

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:	Urban Triage
Contact Person Name and Title:	Brandi Grayson
Address:	2312 S Park St , Madison WI 53713
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Website:	Urbantriage.org
Federal Tax ID or EIN:	843297905
Unique Entity ID (UEI) Number:	RLQ5SFJB8FN8
Legal Status:	<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Limited Liability Company <input type="checkbox"/> General Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Unincorporated Association <input type="checkbox"/> Other: _____
Tax Exempt Status:	<input checked="" type="checkbox"/> Non-profit: 501 (c)(3) since MARCH 2020 <input type="checkbox"/> For-profit with a primary mission focused on housing and homelessness

AGENCY REQUEST SUMMARY

Program Type	Request Amount
Homeless Services	
A. Homelessness Prevention	\$ 358,790
B. Diversion	\$
C. Emergency Shelter	\$
D. Street Outreach	\$ 294,000
E. Extreme Weather Hotel for the Unsheltered	\$ 158,490
F. Rapid Rehousing (RRH)	\$
G. Permanent Supportive Housing (PSH)	\$
H. Other Permanent Housing (OPH)	\$
I. Other Programs that Promote Pathways to Stable Housing	\$
Housing Resources	
J. Tenant Support	\$
TOTAL REQUEST	\$ 811,280

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).



6/26/2025

Signature

Date

AGENCY QUALIFICATION

1. AGENCY MISSION AND RELEVANT EXPERIENCE (10 POINTS)

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

At Urban Triage, our mission is to **transform culture, institutions, and communities to ensure a humane future**—a vision that aligns seamlessly with the City of Madison's commitment to equity, housing justice, and person-centered approaches outlined in this RFP. By centering the lived experiences of unsheltered individuals and families—particularly those from BIPOC and LGBTQ+ communities disproportionately impacted by homelessness—we deploy culturally responsive, trauma-informed street outreach that is grounded in both dignity and data. Our services directly support RFP objectives: identifying and engaging individuals experiencing unsheltered homelessness, completing Tier 1 and Tier 2 Coordinated Entry assessments, and facilitating rapid connections to emergency shelter, permanent housing, and stabilization services. We apply **evidence-based models** such as **Housing First, Motivational Interviewing, and Progressive Engagement**, which have been proven effective in reducing the duration and recurrence of homelessness. Our integration of **Medicaid 1915(i)** services further enhances sustainability, allowing us to deliver long-term housing stabilization and behavioral health support while maximizing City investments. Through this work, we don't just meet the RFP's performance targets—we advance a broader systems transformation that embodies the City's goals and our mission: a humane, equitable future for all Madison residents.

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

Urban Triage brings a proven, community-rooted track record in delivering housing stabilization, street outreach, rental assistance, and empowerment-based education services to marginalized populations in Madison and Dane County. Our work is deeply informed by the lived experience of our staff, **over 80% of whom were formerly Urban Triage clients**. This transformative approach ensures that our services are **authentic, culturally relevant, and grounded in a deep understanding of the systems and barriers our participants face**. We currently or previously operated and have successfully managed a variety of programs that mirror and support the goals of the RFP:

- **CORE Rental Assistance Program:** Provided rental assistance and housing navigation support to households at imminent risk of homelessness. Urban Triage served as a key partner in the **Dane County CORE (COVID-19 Emergency Rental Assistance) Program**, a critical pandemic-era initiative aimed at **preventing homelessness and displacement** through rapid financial relief, case management, and housing navigation. Under CORE, Urban Triage provided over **\$20 million in rental and utility**

assistance to marginalized households across Dane County, focusing on those disproportionately impacted by structural racism, economic exclusion, and housing discrimination.

- In parallel, Urban Triage has developed a **dedicated street outreach infrastructure** that aligns with the values, goals, and methods outlined by the City of Madison. Our **Street Outreach team regularly engages individuals living in unsheltered conditions**—including parks, encampments, abandoned buildings, and vehicles—using trauma-informed, culturally affirming approaches that honor participant autonomy and dignity. Our street outreach program has been running successfully since 2021, utilizing minimal resources, and has consistently exceeded case management goals, successfully moving clients into permanent housing.

Our current street outreach operations include:

- **Mobile engagement teams** cover downtown Madison, Northport, South Side, and designated high-need areas.
- **Distribution of essentials** (hygiene kits, weather gear, food, emergency blankets) to meet immediate safety needs.
- **On-site case management** and completion of Tier 1 Coordinated Entry assessments during field contact.
- **Rapid referrals to shelter, medical/behavioral health services, and housing resources**, often in collaboration with CoC partners.
- **Active participation in outreach case conferencing and coordinated entry meetings**, ensuring continuity of care and system alignment.

This real-time field experience has shown us that successful street outreach requires:

- **Consistent presence and relationship-building** with individuals who have lost trust in traditional systems.
- **Navigation of complex eligibility processes** for housing and public assistance.
- **A deep understanding of the root causes of unsheltered homelessness**, including racialized poverty, criminal legal system involvement, domestic violence, and untreated trauma.

Other programs that relate to and connect to the goals under this RFP.

- **YHDP (Youth Homelessness Demonstration Project):** Our team served youth ages 18–24 experiencing or at risk of homelessness, including those exiting foster care, justice systems, or unsafe households. We delivered individualized, trauma-informed stabilization plans, helped secure safe housing, and offered comprehensive wraparound services that included mental health support, employment readiness assistance, and peer mentorship.
- **Emerging Adults House:** This initiative empowers young adults aged 18–26 through culturally rooted education, support circles, and housing stabilization. The program helps participants heal from trauma, develop life skills, and transition into independence and stable housing. Providing temporary housing for up to 2 years with onsite support 24/7.
- **Rapid Re-Housing (RRH):** Urban Triage has implemented RRH components, including financial assistance, move-in support, and long-term stabilization coaching, under multiple contracts. We integrate motivational interviewing, housing-first approaches, and coordinated care to reduce barriers and improve housing retention outcomes.
- **Education Groups and Community Engagement:** We provide community-centered education through our Supporting Healthy Black Families umbrella of workgroups, which educate individuals and families on housing rights, financial literacy, mental health, and systems navigation. Our community engagement strategies have mobilized over 5,000 individuals through public health, eviction prevention, and harm reduction campaigns.

Our deep roots in Madison’s Black and BIPOC communities, paired with evidence-based practices and firsthand understanding of housing instability, make us uniquely equipped to meet the RFP’s expectations. We don’t just provide services—we build **relationships, power, and sustainable pathways to housing stability**, contributing to Madison’s vision of a more humane and equitable future for all.

By combining our CORE relief experience with our **direct street outreach work** and other housing programming, Urban Triage is uniquely positioned to implement a high-impact program under this RFP. We will continue leveraging our strengths in **culturally responsive engagement, evidence-based practices, and Medicaid 1915(i)** funding strategies to **connect unsheltered individuals to housing, healing, and long-term support**, fulfilling the City's vision for humane, equitable systems change.

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.

Urban Triage maintains a **robust internal quality improvement system** that is aligned with **HUD performance benchmarks** and national best practices for outcome-driven service delivery. Our approach to quality is grounded in **continuous learning, client voice, and real-time data review**, ensuring that our programs not only meet compliance standards but also produce lasting, equitable impact.

We implement the following strategies to drive ongoing program improvement:

- **Quarterly Outcome Reviews:** Program outcomes are reviewed quarterly by leadership and program staff, focusing on housing placements, retention rates, equity benchmarks, and alignment with HUD's System Performance Measures (SPMs). Disaggregated data is analyzed to track disparities and course-correct as needed.
- **Client Feedback Loops:** We incorporate the voices of participants through **regular feedback surveys, exit interviews, and peer-led focus groups**, ensuring our services remain culturally relevant, trauma-informed, and responsive to evolving community needs. Feedback directly informs curriculum revisions, service delivery adaptations, and staff training priorities.
- **Audit-Ready Documentation & HMIS Monitoring:** Our case files and HMIS data undergo monthly quality assurance checks to ensure accuracy, timeliness, and completeness—aligned with **CoC and HUD data quality standards**. These reviews not only ensure compliance but highlight service gaps and training needs.
- **Reflective Supervision & Learning Circles:** We host **monthly internal learning circles and weekly reflective case conferencing**, providing space for staff to troubleshoot barriers, explore emerging best practices, and uplift lived experience in decision-making.
- **Annual Program Evaluation:** Each year, Urban Triage conducts a comprehensive evaluation of all housing and outreach programs. This includes performance against HUD and City contract goals, participant retention, cost-effectiveness, and equity of outcomes.

Our quality improvement efforts ensure **not only compliance but also impact**, transforming systems and services to better meet the needs of Madison's most vulnerable communities.

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

Urban Triage has developed a **rigorous, HUD-compliant financial management infrastructure** that promotes **transparency, accountability, and long-term sustainability**. Our systems are designed to meet and exceed **Single Audit thresholds** and the **Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200)**.

Our financial accountability measures include:

- **Independent Annual Audit & Board Oversight:** We undergo an annual **Single Audit** conducted by a certified independent CPA firm. Audit results, management letters, and corrective action plans (if applicable) are reviewed and approved by our **Board of Directors**, ensuring a high standard of fiscal governance.

- **Segregation of Duties & Internal Controls:** Urban Triage enforces clear internal controls, including **segregation of financial duties**, multi-level approval for expenditures, and reconciliations of all accounts. This minimizes risk and safeguards public funds.
- **Fund-Specific Accounting & Cost Allocation:** We maintain **fund-specific general ledgers** to ensure accurate tracking and reporting of restricted, unrestricted, and government funds. All costs are allocated in accordance with federally approved **cost allocation plans** and City/ESG requirements.
- **Grants Management Compliance:** Our grant managers and finance staff ensure that all expenditures are:
 - **Reasonable, allowable, and allocable**, per 2 CFR 200.403.
 - **Supported by detailed documentation**, including time-and-effort logs, invoices, and receipts.
 - Tracked through **QuickBooks Nonprofit** and integrated with **HMIS outputs**, enabling precise fiscal-to-program reconciliation.
- **Cash Flow & Sustainability Planning:** Urban Triage maintains a **3-month operating reserve** and conducts monthly cash flow forecasting to proactively address funding gaps. We actively pursue **diverse revenue streams**—including Medicaid billing, private philanthropy, and earned income—reducing reliance on any single funding source.

Our finance team, led by a **Kollath CPA with deep experience in federal compliance**, works closely with program and compliance staff to ensure **real-time tracking, accurate reporting, and timely reimbursements**. Together, these practices affirm our commitment to **fiscal responsibility, systemic impact, and the ethical stewardship of public resources**.

3) Financial Audit:

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

We have a draft. The final copy, including the management letter, will be available next week. The draft copy is attached along with our 2023 audit.

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. *N/A*

4) 2025 Agency Operating Budget

AGENCY REVENUE

Source	2025 Budget
City of Madison	555,585
Dane County	1,111,000
State of Wisconsin	100,000
HUD	200,000
Other Government	132,666
United Way of Dane County	90,000
Other Foundations	250,000

AGENCY EXPENSES

Category	2025 Projected Expenditure
Personnel	1,403,000.00
Operating	736,370.00
Space	130,000
Special Cost	419,195.00
TOTAL EXPENDITURE	2,688,565

Fundraising	300,000
User Fee	
Other (Specify:)	
TOTAL REVENUE	2,739,251

	2025 Projected
Surplus or (Deficit)	50,686

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.

