



# Table of Contents

## SECTIONS

RFP SUMMARY.....	2
RFP CALENDAR.....	3
SECTION 1: Introduction.....	4
SECTION 2: Homeless Services.....	9
SECTION 3: Housing Resources.....	12
SECTION 4: Evaluation Criteria.....	14
SECTION 5: Proposal Submission Instructions.....	15
SECTION 6: General RFP Administrative Information.....	15
APPENDIX A: 2021 City of Madison Homeless & Housing Resources Investment.....	19
APPENDIX B: Investment Strategies.....	21
APPENDIX C: FY 2020 Dane County CoC System Performance Analysis.....	32
APPENDIX D: Past Performance – HMIS Report Instruction.....	43

## RFP SUMMARY

<b>RFP TITLE</b>	<b>2021 Homeless Services &amp; Housing Resources RFP #10055-2021</b>
<b>DEADLINE FOR SUBMISSION</b>	<b>12pm (Noon) CDT, Friday, September 3, 2021</b> <b>Late or incomplete applications will not be considered. Please do not wait until the deadline to submit application. No grace period will be granted.</b>
<b>ELIGIBLE APPLICANT</b>	Private non-profit corporation with 501(c)(3) tax exempt status
<b>SCOPE</b>	The City of Madison Community Development Division (CDD) seeks project proposals that support services and activities designed to make homelessness rare, brief and non-recurring in our community. This RFP will support service proposals for programs serving individuals and families who are unhoused or at risk of homelessness. In addition, this RFP will support service proposals that will be effective in keeping tenants stably housed and other fair housing activities that partner with the City.
<b>FUNDS AVAILABLE</b>	CDD anticipates having \$1,877,485 for allocation, pending finalization of the 2022 City of Madison Operating Budget.  CDD will also allocate up to \$1.8 million of one-time funding from the Coronavirus Aid, Relief and Economic Security Act to extend services expanded in 2020 in response to the coronavirus pandemic (COVID-19).
<b>APPLICATION FORMS &amp; ADDITIONAL INFO</b>	Available at: <a href="#">CDD Funding Opportunities Website</a>
<b>E-MAIL PROPOSAL TO</b>	<a href="mailto:CDDapplications@cityofmadison.com">CDDapplications@cityofmadison.com</a>  All proposals must be submitted electronically. Please put <b>RFP #10055-2021</b> in email subject line.
<b>DIRECT ALL INQUIRES TO</b>	Sarah Lim, Community Development Specialist  City of Madison Community Development Division Phone: (608) 261-9148 <a href="mailto:slim@cityofmadison.com">Email: slim@cityofmadison.com</a>

## RFP CALENDAR

Please note: These dates are for planning purposes. They represent the City’s desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.

Release of RFP	August 10, 2021
<p>RFP Application Workshop</p> <p>The session will be recorded and posted on the <a href="#">CDD Funding Opportunities Website</a>. Attending the workshop is not mandatory, but applicants are strongly encouraged to attend the session or review the recording.</p>	<p>August 12, 2021 Noon-1pm</p> <p><a href="#">ZOOM LINK</a> If calling in: (877) 853-5257 Meeting ID: 948 2123 8237 Passcode: 117707</p>
<b>DUE DATE FOR SUBMISSION OF PROPOSALS</b>	<b>September 3, 2021 12pm (Noon) CDT</b>
Agency Presentations to Review Team	September 23 & 24, 2021
CDBG Committee Recommendations	October 7, 2021
Common Council Action	October 19, 2021
Anticipated Contract Effective Date	January 1, 2022

# SECTION 1: INTRODUCTION

## 1.1 Purpose

The City of Madison Community Development Division (CDD) seeks project proposals that will work toward implementing a coordinated array of homeless services including prevention, crisis response and stable housing strategies, aiming at making homelessness rare, brief and non-recurring in our community. In addition, Housing Resources proposals will be considered in this RFP. The objective of Housing Resources services is to keep tenants stably housed in Madison/Dane County and support other fair housing activities partnering with the City of Madison.

## 1.2 Eligible Applicant

- Applicant agencies must be incorporated as private non-profit organizations in the State of Wisconsin and have been granted 501(c)(3) tax-exempt status by the United States Internal Revenue Service; and
- The applicant’s 501(c)(3) status must be in good standing and not have been revoked in the previous calendar year; and
- The applicant, its officers, and employees are not currently debarred or suspended from doing business with the Federal Government, State of Wisconsin or a local government; and
- The applicant does not have unresolved current or past contract non-compliance, nonperformance, suspension, termination, or other adverse audit finding with one or more funders in the past five (5) years.

## 1.3 Funds Available

Up to \$3,677,485 is available through this RFP from the following sources:

### Homeless Services

Fund Source	Amount
City of Madison General Purpose Revenue (GPR)	\$1,279,972
Federal Emergency Solutions Grant (ESG)	\$153,850
Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$1,800,000
<b>TOTAL</b>	<b>\$3,238,822</b>

### Housing Resources

Fund Source	Amount
City of Madison General Purpose Revenue (GPR)	\$397,663
Community Development Block Grant (CDBG)	\$41,000
<b>TOTAL</b>	<b>\$438,663</b>

Initial awards will be made for use during the period of January 1, 2022-December 31, 2022. The final amounts available will be contingent upon approval of the 2022 Operating Budget by the Common Council. Except for CARES Act funds, it is the City’s intention to renew agreements resulting from this RFP on an annual basis through 2025. However, any future funding beyond 2022 will be subject to funding

availability and performance.

The CARES allocation includes CDBG-CV funds and is only available for emergency shelter responses to the coronavirus pandemic (COVID-19). City-led emergency shelter operation will be prioritized for CDBG-CV funds allocation. This is one-time allocation for 2022 and will not be renewed.

### 1.4 Need

The 2021 January Point in Time Count of Homelessness (PIT) identified a total of 855 people experiencing homelessness in Madison/Dane County on a specific night in January. This included 696 people in emergency shelters, including hotel shelters, 72 in transitional housing, and 87 in unsheltered locations. The total numbers collected through the January PIT count increased two years in a row, similar to the national trend. Between 2020 and 2021 through the COVID-19 pandemic, the number increased sharply - by 36%. The increase was seen in both single and family households (Table A).

This enumeration is one of several ways to understand the levels and trends of homelessness in our community. It is important to note that this count focuses on a specific segment of the population experiencing homelessness as defined by the U.S. Department of Housing and Urban Development (HUD). It does not include other persons, e.g., individuals and families who are “doubled up” with friends or families in private homes or living in hotels or motels. While the U.S. Department of Education’s definition of homelessness includes children who are living in such arrangements, these families<sup>1</sup> are not included in the PIT, per HUD requirement. Nor are individuals living in institutional settings.

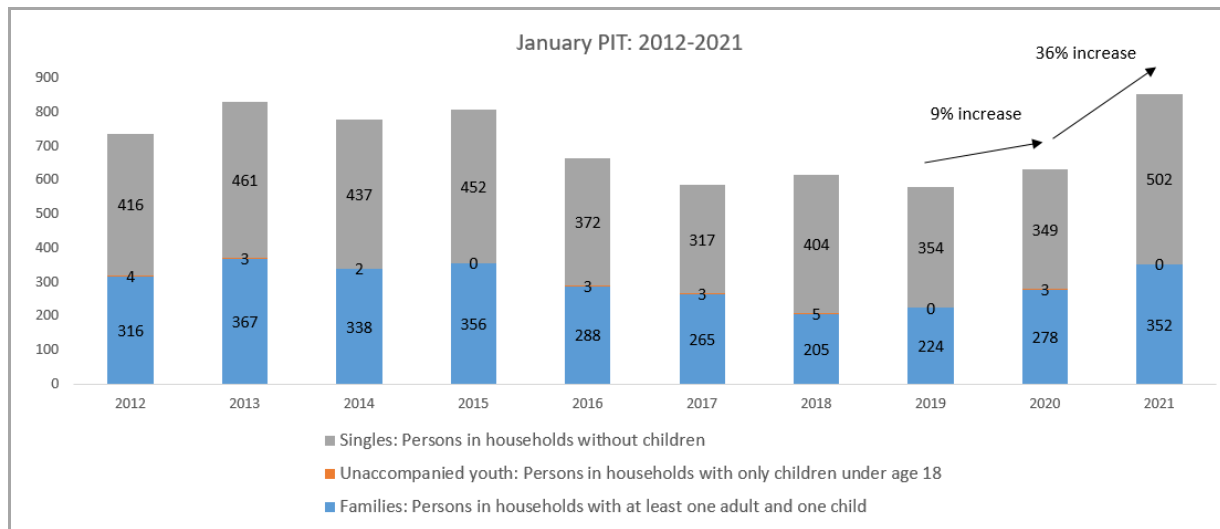


Table A

Annually, 1,982 households had at least one day in emergency shelters, transitional housing, or Rapid Rehousing programs in FY 2020 (October 1, 2019 – September 30, 2020). The number included 1,567 households without children (singles), 347 households with children (families), 58 households with only children (unaccompanied youth) and 10 unknown household type.

The total annual number of people served in emergency shelters and transitional housing programs

<sup>1</sup> The Madison Metropolitan School District identified 474 families experiencing homelessness in the 2019-2020 school year.

declined between FY 2018 and FY 2020. This was the case for both people newly becoming homeless and those returning or continuously homeless (Table B).

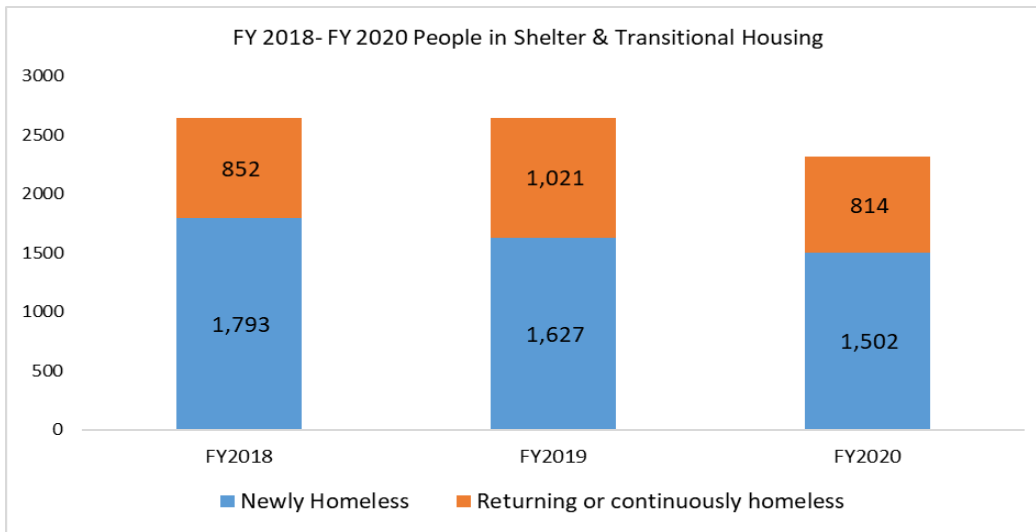
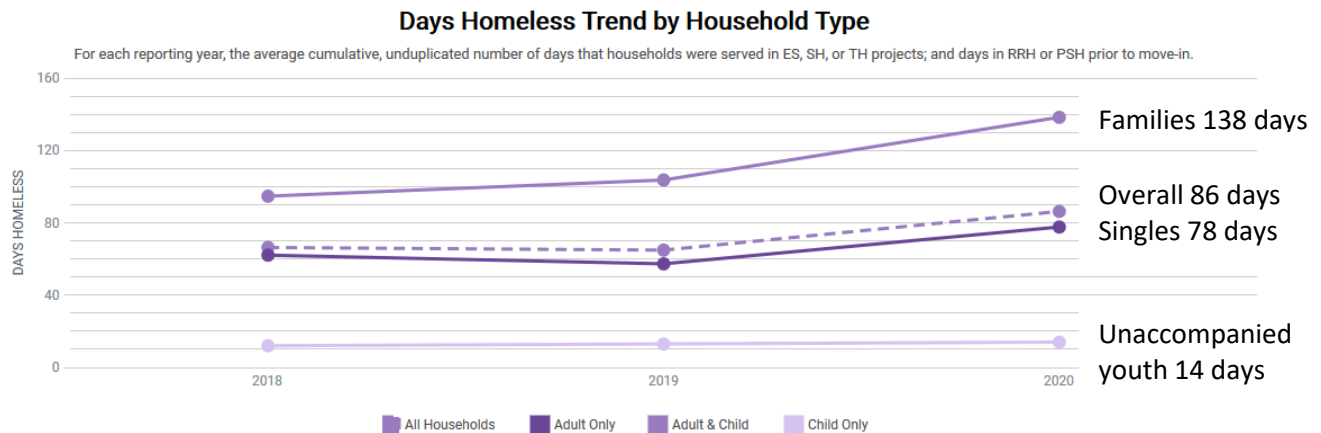


