HOMELESS SERVICES & HOUSING RESOURCES
RFP # 14026-2025

AGENCY APPLICATION

Instructions:

Each applicant agency (or group of collaborative partners) must submit one completed Agency Application. Program-specific information must be submitted separately in the appropriate Program Application(s).

Please limit the total length of your completed Agency Application – including the questions, tables and narrative responses – to no more than **7 pages**. Applications that exceed this limit may not be fully reviewed. This page limit does not include requirement attachments (e.g., financial audits or financial statements).

AGENCY INFORMATION

Applicant Organization:	Porchlight, Inc.
Contact Person Name and Title:	Karla Thennes – Executive Director
Address:	306 N Brooks St Madison, WI 53715
E-Mail:	kthennes@porchlightinc.org
Phone:	(608) 257-2534 ext. 14
Website:	www.porchlightinc.org
Federal Tax ID or EIN:	39-1579521
Unique Entity ID (UEI) Number:	MK56LJ7VD691
Legal Status**:	☒ Corporation ☐ Limited Liability Company ☐ General Partnership ☐ Sole Proprietor ☐ Unincorporated Association ☐ Other:_____
Tax Exempt Status:	☒ Non-profit: 501 (c)(3) since 1987 ☐ For-profit with a primary mission focused on housing and homelessness

AGENCY REQUEST SUMMARY

Program Type	Request Amount
Homeless Services	
A. Homelessness Prevention	$0
B. Diversion	$0
C. Emergency Shelter	$1,511,660
D. Street Outreach	$0
E. Extreme Weather Hotel for the Unsheltered	$0
F. Rapid Rehousing (RRH)	$0
G. Permanent Supportive Housing (PSH)	$0
H. Other Permanent Housing (OPH)	$230,016
I. Other Programs that Promote Pathways to Stable Housing	$0
Housing Resources	
J. Tenant Support	$0
TOTAL REQUEST	$1,741,676

AUTHORIZATION TO SUBMIT PROPOSAL

This application is submitted with the knowledge and approval of the organization's governing body. To the best of the undersigned's knowledge, the information provided is accurate and complete. The undersigned also certifies that they have reviewed and accept the terms and conditions outlined in the Request for Proposals (RFP).

Karla Quennes   06/25/25
Signature   **Date**

AGENCY QUALIFICATION

1. AGENCY MISSION AND RELEVANT EXPERIENCE (10 POINTS)

1) **Mission Statement:** Provide your agency's mission statement.

   Porchlight strives to reduce homelessness in Dane County by collaborating with the community to provide shelter, affordable housing, and supportive services that eliminate barriers and empower the individuals and families we serve.

2) **Relevant Experience:** Describe your agency's experience delivering the types of services proposed in this application.

   Porchlight has extensive experience serving the unhoused population. Porchlight is the original and only operator of the men's emergency overnight shelter in Dane County, established in 1984. In 2024, the shelter served 1,750 guests experiencing homelessness. Porchlight has been selected as the operator of the new purpose-built men's shelter being built on Bartillon Drive, to be opened in early 2026. The Safe Haven program has been serving unhoused guests since 1995, and served 750 guests last year. Porchlight also operates 350 units of low-income housing, which primarily serve households entering from homelessness.

   All of the funds requested in this proposal are for existing programs currently serving their target populations. The Director of Supportive Services, who oversees our housing case management programs, has been with Porchlight for 10 years, and spent several years in direct service as a housing case manager. The Director and Assistant Director of Emergency Services, who oversee our shelter programs, have each been with Porchlight for 17 years, and spent many combined years in direct service in shelter, outreach, and prevention programs. The direct service staff for the proposed programs are all currently providing these services. Even with longstanding programs, Porchlight is committed to growth and improvement, as evidenced by significant programmatic changes over the last several years. We see our collective years of experience as one of our biggest strengths, in addition to our consistent and eager collaboration with community partners and funders.

2. ORGANIZATIONAL AND FISCAL MANAGEMENT (10 POINTS)

1) **Quality Improvement:** *Describe your agency's internal quality improvement processes, including how you review program outcomes and incorporate feedback from program participants.*

   Over the past several years, Porchlight has made many programmatic changes in an effort to align with best practices and community goals. We have paid attention to other agencies in our consortium, and chosen to discontinue our own programs when they were either underperforming or under resourced, in order to make way for other more innovative or higher-performing programs. This has allowed us to focus our energy and efforts on the Porchlight programs that remain essential to our community, and that we are best suited to provide.

   Porchlight uses several methods to solicit participant feedback across its programs, including house meetings, focus groups, annual and biannual surveys, and suggestion boxes. Some feedback can be incorporated almost immediately at a low cost. Past examples have included putting up a resource board, requesting donated personal coffee makers, adding a microwave, and making a personal cleaning bucket for the shared bathroom. Others are taken into consideration when we are implementing a new system, like reserving shelter beds. We also use surveys to gather feedback on specific policy issues before trying something new, including how to use shelter lockers, and whether to institute new suspension policies.

All Porchlight programs collect and review outcome data on at least a quarterly basis. Some programs have review processes that include report submission and meetings where changes may be suggested by program staff, supervisors, or funders. Others have monthly data reviews that often include addressing issues regarding both data quality and specific outcomes. While funders have different requirements and programs have different needs, the Porchlight Directors of Supportive and Emergency Services do intend to create more cohesive evaluation plans across programs in the future.