Urban Triage is a deeply collaborative agency that works in full alignment with the Dane County Written Standards, HUD policies, and the City of Madison's strategic plan for preventing and ending homelessness, including the goals laid out in Dane Forward. We understand that no single agency can address the complexities of homelessness alone, and we are committed to interdependent, equity-driven partnerships that strengthen the system of care.

Our collaboration with other providers includes:

- **Referrals and Warm Hand-Offs:** We maintain active referral relationships with providers such as The Beacon, Porchlight, Safe Haven, Legal Action, and Tellurian. Our outreach staff conduct warm hand-offs for shelter access, behavioral health care, substance use services, and permanent housing programs. We also accept referrals from the police, community members, churches, Dane Human Services, and ensure timely follow-up.
- **Case Conferencing & Coordinated Entry:** Urban Triage actively participates in weekly case conferencing meetings and Coordinated Entry workgroups. We provide client updates, coordinate housing plans, and work collaboratively to resolve service barriers, particularly for high-acuity clients residing in encampments or experiencing chronic unsheltered situations.
- **Shared Service Delivery & Housing Navigation:** We co-locate staff at The Beacon to support coordinated engagement, and we have integrated our Housing Case Manager into multi-agency navigation efforts to ensure smoother transitions to housing. This includes shared service planning with agencies like YWCA, Salvation Army, and Tiny Homes/Madison Street Outreach..
- **Cross-Training and Policy Alignment:** Our team regularly participates in cross-agency training on evolving standards, Coordinated Entry changes, and HMIS compliance. We apply these learnings to our service delivery model to ensure consistency with the Written Standards and City/County expectations.

Urban Triage's collaborative approach is grounded in a shared mission to end unsheltered homelessness, reduce system fragmentation, and empower participants through coordinated, trauma-informed, and culturally relevant care.

- 2) **Integration into the System of Care:** Describe strategies your agency uses to ensure alignment with the broader local system of care, such as the 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.

Urban Triage is a fully integrated partner in the Madison/Dane County Continuum of Care (CoC) and supports system-level planning, service alignment, and equity-based reforms through both agency leadership and staff participation.

Key strategies we use to ensure system integration include:

- Active Engagement with the Homeless Services Consortium (HSC): Urban Triage regularly attends HSC meetings and actively contributes to committees such as Coordinated Entry, Outreach & Engagement, Doubled up, and the HSC Youth Workgroup. Our Program staff currently serves on multiple working groups, ensuring our strategies reflect and inform system-level priorities.
- Staff Representation in System Planning: We elevate the voices of both staff and participants by encouraging our outreach and case management team to attend CoC policy forums and contribute to local planning processes, ensuring system solutions are rooted in lived experience.
- Alignment with System-Wide Best Practices: We implement evidence-based models endorsed by HUD and the CoC—such as Housing First, Trauma-Informed Care, Progressive Engagement, and Motivational Interviewing. These frameworks are reinforced through regular training, peer learning circles, and reflective supervision aligned with CoC and City priorities.
- Training to Advance System Goals: All Urban Triage staff receive orientation and ongoing training in Coordinated Entry, HMIS compliance, 1915(i) billing, and DEI practices. We also participate in City- and County-sponsored capacity-building initiatives and training to stay aligned with evolving performance and equity goals.
- Data Sharing and System Accountability: We ensure timely, high-quality HMIS data entry, participate in system evaluations, and use data to track progress toward community-wide goals such as those identified in Dane Forward and the City's Consolidated Plan.

Through these practices, Urban Triage functions not only as a service provider but also as a system-level change agent—committed to equity, accountability, and long-term solutions to end homelessness in Madison.

HOMELESS SERVICES & HOUSING RESOURCES
RFP # 14026-2025
PROGRAM APPLICATION
E. EXTREME WEATHER RESPITE HOTEL FOR THE
UNSHELTERED

Instructions:

This Program Application form must be completed for each proposed **extreme weather respite hotel for the unsheltered 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 **8 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).

Important Note: Only agencies that currently operate a street outreach program are eligible to apply for this funding. One program will be selected through this RFP process. The selected provider will be expected to accept referrals from other street outreach agencies via outreach case conferencing.

Agency Name:	Urban Triage
Program Name:	Supporting the Unsheltered
CDD Funding Request:	\$ 158,490

1. PROGRAM DESCRIPTION (30 POINTS)

1) Target population

The individuals served through this program will meet the definition of **unsheltered homelessness** as outlined by HUD and the City of Madison. These are individuals whose primary nighttime residence is a place not meant for human habitation, such as parks, encampments, vehicles, abandoned buildings, or transit stations.

Key characteristics include:

- **Single adults (primarily)**, with some capacity to serve **families with children** if the Dane County-funded hotel program is at capacity.
- **BIPOC individuals**, especially Black, Indigenous, and Latinx populations, who are disproportionately represented among Madison's unsheltered homeless population due to systemic barriers in housing, income, and healthcare access.
- **LGBTQ+ youth and adults**, who face unique vulnerabilities and discrimination in congregate shelters.
- Individuals experiencing **severe mental health challenges, chronic medical conditions, or substance use disorders** that complicate their ability to safely remain outdoors during extreme weather.
- **People suspended or banned from shelter**, or otherwise unable to access congregate spaces due to behavioral health needs, trauma triggers, or public health vulnerabilities.
- **Older adults and medically fragile individuals** for whom cold exposure or heat exhaustion poses immediate safety threats.