Table B

The growing length of time people are remaining homeless appears to be the main contributing factor for the increase in people experiencing homelessness at any given time despite the reduction in the total number of people served annually. The overall length of time people experience homelessness rose by 30% between FY 2018 and FY 2020, from 66 days in FY 2018 to 86 days in FY 2020. For singles, it was a 26% increase, from 62 days to 78 days; for families, it was a 45% increase, from 95 days to 138 days.



A further analysis of the system performance measures by household type, race and other subpopulation groups can be found in Appendix C.

In addition to people experiencing homelessness and at risk of homelessness, there are many renters experiencing housing instability. Madison population is 51% renters and roughly 50% of Madison renters are housing cost burdened, meaning they pay more than 30% monthly income toward housing costs. Since the beginning of the recession in 2007, the City of Madison has experienced a continued rise in population and households that has outpaced its production of housing. The resulting housing problem can be defined as an undersupply of rental housing that is affordable to a range of household incomes,

particularly to lower and moderate income wage earners who get squeezed out of the market. In response to this undersupply of residential rental housing, the market has seen rents rise and vacancy rates fall. Tenants who are already housing cost burdened can be one missed paycheck or one health emergency away from losing housing. The City's Housing Forward plan aims to increase housing stability for those at risk of losing housing through tenant support programs that protect people's rights and keeps their housing safe and affordable.

While projects awarded under the homeless services prevention strategy will serve households at risk of homelessness, they will prioritize households deemed most vulnerable such as households at eviction court. Tenant support services that can reach broader population experiencing housing stability is needed and will be supported under the Housing Resources project area.

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

## 1.5 Goals and Objectives

The City of Madison's overriding goal is to support activities that promote, achieve, or progress toward more stable housing arrangements for persons experiencing homelessness, or at risk of becoming homeless. The City believes that goal can best be achieved through multiple strategies and interventions. These strategies should include providing effective tenant support and homelessness prevention services; making available safe, welcoming and low-barrier shelter spaces; offering culturally competent and housing-focused outreach services; developing affordable and accessible housing options, complete with support services; and supporting meaningful collaborations across multiple systems of care focused on such things as community justice, health, behavioral health, and domestic violence support.

The City of Madison's approved 2020-2024 Consolidated Plan, which articulates the community development goals on which the City intends to focus its federal entitlement funds (CDBG/HOME/ESG), is the foundation upon which this funding process was developed. The City of Madison, Community Development Division Goals and Objectives set forth in the Consolidated Plan, and adopted by the Common Council on February 25, 2020, outlines specific goals and objectives to guide the use of identified financial resources administered by CDD. This RFP focuses on Goal Area 3 - Homeless Services & Housing Stability.

Through this RFP process, the City intends to identify community partners who will work toward implementing a coordinated array of homeless services. Funding included for Homeless Services in this RFP will support services to individuals and families who are experiencing homelessness, at risk of homelessness, or who have exited out of homelessness into stable housing through the community's coordinated entry system. Community partners providing Housing Resource services will be expected to coordinate their efforts with homeless services providers. The City seeks community partners with the capacity to:

- 1) **Reduce the number of people in Madison who enter the homeless system:** Intervene to prevent



the loss of housing and, when that is not possible, divert people from entrance into the homeless services system to safe housing alternatives.

- 2) **Shorten the duration of episodes of homelessness:** When homelessness does occur, provide immediate access to low-barrier shelter and crisis services for temporary support while permanent, stable housing and appropriate support services are being secured. Quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve stable housing.
- 3) **Prevent the return to homelessness:** Once housed, provide person-centered services, customized to fit individual needs, to maintain stable housing and improve their quality of life.
- 4) **Improve housing stability:** Educate tenants and property owners about their respective rights and responsibilities, and help them resolve issues through housing counseling, mediation and legal services to improve housing stability.
- 5) **Affirmatively further fair housing in partnership with the City:** Provide fair housing outreach, education and enforcement services to encourage compliance with federal and state fair housing laws.

## 1.6 Guiding Principles

The City will allocate resources in accordance with the following principles in order to reduce homelessness and improve housing stability:

### 1) Secure safe and stable housing (Housing First)

The solution to homelessness is housing and our efforts must be housing-focused. Housing First is an evidence-based approach to ending homelessness. It is an approach that prioritizes providing permanent housing to someone who experiences homelessness, effectively ending their homelessness, and provides a platform from which they can pursue personal goals and improve their quality of life. Housing First does not require people experiencing homelessness to address all of their problems, e.g., behavioral health problems, or to “graduate” through a series of service programs before they can access housing. Nor does it mandate participation in services as a condition of obtaining or retaining housing. Importantly, Housing First asserts the importance of client involvement in making decisions about housing selections and engagement with supportive services, and that this involvement often leads to more successful outcomes. Housing First projects ensure housing and service options meet the unique needs of each household requesting services and that participants are offered the services that they identify as important to them.

### 2) Advance racial justice and equity

The homelessness services field is in the early stages of addressing racial justice and equity. People of color, especially Black residents, are disproportionately represented within the population of those experiencing homelessness. Homelessness among people of color is one manifestation of historical and systemic racism that permeates our criminal justice, health care, education, employment and housing systems. In Madison/Dane County, Blacks represent about 5.5% of the general population but comprise an estimated 45% of the homeless population<sup>2</sup>. Data is also emerging that suggests these groups experience disparities within the homelessness system itself. It is critical that efforts to plan for, design, and implement responses to homelessness help to address these inequities.

---

<sup>2</sup> 45% per 2021 January PIT Count of Homelessness; 46% per FY2020 HUD Longitudinal System Analysis

### 3) Grow partnerships

A systemic response to homelessness and housing instability involves ensuring the availability of individual programs and projects. An accessible, clear and well-coordinated system of programs and projects is essential to success. Broad-based, collaborative partnerships can extend the reach of our resources and improve our prospects for success.

## SECTION 2: HOMELESS SERVICES

### 2.1 Homeless Services Funding Strategies

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

Project Area	Strategy
Prevention	A. Prevent Occurrence of Homelessness
	B. Divert People From Homeless System
Short-Term Crisis Response	C. Provide Safe, Low-Barrier Emergency Shelter
	D. Help Meet Basic Needs
	E. Provide Housing-Focused Street Outreach
Stable Housing	F. Rapid Rehousing (RRH)
	G. Permanent Supportive Housing (PSH)
	H. Other Permanent Housing

Appendix A lists the amount of funding for each project area and the currently funded programs that will be subject to this RFP. Appendix B contains descriptions, eligible participants, eligible uses of funds, recommended staff roles, and best practices and performance targets for each strategy. Applicant must review Appendix B and reflect requirements and best practices described in Appendix B in their proposals.

### 2.2 Homeless Services Funding Priorities

The City's goals are to reduce the incidence of homelessness in our community and to make such incidents, when they do occur, brief and non-recurring. It is the CDD's assessment that an effective response to homelessness requires multiple strategies and services, carried out in collaboration with one another, and all contributing to securing safe and stable housing arrangements. Therefore, funding will be allocated across all project areas and strategies.

The length of time people are experiencing homelessness increased for both families and singles between FY 2018 and FY 2020. As our community recovers from the COVID-19 pandemic, it remains a City priority to expand housing options for households experiencing homelessness.

The total amount of City levy and Federal Emergency Solutions Grant (ESG) funding is expected to remain at current year funding levels. In order to align the City's investments with stated priorities, the funding to be made available to support the stable housing project area will increase by 10% above the current funding level. Final amounts allocated to each project area will be influenced by the number and the

relative merits of the project proposals received.

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

<b>Project Area</b>	<b>Available Funding (Max)</b>
<b>Prevention:</b> Homelessness Prevention and Diversion	Up to \$95,000
<b>Crisis Response:</b> Emergency Shelter, Basic Needs, Street Outreach	Up to \$705,000
<b>Stable Housing:</b> RRH, PSH, Other PH	Up to \$695,000 <sup>3</sup>

This RFP process is also undertaken in light of the significant disruption that has occurred within the shelter system as a result of the COVID-19 pandemic. For more than 35 years, overnight shelter services for single men experiencing homelessness in Dane County have relied upon spaces made available in the basements of churches located in downtown Madison. Those spaces had been provided to the shelter operator at nominal cost. That arrangement, along with other cost saving aspects incorporated into shelter operations (e.g., reliance on community groups for donated meals), allowed the shelter to operate on a modest budget. However, COVID-19 forced the closure of those venues and required the City to establish temporary shelter space for men until a new, permanent location can be found. In the meantime, COVID has substantially increased operational costs at the temporary shelter. It will be necessary to prioritize these costs to ensure the successful continued operations of the shelter. The City will draw on Federal CARES Act funds to support emergency shelter operations in 2022, prioritizing city-led shelter operation.

### 2.3 Homeless Services Performance Targets

Data analysis and project evaluation should be included in project design to improve performance and ensure that proposed outcomes are achieved. All homeless services proposals should identify at least one of the following system performance goals that it will address:

- Reduce the length of time persons remain homeless
- Increase the number of successful placements into permanent housing
- Provide support needed to help client remain stably housed
- Reduce the number of persons who become homeless
- Reduce return to homelessness following placement in permanent housing
- Increase clients' total household income

---

<sup>3</sup> The maximum available funding level for Stable Housing reflects approximately 10% increase from the current funding level.

Below is the CDD’s homeless services performance targets by project type. Additional performance requirements are specified in Appendix B.

Performance Measure	Homeless Prevention	Diversion	Emergency Shelter	Street Outreach	RRH	PSH & Other PH
Length of Homelessness			30 days			
Percentage of Clients that Exit to Permanent Housing			40% for singles; 70% for families	40% for PH; 60% for all acceptable exit	90%	
Exit to or Retention of Permanent Housing	95%					90%
Divert to Safe Housing Alternatives for at least 60 days		40%				
Return to Homelessness	5%				5%	5%
Increase Total Income					50%	
Utilization Rate						95%

More information on the HUD system performance measures can be found at: <https://files.hudexchange.info/resources/documents/System-Performance-Measures-Introductory-Guide.pdf>.

