

# 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:	Lutheran Social Services of Wisconsin and Upper Michigan, Inc. (LSS)
Contact Person Name and Title:	Derek Moran, Director of Housing Services
Address:	6737 W. Washington St., Suite 2275 West Allis, WI 53214
E-Mail:	Derek.Moran@lsswis.org
Phone:	920-885-7134
Website:	www.lsswis.org
Federal Tax ID or EIN:	39-0816846
Unique Entity ID (UEI) Number:	P8A4N1A17JD3
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 1964 <input type="checkbox"/> For-profit with a primary mission focused on housing and homelessness

### AGENCY REQUEST SUMMARY

Program Type	Request Amount
<b>Homeless Services</b>	
A. Homelessness Prevention	\$
B. Diversion	\$
C. Emergency Shelter	\$
D. Street Outreach	\$
E. Extreme Weather Hotel for the Unsheltered	\$
F. Rapid Rehousing (RRH)	\$527,044

G. Permanent Supportive Housing (PSH)	\$
H. Other Permanent Housing (OPH)	\$
I. Other Programs that Promote Pathways to Stable Housing	\$
<b>Housing Resources</b>	
J. Tenant Support	\$
<b>TOTAL REQUEST</b>	<b>\$527,044</b>

## AUTHORIZATION TO SUBMIT PROPORSAL

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).

**6/24/2025**



**Signature**

**Date**

## AGENCY QUALIFICATION

### 1. AGENCY MISSION AND RELEVANT EXPERIENCE (10 POINTS)

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

The LSS mission is to: Act compassionately. Serve humbly. Lead courageously.

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

LSS has been administering housing programs for populations experiencing homelessness, including provision of comprehensive case management and other supportive services, for over three decades. The proposed programming is modeled after our established HUD-funded Rapid Rehousing programs. Case management in these programs includes assistance with permanent housing placement, accessing mainstream resources, increasing income, and life skills training necessary to improve self-determination; all case management services are tailored toward helping individuals to identify, secure, and maintain safe, secure, affordable housing. The program also provides participants with several individualized support services and referrals for education services, employment assistance, food, household items/supplies, transportation, mental health services, outpatient health services, and substance use disorder treatment.

LSS has successfully administered HUD-funded Supportive Housing/Transitional Housing/Rapid Re-Housing programs utilizing scattered-site apartment and congregate living housing models from 1998 – present. LSS successfully administered an HHS-funded Transitional Living Program utilizing a scattered-site apartment housing model from 1998 – 2014.

In addition to the experience specifically related to the target population LSS has significant experience in owning and operating HUD subsidized apartments for older adults and adults with disabilities, market rate property management, project-based service coordination, and facilities management.

Currently, LSS provides housing assistance programming including RRH services to households experiencing homelessness in 10 counties throughout Wisconsin and Upper Michigan. During 2024, LSS provided services to 306 individuals who were experiencing or at-risk of homelessness.

### 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.

All LSS programs work with the agency-wide Performance and Quality Improvement (PQI) department to track agency-wide and program-specific outcomes, to assess outcome data, to use data to identify areas in need of improvement, and to develop and implement quality improvement strategies and plans. Feedback is solicited from program participants via survey with survey results reviewed by PQI staff and program leadership to identify any areas in need of improvement.

LSS has been entering data into the HMIS system for more than a decade and has protocols in place to review data entries and to monitor for accuracy. Data reviews for each program using the HMIS system are scheduled by program leadership. Staff completing data entry are provided with feedback on additions and

corrections that need to be completed with a date for completion and follow-up review. Reports utilized to monitor HMIS data entry include ESG Capers, Program Rosters, and HIC/PIT Counts.

Ongoing quality assurance procedures include guidelines around case file reviews to ensure accuracy and completeness of required paperwork. Any identified changes or corrections must be completed within 48 hours of review. File reviews are repeated when a client finds housing, after the inspection is completed, and before the client moves in.

Participant satisfaction surveys are conducted once during the program year and/or at discharge depending on the participant’s length of stay in the program. Responses are anonymous but tied to the program. Due to the nature of the program, response rates have not been as high as would be preferable, however, any feedback received is reviewed and considered in quality improvement decision-making. Housing services staff work with the LSS PQI department staff to incorporate strategies to improve survey response rates.