2) Referral and Intake Process

This program will be expected to receive referrals from other street outreach teams during periods of extreme weather. Describe the following:

- How your agency will receive and track referrals
- How staff will make contact with the individuals in need of assistance

- How you will make reservation for the hotel rooms
- How you will facilitate transportation of individuals into the hotel setting

Urban Triage's emergency hotel response program will integrate seamlessly with Dane County's Coordinated Street Outreach infrastructure. Leveraging our existing relationships, tools, and trauma-informed approach, we will ensure fast, equitable access to safe shelter during extreme weather events.

Receiving and Tracking Referrals

- Urban Triage will receive referrals from other street outreach providers via the **Dane CoC's Street Outreach Services (SOS) Line**, outreach case conferencing, and shared communication protocols.
- All referrals will be logged in **Clarity HMIS** (or a comparable tracking system) to ensure unduplicated service counts and compliance with HUD data quality standards.
- Referrals will be triaged based on urgency, health risk, and vulnerability criteria, prioritizing individuals facing immediate weather-related harm.
- A **Referral Log** will be maintained by the Program Coordinator, detailing source, date/time of referral, staff follow-up status, and outcome (accepted, waitlisted, declined, etc.).

Staff Contact with Individuals in Need

- Upon receiving a referral, an **Outreach Specialist will initiate contact within the same day, either in person or by phone or text**, depending on the individual's location and accessibility.
- When necessary, Urban Triage will **conduct field outreach to high-priority sites** (e.g., encampments, transit stops, downtown library, parks) to locate individuals referred by other agencies.
- Staff will provide clear communication about eligibility, expectations of hotel stay, and conduct a brief **trauma-informed intake** aligned with Coordinated Entry and City data collection needs.

Hotel Room Reservations

1. Pre-Approval and Hotel Partnership Development

- **Urban Triage maintains standing agreements (MOUs or vendor contracts)** with local hotels that meet HUD habitability standards (24 CFR 576.403(c) and CoC Written Standards).
- Hotels will be pre-screened for:
 - 24/7 check-in availability, ADA-compliant rooms, Non-discriminatory policies aligned with the **Fair Housing Act and Equal Access Rule**, Private, safe, and sanitary conditions for vulnerable individuals, including BIPOC, LGBTQ+, and medically complex participants. Urban Triage will negotiate **preferential nightly rates** and flexible reservation terms to allow for rapid-response activation without delays.

2. Internal Authorization and Booking Workflow

To ensure fiscal responsibility, participant safety, and compliance with HUD's cost principles (2 CFR Part 200, Subpart E), Urban Triage follows this internal workflow:

1. **A referral is received and logged** (from the outreach team or a partner provider).
2. **Initial screening and eligibility determination** is conducted (unsheltered homelessness and weather-related risk).
3. **The Program Coordinator will authorize hotel placement** and confirm the availability of funds.
4. A designated admin staff will contact a partner hotel and **book the room in the participant's name**, ensuring:
 - Confidentiality is maintained
 - The hotel understands Urban Triage will be billed directly.
5. A **Hotel Stay Authorization Form** is completed, signed, and uploaded to the participant's HMIS file, documenting:
 - Referral source
 - Reason for placement
 - Length of approved stay (typically 1–3 nights)
 - Safety concerns, accessibility needs, or special accommodations

3. Check-In, Documentation, and Monitoring

- Participants are transported or directed to the hotel, where Urban Triage staff conduct **in-person or phone check-ins within 24 hours**.
- Upon check-in, the participant is provided with a **Welcome Packet** including:

- Program expectations
- Resource/referral information
- Contact info for Urban Triage case support
- Staff enter the reservation and all services provided into **HMIS within 48 hours**, per Dane CoC standards.
- Staff conduct **daily wellness check-ins** (by phone or in person), assess participant needs, and make housing navigation referrals as appropriate.
- 4. Reservation Extensions or Terminations**
 - Extensions beyond 3 days will **only be approved on a case-by-case basis**, justified by the severity of the weather, safety risks, or the lack of alternative shelter options.
 - Extensions require:
 - Supervisor review
 - Updated participant risk assessment
 - Updated HMIS entry
 - Upon checkout, the Outreach Specialist completes a **Hotel Stay Exit Summary**, noting:
 - Total days of stay
 - Services provided
 - Referrals made
 - Follow-up plan (if re-engagement is needed)
- 5. Invoicing and Compliance Oversight**
 - Hotels will be paid at the time of service or as per the agreed-upon terms.
 - All hotel receipts, service notes, and supporting documentation are retained for **audit purposes** and reviewed by Urban Triage's **Finance and Compliance Officer**, consistent with HUD financial accountability and Single Audit Act standards.
 - Hotel costs are coded separately from other ESG expenses to ensure **program-specific fund tracking**.

Transportation Facilitation

- Participants will be transported using a mix of:
 - **Urban Triage's outreach vehicle** is used when direct transportation is needed.
 - **Prepaid bus passes or ride-hailing services (e.g., Uber Health or Lyft Concierge)** for individuals with mobility limitations or who prefer independent transit.
 - **Partner agencies' transport options**, when referrals originate from outside our direct caseload, are more efficient when shared logistics are utilized.
- Transportation will be coordinated within **2 hours of referral**, whenever feasible, to reduce exposure to dangerous weather conditions.
- Upon arrival, staff will ensure individuals **safely check into the hotel**, receive orientation on services and expectations, and begin **check-in case management** as needed.

Urban Triage's strengths in **culturally responsive engagement, real-time coordination, and low-barrier access** make us uniquely equipped to administer this critical service. Our model not only meets the City's goals for safety during extreme weather but also **deepens engagement with chronically unsheltered individuals**, laying the groundwork for long-term housing solutions.

