



## Application for RFP #10054-2021

### Community Development Division

#### Emergency Rental Assistance and Legal Support Services

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

Applications are due by **12:00pm on Wednesday August 4, 2021.**

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.*

<b>Applicant Organization:</b>	Sankofa Educational Leadership United Company		
<b>Contact Person:</b>	Jalateefa Joe-Meyers		
<b>Address:</b>	1026 w main st		
<b>E-Mail:</b>	Jalateefa@sankofaelu.com		
<b>Website:</b>	sankofaelu.com	<b>Telephone:</b>	608-395-8129
<b>Federal Tax ID or EIN</b>	820721569		
<b>DUNS Number</b>	076865755		
<b>Legal Status:</b>	<input checked="" 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 checked="" type="checkbox"/> Other: <u>non-profit</u> .		
<b>Tax Exempt Status:</b>	<input type="checkbox"/> 501 (c)(3) since 2018		

Check which proposed service your organization is intending to provide:

- ☒ Assist eligible applicants through application process, provide outreach and education
- ☒ Evaluate and process completed applications
- ☒ Provide legal support and mediation services as necessary (If interested in providing **only** this service skip to **Program C**)

## PART 1: Program Description

### Program A: Assist eligible applicants through application process, provide outreach and education (*Administrative costs only*)

1. What Madison neighborhoods and/or vulnerable populations does your organization serve? How will your organization ensure these resources are accessible to those most in need? Be specific (e.g. language capacity, culturally relevant service models, collaboration with other culturally competent community-based organizations, etc.)?

#### Capacity and Culturally Relevant Service Models

Sankofa Educational Leadership United (SELU), A 501c3 nonprofit organization, recognizes that housing is a right that needs to be provided to everyone. Delivering Social Impact requires talent, systems and processes. Sankofa Educational Leadership United (SELU) encompasses all these traits. Our first commitment to Social Impact is to empower our most vulnerable populations by working intentionally and diligently against systemic oppressive practices that has created deep inequities in terms of who receives resources in Dane County and how. SELU is a grassroots organization led by people that have been historically the most marginalized in Dane County, our community. Our staff is representative of the people we serve, and have personal lived experience across multiple systems that impact marginalized populations. We also have a lived experience advisory board that participates in the internal decisions of our internal policies and procedures, including when and how we take on new projects and initiatives to respond to community need. As we have increased our capacity and service delivery to the community to include housing resources that we believe is not only a basic need, but a basic human right. Our agency response and creation of the Supporting Healthy Families Housing Initiative is a response that was demanded by community needs, supported by data, and revealed indicators that show that BIPOC communities are fairing far worst than their white counterparts across all quality of life indicators; financial security, housing security, social support, employment, physical and mental health, environmental safety and overall life expectancy. We have increased our services to the community to include social assistance programs like eviction prevention, housing counseling, utility services, basic need resources like food and housing supplies. Our staff have a depth of understanding and lived experience with racism that has hindered our collective ability to build financial reserves, housing security and overall capacity. Sankofa Educational Leadership United also works closely with the Homeless Services Consortium (HSC) Jalateefa, Our Chief Executive Officer is an elected member of the HSC's membership and sits on the board as The Community Agency Representative. SELU's Supporting Healthy Families Housing Initiatives are all Housing First, and utilize as we believe when implemented correctly it is a proven method of ending all types of homelessness, Core components of our initiative is designed to assure low barrier. Moreover our commitment means employing staff that both have lived experience and specific training as peer support specialists, case management and trauma informed care. In addition, our programs prioritize people who are most vulnerable and often are the most high-need people in our community. Recognizing the myriad of needs that individuals enter services with we also have substance abuse counselors and mental health professionals on staff to support the wide variety of needs that

participants may enter services with.