2) **Financial Management:** *Describe how your agency ensures sound financial accountability and sustainability.*

Porchlight uses Sage Intacct as its core financial management system to track all expenses against specific grants in real time; monitor and manage budgets through built-in dashboard and variance reporting; generate timely, accurate, and compliant financial reports for internal and external stakeholders; and maintain automated audit trails to support transparency and reduce financial risk.

The finance department is structured to ensure effective internal controls and segregation of duties. The Finance Director oversees all financial strategy, compliance, grant coding accuracy, reconciliations, and reporting functions. Accountants manage general ledger activities, grant expense tracking, data entry, and accounts payable/receivable. Accounting Assistants support data entry and accounts payable/receivable. All team members are responsible for ensuring data integrity within Sage Intacct and adhering to agency financial procedures.

All grant-related expenses must be accurately coded to the appropriate funding source within Sage Intacct, monitored regularly to prevent overspending and ensure proper fund utilization, and reviewed monthly and quarterly to prepare required reports for funders and ensure compliance with grant terms and conditions.

Budgets are developed annually and managed through Sage Intacct with the following controls: entry of approved budgets into the system for real-time tracking, regular budget-to-actual reviews by finance staff and program managers, and variance analysis and reporting to inform financial decisions and adjustments.

To maintain alignment with federal and local financial requirements, the Finance Department conducts regular reviews of internal financial processes and procedures; updates policies in accordance with changes in Uniform Guidance, local regulations, and best practices; provides ongoing training for finance personnel on compliance standards and system updates; and participates in internal and external audits as required.

3) **Financial Audit:**

Does your agency complete annual certified financial audits?   ☒ Yes   ☐ No

If yes, were there any significant deficiencies or material weaknesses identified in the most recent audit?

☒ Yes   ☐ No

*If **yes**, summarize the findings and describe how they are being addressed.*

See attached – Porchlight Final Audit (2023) and Porchlight Final Audit Corrective Action Plan (2023).

4) 2025 Agency Operating Budget

AGENCY REVENUE

Source	2025 Budget
City of Madison	$1,997,339
Dane County	$1,752,894
State of Wisconsin	$156,183
HUD	$468,805
Other Government	$500,324
United Way of Dane County	$55,000
Other Foundations	$105,000
Fundraising	$1,924,263
User Fee	$0
Other (rent, interest, vending, PL Products)	$2,286,458
TOTAL REVENUE	**$9,246,266**

AGENCY EXPENSES

Category	2025 Projected Expenditure
Personnel	$4,271,878
Operating	$1,228,249
Space	$2,376,590
Special Cost	$1,327,550
TOTAL EXPENDITURE	**$9,204,267**

	2025 Projected
Surplus or (Deficit)	$42,000

3. SYSTEM COORDINATION (10 POINTS)

1) Collaboration with Other Providers: *Describe how your agency collaborates with other providers in the homeless services and housing systems. Include examples such as referrals, case conferencing, shared service planning and delivery.*

Porchlight is integral to the homeless services landscape in Madison, especially in the areas of shelter and housing. The men's shelter has undergone a tremendous transformation over the past five years to provide better, low-barrier services, and to become more closely aligned with community values and expectations. Shelter staff has solicited and accepted feedback from other shelter providers, and has developed relationships with street outreach teams in order to facilitate warm handoffs for folks who are experiencing unsheltered homelessness. Porchlight Emergency Services staff have monthly collaboration meetings with The Beacon and Catalyst for Change (CFC). CFC is made aware of all program suspensions, in case guests subsequently sleep unsheltered, and CFC often brings their outreach clients to shelter to do warm handoffs if they are willing to sleep inside. Several community partners come to provide services on-site at shelter, including Madison Street Medicine, Kabba, Public Health, and Urban Triage. Porchlight shelter case managers also have office hours at The Beacon in order to serve mutual guests during business hours.

Porchlight staff has participated in several different case conferencing groups, including Veterans, outreach, and most recently the 30 longest shelter stayers. Staff is also involved in cross-sector collaboration meetings like Homeless/Housing Services and Behavioral Health, as well as the Dane County Crisis Providers Network.

2) Integration into the System of Care: *Describe strategies your agency uses to ensure alignment with the broader local system of care such as Homeless Services Consortium (HSC). Include strategies such as supporting staff or participants in system-level planning, participating in HSC committees or workgroups, providing staff training aligned with system priorities or best practices.*

Porchlight staff is very involved in the Homeless Services Consortium of Dane County (HSC), including attending membership meetings and intermittently sitting on the HSC Board of Directors. The Director of Emergency Services is the chair of the HSC Nominating and Governance Committee, and Porchlight staff attend Core Committee, Outreach Committee, and the Shelter Services Committee. Staff also participate in multiple workgroups, including Reimagining Coordinated Entry and Written Standards.

When the HSC or any of our funding partners hold ad hoc groups or meetings about specific system topics, Porchlight staff is eager to participate. We have been involved in countless community conversations about shelter, outreach, affordable housing, homelessness and health care, behavioral health, and system flow. We even accept invitations to work on projects that do not directly impact our own programs, but that impact the system as a whole. Porchlight also accommodates outside project and system planning efforts that aim to gauge participant feedback. We have hosted and facilitated focus groups about specific topics or projects, collected survey responses about participant needs, and provided the technology required to connect participants to various listening sessions.

When best practices or local system priorities change, Porchlight management ensures that direct service staff are aware of these changes and how they may affect policies and work flows. If outside training is available, as many staff as possible are encouraged to attend the trainings live, and others watch the recording if one is made available. We intentionally promote an atmosphere that acknowledges change as positive and necessary for improving our services and our own skills, which makes it easier to try new things and to implement new policies and processes in keeping with community needs and priorities.