3) Services Provided

Urban Triage's emergency hotel program is designed to meet the **immediate health, safety, and stabilization needs** of individuals experiencing unsheltered homelessness during extreme weather events. Rooted in trauma-informed care, cultural humility, and Housing First principles, our services are tailored to protect life and dignity while laying the groundwork for longer-term housing stability.

- **Average Length of Stay:** Participants will typically remain in hotel placements for **1 to 3 nights**, aligned with the intensity of the weather event and individual circumstances. Extensions are considered on a case-by-case basis, particularly for participants facing heightened vulnerability (e.g., disability, age, or medical risk).
- **Health and Safety Supports:**

- **Safe, private shelter:** Rooms meet HUD habitability standards and offer immediate refuge from weather hazards, exposure, and violence.
- **Daily wellness check-ins** by Urban Triage staff (in-person or phone), including safety assessments and urgent needs screening.
- **Transportation assistance** to and from the hotel to ensure accessibility and reduce barriers to entry.
- **Basic needs support**, including distribution of hygiene kits, weather-appropriate clothing, and essential items (e.g., blankets, medications, phone chargers).
- **Connection to meals and food delivery resources** (e.g., partnering with local food pantries, community kitchens, or food delivery services for high-risk individuals).
- **Case Management & Resource Navigation:**
 - Participants receive **brief, solution-focused case management** to address immediate needs and connect to:
 - Shelter and housing referrals through Coordinated Entry, Behavioral health and medical care, ID/documentation support, Legal and benefits advocacy
 - Staff assess barriers and initiate **housing stabilization planning** when appropriate.

This approach ensures that emergency hotel placements are not just shelter, but a **launchpad toward permanent housing solutions**, aligned with the City's and HUD's expectations. Urban Triage's culturally responsive, peer-informed model builds trust, reduces harm, and connects the most vulnerable residents with pathways to stability.

4) Staff Training

Urban Triage invests in a **comprehensive, equity-driven training framework** that prepares staff to deliver **high-impact, culturally responsive, and trauma-informed services** aligned with national best practices in homelessness prevention and housing stabilization. Our training model is grounded in the understanding that the quality of support provided to people experiencing housing insecurity is directly correlated with the **knowledge, skill, and cultural competence** of frontline staff (National Alliance to End Homelessness, 2022). All new employees participate in a robust, structured onboarding process designed to ensure immediate alignment with Urban Triage's values, client-centered practices, and funder expectations. Training includes:

Foundations of Urban Triage

- History, mission, and values of Urban Triage
- Our core tenets of **liberatory education, transformational relationships, and equity in action**
- Culturally responsive and anti-racist service delivery grounded in the lived experiences of **Black, Indigenous, People of Color (BIPOC)** and **LGBTQ+ individuals**, who are overrepresented in unsheltered homelessness.

Technical Training in Program Operations

- Overview of **HUD homelessness definitions**, ESG regulations, and the Dane County Coordinated Entry (CE) system
- Eligibility and documentation standards, including how to navigate complex situations using a housing-first and low-barrier lens
- Training in **Housing Stability Plans**, financial assistance protocols, and case documentation to ensure audit readiness
- Full onboarding in the **Homeless Management Information System (HMIS)**, with a focus on real-time data integrity and privacy compliance

Evidence-Based Practice Integration

- **Trauma-Informed Care** (SAMHSA TIP 57) to reduce retraumatization and foster trust
- **Motivational Interviewing** for engagement and goal-setting (Miller & Rollnick, 2013)
- **Progressive Engagement and Housing First** models that emphasize low-barrier pathways to stability (USICH, 2018)
- **Conflict de-escalation**, landlord mediation, and crisis navigation

Compliance & Ethics

- Client rights, informed consent, and confidentiality
- Public fund stewardship, fraud prevention, and mandated reporting

This onboarding structure ensures that all staff are **compliant with federal, state, and local requirements** while being equipped with the tools to center dignity and choice in service delivery.

Urban Triage recognizes that the **response to homelessness is dynamic**, requiring continuous learning and adaptation. We offer a layered training infrastructure to promote **ongoing excellence and reflective practice**, including:

- **Monthly Internal Learning Circles and Peer Coaching**
Focused on case review, emerging issues (e.g., encampment dynamics, disability navigation), and co-learning among frontline staff
- **Quarterly Workshops Led by Subject Matter Experts**, covering:
 - Housing stabilization strategies and landlord negotiation
 - Eviction defense and tenant rights (aligned with Wisconsin tenant law)
 - Trauma-informed support for survivors of domestic violence and trafficking
 - Financial empowerment and benefits enrollment support
- **Annual Refresher Training in DEI and Anti-Racism**
Centered on intersectional equity frameworks and systemic root cause analysis of homelessness
- **HMIS & Data Quality Trainings (Quarterly or as needed)**
Ensuring alignment with **Wisconsin Balance of State CoC** data entry standards and CE performance metrics
- **Participation in City of Madison and Dane CoC Capacity-Building Offerings**
Staff attend City-sponsored and CoC-led technical assistance sessions, system coordination meetings, and pilot program design efforts

Urban Triage embeds **accountability and professional growth** into our supervision model:

- **Weekly One-on-One Supervision** for every staff member, offering real-time coaching, support for complex cases, and well-being check-ins
- **Quarterly Performance Reviews**, assessing documentation quality, client engagement, CE navigation, and outcomes
- **Weekly All-Staff Meetings** featuring case conferencing, policy updates, HMIS performance snapshots, and cross-program learning

Our training approach reflects evidence from the **U.S. Interagency Council on Homelessness (USICH)** and **National Health Care for the Homeless Council**, which emphasize that effective outreach requires:

1. **Cultural responsiveness,**
2. **Clinical competence,** and
3. **Systems navigation expertise.**

A 2020 HUD evaluation found that outreach teams trained in trauma-informed care and housing-first principles were significantly more effective in building participant trust and reducing returns to homelessness (HUD, 2020). By fostering **skilled, reflective, and deeply grounded staff**, Urban Triage ensures that participants receive the highest quality support—while advancing the City of Madison's vision for a just, coordinated, and equitable homelessness response system.