Collaboration with other culturally responsive community based agencies

We've developed strategic partnerships that include priority services and specialized referral processes. We Have formed relationships with works with Madison School Districts Family & Community Engagement in developing support and access points for parents and community advocates within MMSD. We have a relationship with DCDHS and the Juvenile Reception Center's administrators and social workers. In addition, when appropriate we collaborate with with Anesis Therapy and more grassroots agencies like The Peace Network Inc, Cultural Practices that are Relevant, INC. Connecting the Dots, Sisters Of African Decent, One of the additional short term goals of SHBF is to expand our partnerships with Group Health Cooperative, Journey Mental Health, Dean Clinic, and UW Madison Clinics. Our goal is to have a community rep that works with each of these organizations to make sure the vulnerable populations they are serving also have seamless access to rent and housing resources. This is another example of how strategic collaborations are moving the work forward. With WPP funding, we'll be able to expand our capacity and community outreach efforts to include hospitals, small businesses and local Chamber of Commerces. This effort translates to being able to engage in deeper and more strategic ways.

Use of the funding would also expand our relationship with the City of Madison, UW Colleges, Madison College, Edgewood College and other stakeholders. In our collaborative efforts we will include Black businesses and families, all small businesses, nonprofit organizations and systems. It is our belief that no one desires for Madison to rank as the worst city in the country for Black people to live. Collaborative relationships with stakeholders, built by and centering those most impacted, will directly impact housing security inequities in the state of WI. We're intentional and strategic in including stakeholders in the work. Stakeholders are at the center of our community engagement and outreach work. Our Supporting Healthy Families Housing Initiative has fostered relationships across classes, systems, organizations, businesses and credentials. The challenge for some initiatives or programs that desire to address community disparities and inequities for our most marginalized community members is their lack of community credibility and social capital. They lack the ability to engage those most impacted and vulnerable and therefore have a hard time including the voices of the voiceless in the work. The work can't be done effectively without those most impacted as they hold the answers, they are the answer. Our Agency's policies, practices and initiatives are guided by the people most impacted by said system at the same time through partnerships and our Lived Experience Board Of Trustees. SELU is a corner stone agency in the black community and provides wrap around services. However, our success working within systems like housing insecurity comes through strategic partnerships, relationships and community lead advocacy, landlords. There is no organization like SELU in WI. Our whole mission is to strategically eradicate the disparities that disproportionately affect groups that have been marginalized or excluded because of socioeconomic status, race/ethnicity, sexual orientation, gender, disability status or some combination of these--any strategy or action plan to address disparities and/or inequalities that people experience in the community also has to recognize and address that marginalized populations have less access to the social determinants or conditions that support health and well being, i.e.healthy food, safe and equitable housing, appropriate education, safe neighborhoods and freedom from racism and

other forms of discrimination. For this reason, advocacy services readily accessible are required in overcoming barriers and in accessing timely and appropriate supports and services.

#### Language Capacity:

SELU Supporting Healthy Families Housing Initiative provides community members access to services by having staff that are both biligual and bicultural with the skills necessary to ensure they are effectively addressing and creating conditions that support the health/well being and the cultural and communication needs of Black people and families. Latino people and families as well as Hmong people and families.

SELU and our partner organizations are excited to engage with The City of Madison to meet the needs of the most vulnerable in a quick and sufficient way. Our framework is community capacity building . Our work centers policy and practice changes, flow of resources to those most impacted, strategic partnerships, disrupting power dynamics and building analysis and awareness of how things work. To work with the City of Madison on a project as large as this during a pandemic in which thousands of households and families have been impacted and are in need of relief services to the most marginalized by catalyzing systems change - and the Wisconsin Idea. By investing in Sankofa Educational Leadership United you will be investing in a collaborative partnership that reflects the mission and values of The City of Madison, and also the goals of your organization to maximize long term impact. The funding will provide opportunity to leverage and the foundation to dig deeper and to expand.