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

Overall corporate fiscal management rests with the CFO who is in West Allis, Wisconsin. Each business unit within the agency is assigned to a financial analyst who oversees budget and financial management for specific programs. The business unit Director has overall responsibility for the financial management and oversight of all programs within their business unit. The accounts payable and financial services departments located in West Allis, Wisconsin, in collaboration with the Director of Programs, handle the daily financial management requirements.

LSS programs are maintained in accordance with the principles of fund accounting; resources for various programs and services are classified for accounting and reporting purposes into funds established according to their nature and designated use. The accrual basis of accounting is utilized in measuring financial position and operating results. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which liability is incurred. Accounting records are kept up to date and balanced monthly. Journal entries are explained and supported. Financial statements are reviewed by the Board of Directors and are measured against the budget. Variances are checked and appropriate action taken. Financial statements are made available to the Board of Directors for regular review. Annual audits by an outside auditing firm are required. Lutheran Social Services has been administering grants for over 100 years. Programs have always demonstrated fiscal compliance when audited.

**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.

**4) 2025 Agency Operating Budget**

**AGENCY REVENUE**

**AGENCY EXPENSES**

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Source	2025 Budget
City of Madison	209,267
Dane County	908,939
State of Wisconsin	29,066,995
HUD	4,432,646
Other Government	30,631,722
United Way of Dane County	0
Other Foundations	1,031,659
Fundraising	2,747,600
User Fee	5,235,296
Other (Specify: Mgt., Misc. Income, Private Grants & Contracts)	4,625,979
<b>TOTAL REVENUE</b>	<b>78,890,104</b>

Category	2025 Projected Expenditure
Personnel	60,917,216
Operating	15,037,879
Space	4,327,220
Special Cost	
<b>TOTAL EXPENDITURE</b>	<b>80,282,315</b>

	2025 Projected
<b>Surplus or (Deficit)</b>	<b>(1,392,211)</b>

### 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.

LSS recognizes that securing safe, affordable housing is only one aspect of achieving housing stability and that all the challenges that led to an episode of homelessness must be addressed. Because everyone comes to the program with unique needs, it is essential that program case managers have established relationships with a wide array of community-based service providers to address these needs.

Agency-wide housing services utilize a combination of LSS services (mental health and substance use disorder services, family preservation programming, daytime resource centers, etc.) and community-based services to assist program participants in meeting identified housing stability goals. For example, if an individual needs assistance in addressing legal issues that may be a barrier to housing stability, the case manager will provide a referral to a local legal aid partner to assist the participant in resolving identified issues. Each goal on the participant's housing stability plan will be addressed in this way thereby ensuring that the participant has access to any supportive services required to achieve their goals.

Individuals participating in the proposed program will benefit from the continuum of care created by the vast network of LSS services and programmatic expertise available throughout Wisconsin and Upper Michigan. For example, program participants can be referred to the LSS Off the Square Club to address skills development and to create support networks; LSS mental health and substance use disorder counseling and treatment programs can provide needed therapy services to assist participants in addressing substance use issues, trauma, depression, anxiety, or other mental health concerns.

In addition, housing case managers will continue to develop relationships with local housing providers, medical providers, educational programs, vocational programs, etc. Because the needs of each participant are unique, relationship building designed to meet specific individual needs will be ongoing.

Past RRH programming enjoyed collaborative relationships with the following: Off the Square Club, ADRC, Dane County Job Center and Dane County South Madison Office, Dane County CCS providers, iCare, The River Food Pantry, St. Vincent de Paul, and Bethel Food Pantry. Each of these partners can complement LSS case management services by providing access to skills development, supportive services, education, employment, or basic needs.

Collaborative partnerships are also utilized for reciprocal referrals to needed programs and services for participants. Ongoing relationships with housing and other Madison-based service providers also allow for coordination of services to best benefit participants while also best utilizing resources by ensuring that services are not being duplicated.

- 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.

LSS ensures alignment with broader local systems of care in the following ways:

LSS staff members have been active participants in the HSC for several years and regularly attend HSC meetings. LSS housing services staff members have participated in committees including Veterans Case Conferencing and Core Committee. LSS staff have also attended the “Reimagine CE Workgroup” which focused on making Coordinated Entry more accessible and fairer for clients.

LSS housing services case managers receive all requisite training necessary to complete participant selection, intake and assessment, and individual housing stability plans; to apply unit occupancy standards; to complete application processing procedures; and to ensure fair housing compliance. For all LSS programs a training schedule is kept current for all staff and volunteers. In-service training concerning staff development is provided by LSS at both the local and agency wide levels; these training courses are open to all interested staff. