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 Gennes   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
H. OTHER PERMANENT HOUSING

Instructions:

This Program Application form must be completed for each proposed **Other Permanent Housing** 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 **12 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:	Permanent Housing Case Management
CDD Funding Request:	$230,016

1. PROGRAM DESCRIPTION (30 POINTS)

1) Program Location
List the addresses of the housing this program will support.

The Permanent Housing Case Management program would provide support services to participants in 96 single room occupancy (SRO), efficiency, and 1-bedroom units at 10 Porchlight housing sites.

1. 324 E Mifflin St Madison, WI 53703 (6)
2. 3342-3348 E Washington Ave Madison, WI 53704 (12)
3. 310 N Hamilton St Madison, WI 53703 (5)
4. 609 N Midvale Blvd Madison, WI 53705 (3)
5. 4002-4016 Nakoosa Trail Madison, WI 53714 (30)
6. 1309 Northport Dr Madison, WI 53704 (16)
7. 318 S Broom St Madison, WI 53703 (5)
8. 1903 Sherman Ave Madison, WI 53704 (5)
9. 1702-1710 Thierer Rd Madison, WI 53704 (11)
10. 2104 Winnebago St Madison, WI 53704 (3)

2) **Target population**
   Describe the population you expect to serve, including:
   - *Projected annual number of unduplicated households without children (singles):* **113**
   - *Projected annual number of unduplicated households with children (families):* **0**
   - *Key characteristics of the target population*

   This program will serve single adults currently living in Porchlight housing, and will use Coordinated Entry (CE) to fill vacancies with adults experiencing literal homelessness who have scored in the Rapid Rehousing (RRH) range, prioritizing individuals who are currently accessing the men's shelter. Eligible participants will have income equivalent to or greater than twice the rent ($375-$625/month) for the available housing unit they select. This program may also accept internal transfers from the Porchlight permanent supportive housing (PSH) project, if a resident in good standing expresses interest and is appropriate to "move up".

   The Permanent Housing Case Management program currently accepts single adults from CE, and has been prioritizing men's shelter users in 2025 as a part of an effort to increase outflow from the shelter prior to the permanent shelter opening with a lowered bed capacity. We are seeking to continue this prioritization in order to help address the ongoing issue of shelter demand outweighing supply. We suspect that prioritizing shelter users may also increase efficiency from initial contact through the housing process, as there will be more opportunity for intentional warm handoffs from shelter case managers.

3) **Coordinated Entry and Intake Process**
   City-funded Rapid Rehousing programs providing rent or financial assistance must utilize the Dane CoC's Coordinated Entry system. This means informing the Coordinated Entry Manager (currently the Institute for Community Alliances) when there are program openings and accepting referrals from the Coordinated Entry list. Describe how your agency will receive and respond to Coordinated Entry referrals, and what the intake process will look like from the participant's perspective.

   This program accepts all referrals from Coordinated Entry (CE). When a unit becomes available, Porchlight staff contacts the CE Manager to identify a potential applicant who meets the income requirements for the vacant unit, and is currently accessing men's shelter. If no one accessing the men's shelter is eligible, the CE Manager will refer from the broader CE list in the RRH range. The Porchlight case manager will follow the Written Standards to ensure due diligence when making contact with potential applicants.

   After the housing case manager has reached an interested applicant and reviewed eligibility, the applicant is invited to view the vacant unit(s) and confirm their interest. The housing case manager then contacts the housing specialist with the applicant present to coordinate the process of completing the housing application. Once the housing application is processed and approved by the housing department, the case manager meets with the participant to complete intake paperwork and enroll them in HMIS. The case manager also assists the participant in securing funding for entry costs as needed. Following this meeting, the move-in date is scheduled, and the participant signs their lease agreement and receives keys.

   We recently created a guide for case managers with procedures from a unit becoming vacant all the way to a new participant's lease up. It includes instructions for when and how to request referrals from CE, what to include in CE requests, tips and tricks for contacting referrals, and an overview of the housing process.

4) **Services Provided**
   Describe how the program will support participants in identifying and addressing specific barriers to obtaining and maintaining permanent housing, including housing navigation, connections to healthcare, behavioral health services, long-term case management, and other benefits. Include frequency and duration of services and how services will incorporate best or evidence-based practices.