Basic needs proposals may set their own performance goals that are connected to improving housing stability.

## 2.4 Requirements for Homeless Services

Applicants are responsible for reviewing the City of Madison CDD Sample Contract for Purchase of Services prior to submission of proposals. The sample contract shall serve as the basis of the contract resulting from this RFP. Its terms shall become contractual obligations following the award of funds. By submitting a proposal, applicants affirm their willingness to enter into a contract containing these terms. A sample CDD Purchase of Service Contract is available on the CDD Funding Process websites. Below are

the main requirements for the homeless services grant:

- 1) **Dane County CoC Written Standards:** All homeless services projects supported by the City of Madison must comply with applicable sections of the Dane County CoC Written Standards. Submission of the applicable Written Standards Checklists will be required for this RFP. Dane County CoC Written Standards can be found on the Homeless Services Consortium of Dane County website: <https://www.danecountyhomeless.org/governance>.
- 2) **Coordinated Entry:** Coordinated Entry (CE) is a system designed to ensure that all people experiencing a housing crisis have fair and equal access to housing assistance, and are quickly identified, assessed for, and connected to housing and homeless assistance based on their strengths and needs. It uses standardized tools and practices, incorporates a system-wide housing first approach, and coordinates assistance so that those with the most severe service needs are prioritized. This approach has been adopted locally, and is guided by the U.S. Office of Housing and Urban Development’s (HUD) Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. Participation in Dane County’s Coordinated Entry system will be required during the contract period. This will include following the Dane County CoC CE policies to fill housing vacancies and disperse financial assistance.
- 3) **HMIS:** Agencies must enter client level data into the Homeless Management Information System (HMIS) and adhere to data quality procedures as stipulated in the [Wisconsin HMIS Policies and Procedures](#). In Wisconsin, the HMIS designated by the HUD CoC is Clarity. Victim service providers cannot participate in HMIS and Legal services organizations may choose to not participate in HMIS. Providers that do not participate in HMIS must use a comparable database that produces unduplicated, aggregate reports.
- 4) **Reporting:** Agencies will be required to submit performance reports and invoices to the City of Madison at least quarterly. In addition, ESG funded projects must submit the Consolidated Annual Performance and Evaluation Report (CAPER) generated from HMIS to HUD annually. All emergency shelters and housing programs must complete a census for the fourth Wednesday of the month on the Housing Inventory Chart (HIC).
- 5) **Emergency Solutions Grant (ESG):** Projects seeking federal ESG funding must comply with the Code of Federal Regulations (CFR) 24 CFR 576. These regulations include, but are not limited to provisions pertaining to recipient eligibility, program design, documentation standards and match requirements.

## SECTION 3: HOUSING RESOURCES

### 3.1 Housing Resources Funding Strategies

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

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

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

- 1) Provide education to tenants and landlords about their rights and responsibilities under the law, including guidance in identifying available remedies, and assistance in resolving concerns.
- 2) Conduct a variety of outreach activities throughout the year including attending community events, issuing press releases and public services announcements, conducting workshops, and using other methods deemed appropriate to inform low-moderate income renters and landlords about available tenant services in the community.
- 3) Provide housing counseling, mediation and/or legal assistance to households experiencing housing instability caused by conflicts between tenants and landlords. The selected providers will provide advice and counsel, make phone calls or write letters to help resolve housing concerns.
- 4) Establish written procedures for how an agency will connect tenants, and make appropriate referrals, to mainstream resources including long-term supportive services to improve housing stability.
- 5) Partner with the City in furthering fair housing in Madison. The selected provider will provide fair housing outreach and education, complaints intake, testing and investigation in close coordination with the City's Civil Rights Department.

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

### **3.2 Performance Targets**

Housing resources proposals may set the program's own performance goals that are connected to improving housing stability and fair housing.

### **3.3 Requirements for Housing Resources**

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

## SECTION 4: EVALUATION CRITERIA

<b>AGENCY APPLICATION</b>		<b>Max Points</b>
1	Applicant demonstrates relevant experience that will contribute to the project's success.	10
2	Applicant demonstrates sound organizational and fiscal planning and management.	10
3	Applicant demonstrates a commitment to racial equity. Agency board and staff demographics reflect the target population, and agency demonstrates tangible strategies to integrate principles of equity into policies and other organizational work.	10
4	Applicant describes how their agency is part of a larger system of homeless and housing services and indicates active participation in efforts to improve community's coordinated response to homelessness and housing instability.	10
<b>PROJECT APPLICATION</b>		
1	Project design is likely to create the desired impact. Descriptions of project approach and all program components are clear, sustainable, and effective. Best practices are incorporated in the service delivery plan. Applicant indicates strong use of data and evaluation to assess the project and improve the project design or impact.	25
2	Proposal speaks clearly and directly to how it will address one or more of the goals and objectives set forth in the RFP. Proposed outcomes will make a significant impact in our community. Applicant with an existing project demonstrates strong project outcomes; applicant with a new project proposal demonstrates solid plans to overcome challenges and achieve proposed outcomes.	25
4	Budget is reasonable, appropriate to the scope of project and efficient. Staff wages are adequate.	10
<b>TOTAL</b>		<b>100</b>

## SECTION 5: PROPOSAL SUBMISSION INSTRUCTIONS

Applications are due at **12pm (noon) on Friday, September 3, 2021**. Late or incomplete applications will not be considered. Please do not wait until the deadline to submit application. No grace period will be granted.

Applicant agencies must utilize the provided applications available at [CDD Funding Opportunities Website](#). The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted.

Proposals must be submitted to [CDDApplications@cityofmadison.com](mailto:CDDApplications@cityofmadison.com) via email.

Please include only the required submittals specified below:

1. Agency Application – one per agency
2. Project Application – one per proposed project
3. A copy of the most recent agency financial audit reports including the management letter and agency's response to the letter, if agency has annual certified audits completed  
OR  
Financial statements and a letter signed by the president of the board of directors stating that they approved the financial statement as prepared, if agency does not have annual audits completed
4. *(Existing projects only)* HMIS or other performance reports regarding project outcomes

## SECTION 6: GENERAL RFP ADMINISTRATIVE INFORMATION

### 6.1 Point of Contact

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

Sarah Lim, Community Development Specialist  
City of Madison Community Development Division  
Email: [slim@cityofmadison.com](mailto:slim@cityofmadison.com)

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

### 6.2 Inquiries and Clarification of Specifications

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

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



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

### **6.3 Contracting Agency**

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

### **6.4 Addenda / Official Communication**

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [CDD Funding Opportunities Website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

### **6.5 Oral Presentations / Site Visits / Pre-Bid Meetings**

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

### **6.6 Acceptance/Rejection of Proposals**

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

### **6.7 Incurring Costs**

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

### **6.8 Proposer Qualifications**

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

### **6.9 Proposal Content**

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

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

#### **6.10 Withdrawal or Revision of Proposals**

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

#### **6.11 Sample Contract for Purchase of Services**

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

#### **6.12 City of Madison Additional Standard Terms and Conditions**

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

#### **6.13 Proposal Evaluation and Award**

##### **1. PRELIMINARY EVALUATION**

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

##### **2. PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS**

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

##### **3. BEST AND FINAL OFFER**

The designated Selection Committee may request best and final offers from one or more proposers

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

4. CLARIFICATION OF PROPOSALS

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

5. PRICE AND/OR COST ANALYSIS

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

6. NEGOTIATION

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

7. PROCESS

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

8. COMMUNICATION WITH SELECTION COMMITTEE

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

9. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

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

## APPENDIX A

### 2021 City of Madison Homeless & Housing Resources Investments

Project Area and Strategy	2021 Funding Amount
Homelessness Prevention	\$93,703
Crisis Response-Emergency Shelter	\$416,594
Crisis Response -Street Outreach	\$432,500
Crisis Response-Basic Needs	\$55,275
Crisis Response- Coordinated Entry	\$40,000
Stable Housing-Rapid Rehousing (RRH)	\$60,000
Stable Housing-Permanent Supportive Housing (PSH)	\$376,000
Stable Housing-Other Permanent Housing (PH)	\$195,500
Housing Resources - Tenant Support (including Dane County funds \$47,972)	\$395,635
Housing Resources - Fair Housing Services	\$40,989
<b>TOTAL</b>	<b>\$2,028,224</b>

## Currently funded programs subject to this RFP

City funding supports for these programs will end as of December 31, 2021.

Agency	Program	Project Type
Legal Action of WI	Eviction Defense Project-General	Housing Resources-Tenant Services
Tenant Resource Center	Tenant Services-Housing Counseling, Outreach. Education	Housing Resources-Tenant Services
Tenant Resource Center	Tenant Services-Bilingual Housing Counseling	Housing Resources-Tenant Services
Tenant Resource Center	Tenant Services-Mediation	Housing Resources-Tenant Services
MMFHC	Fair Housing Services	Housing Resources-Fair Housing Service
Legal Action of WI	Eviction Defense Project-Homeless	Homelessness Prevention
Porchlight	Dwelling Intervention Grants & Sustenance	Homelessness Prevention
The Salvation Army	Diversion	Homelessness Prevention
Porchlight	Men's Shelter Case Management	Crisis Response-Emergency Shelter
The Salvation Army	Single Women Shelter Case Management	Crisis Response-Emergency Shelter
The Salvation Army	Family Shelter Case Management and Operation	Crisis Response-Emergency Shelter
YWCA Madison	Family Shelter	Crisis Response-Emergency Shelter
Catalyst for Change	Street Outreach	Crisis Response-Street Outreach
MACH OneHealth	Housing is Healthcare Outreach	Crisis Response-Street Outreach
Porchlight	Street Outreach	Crisis Response-Street Outreach
Sankofa BCH	Housing Focused Street Outreach/Restorative Justice	Crisis Response-Street Outreach
Porchlight	Transit for Jobs/Transit for Economic Self-Sufficiency	Crisis Response-Other
Tenant Resource Center	Rapid Rehousing	Stable Housing-RRH
The Road Home	Reducing Barriers Fund	Stable Housing-RRH
Heartland Health	Rethke Terrace Apartments Supportive Services	Stable Housing-PSH
Housing Initiatives Inc	Supportive Services Staffing for PSH	Stable Housing-PSH
Sankofa	Tree Lane Apartments Supportive Services	Stable Housing-PSH
Porchlight	Permanent Housing Case Management	Stable Housing- Other PH
Tellurian	PATH-Supplemental/Match	Stable Housing- Other PH
Tenant Resource Center	Quick Move-in Funds	Stable Housing- Other PH
The Road Home	Moving Up	Stable Housing- Other PH

Funding supports for the following programs were committed as match and will not be subject to the RFP: Beacon Day Resource Center (Dane County) and Coordinated Entry (ICA).

## **APPENDIX B**

### **Investment Strategies**

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

- Eligible participants
- Eligible uses of funds
- Recommended staff roles and staffing levels
- Core components/Best practices
- CDD performance targets

## A. HOMELESS PREVENTION

Homelessness Prevention aims to reduce the number of people who experience homelessness through financial assistance and case management supports that keep people in housing.