The funding and technical support offered by The City Of Madison will help us meliorate processes, purchase software to manage people and client information; expand partnerships, and hire staff. The funding and technical support will automatically increase the probability of SELU receiving additional funding and support. It will allow us to implement our strategy and marketing plan with confidence, ensuring Supporting Healthy Family Housing Initiative is sustainable and increasing the chance of our model being used at the state and national level. The impact of our housing initiative is measurable, significant and lasting. Our work to expand and reworking our housing strategic plans; rework systems and infrastructure by streamlining processes for planning, decision making, knowledge management and administrative systems, as well as the physical and technological assets that support our housing initiatives have already began; revamping organizational structures including the combination of governance, organizational and partnership design, inter-functional coordination between organizations, and individual job descriptions that shape the Supporting Healthy Families Housing Initiatives legal and organizational structure to better support constituents and by increasing resource utilization by the community in an organized and timely fashion

Our agencies experience with identifying affordable housing needs in the city of Madison is vast. As a result of 98% of our work being to change the disparities experienced by marginalized populations throughout Wisconsin we have continued to evaluate the primary barriers for renters in the Madison area as well. The most prevalent problem in the Madison area for marginalized communities is that many are paying 50% or more of their income in rent. A close second is living in housing that is overcrowded or not structurally sound and a lack of community resources like grocery stores and other quality of life resources in the community. Rents have risen faster than incomes are growing. 90% of renters that are low income either receive housing assistants or suffer from housing insecurity and are one paycheck away from homelessness. Our organization has a wealth of experience supporting community members with financial literacy classes, and social assistance programs such as eviction prevention funds. We work with landlords to resolve disputes so that tenants can maintain housing. We are members of Dane Counties Housing Services Consortium where we advocate for marginalized populations continuously and their need for affordable housing continuously. We also recently opened a homeless shelter and we serve as a vendor for rapid rehousing for both Dane county and the city of Madison.

2. What is your organization's experience disbursing and navigating clients through housing-related financial assistance in Madison (e.g. Emergency Rental Assistance, Dane CORE, tenant-based rental subsidies, etc.)?

Our Team of professionals for this project are very familiar with Government Funding for housing projects both as professional and as recipients. Sankofa Educational Leadership United is a recipient of both COC and ESG funds, in addition to CDBG funds.

Our lead administrator has over 22 years of financial management, housing in addition to working with a multitude of government contracts both state and federal. Our Attorney's through Pines and Bach have over 32 years experience in both commercial and residential real estate contracts. In Our agencies experience with identifying affordable housing needs in the city of Madison is vast. As a result of 98% of our work being to change the disparities experienced by marginalized populations throughout Wisconsin we have continued to evaluate the primary barriers for renters in the Madison area as well. The most prevalent problem in the Madison area for marginalized communities is that many are paying 50% or more of their income in rent. A close second is living in housing that is overcrowded or not structurally sound and a lack of community resources like grocery stores and other quality of life resources in the community. Rents have risen faster than incomes are growing. 90% of renters that are low income either receive housing assistants or suffer from housing insecurity and are one paycheck away from homelessness. Our organization has a wealth of experience supporting community members with financial literacy classes, and social assistance programs such as eviction prevention funds. We work with landlords to resolve disputes so that tenants can maintain housing. We are members of Dane Counties Housing Services Consortium where we advocate for marginalized populations continuously and their need for affordable housing continuously. We also recently opened a homeless shelter where we serve 57 families every single night and we serve as a vendor for rapid rehousing for both Dane county and the city of Madison, in which we have placed 75 families into housing in the last 6 months.

3. Describe the staffing plan for your proposal, including all leadership, direct service and supportive roles (e.g. finance, intake coordinator, etc.). Include job titles, brief job descriptions necessary experience for each staff member, including for staff who need to be hired?

Sankofa ELU CEO .25fte

The CEO is responsible for providing strategic, financial and operational leadership for the company and will closely coordinate and work with the Board of Directors and senior leadership team. Plan, develop, implement and direct the organization's operational and fiscal function and performance.

Accountant .50 FTE

Accountants ensure all financial records and statements are in line with laws, regulations, and generally accepted accounting principles (GAAP). Accountants must also resolve any discrepancies or irregularities they find in records, statements, or documented transactions.