The program provides case management for 96 housing units at 10 properties. Case management is focused on identifying and eliminating barriers to maintaining housing, and promoting housing stability. Staff attempts to engage with participants at least monthly, but frequency of services is determined by the participant, and may be weekly or more often at the beginning of their tenancy, or if the participant is experiencing a crisis or needs urgent assistance. Support services are offered throughout each participant's tenancy in their Porchlight permanent housing unit.

The program selects participants from Coordinated Entry, and uses a housing first approach to eliminate barriers to entry. There is no expectation that participants demonstrate "housing readiness", or participate in any treatment prior to entry. When necessary, case managers help tenants focus on harm reduction in order to remain housed even with active substance use or mental health challenges. Case managers start building rapport with participants from the initial unit tour, and practice progressive engagement – meeting the participant where they are at, and increasing support as needed or requested.

Housing stability plans are developed during program enrollment and revisited regularly. Initial intake includes a needs assessment, a goals form, and the Mainstream Resources Checklist, which all inform the individual housing stability plan. Individual plans may include connection to physical and mental health care, treatment, supplemental income, financial assistance, and other community resources. Staff tracks participant progress in HMIS through client notes, as well as status and annual assessments.

Support services are trauma-informed, and tailored to the needs of the individual. Participants may meet case managers in the office, in their home, or elsewhere in the community. Supportive services are primarily available Monday through Friday during business hours, but case managers may make alternate arrangements for participants who are unavailable during regular hours due to employment or other commitments. For participants who may be reluctant to engage in support services, case managers may reach out and stop by their units to bring donated household items and briefly check in. During these visits, case managers can ensure that participants are safe and doing well, and that any issues inside their unit are adequately addressed. It is also an opportunity to build rapport, and for participants to mention any needs that they otherwise may not have brought up. New participants, participants with higher needs, and those who are not connected to essential resources typically meet weekly with their case manager, until they feel more stable in their housing and wish to reduce meeting frequency.

If a participant is connected to case management in the community, the Porchlight case manager, with the permission of the participant, will collaborate with the other providers to support the participant in meeting their goals while attempting to avoid duplication of services. If a participant is not connected to outside services but expresses interest in long-term supports beyond housing case management, Porchlight staff will assist the participant in enrolling in an appropriate program like Comprehensive Community Services (CCS).

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

Incoming case managers begin by meeting the rest of the supportive services team, learning our philosophy around client-centered approaches, visiting their assigned sites, and meeting their program participants. Initial onboarding also includes mandatory training courses on diversity, inclusion, unconscious bias, and bystander intervention. Case managers then complete new user trainings on HMIS, as well as courses specific to program enrollments and assessments. Additional onboarding includes an introduction to Coordinated Entry, housing and program intake processes, and documentation requirements.

The full case management team meets on a monthly basis to share ideas and support, engage in targeted case conferencing, and to learn about community resources. As part of these meetings, they frequently host staff from other community providers, or take trips as a group to tour other agency sites. The meetings may also spotlight a particular training topic, like harm reduction or trauma-informed care.

On an individual basis, case managers 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 work with individuals who are or were unhoused. It includes many courses relevant to housing case management for participants who were formerly unhoused, such as in-depth de-escalation workshops, substance abuse and understanding addiction, suicide, and practical strategies and insights to serving participants with mental illness. It also highlights issues specific to housing, such as bed bugs and hoarding.

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

The Permanent Housing Case Management program includes three full-time case managers with caseloads of 24-30 participants, depending on the number of different sites they are serving. It would also partially fund the Case Management Supervisor, who provides direct service to 15 participants and supervises the other case managers in the program.

The size of the team and the associated costs are higher than past years due to a few factors. Porchlight has recently completed a year-long process to right-size our caseloads in keeping with staff-to-client ratios recommended for our specific program types. We have also undergone changes in program oversight with the intention of increasing capacity in both management and leadership roles. We hope that this will lead to consistent improvements in program processes and outcomes, as well as increased staff retention.

Additionally, we made some changes to the housing units that are included in this program. We removed one property that had low utilization in the last year due to continued issues with both tenants and the condition of the building itself. We also set aside a unit at three of our properties to accommodate a resident manager. We then added two properties to the program to replace those units and to increase options for participants. These two properties used to be family units and were recently renovated to accommodate singles. This brings the new total to 96 units.