<b>Eligible Participants</b>	Prevention resources must be used to assist people who are housed but at imminent risk of becoming homeless without prevention supports. Eligible program participants are individuals and families defined as homeless under the HUD Category 2 (at imminent risk of homelessness), Category 3 (homeless under other federal statutes), Category 4 (fleeing/attempting to flee domestic violence), or individuals and families defined as At Risk of Homelessness residing in the City of Madison.
<b>Eligible Uses of Funds</b>	<ul style="list-style-type: none"> <li>• Personnel, operation, and space costs associated with providing housing relocation and stabilization services including housing stability case management, housing search and placement, mediation, legal services, and credit repair</li> <li>• One-time, short-term (up to 3 months of rent) rental assistance</li> <li>• Rental/utility arrears (one-time payment for up to 6 months of rent in arrears)</li> <li>• Rental application fees, security deposit (no more than 2 months' rent), last month's rent, utility deposit, utility payments, and moving costs</li> </ul>
<b>Recommended Staff Roles and Staffing Levels</b>	<p>Case managers need to perform the following tasks:</p> <ul style="list-style-type: none"> <li>• Assess for level and type of assistance needed</li> <li>• Create Housing Stability Plans</li> <li>• Assist with household budgeting</li> <li>• Make connections and referrals</li> <li>• Work directly with landlords</li> </ul>
<b>Core Components/Best Practices</b>	<p>Key principles for effective prevention include:</p> <ul style="list-style-type: none"> <li>• Crisis resolution/mediation</li> <li>• Participant choice and empowerment</li> <li>• Progressive engagement</li> <li>• Connection with mainstream services</li> <li>• Effective targeting strategies</li> </ul>
<b>CDD Performance Targets</b>	<ul style="list-style-type: none"> <li>• Exit to Permanent Housing: 95%</li> <li>• Return to Homelessness : 5%</li> </ul>

## B. DIVERSION

Diversion is a flexible short-term intervention that assists households at imminent risk of homelessness with innovative solutions to overcome their housing crisis and avoid entering the shelter system whenever possible, moving quickly from homelessness to housing. Diversion is typically offered at the point households are seeking shelter or emergency housing options.

<p><b>Eligible Participants</b></p>	<p>Eligible program participants are people currently seeking entry into shelters located in the City of Madison and have not yet accessed homeless services or have not used the homeless services in the past 6 months.</p>
<p><b>Eligible Uses of Funds</b></p>	<p>Diversion funds can be used flexibly in a variety of ways, provided they result directly in a housing solution. Eligible financial assistance includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Personnel, operation, and space costs associated with providing diversion services and follow-up case management services</li> <li>• Payment for background and credit checks</li> <li>• Costs associated with moving</li> <li>• Utility assistance</li> <li>• Rental/utility arrears for purpose of accessing new housing</li> <li>• Transportation</li> <li>• Grocery cards</li> <li>• Fees for securing documentation or certifications</li> <li>• Work or education related assistance</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Crisis resolution is an essential component of diversion. Proposed staffing ratios need to support case management that focuses on partnering with participants to creatively problem- solve their housing situation. Problem-solving includes referrals to mainstream resources, and assisting participants with housing-related mediation and conflict resolution.</p>
<p><b>Core Components/Best Practices</b></p>	<ul style="list-style-type: none"> <li>• Services are flexible and tailored to the unique needs of each household.</li> <li>• Diversion assists with identifying immediate, alternative housing arrangements and, if necessary, provides short-term services and assistance to help secure housing.</li> <li>• Households are connected with safe, stable, creative housing solutions outside of the homeless housing and shelter system.</li> <li>• Diversion relies on participant choice, respect, and empowerment and utilizes crisis resolution and mediation to navigate stable housing options.</li> </ul>
<p><b>CDD Performance Targets</b></p>	<ul style="list-style-type: none"> <li>• Diverted to safe housing alternatives for at least 60 days: 40%</li> </ul>



## C-D. EMERGENCY SHELTER AND BASIC NEEDS

Emergency Shelter and Basic Needs projects provide immediate and low barrier access to shelter and other resources until participants can move into more stable housing. These include overnight and daytime shelter as well as other resources such as storage and transportation assistance.

<p><b>Eligible Participants</b></p>	<p>Emergency shelters will be open to all who seek shelter, with a primary emphasis on serving people experiencing unsheltered homelessness.</p> <p>Basic needs services, such as assistance with storage or transportation, will serve people who are residing in shelters or unsheltered locations. Use of these resources should be limited to people who are experiencing homelessness.</p> <p>Emergency shelters must be located in the City of Madison and a permitted use by City Zoning to request funds.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>• Personnel, operations and space costs associated with providing supportive services at shelters including case management, childcare, education services, employment assistance and job training, outpatient health services, legal services, life skills training, mental health services, substance abuse treatment services, and transportation.</li> <li>• Shelter operation costs such as maintenance, rent, security, equipment, insurance, utilities, food, furnishings, hotel vouchers, and other supplies</li> <li>• Personnel, operation and space costs associated with providing basic needs services</li> <li>• Supplies/assistance to individuals</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<ul style="list-style-type: none"> <li>• Basic operations staffing sufficient to ensure safety of clients</li> <li>• Case management: Services appropriate to support rapid transitions to housing</li> <li>• Housing Navigation: Facilitate housing search and placement, either directly or in partnership with another housing program (such as RRH), appropriate to the level of participant need</li> </ul>
<p><b>Core Components/Best Practices</b></p>	<ul style="list-style-type: none"> <li>• Basic health and safety needs are addressed including food, clothing, and personal hygiene. In addition, some level of amenities such as storage, access to kitchen facilities, showers, and laundry are provided.</li> <li>• Rules are clear and designed to promote the physical and emotional safety of participants and staff in the least restrictive manner possible. When rules are violated, participants are offered additional support to adjust their behaviors and be successful in the program.</li> <li>• Participation in services is not required, but housing-focused services are prioritized, connecting participants with Coordinated Entry and alternative housing options as appropriate and helping individuals gather needed documentation to assist with access to housing.</li> <li>• Projects should have a clear vision around how they fit within the homeless services system, including where participants enter from, where they will exit, and what supportive services are needed while in shelter. This includes how projects will coordinate with other service providers (such as RRH) to coordinate care, avoid duplication of services, and support exits to permanent housing.</li> </ul>

<b>CDD Performance Targets</b>	<p>Service Level Targets for Emergency Shelter</p> <ul style="list-style-type: none"><li>• Exit to Permanent Housing: 40% for singles (households without children) and 70% for families (households with children) and unaccompanied youth</li><li>• Length of Stay: 30 days</li></ul> <p>Since there are no applicable system performance measures, service level targets for Basic Needs services must be proposed by the applicant based on the project design. Outcome measures will be negotiated at the point of contract.</p>
--------------------------------	---

## E. STREET OUTREACH

Street Outreach brings engagement and case management services directly to people experiencing unsheltered homelessness who might not seek out services, and connecting them to shelter, permanent housing and necessary supports.

<p><b>Eligible Participants</b></p>	<p>Street Outreach services will primarily serve people experiencing unsheltered homelessness in the City of Madison but may also provide limited services to persons who are unstably housed and are frequently present in the coverage areas.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>• Personnel, operation, and space costs associated with outreach engagement and case management services</li> <li>• Transportation</li> <li>• Supplies</li> <li>• Minimal costs associated with obtaining housing, including entry cost assistance</li> <li>• Temporary respite hotel stays*</li> </ul> <p>*Some funds may be budgeted to provide a few nights of respite hotel stays for people who are extremely vulnerable and unable to use congregate shelters, particularly during periods of extreme weather conditions that pose a threat to health or safety. These funds cannot be used as a long-term alternative to housing.</p>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Staffing ratios need to support relationship development and housing-focused services. Case management services should be tailored to meet the needs of people where they are, both their level of need and geographically. The role of outreach staff is to develop relationships, connect people to emergency shelter, engage in creative solutions to identify housing opportunities, and support movement toward stable housing.</p>
<p><b>Core Components/Best Practices</b></p>	<p><u>Assessment and Service Provision Competency:</u></p> <ul style="list-style-type: none"> <li>• Able to establish and maintain trusting relationships with persons experiencing homelessness</li> <li>• Qualified to conduct and document a reliable needs assessment which includes: behavioral health; substance use treatment status; physical health; disability; housing; employment; household composition; and geographic considerations</li> <li>• Establish connections to community services that meet client needs, including providing intensive and ongoing support to navigate often complex processes and systems</li> <li>• Dedicate adequate resources to ensure staff can assist participants through the referral process, as needed, including following up on referrals to confirm a successful connection and ensure the participant is receiving appropriate services. Secure shelter/housing services based on what the participant wants, without prerequisites such as sobriety, project completion, or medication compliance</li> </ul> <p><u>Housing System Competency:</u></p> <ul style="list-style-type: none"> <li>• Ability to access the housing system in order to support participants to exit homelessness</li> <li>• Strong connections to and familiarity with shelter operators</li> <li>• Housing First; Coordinated Entry; case conferencing coordination</li> <li>• Housing navigation/Case management services</li> </ul>

	<p><u>Behavioral and Physical Health Competency</u></p> <ul style="list-style-type: none"> <li>• Directly refer participants to licensed behavioral health and/or physical health care services, and coordinate care with any existing provider working with the individual</li> <li>• Trained in harm reduction practices including: providing information on rights related to drug overdose (e.g. Good Samaritan Law); drug treatment options, including Medication Assisted Treatment (Suboxone, Vivitrol, and Methadone); and focusing on minimizing physical, social, and legal harms. Street based outreach project staff should have additional training on Narcan administration.</li> <li>• Execute harm reduction practices where needed and in accordance with the standards set forth by the National Health Care for the Homeless Council</li> </ul> <p><u>Training, Supervision and Safety Competency:</u></p> <ul style="list-style-type: none"> <li>• Trained in best practices, including: Engaging in person-centered approach, trauma informed care, motivational interviewing, skill based assessments, stages of change/engagement, Coordinated Entry assessment, housing first, harm reduction</li> <li>• Trained in self-care practices related to secondary trauma and burn out</li> <li>• Trained in racial equity principles and practices</li> </ul>
<p><b>CDD Performance Targets</b></p>	<ul style="list-style-type: none"> <li>• Exit to Permanent Housing: 40%</li> <li>• Exit to All Acceptable Destination (including shelter and temporary housing): 60%</li> </ul> <p>Additionally, tracking outcomes on the following measures may be required: number of people whose Permanent Supportive Housing eligibility documents are completed; percentage of people who completed the Coordinated Entry assessments (e.g. VI-SPDAT)</p>

## F. RAPID REHOUSING

Rapid Re-Housing (RRH) is designed to help households quickly exit homelessness and return to permanent housing. The core components of RRH are 1) housing identification, 2) move-in and rental assistance, and 3) case management services and supports. RRH projects should view all households as ‘housing ready’ immediately upon entry into the project and not require sobriety, employment, mental health stability or any other pre-condition to housing search and placement.