HOMELESS SERVICES & HOUSING RESOURCES
RFP # 14026-2025

PROGRAM APPLICATION
C. EMERGENCY SHELTER

Instructions:

This Program Application form must be completed for each proposed **emergency shelter** program. Applicants may submit multiple program applications if applying for more than one program area under the RFP.

Please limit the total length of your completed Program Application – including the questions, tables and narrative responses, to no more than **14 pages**. Applications that exceed this limit may not be fully reviewed. This page limit does not include requirement attachments (e.g., HMIS reports, agency outcome reports).

Agency Name:	Porchlight, Inc.
Program Name:	Porchlight Men's Shelter
CDD Funding Request:	$1,511,660

1. PROGRAM DESCRIPTION (30 POINTS)

1) Shelter Location and Capacity
Describe the location and capacity (bed or unit count) of your shelter program.

Starting in 2026, the Porchlight Men's Shelter program will be located in the new purpose-built shelter at 1904 Bartillon Dr Madison, WI 53704. The facility will have 250 beds.

2) Target population
Describe the population you expect to serve, including:
- *Projected number of participants per night*
- *Projected number of unduplicated participants annually*
- *Key characteristics of the target population (e.g., age, household type, length of homelessness, special needs)*

For the last 40 years, the Porchlight men's shelter program was first come, first served, without an official bed capacity. In 2024, we averaged 279 guests per night, and served 1,750 unduplicated guests during the year. So far in 2025, we are seeing an 8% increase in nightly utilization, and are on pace to serve the same number of unduplicated guests by the end of the year. However, this new facility will necessitate both a strict bed capacity and a reservation system that does not operate on a drop-in basis. Due to this change in structure, we suspect that the way our unhoused community members seek out and access men's shelter will be fundamentally different than it has been in decades past, as well as in the pandemic era.

With a 250-bed capacity, if we assumed the CDD target of a 90-day average stay, we could expect to serve a maximum of 250 guests per night and 1,000 guests annually. That said, there are many complicating factors that will impact those numbers. Even with a very efficient waitlist management process, we anticipate some amount of vacancy due to communication issues, such as guests not telling staff that they are not returning, guests on the waitlist not responding to contact about a bed opening, and guests accepting beds and then changing their minds. We also expect that the average length of stay will be impacted by the existence of a shelter waitlist. In 2024, over one third of guests stayed at shelter for one week or less. If the bulk of those users self-resolved their episode of homelessness before a shelter bed opened for them, we assume the overall average length of stay would be considerably longer than the CDD target, and longer than the 2024 average of 105 days, at least to start. With those factors in mind, we estimate serving 245 guests per night and 750 unduplicated guests annually.

The target population will continue to be single, male-identified adults who are experiencing homelessness. We expect that guests will still represent all age groups, with a potential increase in guests over 65. Because there will be a waitlist, we are guessing that there will be a lower proportion of guests who are very recently homeless, and that the percentage of guests experiencing chronic homelessness will be higher. We also think a higher percentage of guests will have zero income.

3) **Intake Process**
   From the perspective of a participant, describe the intake process that will be used. What is the number of new intakes you expect on a weekly basis?

   Prospective guests will call or email shelter to request a bed. If a bed is open, they will be given instructions on how and when to come into shelter. If there are no available beds, the guest will be put on a waitlist. Staff will ask the guest for all potential forms of contact, including phone, email, and any other providers from whom they are currently accessing services. When the guest's name comes up on the waitlist, they will be contacted by shelter staff and given a two-hour window to accept or decline the bed. If the guest fails to respond within the window or declines the bed, they will initially remain on the waitlist. If they are contacted on three separate occasions and have not accepted a bed, they will be removed from the waitlist until they call back to express need again, at which point they will be placed back at the bottom of the list.

   When a guest accepts a bed, they will be invited to arrive at shelter 1-2 hours before evening intake to receive a shelter orientation and tour. They will then meet individually with a case manager to complete their enrollment on HMIS, create a shelter picture ID, do an initial needs assessment and have a housing discussion. In this conversation, the guest will be asked about their goals, barriers, and current income. Staff will also communicate shelter expectations about working toward housing and engagement in services, and provide the guest with a list of resources. Staff will review shelter policies and procedures, give an opportunity for any questions, and strongly encourage the guest to set up a time to meet with a case manager again. The guest will then be shown how to check in on a nightly basis, and brought to their assigned bed and locker.

   The men's shelter currently sees 15-20 new intakes per week. We do not know what turnover will look like in the new shelter, since it will behave more like a transitional shelter than a drop-in, but we assume the number will be quite a bit lower. We expect 5-10 new intakes per week.

