 – All positions have started working

July 25-28, 2017 – Training for recently hired positions, including ServicePoint

July 31, 2017 – All positions working full-time and engaging clients

5. **Disclosures:**

**A. Disclosure of Conflict of Interest.** Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders or City funded or potentially funded organizations, or with the City of Madison.

City Alderwoman Sheri Carter is President of the Porchlight Board of Directors.

**B. Disclosure of Contract Failures, Litigations.** Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three (3) years which involves your firm. List any contracts in which your firm and any subcontractor that has been found guilty or liable, or which may affect the performance of service to be rendered.

None



6. **Budget:**

Summarize the budget for this project budget by estimated costs.

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUE	SOURCE OF NON CITY FUNDED PORTION
<b>A. Personnel Costs (Complete Personnel chart below)</b>				
1. Salaries/Wages (show detail below)	110,300	107,000	3,300	donations
2. Fringe Benefits and Payroll Taxes	48,100	47,000	1,100	donations
<b>B. Program Costs</b>				
1. Program supplies and equipment	2,000	2,000	0	
2. Office Supplies	1,100	600	500	donations
3. Transportation	9,200	9,200	0	
4. Other (explain *)	11,200	3,000	8,200	grants & donations
<b>C. Space Costs</b>				
5. Rent/Utilities/Telephone	1,200	1,200	0	
6. Other (explain):	0	0	0	
<b>D. TOTAL (A + B + C)</b>	183,100	170,000	13,100	

Explanation of "Other" expenses: (500 characters)

Program Costs: \$3,000 is requested from the City for training for direct staff personnel working with homeless individuals. The remaining amount is \$2,500 for direct assistance related to birth certificates, identification, etc., \$5,000 for security deposit & first month's rent, and lastly \$700 is for administrative-related expenses.

Please note: Wages/Stipends/Fringe costs for interns should not be included in the budget expenditures above. These expenses will be paid by each of the City Departments/Divisions that host an intern through the contract awarded through the Community Development Division.

7. **Personnel Chart:**

Identify and describe the role of key staff positions and affiliate partners who would become directly responsible for the various aspects of the contract, if awarded. For each position, please note if duties will be provided by a current staff position (no additional FTE), a new position, or expanded hours for a current staff position (additional FTE)

Title of Staff Position	Total Expected hours to be spent in this project	Proposed Hourly Wage*	Role With This Project
Outreach Worker	40	\$16.00	no additional FTE - outreach

Title of Staff Position	Total Expected hours to be spent in this project	Proposed Hourly Wage*	Role With This Project
PEER Specialist	40	\$16.00	additional FTE - outreach
Manager	35	\$18.00	additional FTE - supervision & outreach
LCSW	5	\$16.00	no additional FTE - homeless verification
Director of Services	1	\$26.25	no additional FTE - supervision
<b>TOTAL</b>	115	X	X

**\*Note: All employees involved in programs receiving City of Madison funds must be paid the established Living Wage required under City of Madison Ordinance 4.20. Effective January 1, 2017 – December 31, 2017, the Living Wage is \$12.85 per hour. On January 1, 2018 Living Wage increases to \$13.01.**

**-SIGNATURE PAGE-**

1. Affirmative Action:

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an Affirmative Action Plan with the Department of Civil Rights. A model Affirmative Action Plan and instructions are available at <http://www.cityofmadison.com/dcr/aaplans.cfm>.

2. Living Wage Ordinance:

All employees involved in programs supported by City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20 Effective January 1, 2017 through December 31, 2017, the Living Wage will be \$12.85 per hour. On January 1, 2018 Living Wage increases to \$13.01. For more information on Living Wage requirements, go to <http://www.cityofmadison.com/finance/wage/>.

3. City of Madison Contracts:

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions is attached to the RFP Guidelines document. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

4. Acknowledgement

By entering signature below applicant acknowledges receipt of City of Madison Community Development Division **RFP #8628-0-2017-LR** Guidelines and Requirements document.

5. Signature: ***(Any applications submitted without a signature will be considered incomplete and will not be considered.)***

Enter Name:           Karla Thennes          

By entering your initials in the box, 

KT
----

 You are electronically signing your name and agreeing to the terms above.

Date:           4/25/17