<b>Eligible Participants</b>	Households must be residing in emergency shelters or unsheltered locations within the City of Madison and referred to the program through the Dane County CoC Coordinated Entry.
<b>Eligible Use of Funds</b>	<ul style="list-style-type: none"> <li>• Personnel, operating, and space costs associated with providing Rapid Rehousing housing relocation and stabilization services</li> <li>• Short-term (up to 3 months) and medium-term (up to 24 months) of rental assistance</li> <li>• Rental/utility arrears (one-time payment for up to 6 months of rent in arrears)</li> <li>• Rental application fees, security deposit (no more than 2 months’ rent), last month’s rent, utility deposit, utility payments, and moving costs</li> </ul> <p>Financial assistance is based on a progressive engagement approach of initially offering the minimum amount of assistance needed to achieve housing stability and increasing incrementally if necessary.</p>
<b>Recommended Staff Roles and Staffing Levels</b>	<p>Intensive case management is essential to RRH. Services should be home-based and tailored to the needs of each household. Staffing supports housing-focused services such as assisting in gathering documentation, removing barriers to housing, housing search, and negotiating and mediating with landlords to support successful housing placement.</p> <p>Case management may continue after financial assistance ends up to 24 months of total program participation.</p>
<b>Core Components/Best Practices</b>	<p>The three core components of RRH are:</p> <ul style="list-style-type: none"> <li>• Case management services and supports</li> <li>• Housing identification</li> <li>• Move-in and rental assistance</li> </ul> <p>Best practices include:</p> <ul style="list-style-type: none"> <li>• Low barrier, housing first intervention offered with no preconditions to enrollment other than homeless status</li> <li>• Services and financial support tailored to the unique needs of the household through a progressive engagement approach where the minimum amount of service is provided before increasing support to meet the needs of the household</li> </ul>
<b>CDD Performance Targets</b>	<ul style="list-style-type: none"> <li>• Exit to Permanent Housing: 90%</li> <li>• Return to Homelessness: 5%</li> <li>• Increase Total Income: 50%</li> </ul>

## G. PERMANENT SUPPORTIVE HOUSING

Permanent Supportive Housing (PSH) pairs non-time limited affordable housing with wrap-around supportive services, ensuring access to services designed to support behavioral health needs, connections with community-based health care, treatment, employment, independent living, and tenancy skills.

<p><b>Eligible Participants</b></p>	<p>Chronically homeless households that have a condition or disability that create multiple and serious ongoing barriers to housing stability (i.e. mental illness, substance abuse, or chronic health condition). Participants must be referred to the program through the Dane County CoC Coordinated Entry.</p> <p>Permanent Supportive Housing units must be located in the City of Madison to request funds.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>● Personnel, operating, and space costs associated with providing permanent supportive housing relocation and stabilization services</li> <li>● (Building operation costs and rental assistance are specifically excluded costs.)</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Case management/service coordination is the most widely used form of services in supportive housing. The case manager does not provide every service a tenant needs but helps broker relationships between the tenant and other service providers. Case management can include new tenant orientation, assisting the tenant in accessing services such as child care or mental health treatment, and supporting the tenant in meeting all obligations of tenancy.</p>
<p><b>Core Components/Best Practices</b></p>	<ul style="list-style-type: none"> <li>● Affordable housing, means the tenant pays no more than 30% of income towards rent</li> <li>● Tenants hold a lease, just as in non-supportive housing, with no limits on length of tenancy as long as lease terms and conditions are met</li> <li>● Proactive engagement with residents to offer a comprehensive array of flexible services which are NOT required as a condition of tenancy such as medical and wellness, mental health, substance abuse, vocational/employment, and life skills</li> <li>● Coordination with key partners to address issues resulting from substance use, mental health and other crises, focused on housing stability</li> <li>● Support tenants in connecting with community-based resources and activities while building strong social support networks</li> <li>● Staff is credentialed and trained for Medicaid billing such as CCS for case management and other supportive services</li> </ul>
<p><b>CDD Performance Targets</b></p>	<ul style="list-style-type: none"> <li>● Exit to or Retention of Permanent Housing: 90%</li> <li>● Return to Homelessness: 5%</li> <li>● Utilization Rate: 95%</li> </ul>

## H. OTHER PERMANENT HOUSING

Other Permanent Housing refers to non-PSH or RRH and may include subsidized public housing and market rent housing without built-in supportive services.

<p><b>Eligible Participants</b></p>	<p>Households must meet the HUD definition of literal homelessness. People who score 0-7 (for singles) and 0-8 (for families) on VI-SPDAT are appropriate for this level of service, but projects may serve people with higher VI-SPDAT scores. Current PSH participants whose VI-SPDAT scores were originally high upon admission but are appropriate for “move up” to non-supportive housing may also be appropriate for this level of service.</p> <p>Permanent housing units must be located in the City of Madison to request funds.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>• Personnel, operating, and space costs associated with providing permanent housing relocation and stabilization services</li> <li>• (Building operation costs and rental assistance are specifically excluded costs.)</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Case management/service coordination can be used. The case manager does not provide every service a tenant needs but helps broker relationships between the tenant and other service providers. Case management can include new tenant orientation, assisting the tenant in accessing services such as child care or mental health treatment, and supporting the tenant in meeting all obligations of tenancy.</p>
<p><b>Core Components/Best Practices</b></p>	<p>Best practices include:</p> <ul style="list-style-type: none"> <li>• Low barrier, housing first intervention</li> <li>• Services tailored to the unique needs of the household through a progressive engagement approach where the minimum amount of services is provided before increasing support to meet the needs of the household</li> </ul>
<p><b>CDD Performance Targets</b></p>	<ul style="list-style-type: none"> <li>• Exit to or Retention of Permanent Housing : 90%</li> <li>• Return to Homelessness: 5%</li> <li>• Utilization Rate: 95%</li> </ul>

## I-J. TENANT SUPPORT AND FAIR HOUSING SERVICE

Tenant support services include outreach and education of rights and responsibilities of tenants and landlords, housing counseling, mediation and legal services. Fair Housing services include outreach and education, complaint intake, testing and investigation.

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



# APPENDIX C

## FY 2020 Dane County CoC System Performance Analysis

### A. Days Homeless (Length of Homelessness)

#### SUMMARY

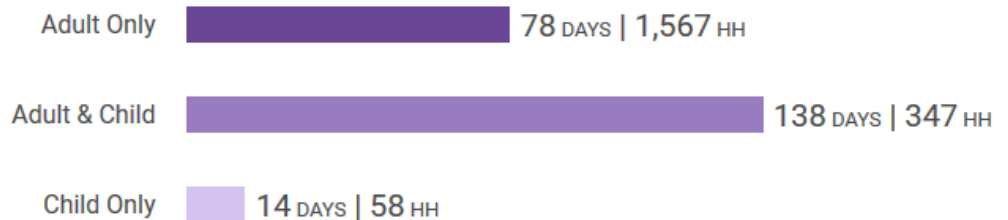
- The average length of time people experience homelessness in shelters or transitional housing program was 86 days.
- Families had longer length of homelessness at average 138 days than singles or unaccompanied youth. Families spent average 298 days in Rapid Rehousing after move-in.
- Singles had average 78 days of homelessness. They spent average 166 days in Rapid Rehousing after move-in.
- Length of time people experiencing homelessness increased significantly between 2018 and 2020. Overall, it went up 30%, from 66 days in FY 2018 to 86 days in FY 2020. For singles, it was 26% increase, from 62 days to 78 days. For families, it was 45% increase, from 95 days to 138 days.
- The following subpopulation experienced longer days of homelessness compared to the average (86 days): adults age 55+ (119 days), parenting youth age 18-24 (180 days), families with 3+ children (128 days), White, Hispanic (91 days), Black (87 days); Multiple races (111 days), disabled (101 days).

#### Average Days Homeless

The average cumulative, unduplicated number of days that households were served in ES, SH, or TH projects; and days in RRH or PSH prior to move-in.

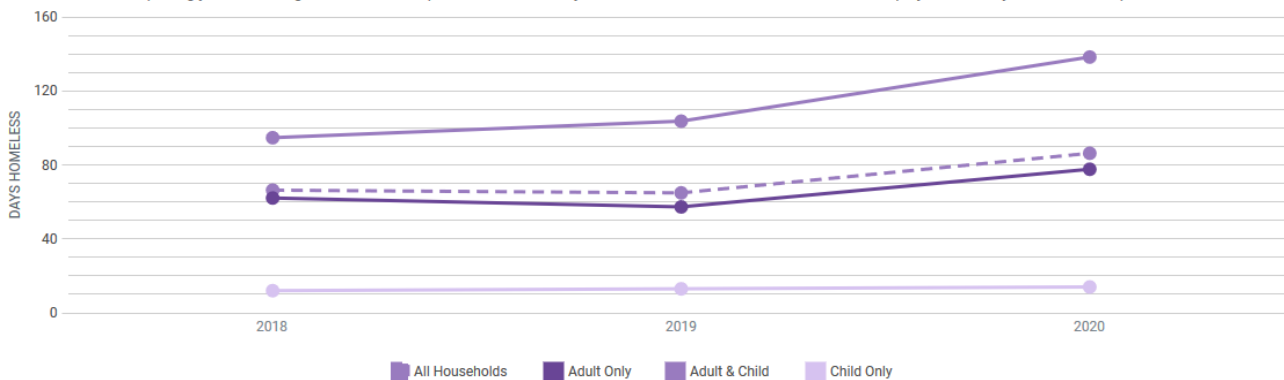
86

**DAYS Homeless**  
1,982 HH



#### Days Homeless Trend by Household Type

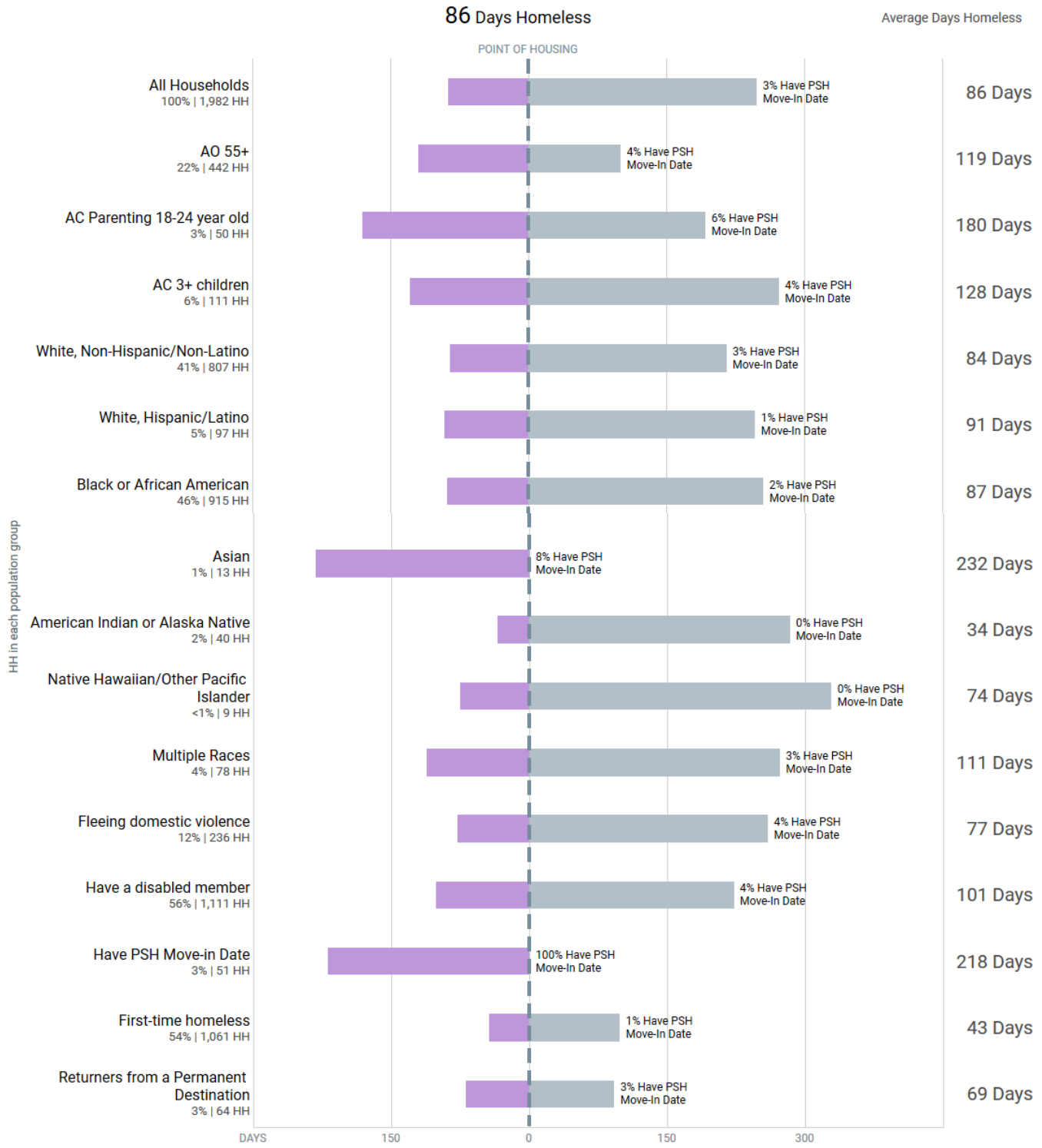
For each reporting year, the average cumulative, unduplicated number of days that households were served in ES, SH, or TH projects; and days in RRH or PSH prior to move-in.