5) Staffing Structure

Staff Position Title	Hiring Plan (Current/ New/ Expanded)	Total Progra m FTE	City-Fund ed FTE	Proposed Hourly Wage	Responsibilities
Program Administrator	Current	.25	.25	\$ 25	Creates invoices, makes payments, logs payments, and conducts outreach to hotels. Creating MOUs and other agreements. Negotiates hotel rates and to hotels.
Outreach Specialist	Current	.50	.50	\$ 23	Responds to referrals.

					Conducts street outreach, identifies individuals eligible for emergency hotel placements, completes intake assessments, coordinates transportation, supports participants during stay, and connects them to additional resources and shelter pathways.
OperationManager	Current	.18	18	\$ 30	Coordinates reporting and invoicing, and ensures all financial protocols are followed. Ensures adherence to internal policies and city contract requirements. Reviewing and approving documentation.

1. Program Administrator

- **FTE:** 0.25
- **Hourly Rate:** \$25
- **Why This Role Matters:**
The Program Administrator will play a critical role in the financial and logistical backbone of the emergency hotel program. This position ensures the seamless coordination of hotel placements, cost efficiency, and fiscal accountability.
- **Key Responsibilities:**
 - Creates and submits accurate invoices and logs payments for hotel stays, ensuring expenditures are eligible and well-documented
 - Conducts outreach to hotels, negotiates rates, and develops MOUs/agreements that align with HUD cost principles and City procurement guidelines
 - Manages vendor relationships to ensure rapid hotel access during weather emergencies
- **Compliance Impact:**
 - Supports fiscal transparency and audit readiness under 2 CFR Part 200
 - Ensures accurate financial documentation required by the City of Madison and federal ESG standards

2. Outreach Specialist

- **FTE:** 0.25
- **Hourly Rate:** \$23
- **Why This Role Matters:**
This frontline position ensures rapid response to referrals and provides direct, person-centered support to unsheltered individuals during crisis weather events.
- **Key Responsibilities:**
 - Conducts street outreach and responds to referrals from other outreach teams
 - Identifies eligible individuals, completes intake assessments per HUD definitions, and coordinates transportation to hotels
 - Maintains supportive contact with participants during their stay and facilitates connections to additional services and housing pathways
- **Compliance Impact:**
 - Ensures proper participant documentation, eligibility verification, and timely data entry into HMIS
 - Advances HUD and CoC goals for trauma-informed, equity-centered emergency response

3. Operations Manager

- **FTE:** 0.18
- **Hourly Rate:** \$30
- **Why This Role Matters:**
The Operations Manager provides high-level administrative oversight to ensure internal protocols and City contract requirements are met without exception.
- **Key Responsibilities:**
 - Coordinates timely and accurate reporting and invoicing to the City of Madison

- Reviews and approves participant documentation, financial records, and contract deliverables.
- Ensures ongoing compliance with City, HUD, and CoC standards, including procurement and eligibility tracking
- **Compliance Impact:**
 - Prevents financial and programmatic discrepancies, supporting sustainability and integrity
 - Maintains accountability for internal controls and reporting standards necessary for ESG funding and single audit compliance

Funding these essential positions ensures the program is both client-centered and administratively sound. Each role strengthens Urban Triage's capacity to respond to extreme weather events while meeting the City of Madison's high standards for fiscal stewardship, data accuracy, and service delivery integrity.

6) (New or Expanded Programs Only) Implementation Plan

Milestone	Target Date
Program staff hired	N/a
Program staff onboarding/training completed	Feb 2026
First client served	Feb 1, 2026
Full-service operation capacity reached	Feb 1, 2026

Urban Triage's implementation plan is not only realistic and timely—it is rooted in a proven track record of rapid,

high-impact program launches that center equity, urgency, and accountability. Our ability to mobilize quickly and responsibly is what sets us apart from other organizations.

Why Our Implementation Plan Stands Out:

- **Immediate Readiness:**
Urban Triage does **not require new hiring** to launch this program. All key staff—Program Administrator, Outreach Specialist, and Operations Manager—are currently employed, experienced, and deeply familiar with our systems and the populations we serve. This gives us a unique edge in **accelerating implementation** without the delays common to new-hire onboarding.
- **History of Rapid Deployment:**
During the **Dane County CORE COVID Relief Assistance** program, Urban Triage rapidly administered millions in emergency rental assistance with minimal overhead, while maintaining high levels of **compliance, audit readiness, and participant satisfaction**. We built systems from the ground up to serve over 3,000 households in record time—demonstrating our capacity to **respond swiftly during emergencies**, just like those this program is designed for.
- **Culturally Rooted, Participant-Led Approach:**
Over **80% of our staff have lived experience with housing insecurity**. This builds unmatched trust with our participants and allows for **faster service uptake** and more effective engagement. Our work is **not transactional—it's transformational**, rooted in dignity, autonomy, and trauma-informed practices.
- **Systems Alignment and Coordination:**
Urban Triage is already an active participant in the **CoC case conferencing process**, has existing **MOUs with hotels**, and utilizes **integrated data systems and HUD-compliant documentation protocols**. This allows for seamless intake, referral tracking, and service delivery without duplicating efforts.