4) **Services Provided**

Describe how you will deliver each of the following core components of emergency shelter services, incorporating best or evidence-based practices:

a. *Meeting basic health and safety needs of individual participants*

Porchlight uses a janitorial service to clean the shelter on a daily basis, and a laundry vendor to provide clean sheets and blankets for shelter guests. The shelter at Bartillon will have exclusively single and bunked beds so that guests do not need to get up and down from a mat on the floor, as well as individual lockers to store valuables, medications, and other belongings. There will also be on-site food service. Guests will have access to showers and Porchlight will provide toiletries as needed. The Bartillon shelter will have a small isolation room for guests with infectious diseases, a heat treatment room for bed bugs, and a wellness room. Porchlight will also continue to partner with Madison Street Medicine to provide a weekly on-site clinic for guests to access medical care.

b. *Maintaining a safe environment for shelter participants and staff*

The shelter facility has controlled access, and Porchlight staff is always present when guests are in the building. There are security cameras throughout most of the facility that can be monitored by authorized staff or security personnel. Porchlight uses a security vendor to screen for weapons or substances upon entry. Security may also help to escort a guest off property if they cannot stay in shelter safely. Another important part of promoting safety in shelter is maintaining an appropriate ratio of staff to guests, so that there are enough staff present to actively deescalate conflicts between guests, to respond to mental or physical health crises, or to call for help while other staff administer aid.

c. *Assisting participants new to homelessness in resolving their housing crisis and connecting them to immediate housing options*

When a guest first enters shelter, their initial enrollment meeting with a case manager will include a housing-focused assessment to understand the root cause of the housing crisis and explore all possible immediate housing alternatives before full shelter entry. Staff will engage the guest in a non-judgmental dialogue to identify potential safe housing options with family, friends, or other informal networks they may not have considered or felt comfortable accessing. Staff will help the guest problem-solve barriers to these options, and determine whether they can be addressed. Case managers will also suggest other housing options for which the guest may be eligible, and continue to partner with Urban Triage to provide biweekly on-site housing navigation services.

d. *Connecting participants to the Dane CoC Coordinated Entry system and ensuring prioritized individuals are linked to Coordinated Entry housing programs*

The men's shelter is a Coordinated Entry (CE) assessment hub, which means that every guest enrolled in services is assessed for CE. Initial (Tier 1) CE questions are a standard part of shelter enrollment in HMIS, and guests are subsequently prioritized for Tier 2 based on their responses.

Porchlight has a Coordinated Entry Worker who is based in shelter. The CE Manager communicates with the Porchlight CE Worker regarding guests who are prioritized into Tier 2. The CE Worker then reaches out to those guests to conduct a VI-SPDAT and refer them to the Tier 2 Priority List. Staff will work with eligible guests to ensure they have the documentation necessary to be placed into housing programs through CE if they are selected.

e. *Supporting participants who are not prioritized for Coordinated Entry housing in identifying and addressing specific barriers to housing, including connecting them to income and resources that improve housing outcomes, such as employment, social security benefits, healthcare, behavioral health treatment, recovery support, and case management*

In order to effectively support guests who are not prioritized for Coordinated Entry, we will need to take multiple approaches to eliminating barriers to housing. Based on the most common barriers that we are seeing among guests, we will intentionally create and expand partnerships with other community agencies who provide services specific to our guests' needs, and invite them to provide services on-site and/or accept direct referrals from case management staff (e.g., ERI, ADRC, FSET). Depending on their willingness and availability, there may be opportunity for community partners to host workshops to serve multiple guests at one time, especially with non-confidential things like resume and job search assistance. Porchlight will also continue to partner with Kabba to provide weekly on-site recovery support.

In addition to working with community partners, we will increase the Porchlight case management team in order to work more closely with guests who are not able to self-resolve their episode of homelessness. Many guests may benefit from an individual service plan that reflects their goals and preferences, as well as specific steps to address barriers and connect to necessary resources. Case managers will be able to work one-on-one with guests to assist them as needed with tasks like enrolling in health insurance, connecting to physical and mental health care, and applying for long-term supports like CCS.

5) **Contingency Planning**
Identify what you consider potential threats to uninterrupted emergency shelter operations (e.g., staffing shortages, public health emergencies, facility issues) and describe your agency's contingency plans for meeting them. What steps will your agency take to maintain basic shelter operations and participant safety during disruptions?

Porchlight has experienced many threats to uninterrupted overnight shelter service over the years, but has yet to ever shut down, which is a testament to our staff and community partners. We have experienced staff shortages on multiple occasions in the last five years due to COVID outbreaks, and in response to the shooting incident that occurred in shelter. Each time, other shelter staff have worked overtime, staff from different Porchlight programs have stepped in to cover, and outside volunteers have reached out to help. Several partner providers have also repeatedly lent their support. Outside of unexpected shortages, we have worked to prevent shortages resulting from staff turnover by recruiting and training multiple staff on a fill-in basis, so that they are able to pick up shifts as needed and on short notice. Then as part- and full-time positions become available, interested and eligible fill-in staff may be promoted to permanent positions.

We have demonstrated our ability to respond and adapt during a public health emergency. We partnered with Public Health, UPH – Meriter, and UW Health in various capacities prior to COVID, and strengthened those and other partnerships during the pandemic. Porchlight closely followed CDC and Public Health recommendations, rapidly developed and implemented new systems for conducting health assessments and diverting guests to medical respite, and adopted many new protocols for both staff and guests, including expectations for hand hygiene and PPE. We worked with many fellow providers and funders during that time as well, to ensure that our policies and procedures were aligned, to share resources whenever possible, and to support each other as conditions and recommendations were continually changing. The new shelter facility design was informed by some of the lessons learned during that time.

In the past several years, Porchlight also practiced adapting to additional temporary spaces. We so look forward to finally settling into a space that was meant for shelter, but since the men's shelter has never had a true home base before, we are used to operating in overflow spaces that were not designed for shelter. If we were faced with a facility issue that prevented us from using the building for a period of time, we are confident that we would quickly adapt to a new space where we could continue to provide basic services. Porchlight has another commercial kitchen that could be used in an emergency to prepare food for shelter. We also have many community partners and volunteers that could assist if we were unexpectedly displaced.

6) **Staff Training**
Describe your agency's plan for staff training. Include both new staff and ongoing training plans.

Incoming staff begin by meeting the rest of the shelter team, touring the facility, and learning the basics of shelter operation. They are also oriented to the shelter philosophy, which is rooted in dignity, respect, and empowerment of the individual and the community. Initial onboarding also includes mandatory training courses on diversity, inclusion, unconscious bias, and bystander intervention. Case managers, intake, and management staff complete new user trainings on HMIS, as well as courses specific to program enrollments and assessments. They also shadow other staff during a full new guest enrollment.

New staff learn about and observe admission procedures, including enrollment, attendance, bed assignments, call-in procedures, and late entry policy. They review emergency procedures, including response to medical emergencies and overdoses. Staff are trained in de-escalation techniques and how to safely resolve conflicts between guests with the aim of keeping everyone inside. They also learn about shelter policies and procedures, and how to document incidents. After understanding the broader picture as well as several of the structural basics, incoming staff get a detailed breakdown of duties for each applicable shift, and shadow experienced staff members during a typical shift. Case Managers also learn more about recordkeeping requirements, service referrals, and resource navigation.

At the start of each shelter night, there is a brief meeting for all scheduled staff to review issues and suggested improvements from the previous day, provide group and individual support, highlight positive impacts, and share any updates for specific guests. There is an all-staff meeting each month, which is facilitated by the Shelter Manager with the support of the Assistant Director of Emergency Services. These meetings cover relevant issues from the previous month in order to create or clarify policies and procedures and debrief critical incidents. They also feature a training topic, provided by a community partner or Porchlight staff, including narcan administration, first aid, trauma-informed care, and team building.

On an individual basis, case managers and management staff are encouraged to attend in-person or virtual training courses offered by the Homeless Services Consortium (HSC), the HMIS lead, and other providers whenever possible. Porchlight also recently invested in a comprehensive training curriculum that is specific to working with individuals who are unhoused. It includes many courses relevant to shelter, including in-depth de-escalation workshops, body language, backing up a coworker, body odor, fights, and how to ask someone to leave safely. There are also courses on substance abuse and understanding addiction, suicide, and practical strategies and insights to serving participants with mental illness. Staff members have individual access to these trainings, and they are also used in group meetings.

7) **Staffing Structure**
   Describe the proposed staffing plan. Fill out the table below.

The proposed staffing plan reflects 24/7 shelter. If only overnight services are available upon opening, some of these positions may change. The men's shelter currently operates as overnight-only shelter. Operations management includes a Shelter Manager, Assistant Manager, and Third Shift Lead. There are 6.8 FTE Shelter Assistants spanning second and third shifts, as well as an Intake position, Coordinated Entry worker, and Operations Admin position responsible for managing laundry, cleaning, donations, and storage. The case management team is currently 4 FTE, available primarily during shelter operation hours, with some time spent at The Beacon and helping guests secure housing during business hours. If shelter remained overnight-only, we would still increase the case management team to 6 FTE to improve staff-to-guest ratios.

The permanent shelter structure will require a new position for waitlist management. Because we anticipate that demand for shelter will outpace available beds, we will have to create and maintain a waitlist, which will require daily attention. This position would also be responsible for notifying guests of openings and managing bed assignments. Additionally, we think this could be the position that specializes in 1915(i) enrollment before referring guests to a case manager to deliver ongoing services.

If the shelter is funded to provide 24/7 services as we are proposing, we would add a first shift operations team to include a Manager, Assistant Manager, and 3.8 FTE Shelter Assistants. Being open during regular business hours would also require Reception. If we were open during the day, our intention would be to allow guests to receive mail at the shelter, which would require extensive coordination in and of itself. We would also need Reception to greet and orient guests, vendors, volunteers, and community partners. In a 24/7 model, we would partner with Catalyst for Change (CFC) to provide some of our housing-focused case management services. We envision 3 FTE CFC Case Managers providing support services during regular business hours, including connection to long-term supports like CCS. Even with daytime services available, we anticipate that many guests would still seek services primarily in the evening and on the weekends due to other daytime commitments. For that reason, we would still have 3 FTE Porchlight Case Managers who provide services primarily during evening operation hours, with some time spent assisting guests to secure housing during regular business hours.

The permanent shelter will also return to food service, which will require a new on-site kitchen program with staff to manage food donations and menus, and prepare and serve meals (lunch and dinner for 24/7 shelter).

*The wages listed for Catalyst for Change (CFC) staff below reflects the total cost (wages, fringe, benefits).