Book Keeper .50 FTE

Bookkeepers prepare bank deposits by compiling data from cashiers, verifying receipts, and sending cash, checks, or other forms of payment to the bank. In addition, they may handle payroll, make purchases, prepare invoices, and keep track of overdue accounts.

Data Processor .50

A data processor is responsible for encoding various information to the organization's database, originating from either manual or electronic communications. Data processors must be highly detail-oriented, especially on analyzing the completeness of data before uploading it to the system.

Rental Assistance Coordinator 1.00

Rental Assistance Specialists ( 2) 1.00

Assessing clients' eligibility and determining their housing and service needs. Assisting clients with applications for resources and processing. Collaborating with government agencies, community organizations, and property owners.

Rental Assistance Community Outreach (2)1.00

Community outreach workers, act as liaisons between community organizations and local citizens. ... The focus of an outreach worker may be on a specific demographic, like the elderly, college students, families or singles .

Service coordinators are trained in and actively employ evidence-based and best practices for client/tenant engagement such as Motivational Interviewing (MI), Critical Time Intervention (CTI), client-centered care, and trauma-informed care. Our staff is representative of the people we serve, and have personal lived experience across multiple systems that impact marginalized populations. We also have a lived experience advisory board that participates in the internal decisions of our internal policies and procedures, including when and how we take on new projects and initiatives to respond to community need. As we have increased our capacity and service delivery to the community to include housing resources that we believe is not only a basic need, but a basic human right. In response to community needs supported by data that indicates that black women and children are faring far worse than their white counterparts across all quality of life indicators; financial security, housing security, social support, employment, physical and mental health, environmental safety and overall life expectancy. Our efforts to provide housing security and stability with health and well-being in ways that reach beyond meeting the basic needs of sheltering and engages a foundational understanding of systemic tools to reduce homelessness and increase health and well-being for the most vulnerable in our community.

Each of the positions listed have different duties

4. Describe the proposed client-level outcomes, including the total number of people to be served, and timeline of services (e.g. 6 months, 12 months).

There continue to be significant racial disparities in Dane County in terms of income, homeownership, and housing burdens. Even though income disparities contribute to housing disparities, African American households experience disproportionately higher rates of housing stress and burden compared to white households at the same income level. Recently released data from the Homeless Services Consortium of Dane County tells an even more striking story locally. African Americans make up only 5% of the population of Dane County. Yet, they make up almost half of the homeless population. The National Alliance to End Homelessness explains that these disparities are caused in part by rental housing discrimination as well as higher rates of untreated mental illness and incarceration.

The Expected total number of unduplicated singles or families to serve is 1,600 families with the idea that we would support the singles or families with 6-12 months rent assistance for rent arrears or pending arrears. If the requests that are being approved are consistently less than a 12 month need we would be able to increase the number served by about 700

Time line for accepting applications could begin within 1 weeks of award contract being signed.

Time line for applications to be processed and funds distributed to the community would be an average of 2-3T weeks after application

Timeline for marketing and outreach would begin within 1 week of signed contract

Timeleine for hiring new staff would be within 3 weeks of award

Timeline for duration of project 18months - 2 years

### **Program B: Evaluate and process completed applications (*only complete if interested in providing this service.*)**

1. Describe the history of effective organizational and fiscal management of federal funds, including understanding of 2CFR Part 200, "Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards", please identify staff positions and job experience responsible for fiscal management and reporting.

Our administrators with fiduciary responsibility are bonded and our agency carries a surety bond although we know that is not required by the city of madison. As a nonprofit organization our, fiscal management systems include financial planning, budgeting, cash management and accounting systems. Also, we used ADP for payroll, accounts payable, accounts receivable, grants management, cost allocation and fiscal reporting. Finally, hire Hawkins Ash CPA's, LLP to conduct an audit every year.