## Days Homeless by Population Group

Percent and number of households in each population group and average cumulative days homeless for each population group.

All Households ▼



**Days Homeless**  
■ Emergency Shelter/Safe haven (ES/SH)  
■ Transitional Housing (TH)  
■ RRH/PSH Prior to Housing Move-In

**Days Housed**  
■ Rapid Re-Housing (RRH)

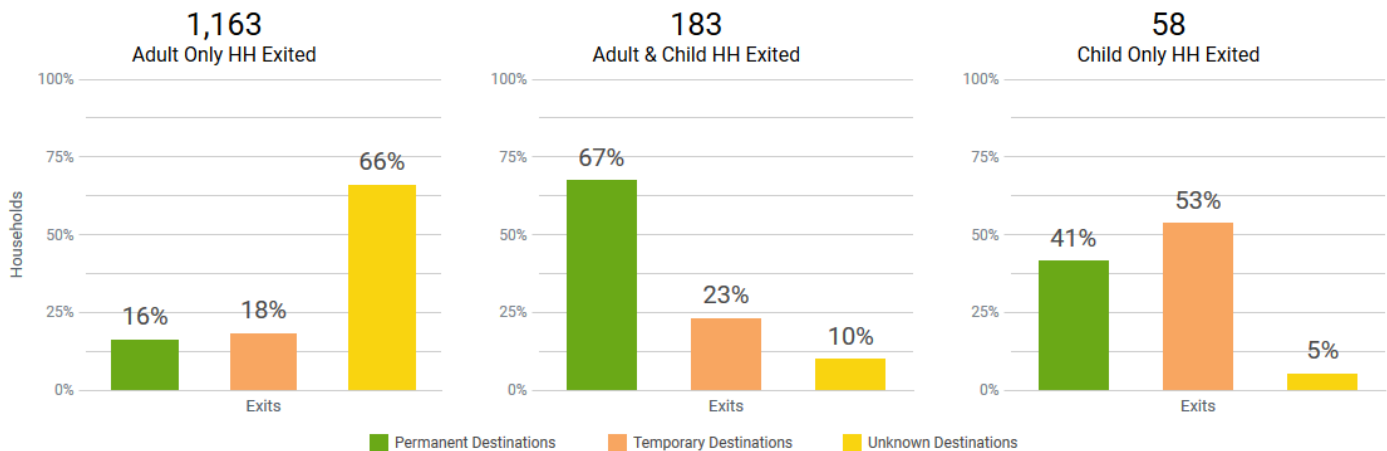
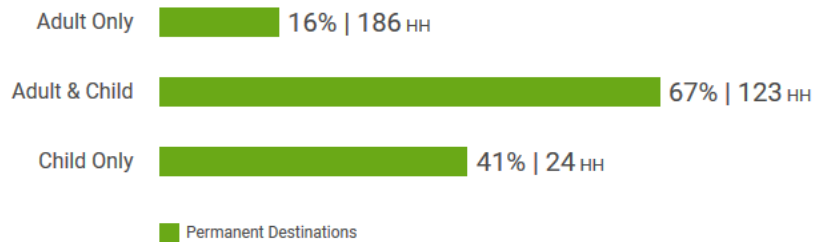
**Show Additional Data**  
 Self-reported days homeless  
 Longstayers

## B. Exits to Permanent Housing

### SUMMARY

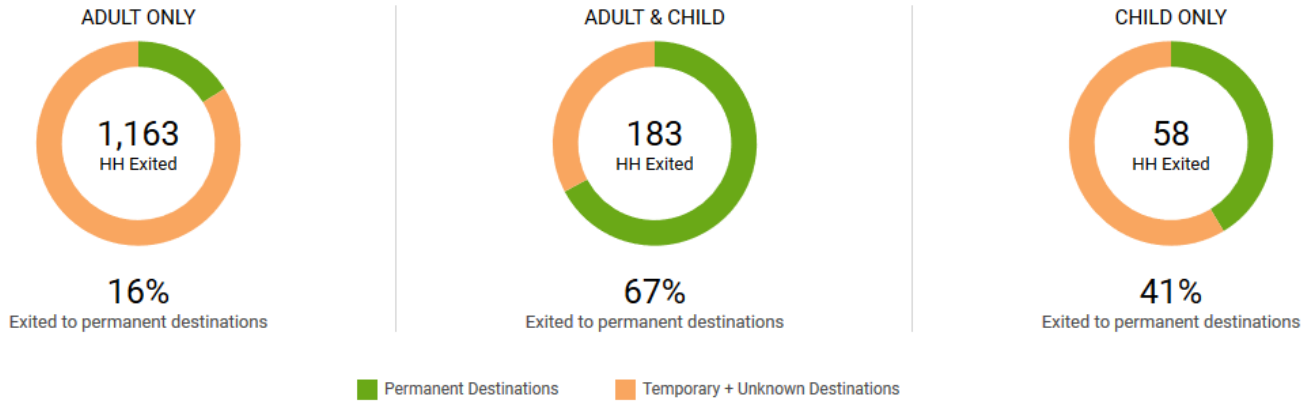
- 24% of the households who accessed the homeless system exited to permanent housing.
- There was a significant difference between exit outcomes for adult only (singles) and adult & child (families). Families outcomes was significantly better than singles at 67%. Primary contributing factors include a large percentage of unknown exit data for singles (likely due to night-by-night nature of the emergency shelters for singles) and availability of housing resources for families.
- Overall exits to permanent housing only slightly increased from 23% in FY 2018 to 24% in FY 2020. Exits for families increased from 63% to 67% and singles exits increased from 15% to 16%.
- Among all households, the following subpopulations had a lower rate of exits to permanent housing than the average (24%): adults with age 55+ (21%), White, non-Hispanic (18%), American Indian (19%), and first-time homeless (18%).
- Among singles, the following subpopulations had a lower rate of exits to permanent housing than the average (16%): White, non-Hispanic (14%), White, Hispanic (10%), American Indian (15%), and first-time homeless (13%). Blacks exited at 18%.
- Among families, the following subpopulations had a lower rate of exits to permanent housing than the average (67%): White, non-Hispanic (64%), Black (65%), and first-time homeless (49%).

**24%**  
 Exited to  
 Permanent Destinations  
 334 of 1,414 HH



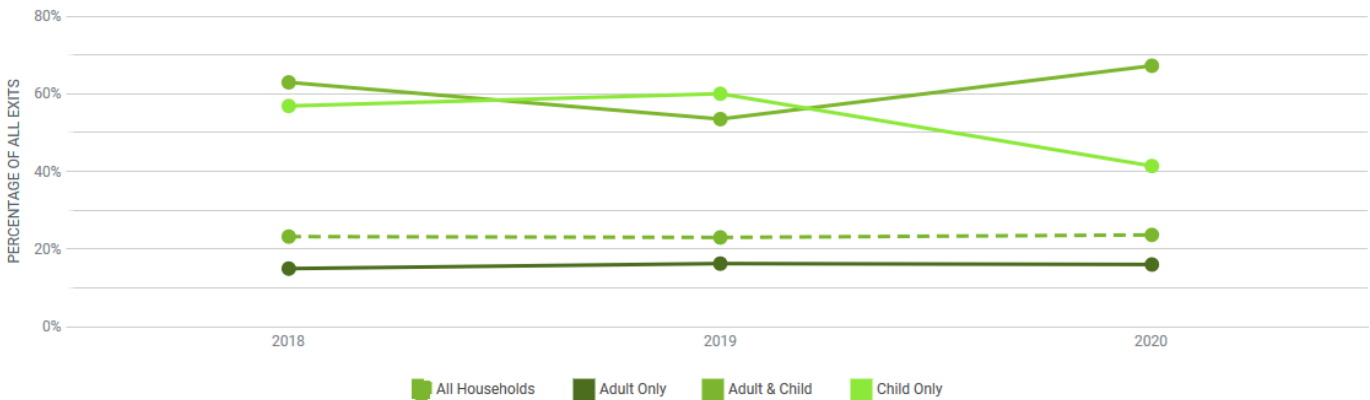
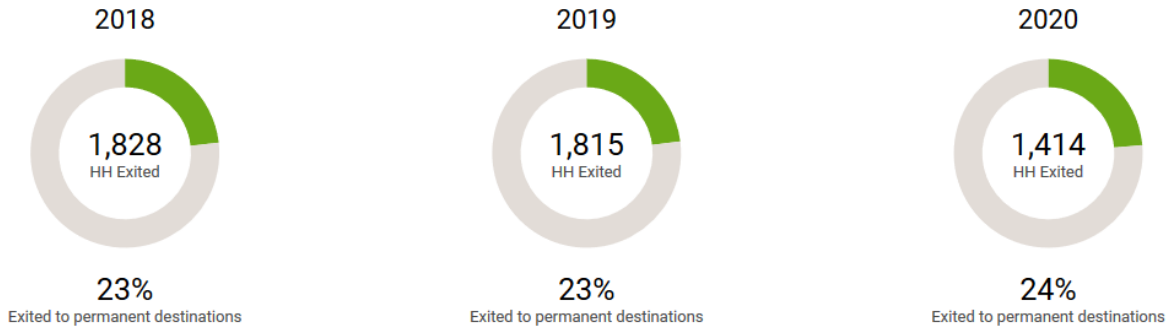
### Exits by Household Type

Percent of households that exited to permanent destinations.