Staff Position Title	Hiring Plan (Current/ New/ Expanded)	Total Program FTE	City-Funded FTE	Proposed Hourly Wage	Responsibilities
Housing Case Manager	Current	1.0	1.0	$27.10	Direct support services to 27 units at 2 sites, including housing stability plans and connection to resources
Housing Case Manager	Current	1.0	1.0	$22.05	Direct support services to 24 units at 5 sites, including housing stability plans and connection to resources
Housing Case Manager	Current	1.0	1.0	$21.00	Direct support services to 30 units at 1 site, including housing stability plans and connection to resources
Case Management Supervisor	Current	0.9	0.5	$26.25	Direct support services to 15 units at 2 sites, including housing stability plans and connection to resources; supervision of 3 case managers

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 Other Permanent Housing require: 98% for data completeness and 6 calendar days for data entry.

Please complete the following:
- 2024 data completeness score: **98.68%**
- 2024 average days to data entry for new entries: **1.4 days**
- 2024 average days to data entry for exits: **24.1 days**

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

The program's data completeness score currently meets the standard, and we review HMIS reports quarterly to ensure we continue to meet this measure by identifying and collecting missing data whenever possible. Our internal goal for data entry for new participants is within 24 hours of enrollment. We get close to that goal by some of our case managers entering data in real time, and others ensuring they are entering it at their earliest convenience. In keeping with best practices, we continue to move toward the majority of case managers entering data in real time.

Data entry for exits is an area for improvement. In general, exits are not completed in real time. There are many potential complicating factors, like the participant leaving without informing anyone, or informing housing staff but not their case manager. There were also multiple cases in the past year of a participant leaving during a staff transition and the exit falling through the cracks. We have recently implemented a monthly review of our property management lists, cross-referenced with HMIS program rosters, to ensure the data is consistent across both platforms. This process has already identified errors in 2025 in both systems that were subsequently corrected. We are also creating a mechanism in the coming months for the housing and services departments to jointly process vacancies, ensuring that both are aware of participant exits.

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) is responsible for completing the Housing Inventory Count (HIC) for Porchlight on a monthly basis. Before running those reports on HMIS, the DoES reviews program rosters for all Porchlight programs and cross-references them with our property management software, as well as our internal housing vacancy list. The DoES then runs the HIC reports in HMIS and brings bed utilization trends to the attention of the leadership team to discuss strategies for reducing vacancy.

The Director of Supportive Services (DoSS) will review the EHH Data Quality Report on a monthly basis to facilitate steady improvements in data quality and timeliness. The DoSS will also track participant exit destinations to identify any trends, and to engage both case managers and the housing department in discussions about participant outcomes and strategies for improvement.

3) **Performance Outcomes**

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% Of Participants Who Retained or Exited to Permanent Housing	90%	88%	88%	78%	90%
% Of Leavers Who Exited to PH Returning to Homelessness in Less than 6 Months	≤ 5%	0%	0%	8%	≤ 5%
Unit Utilization Rate	95%	95%	91%	83%	95%

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?

The program was at or close to the CDD target across all measures for two of the past three years, and we are confident that we can reach those targets in the future. Last year (2024) was particularly tough for unit utilization and retention and exits to permanent housing, due in large part to issues at two of the program properties. Both the Mifflin and Johnson properties had ongoing issues with tenants, guests, and unwanted third parties that resulted in significant safety issues, repeated police contact, and property damage. Both properties, which were already old and in need of updates, required major repairs. Multiple tenants were non-renewed, and the housing department transferred the remaining tenants in good standing before closing both properties for repairs. They were closed for several months while the buildings underwent full renovations. Moving forward, Mifflin will remain in this program with reduced units in order to accommodate an on-site resident manager. Johnson will be removed and replaced with different properties.

There is also room for improvement in filling available vacant units. Understanding that case managers are busy providing services for their other program participants and may unintentionally de-prioritize filling vacancies, the Case Management Supervisor reviews progress on the vacancy list with each case manager during biweekly individual supervision, and refers them back to the recently-created case management guide to requesting referrals and filling vacant units. The Case Management Supervisor and Director of Supportive Services have also begun meeting weekly with the Housing Specialist to review vacancies and address any gaps between initial contact and the move-in process.