In short, our implementation timeline reflects both **preparation and experience**, and our organizational history proves that **we don't wait—we act**. Urban Triage is uniquely equipped to execute this program with precision, compassion, and measurable results from day one.

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. New Program With No Past Outcome Data

Complete this section if the proposed program is new and does not have historical performance data.

1) Proposed Outcome

Performance Measure	CDD Target	Proposed Outcome
Number of Households Served	N/A	111
Average Length of Stay in the Respite Hotel	N/A	2

2) Anticipated Challenges and Mitigation Strategies

Urban Triage anticipates several challenges in implementing this emergency hotel placement program, particularly given the unpredictable nature of extreme weather events and the complexity of serving individuals experiencing unsheltered homelessness. However, our experience, infrastructure, and values-driven approach uniquely position us to mitigate these challenges effectively and equitably

1. Fluctuating Demand Based on Weather and Shelter Capacity

- **Challenge:** Weather events are unpredictable, and spikes in demand for hotel placements may exceed available rooms, especially when shelter space is full or participants are suspended from congregate shelters.
- **Mitigation:**
 - We maintain **pre-negotiated Memoranda of Understanding (MOUs) with multiple hotel partners** to ensure flexibility and availability during peak demand.
 - Our **Operations Manager monitors weather forecasts** and triggers internal preparedness protocols in advance of official warnings.
 - In coordination with **CoC case conferencing**, we prioritize placements based on urgency and vulnerability, ensuring ethical and efficient use of resources.

2. Participant Engagement and Follow-Through

- **Challenge:** Some individuals may be reluctant to accept hotel placement due to trauma, mental health concerns, or fear of systems.
- **Mitigation:**
 - Our **Outreach Specialists share lived experience** and use **trauma-informed, harm-reduction, and culturally responsive engagement strategies** to build trust.
 - We provide **on-site and telephonic check-ins**, basic needs items, and resource navigation to create a safe and welcoming stay environment.
 - Engagement during hotel stays is focused on **relationship-building**, not coercion, ensuring participants feel respected and empowered.

3. Short-Term Stay Limitations

- **Challenge:** Hotel stays are a temporary solution and may not resolve underlying housing instability.
- **Mitigation:**
 - We embed **housing navigation and resource referrals** into every hotel placement, beginning at intake.
 - Participants are quickly linked to **shelter pathways, Coordinated Entry assessments, and longer-term stabilization services**, including through our Medicaid 1915(i)-supported programming.
 - Urban Triage works to **avoid abrupt discharges** by proactively planning exits and offering **transportation and aftercare referrals**.

4. Financial and Administrative Complexity

- **Challenge:** Managing multiple funding streams and adhering to HUD, ESG, and City of Madison requirements requires robust financial systems and compliance.
- **Mitigation:**

- Our **Program Administrator and Operations Manager** have deep expertise in HUD compliance, single audit readiness, and program finance.
- Urban Triage has successfully managed multi-million-dollar federal and local contracts and employs a **CPA and internal compliance review team** to oversee program integrity. **Monthly reconciliations, internal audits, and performance dashboards** ensure transparency and accountability.

5. Coordination with External Referrals

- **Challenge:** Coordinating with multiple external outreach teams during fast-moving emergency situations can result in miscommunication or delayed services.
- **Mitigation:**
 - Urban Triage is an active participant in **CoC street outreach case conferencing** and has a **centralized referral tracking system**.
 - We designate a **single point of contact (SPOC)** for referrals, ensuring clear communication, confirmation, and follow-up.
 - A standardized intake and tracking form helps ensure **referral consistency and rapid decision-making**.

Urban Triage approaches these anticipated challenges not as roadblocks, but as realities that demand thoughtful planning, strong relationships, and systems-level coordination. Our **track record of responsive programming, coupled with deep community trust and operational excellence**, ensures that we can anticipate, respond to, and overcome obstacles while maintaining the dignity and safety of those we serve.

3) Additional Outcome Measures

- **Participant Connection to Housing Pathways**
 - % of participants who receive a Coordinated Entry assessment during or immediately after their hotel stay

Engagement and Follow-Up

- % of participants who engage in a follow-up touchpoint (in person or by phone) post-hotel stay
- % of participants who accessed at least one supportive service (e.g., mental health, legal aid, case management) as a result of outreach during hotel stay
- **Equity Metrics**
 - Demographic breakdown (race, gender identity, age, disability status, veteran status) of participants served to ensure equity in service access
 - % of participants from historically marginalized groups (e.g., BIPOC, LGBTQ+, people with disabilities) who receive follow-up housing referrals
- **Program Responsiveness and Capacity**
 - Average response time from referral to hotel placement
 - Room occupancy rate during eligible extreme weather events (to measure responsiveness to demand)

These outcomes reflect Urban Triage's **equity-centered, trauma-informed, and system-aligned approach**, and they provide valuable insight into how emergency hotel interventions can lead to **longer-term housing stability and increased participant safety**.

3. PROGRAM BUDGET (20 POINTS)

1) Program Budget Form Done

2) Budget Narrative and Clarifications

Program Administrator (0.25 FTE | \$25/hour)

Responsible for creating and logging invoices, processing payments, drafting MOUs, and conducting outreach to hotels. Negotiates hotel rates and maintains relationships with lodging providers to ensure cost efficiency and availability. **Outreach Specialist (0.50 FTE | \$23/hour)**

Conducts field-based outreach, receives and responds to referrals, completes intake assessments, identifies eligible individuals for hotel placement, supports transportation, and coordinates service connections during the stay. **Operations Manager (0.18 FTE | \$30/hour)**

Manages compliance, financial protocols, reporting, and ensures all documentation aligns with HUD regulations, CoC Written Standards, and internal financial controls.

Fringe Benefits – \$4,000 Includes taxes and employer-paid health-related costs.

Justification: Staff roles are aligned with best practices in crisis response and ensure compliance with HUD ESG and City of Madison expectations for financial stewardship, client engagement, and system coordination.

B. Other Operating – \$11,500

- **Insurance (\$1,500):** General liability coverage for staff and hotel-based program operations.
- **Professional Fees (\$5,000):** Accounting and bookkeeping services for audit prep, invoice documentation, and expense tracking.
- **Office Supplies & Printing (\$1,000):** Materials for intake forms, hotel agreements, and participant resource packets.
- **Travel/Transportation (\$4,000):** Gas reimbursements, bus passes, and local travel for transporting participants to hotels.

C. Space – \$8,000

- **Rent (\$6,000):** Office space for administrative operations and coordination.
- **Utilities (\$2,000):** Internet, electric, and other necessary overhead to support program operations.

Special Costs – \$85,000

- **Hotel Costs (\$85,000):** Emergency hotel stays during periods of extreme weather. Costs include nightly fees negotiated through MOUs with local lodging providers. Stays are short-term (1–7 nights on average) and include basic health and safety check-ins per HUD and CoC guidelines.

Additional Notes & Assumptions

- All hotel placements are prioritized for unsheltered individuals at high risk due to extreme weather, and referred through Urban Triage’s outreach or partner outreach teams via case conferencing.
- **Hotel partners** are vetted for quality, safety, and cost-effectiveness; MOUs will be established to maintain accountability.
- **All personnel are currently employed;** no new hires are needed. Funding supports time reallocation for this targeted project.
- Budget does **not include rental assistance or long-term housing costs**, consistent with RFP restrictions.
- No audit line item was included due to the program size and City RFP structure.
- Administrative and operational costs are kept minimal to maximize direct assistance to individuals in need.

(New Programs Only) Minimum Viable Funding

Urban Triage could proceed with a minimum viable funding level of \$115,000 in City support. This reduced level of funding would allow us to maintain core program operations with strategic modifications, while still meeting essential needs during extreme weather events. However, the scope and capacity of the program would necessarily be reduced, as detailed below:

- **Hotel Placements:**
Hotel stay capacity would be reduced by approximately 25–30%, allowing for fewer placements during periods of high demand (e.g., cold snaps, heatwaves). We would prioritize individuals at the highest health/safety risk, potentially turning away lower-acuity referrals.
- **Staffing Reductions:**
 - The Outreach Specialist position would be reduced from 0.5 FTE to 0.25 FTE, limiting our ability to respond to after-hours and weekend referrals or to provide daily check-ins for all participants.
 - The Program Administrator’s time would be reduced from 0.25 FTE to 0.15 FTE, decreasing our administrative bandwidth for hotel coordination, payment processing, and documentation.
 - The Operations Manager would remain at 0.18 FTE to ensure compliance, reporting, and adherence to city contracts.
- **Supportive Services:**
With fewer staffing hours, our ability to connect hotel stay participants to case management, shelter pathways, or long-term resources would be limited. Follow-up services post-hotel stay would be minimized.

- Transportation Support:

Transportation assistance may be rationed to essential needs only (e.g., drop-offs for individuals with no alternative transit options), reducing flexibility and potentially slowing placements.

While a reduction in funding would limit volume and intensity, Urban Triage would preserve the program's core integrity by:

- Prioritizing the most vulnerable participants,
- Leveraging existing relationships with outreach partners for coordinated referrals, and
- Utilizing internal efficiencies and technology (e.g., automated intake tracking) to maintain streamlined service delivery.

In short, \$115,000 represents the minimum investment needed to operate a scaled-back but functional version of this emergency hotel placement program, ensuring lifesaving support continues for Madison residents experiencing unsheltered homelessness during dangerous weather events.

Agency & Program:

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	49,990		49,990	See table to the left
Taxes/Benefits	4,000		4,000	Fringe
Subtotal A.	53,990	0	53,990	
B. OTHER OPERATING				
Insurance	1,500		1,500	liability insurance
Professional Fees	5,000		5,000	accounting fees
Audit	0		0	
Postage/Office and Program Supplies	1,000		1,000	Office supplies/printing
Equipment/Furnishings/Depreciation			0	
Telephone			0	
Training/Conferences			0	
Food			0	
Household Supplies			0	
Auto Allowance/Travel	4,000		4,000	Gas reimbursed/business passes etc.
Vehicle Costs/Depreciation			0	
Other (Specify):			0	
Subtotal B.	11,500	0	11,500	
C. SPACE				
Office or Facility Rent	6,000		6,000	office fees.
Utilities	2,000		2,000	utility fees
Maintenance			0	
Mortgage Principal/Interest/Depreciation			0	
Property Taxes			0	
Subtotal C.	8,000	0	8,000	
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): Hotel	85,000		85,000	
Other (Specify):			0	
Subtotal D.	85,000	0	85,000	
TOTAL (A.-D.)	158,490	0	158,490	73,490

NOTES:

STAFFING: Include ALL staff working for the program			
Staff Position Title	City-Funded FTE	Total FTE, Including Non City Sources	Roles and Responsibilities
Program Administrator	0.25		Creates invoices, makes payments, logs payments, and conducts outreach to hotels. Creating MOUs and other agreements. Negotiates hotel rates and to hotels.
Outreach Specialist	0.50		Responds to referrals. Conducts street outreach, identifies individuals eligible for emergency hotel placements, completes intake assessments, coordinates transportation, supports participants during stay, and connects them to additional resources and shelter pathways.
OperationManager	0.18		Coordinates reporting and invoicing, and ensures all financial protocols are followed. Ensures adherence to internal policies and city contract requirements. Reviewing and approving documentation.