Staff Position Title	Hiring Plan (Current/New /Expanded)	Total Program FTE	City-Funded FTE	Proposed Hourly Wage	Responsibilities
Reception	New	2.8	0.0	$20.00	Greeting guests, answering phones, managing mail, recordkeeping, information and referral
Waitlist Admin	New	1.4	0.0	$21.00	Managing the shelter waitlist, assigning beds, 1915(i) enrollment
Manager (AM)	New	1.0	0.0	$26.00	Supervising 1st shift staff, scheduling, overseeing shelter operations, providing services to guests
Assistant Manager (AM)	New	1.0	0.0	$23.00	Supporting the AM Manager in supervision and shelter oversight, providing services to guests
Manager (PM)	Current	1.0	1.0	$29.00	Supervising 2nd and 3rd shift staff, scheduling, overseeing operations, providing services to guests
Assistant Manager (PM)	Current	1.0	1.0	$24.26	Supporting the PM Manager in supervision and shelter oversight, providing services to guests
Third Shift Lead	Current	1.0	0.0	$21.00	Supporting the PM Manager in shelter oversight, coaching 3rd shift staff, providing services to guests
Shelter Assistant	Expanded	10.6	6.0	$18.00	Providing services and information to guests, mediating conflict, supporting shelter operations
Operations Admin	Current	1.0	1.0	$19.68	Communicating with cleaning and laundry vendors, coordinating linens, organizing donations, storage
Intake (PM)	Current	0.9	0.0	$20.66	Greeting and checking in guests, connecting guests to case managers, facilitating bed assignments
CE Worker	Current	1.0	0.0	$23.94	Conducting Coordinated Entry (CE) assessments, referral to CE priority housing list, gathering documents
Case Manager (PL)	Current	3.0	2.0	$21.00	Program enrollment, providing housing-focused support services, referral and connection to resources
Case Manager (CFC)	New	3.0	0.0	$45.00*	Providing housing-focused support services, referral and connection to resources, long-term supports (CCS)
Kitchen Manager	New	1.0	0.0	$23.00	Supervising kitchen workers, overseeing kitchen operations, planning menus, securing donations
Kitchen Worker	New	4.8	0.0	$13.00	Preparing and serving food to guests, cleaning kitchen and dining areas, assisting with food donations

2. OUTCOME AND PERFORMANCE (20 POINTS)

Select one and complete the appropriate section below:

☒ A. Existing Program with HMIS Data
☐ B. Existing Program without HMIS Data
☐ C. New Program With No Past Outcome Data

A. **Existing Program with HMIS Data**

*Use HMIS-reported data for past outcome fields. Refer to RFP **Appendix C** for instructions on generating the required reports. The HMIS report must be submitted with your application.*

1) Data Standards

The Wisconsin HMIS data quality standards for emergency shelters require: 95% for data completeness and 6 calendar days for data entry.

Please complete the following:
- 2024 data completeness score: **98.7%**
- 2024 average days to data entry for new entries: **0.21 days**
- 2024 average days to data entry for exits: **54.7 days**

Describe your agency's current practices to meet these standards and any planned improvements.

The program's data completeness score currently exceeds the standard, and we review HMIS reports quarterly to ensure that we continue to meet this measure by identifying and collecting missing data whenever possible. Our protocol in shelter is to complete data entry into HMIS in real time, with the guest present. The only things that have prevented this in the past were computer failures and internet outages. In those cases, we complete enrollment paperwork in hard copy and enter it as soon as possible after the issue has been resolved. We have worked hard to adapt our processes in recent years to improve our data quality and timeliness, and intend to continue exceeding these standards.

2) Use of Data for Performance Improvement

Describe how your agency uses data to evaluate and improve outcomes. Include the key data points or reports that are reviewed, who reviews them, and how the data are used to inform program changes.

The Director of Emergency Services (DoES) runs a service census report on a weekly basis to inform Porchlight staff, Board members, and funders of trends in utilization, including average nightly census and unduplicated guests year-to-date (YTD). This information has been used to increase or reduce meal orders, adjust staffing and security levels, and prompt additional resources.

The DoES runs Program Details reports on at least a quarterly basis to identify incorrect, missing, or incomplete guest data in order to improve data quality. This may include demographic information, disabling condition errors, missing bed nights, or miscategorized exit destinations.

The Assistant Director of Emergency Services (ADoES) runs a CAPER report on a quarterly basis to track exits to permanent destinations. This data is shared with case management staff to determine whether they have noticed any trends, to share successes, and to brainstorm ideas to increase exits to permanent housing.

The DoES reports biannually on shelter incidents, and simultaneously completes an internal suspension analysis. The analysis is reviewed with the shelter management team in order to identify trends in rule violations, suspension lengths, and guests who have received multiple suspensions. These discussions have informed many changes to the shelter rules as well as suspensions resulting from rule violations.

In preparation for the permanent shelter transition, the DoES and ADoES have run reports on the longest shelter stayers in order to target case management services toward those guests before the move. As case management capacity increases in the future, we intend to run reports to determine which guests do not have income or insurance to target workshops toward those groups. We also anticipate running reports to identify guests who may be eligible for TBRA funds or 1915(i) support.

3) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
Length of Time Persons Remain Homeless in Emergency Shelter (Leavers Length of Stay)	90 days	63 days	85 days	105 days	90 days
% of Leavers Exiting to Permanent Destinations	30% for singles	7%	5%	10%	30%

4) Outcome Analysis
Compare your agency's past performance to CDD targets. Discuss trends and what you think explains your successes or challenges. What changes/strategies do you think could help improve outcomes?

We think the length of stay in shelter was impacted by the same factors that caused a tremendous climb in overall shelter utilization over the last several years (2022 – 161 guests per night | 1,352 unduplicated; 2023 – 230 guests per night | 1,616 unduplicated; 2024 – 279 guests per night | 1,750 unduplicated). What little affordable housing there is in Madison is in extremely high demand, and inaccessible to the majority of our guests. We also began to see more guests in shelter as COVID-related eviction prevention funding started to dry up in Dane County. A significant portion of our guests have no income, and while the percentage of overall guests without income has stayed relatively consistent over the years, the actual number is increasing with utilization while the resources in our community remain stagnant.

We still think 90 days is a good target, and we will aim toward it. However, we do anticipate that the length of stay measure will get worse before it gets better. Last year, 46% of leavers accessed shelter for one week or less. It is likely that if we run a waitlist, some portion of those short-stayers will not access shelter at all.