Porchlight also intends to hire another full-time Housing Specialist. This position will spend time on the Nakoosa and Thierer campuses, and will be available to coordinate unit turnovers, follow up on work orders, and assist with applicant tours and lease-ups. They will be able to collaborate with case management staff to facilitate payment plans and address tenant issues. We hope this will both improve efficiency in filling vacant units and increase housing retention.

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

Data review can have a tendency to be weighted toward addressing deficiencies (e.g., reducing vacancy, reducing negative exits, etc.). That is important, but we also want to learn from our successes. We intend on taking a look at our longest stayers in the program to see if we can identify any patterns that might be replicable with other participants. For example, we might see if our participants who are particularly stable in their housing are connected to certain resources or other providers, or if certain properties have features that contribute to longevity in the program. We have also noticed that our recidivism rate is quite low, meaning that when participants exit our program into other permanent housing, they tend to maintain that housing. We would be interested to see if there are any noticeable patterns amongst our participants who have exited to permanent housing, and whether some of those conditions could also be reproduced with our current program participants.

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 is currently in the process of registering as a 1915(i) provider for our men's shelter program. We have passed our site visit and are awaiting final paperwork. We expect to be certified, trained, and testing it out by the fourth quarter of 2025. The Assistant Director of Emergency Services (ADoES) will oversee administration of this 1915(i) program within shelter, and develop a system for billing and compliance oversight. Once we have a solid system to provide and bill for 1915(i) services in shelter, we will expand to other programs that may be a good fit, including Permanent Housing Case Management. The Director of Supportive Services will oversee administration of 1915(i) within housing case management, and will work with the ADoES to ensure there is a strong system for billing and compliance oversight for this program.

The Permanent Housing Case Management program could provide sustaining supports through 1915(i) for participants who are entering the program from an unhoused situation and are already enrolled. Our intention would be to provide continuing services to individuals who were enrolled in 1915(i) during their shelter stay, and were working with shelter staff. Shelter case managers would then be able to provide a warm handoff to housing case management staff, so that the individual's person-centered plan would follow them into their housing support services. If we consider the number of potential participants entering the housing program each year who may have both Medicaid and a mental health or substance use disorder, we generously estimate we may be able to serve 15 participants with 1915(i) annually. If we assume weekly meetings in the first two months of tenancy and monthly for the remainder of the year, that would amount to $21,934. Our stretch goal would be to cover the remainder of the personnel cost for the Case Management Supervisor with funds generated through 1915(i).

2) 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.

3) 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). – N/A

AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program: Porchlight, Inc. - Permanent Housing Case Management (PH CM)

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	173,212	21,840	195,052	Case manager and supervisor wages
Taxes/Benefits	56,804	2,734	59,538	Case manager and supervisor taxes and benefits
Subtotal A.	230,016	24,574	254,590	
B. OTHER OPERATING				
Insurance			0	
Professional Fees			0	
Audit			0	
Postage/Office and Program Supplies			0	
Equipment/Furnishings/Depreciation			0	
Telephone		3,500	3,500	Cell phones
Training/Conferences		1,000	1,000	Training
Food			0	
Household Supplies			0	
Auto Allowance/Travel		5,000	5,000	Case manager mileage
Vehicle Costs/Depreciation			0	
Other (Specify):			0	
Subtotal B.	0	9,500	9,500	
C. SPACE				
Office or Facility Rent			0	
Utilities			0	
Maintenance			0	
Mortgage Principal/Interest/Depreciation			0	
Property Taxes			0	
Subtotal C.	0	0	0	
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.)			0	
Program Subcontracts (Specify):			0	
Other (Specify):			0	
Other (Specify):			0	
Subtotal D.	0	0	0	
TOTAL (A.-D.)	230,016	34,074	264,090	

NOTES:

STAFFING: Include ALL staff working for the program			
Staff Position Title	City-Funded FTE	Total FTE, including Non-City Sources	Roles and Responsibilities
Housing Case Manager	3.0	3.0	Direct support services, including housing stability plans and connection to resources
Case Management Supervisor	0.5	0.9	Direct support services, supervision of 3 case managers