2. Describe how your agency monitors and verifies the accuracy and sufficiency of its billing system to assure all claims made are proper and that adjustment is sought when issues are identified.  
In OUR apricot system we are able to document payments made for each client or applicant that applies to our system, and when an adjustment or refunds are needed as a result of an oversight, recovery of those funds are sought. All clients complete a form that states that if there is an overpayment we have the right to recover those costs.
3. Describe staff experience with Federal Funds allocated through the United States Department of the Treasury pursuant to Title V, Section 501 of the Consolidated Appropriations Act, 2021 that has been funding source for Emergency Rental Assistance programs. Please include training plan for new hires to learn about federal requirements.  
As a Social worker and a CEO Jalateefa has over a decade of experience as a grant administrator responsible for overseeing grant proposals, monitoring grant funds and making sure that all grant activities are in compliance with the contract.  
As a social service expert we understand that Grant administration is a professional activity requiring careful attention to detail and technical expertise which our administrative team and financial departments have. New hires would go through a complete training offered by Grants.gov on their grants learning center about critical information needed when managing a federal grant.
4. If additional staff required than described above please add detail of staff needed to evaluate applications and process payments. Include job titles, brief job descriptions necessary experience for each staff member, including for staff who need to be hired and timeline for hiring?

**Program C: Provide legal support and mediation services as necessary (*only complete if interested in providing these services.*)**

1. Describe the project for which funding is being requested. Include project details, the need addressed by the project, and the populations to be served.  
Sankofa Educational Leadership United will retain Attorney Arlington W. Davis III of the Law Office of Arlington Davis, LLC to provide legal advice for tenants and / or landlords on housing related issues, to include but not limited to, tenant / landlord dispute resolution, compliance with local municipalities, state and federal housing statutes and regulations, tenant advocate, representation in court proceedings, mediation between tenant and landlord regarding the eviction process and/or eviction actions.
2. Describe the agency's experience in administering this type of program. Describe the qualification of the staff assigned to the proposed program, including their knowledge and experience.  
Attorney Arlington W. Davis III brings a wealth of knowledge and experience in terms of Compliance and Negotiation as he served as Staff Counsel and Compliance for 11 years at a large insurance company. Additionally, he has represented, pro-bono, approximately 25 of our less fortunate citizens in tenant / landlord disputes and court proceedings.
3. What Madison vulnerable populations does your organization serve? How will your organization ensure these resources are accessible to those most in need? Be specific (e.g. language capacity, culturally relevant service models, collaboration with other culturally competent community-based organizations, etc)?



In collaboration with SELU whos target population is vulnerable populations of all kinds we will serve any client that is within their demographic and geography to serve.

## PART 2: Project Budget

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)	463,000	700000		
2. Fringe Benefits and Payroll Taxes	138900	240,000		
<b>B. Program/Operations Costs</b>				
1. Program supplies and equipment	50000	200000		
2. Office Supplies		10000		
3. Marketing		30000		
4. Rent/Utilities/Telephone		10000		
5. Other (explain*)		10000		
<b>C. Direct Rental Assistance</b>				
1. Rental Assistance	1.700,000	9,000,000.00		
2. Other (explain*):		2,000,000.00		
<b>D. TOTAL (A + B + C)</b>	2,441900.00	12,200,000.00		

\*Explanation of "Other" expenses:

increased resources or equipmentg for outreach services

## PART 3: 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) in the hiring plan column.

<b>Title of Staff Position</b>	<b>Hiring Plan (Current, New, or Expanded)</b>	<b>Expected hours to be spent in this project per week</b>	<b>Proposed Hourly Wage</b>	<b>Role With This Project</b>
Rental Assistance Community Coordinator	new	40	\$25	Lead Administrator
Intake & application specialist	New	40	\$22	Direct Service staff with clients and landlords
Intake & Application Specialist	New	40	\$22	Direct Service Staff with Clients and Landlords
Assistance Outreach Worker	New	40	\$20	Working with community partners to support distribution of funds applications and information
Assistance Outreach Worker	new	40	\$20	Working with community partners to support distribution of funds applications and information