Porchlight intends to increase case management services in permanent shelter to reach more guests. We hope to use data to identify trends among our guests in order to target interventions and resources to specific groups (e.g., benefits specialists, job search support, insurance enrollment). We also want to increase our capacity to work one-on-one to identify goals and eliminate individual barriers to housing, and to connect guests to long-term supports that may prevent returns to homelessness when they exit to housing.

In traditional drop-in shelter, it is very difficult to get accurate exit data for guests because they do not report back to staff when they leave, and rarely have updated contact information on file for staff to reach out. In 2024, 83% of exits were to unknown destination. We suspect that some portion of those were to permanent destinations, but we do not have that data. Porchlight has employed multiple strategies over the years to improve the percentage of known destinations, but even though actual numbers are better, when utilization keeps climbing the percentage of the whole remains quite low. We are hopeful that moving to a transitional bed structure will increase the number of guests who report back to staff about where they are going, as well as the likelihood that we have updated contact information.

In addition to having exit data at all, our strategies for increasing exits to permanent housing are the same for shortening length of stay. We hope to have the capacity to work more intentionally with guests both individually and in small groups to connect them to the resources necessary to eliminate their barriers to housing, especially income. We also hope to make more connections with cooperative landlords and other housing resources for guests who may not have significant barriers other than finding housing.

5) **Additional Outcome Measures**
   List any additional outcomes your agency tracks or proposes to measure.

As we focus more on increasing income among guests, we would like to track changes in income from enrollment to exit. Though a report can be run for this now, the data is currently inaccurate because even when staff know a guest's exit destination, they are rarely completing an exit interview with the guest present. While we know that this is going to be a challenge even with the new shelter structure, we are interested in improvements over time. The same is true of connection to non-cash benefits and health insurance, which we also seek to document and track.

Porchlight is also enrolling as a 1915(i) provider. We are interested to see how many guests will be eligible and interested in enrolling through Porchlight. After our 1915(i) program has been in operation for a while, we may run recidivism reports to see whether there is an improvement in housing retention among guests who exited to permanent destinations.

3. PROGRAM BUDGET (20 POINTS)

1) **Leveraging Medicaid Resources**
   Describe how your agency will utilize Medicaid 1915(i) and/or Comprehensive Community Services (CCS) to support the proposed program. Include:
   - *Specific services or costs for which you expect to seek Medicaid 1915(i) or CCS funding*
   - *A realistic estimate of revenue you expect these sources to generate*
   - *Steps, if any, your agency has already taken to access these funding sources and/or a timeline for securing necessary certifications and training*
   - *Any preparation or infrastructure you think your agency will need to support billing and compliance*

   Note: City-funded emergency shelters and outreach programs selected through this RFP will be required to utilize Medicaid 1915(i) to support eligible services and/or move-in cost assistance. Other program types are not required, but are strongly encouraged to incorporate Medicaid funding strategies where feasible.

   Porchlight's registration to be a provider of 1915(i) is underway. We have passed our site visit and are awaiting final paperwork. We expect to be certified, trained, and testing it out by fourth quarter of 2025. We plan to start with enrollments and relocation assistance so that we can figure out the process and iron out any issues. Our intention for permanent shelter is to enroll as many guests as are interested and eligible in the benefit, and give them the option to continue to work under 1915(i) with a shelter case manager. Because the person who enrolls guests must be different from the person providing services, we envision the Waitlist Administrator also taking the lead on 1915(i) enrollments and creating person-centered plans. For enrolled guests who do elect to work with a shelter case manager, we would provide transition supports, including filling out applications, addressing barriers, and helping find housing. The Assistant Director of Emergency Services will oversee the administration of this 1915(i) program within shelter, and develop a system for billing and compliance oversight.

   We do not realistically know how much revenue we can expect to generate from the 1915(i) program, because we have never provided this kind of service in this setting, but here is our thought process. If we serve 750 guests in a year, we could estimate based on previous data that 60% of them have Medicaid. To be eligible, they must also have a mental health or substance use disorder, which based on previous data would apply to 28% of guests. We would make a concerted effort to enroll everyone who is eligible and interested, but some will have already been enrolled. So if we assume that there was a high crossover between guests who have a mental health or substance use disorder and also have Medicaid, we could generously estimate we could enroll about 200 guests, at $84.36 per consultation, which would be $16,872. After enrollment, the guest would need to choose to work with a shelter case manager for transition support under 1915(i). If we assume that 75% of those guests will elect to work with us, and we average 5 hours per person of transition support at $14.06 per 15 minutes, we could generate $42,180 ($59,052 total). We also plan to use 1915(i) for relocation, but would likely prioritize using other funds that are specifically for entry costs, depending on the individual's eligibility and level of need. We may also use this in combination.

   Porchlight does not have plans to provide CCS services, but will partner with Catalyst for Change to ensure that interested and eligible guests may select a provider that will work with them on-site.

2) **Use of Tenant-Based Rental Assistance (TBRA) Funds**
   Federal HOME TBRA funds are available for move-in cost assistance:
   - *Available only for shelter guests with an income at or below 80% of the County Median Income who have secured a housing unit that meets Housing Quality Standards (HQS) or HUD-established inspection standards.*
   - *Eligible move-in costs include:*
     - *Security deposit (up to two months' rent)*
     - *First month's rent*

   Will your agency accept federal HOME TBRA funding for move-in cost assistance for your shelter participants? Programs must comply with all applicable federal HOME regulations.