### Exits to Permanent Destinations Trend

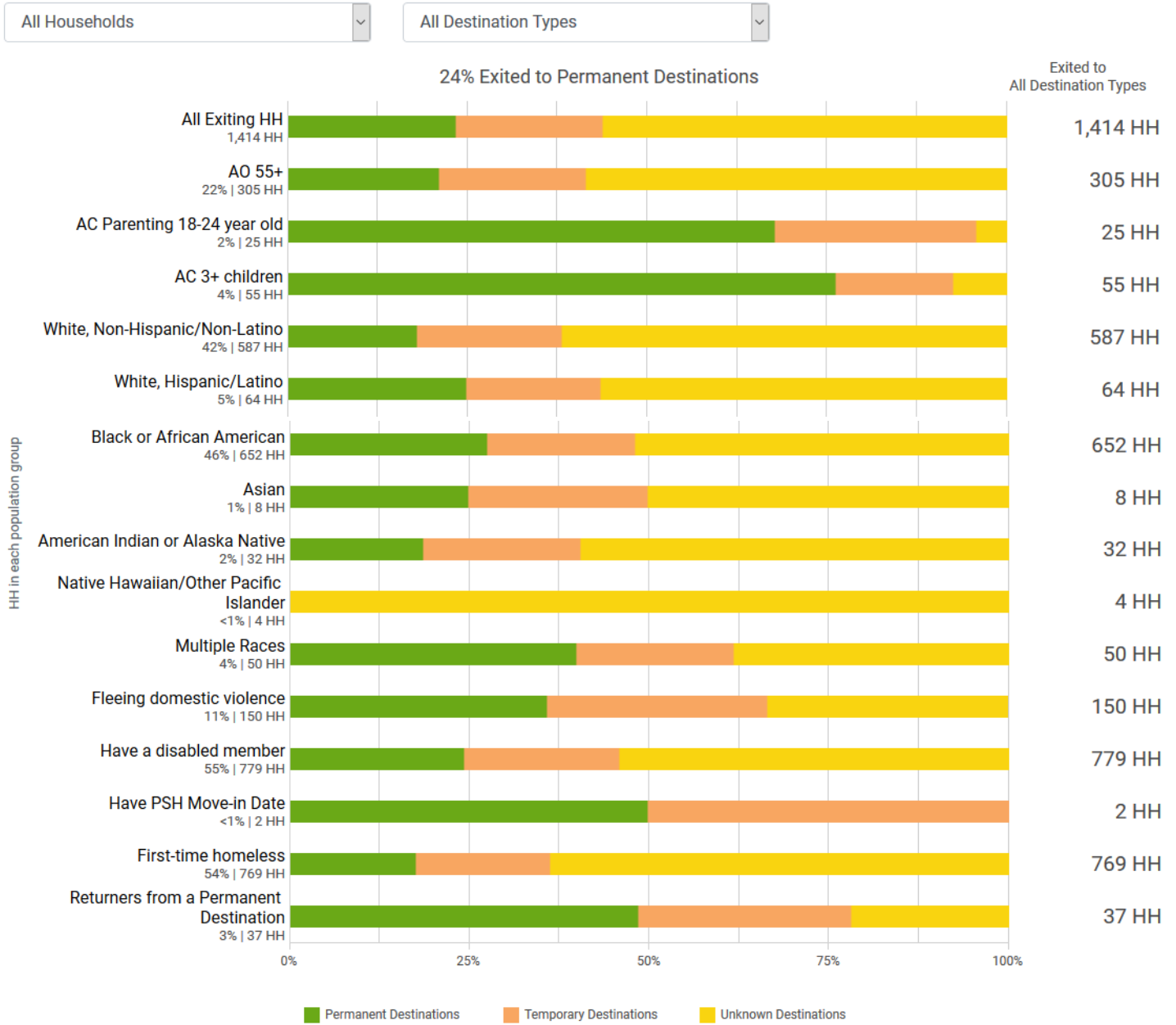
Number of households that exited from the homeless system and percent that exited to permanent destinations within each of the past three years.



# All Households

## Exits by Population Group

Percent and number of households in each population group, and percent and number of households in each population group that exited to permanent, temporary and unknown destinations.



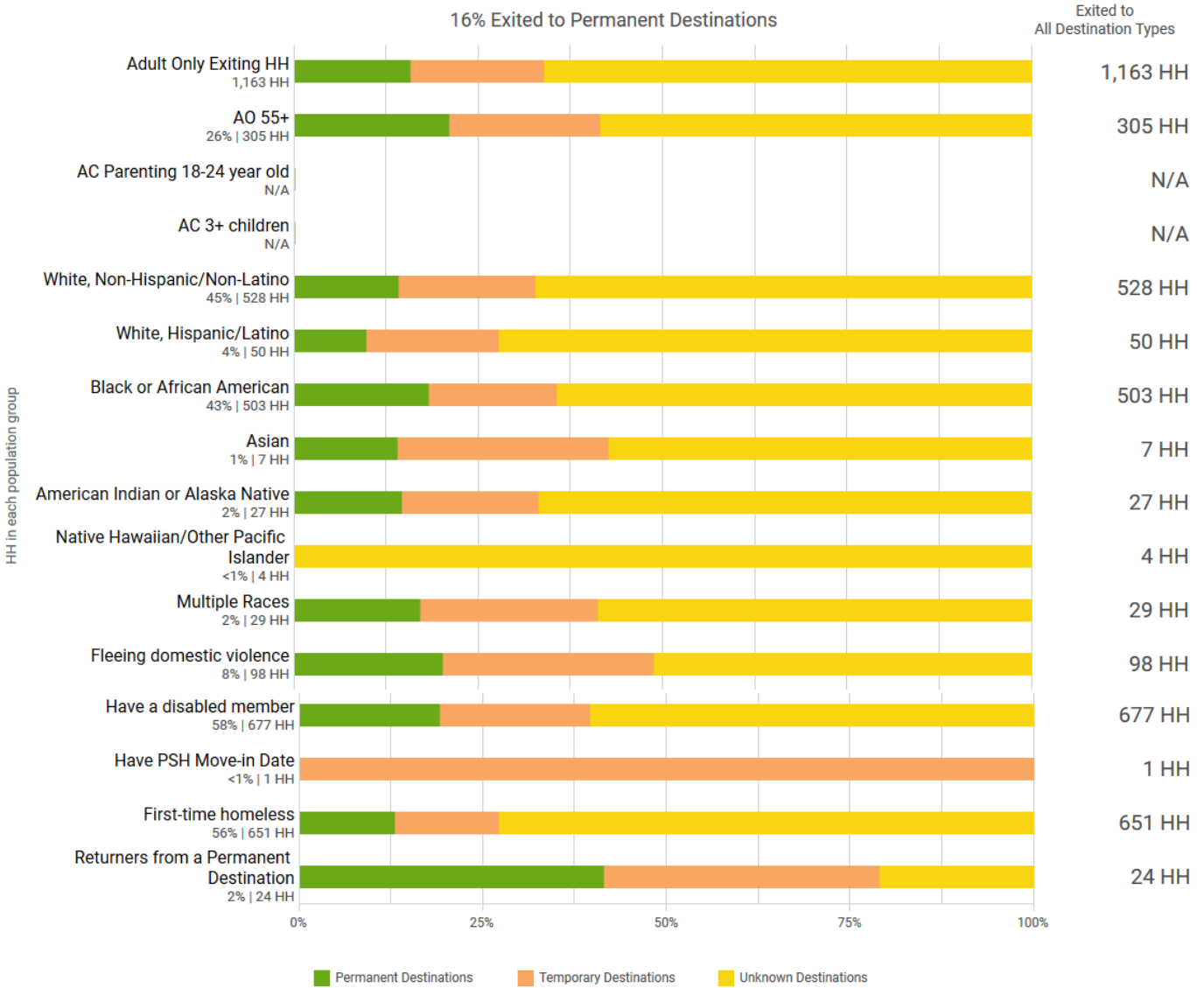
# Singles (Adult Only)

## Exits by Population Group

Percent and number of households in each population group, and percent and number of households in each population group that exited to permanent, temporary and unknown destinations.

Adult Only (AO)

All Destination Types



## Families (Adult & Child)

### Exits by Population Group

Percent and number of households in each population group, and percent and number of households in each population group that exited to permanent, temporary and unknown destinations.



## C. Returns to Homelessness

### SUMMARY

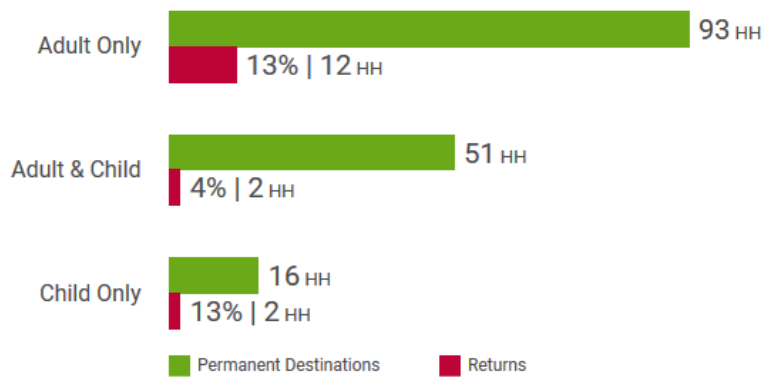
- 10% of the people who exit to permanent housing return to homelessness within six months.
- Return rate was the lowest with families with children at 4% and was at 13% for singles and unaccompanied youth.
- Returns to homelessness decreased between 2018 and 2020.
- The following subpopulations had a higher rate of return to homelessness than the average (10%): parenting 18-24 olds (17%), black (11%), multi-racial (25%), disabled (12%).

### Returns to the Homeless System

Percent of households that returned to the homeless system within six months of exiting to a permanent destination. Results are shown for the exit cohort selected in the dropdown.

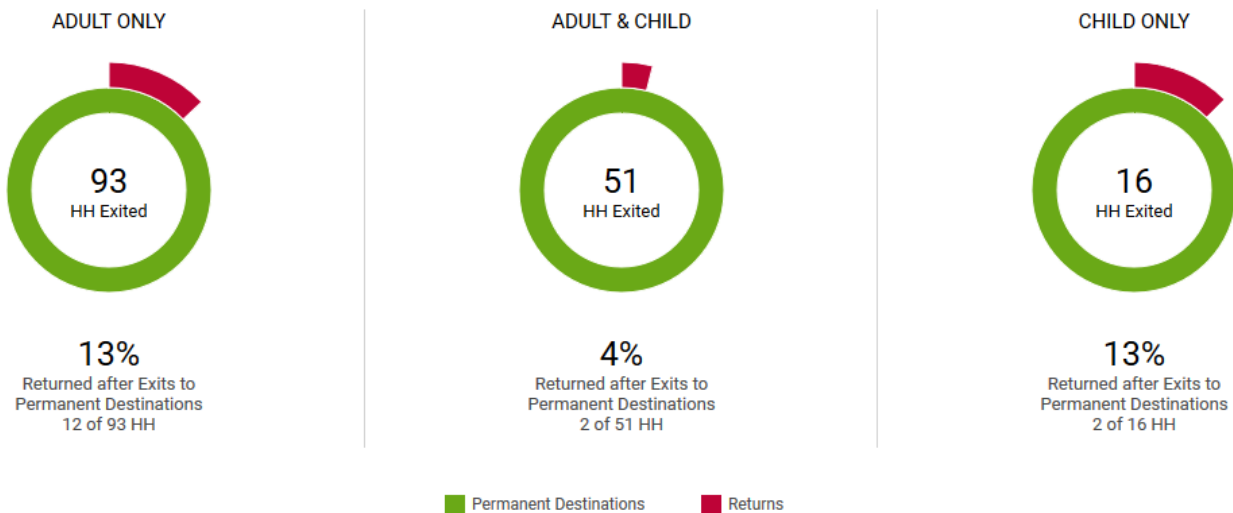
HH that Exited in the first 6 mo of the Current Report Period

**10%**  
RETURNS  
16 of 160 HH



### Returns by Household Type

Percent of households that returned to the homeless system within six months of exiting to permanent destinations. The universe for the chart is households that exited within the first six months of the report period.

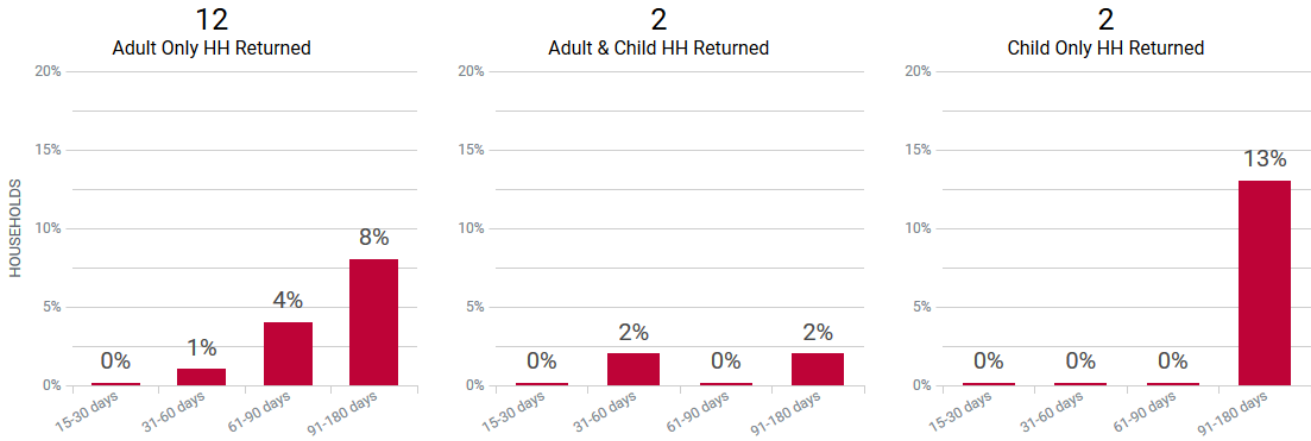




### Time Distribution of Returns

Number of households that returned to the homeless system after exiting to a permanent destination and the percent of households who returned within each of the defined time intervals. Results are shown for the exit cohort selected in the dropdown. Return rates are cumulative for the timeframes available for each cohort; only the oldest cohort has return rates for the full three-year period.

HH that Exited in the first 6 mo of the Current Report Period



### Returns to the Homeless System Trend

Percent of households that returned to the homeless system within 6, 12, and 24 months after exiting to a permanent destination. Returns are shown for all three cohorts in the dataset.

All Households

All Population Groups

All Destination Types



## Returns by Population Group

Percent and number of households in each population group that exited the homeless system, and percent and number of exiting households who returned within six months. Results are shown for the exit cohort selected in the dropdown.

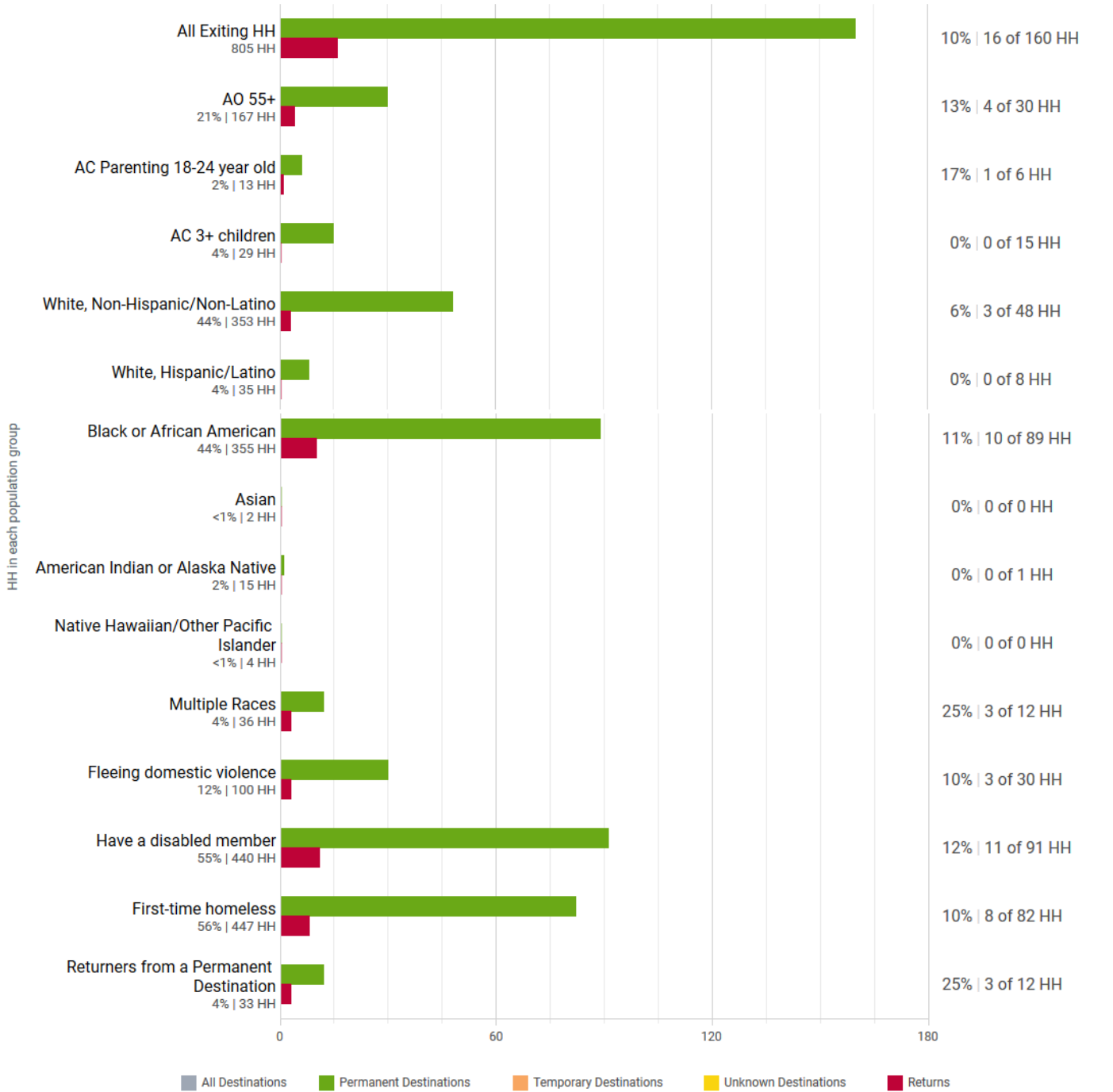
HH that Exited in the first 6 mo of the Current Report Period

All Households

Permanent

10% Returned within 6 months

Returned after exit to Permanent Destinations



## D. FY 2020 System Utilization by Race

### SUMMARY

Through the Dane County CoC Coordinated Entry system, people of color accessed Rapid Rehousing and Permanent Supportive Housing at a proportional or higher level compared to their makeup in shelter and transitional housing, except in singles permanent supportive housing.

#### Households without children (Singles)

Project Type	White, Non-Hispanic	American Indian	Native Hawaiian	White, Hispanic	Black	Asian	Multiple Races	Unknown
Shelter & Transitional Housing	46%	2%	1%	5%	42%	1%	3%	1%
Rapid Rehousing	35%	2%	0%	5%	51%	0%	5%	1%
Permanent Supportive Housing	57%	1%	0%	3%	33%	2%	3%	0%

#### Households with children (Families)

Project Type	White, Non-Hispanic	American Indian	Native Hawaiian	White, Hispanic	Black	Asian	Multiple Races	Unknown
Shelter & Transitional Housing	21%	1%	0%	6%	63%	0%	6%	1%
Rapid Rehousing	15%	1%	0%	6%	69%	0%	6%	1%
Permanent Supportive Housing	21%	1%	0%	3%	66%	5%	4%	0%

## APPENDIX D

### Past Performance - HMIS Report Instruction

If your agency is applying for an existing project that enters data into HMIS, you must use the HMIS report specified below to identify past outcome measures in the project application. Please make sure you run the report ahead of time and check data quality. Note that you must submit the report as a part of the application packet to ensure correct outcome performance measures were entered in the project application.

#### Homeless Prevention: ESG CAPER

- In the Clarity Report Library, go to HUD Reports and select [HUDX-228] ESG CAPER [FY2020].
- The report must be run for 8/1/20 (or project start date, if later) to 7/31/21.

**Exit to or Retention of Permanent Housing:** In the CAPER report, see Q24 Homelessness Prevention Housing Assessment at Exit. Add up numbers in the first six rows under total column (able to maintain the housing they had at project start-without a subsidy – Moved to new housing unit –without on-going subsidy) to calculate the percentage of people that exited to or retained permanent housing.

**Return to Homelessness:** A custom report for prevention programs is currently unavailable. You do not need to report this outcome.

#### Emergency Shelter: System Performance Measure (SPM) Report

- In the Clarity Report Library, go to Administrator Reports and select [HUDX-223-AD] System Performance Measures [FY2020].
- The report must be run for 8/1/20 (or project start date, if later) to 7/31/21.
- Choose Full Report for Report Output Mode and PDF for Report Output Format.

**Length of Homelessness:** In the SPM report, see Measure 1a. Report the current FY Average LOT Homeless.

**Percentage of Clients that Exit to Permanent Housing:** In the SPM report, see Measure 7b.1. Report the current FY percentage.

#### Street Outreach: System Performance Measure (SPM) Report

- In the Clarity Report Library, go to Administrator Reports and select [HUDX-223-AD] System Performance Measures [FY2020].
- The report must be run for 8/1/20 (or project start date, if later) to 7/31/21.
- Choose Full Report for Report Output Mode and PDF for Report Output Format.

**Percentage of Clients that Exit to Permanent Housing:** In the SPM report, see Measure 7a.1. Calculate the percentage in the following way: Of the persons above, those who exited to permanent housing destinations / Universe: Persons who exit Street Outreach.

**Percentage of Clients that Exit to All Acceptable Exits:** In the SPM report, see Measure 7a.1. Report the current FY % of successful exits.

## Rapid Rehousing: System Performance Measure (SPM) Report

- In the Clarity Report Library, go to Administrator Reports and select [HUDX-223-AD] System Performance Measures [FY2020].
- The report must be run for 8/1/20 (or project start date, if later) to 7/31/21.
- Choose Full Report for Report Output Mode and PDF for Report Output Format.

**Percentage of Clients that Exit to Permanent Housing:** In the SPM report, see 7b.1. Report the current FY % of successful exits.

**Return to Homelessness:** In the SPM Report, see 2a and 2b. Report % of returns in 2 years.

**Increase Total Income:** In the SPM Report, see 4.3 and 4.6. Calculate the percentage in the following way: [4.3 Number of adults with increased total income (stayers) + 4.6 Number of adults who exited with increased total income (leavers)] / [4.3 Universe number of adults (system stayers) + 4.6 Universe number of adults who exited (system leavers)]

## Permanent Supportive Housing & Other Permanent Housing: System Performance Measure (SPM) Report & Annual Performance Report (APR)

### SPM

- In the Clarity Report Library, go to Administrator Reports and select [HUDX-223-AD] System Performance Measures [FY2020].
- The report must be run for 8/1/20 (or project start date, if later) to 7/31/21.
- Choose Full Report for Report Output Mode and PDF for Report Output Format.

### APR

- In the Clarity Report Library, go to HUD Reports and select [HUDX-227] Annual Performance Report [FY2020].
- The report must be run for 8/1/20 (or project start date, if later) to 7/31/21.

**Percentage of Clients that Exit to Permanent Housing:** In the SPM report, see 7b.2. Report the current FY % of successful exits/retention.

**Return to Homelessness:** In the SPM Report, see 2a and 2b. Report % of returns in 2 years.

**Utilization Rate:** In the APR Report, see 7b. Calculate the average January, April, July, and October PIT numbers and divide it with the number of available units.