   ☒ Yes   ☐ No

   If yes, identify:
   - Estimated number of shelter participants to be assisted with TBRA funds: **50**
   - Amount of TBRA funds requested: **$100,000***

   *This potential move-in cost assistance is not included in the program budget or funding request.

3) **Use of Emergency Solutions Grant (ESG) Funds**
   Can your agency accept federal ESG funding for this program, either in full or in part? ESG-funded programs must comply with all applicable federal regulations.

   ☒ Yes   ☐ No

   If yes, identify:
   - Source(s) of required 100% matching funds (cash or in-kind): **Dane County funds**
   - Maximum estimated annual match your agency can provide: **$165,000**

4) **Program Budget Form**
   *Complete the **Program Budget Form (Excel)** for a full program year. Only expenses listed as eligible in Appendix B of the RFP may be included in the funding request to the City of Madison.* – See attached.

5) **Budget Narrative and Clarifications**
   Use this section to explain any assumptions, nuances or clarifications needed to fully understand your budget proposal as presented in the Program Budget Form (Excel).

   This budget reflects 24/7 services, but Porchlight's ability to operate 24/7 will be determined by total available funding for the program. We kept this budget request to just a few categories for ease, but most line items listed in the "non-City sources" column would be eligible. There are also multiple other positions in the staffing schedule listed as non-City-funded that are currently in our overnight-only staffing pattern. So even if we were only able to operate as overnight shelter, our program budget would exceed the request amount in this proposal.

AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program: Porchlight, Inc. - Men's Shelter

ACCOUNT CATEGORY	City of Madison Request Amount	Non-City Sources	Total Program Budget	Budget Details (e.g., Case manager and supervisor wages; $1,000 for application fee; $3,000 for bus passes)
A. PERSONNEL				
Salary	478,600	1,211,180	1,689,780	
Taxes/Benefits	114,460	220,125	334,585	
Subtotal A.	593,060	1,431,305	2,024,365	
B. OTHER OPERATING				
Insurance		37,430	37,430	All liability, social services, worker's comp
Professional Fees			0	
Audit			0	
Postage/Office and Program Supplies			0	
Equipment/Furnishings/Depreciation			0	
Telephone			0	
Training/Conferences			0	
Food	743,000		743,000	Two hot meals per day, small breakfast
Household Supplies			0	
Auto Allowance/Travel			0	
Vehicle Costs/Depreciation			0	
Other: Laundry		272,200	272,200	Sheets, blankets, towels
Other: Security		348,700	348,700	Security personnel - 168 hours weekly
Other: Cleaning		259,100	259,100	Daily facility cleaning, supplies, bio-hazard clean-up
Other: Operating		36,500	36,500	Staff training, staff mileage, supplies, equipment, furnishings, phone, internet
Other: Admin		35,800	35,800	Audit, office supplies, licenses, fees
Subtotal B.	743,000	989,730	1,732,730	
C. SPACE				
Office or Facility Rent			0	
Utilities	175,600		175,600	Gas, electric, water, sewer
Maintenance		55,950	55,950	Grounds care, pest control, waste
Mortgage Principal/Interest/Depreciation			0	
Property Taxes			0	
Subtotal C.	175,600	55,950	231,550	
D. SPECIAL COSTS				
Assistance to Individuals - Rent (monthly rent and rent arrears)			0	
Assistance to Individuals - Other Financial Assistance (security deposit, application fee, bus passes, etc.)		216,000	216,000	Guest transportation - shuttle and cabs
Program Subcontracts (Specify):			0	
Other (Specify):			0	
Other (Specify):			0	
Subtotal D.	0	216,000	216,000	
TOTAL (A.-D.)	1,511,660	2,692,985	4,204,645	

NOTES:

STAFFING: Include ALL staff working for the program			
Staff Position Title	City-Funded FTE	Total FTE, including Non City Sources	Roles and Responsibilities
Shelter Manager (PM)	1.0	1.0	Supervising 2nd & 3rd shift staff, scheduling, overseeing operations, providing services
Assistant Manager (PM)	1.0	1.0	Supporting PM Manager in supervision and shelter oversight, providing services
Shelter Assistants	6.0	10.6	Providing services & information, mediating conflict, supporting shelter operations
Operations Admin	1.0	1.0	Communicating w/ cleaning & laundry vendors, coordinating linens, donations, storage
Case Managers (PL)	2.0	3.0	Program enrollment, providing housing-focused services, resource referral/connection
Case Managers (CFC)	0.0	3.0	Providing housing-focused services, resource referral/connection, long-term supports
Third Shift Lead	0.0	1.0	Supporting PM Manager in shelter oversight, coaching 3rd shift staff, providing services
Intake (PM)	0.0	0.9	Greeting/checking in guests, connecting case managers, facilitating bed assignments
Coordinated Entry Worker	0.0	1.0	Conducting CE assessments, referral to CE priority housing list, documentation
Kitchen Manager	0.0	1.0	Supervising kitchen workers, overseeing kitchen operations, menus, donations
Kitchen Worker	0.0	4.8	Preparing & serving food to guests, cleaning kitchen & dining areas, donations
Waitlist Admin	0.0	1.4	Managing waitlist, assigning beds, 1915(i) enrollment
Shelter Manager (AM)	0.0	1.0	Supervising 1st shift staff, scheduling, overseeing operations, providing services
Assistant Manager (AM)	0.0	1.0	Supporting AM Manager in supervision and shelter oversight, providing services
Reception	0.0	2.8	Greeting guests, answering phones, managing mail, recordkeeping, info/referral
Administration	0.0	2.8	Program supervision and oversight, HR, accounting, marketing, donations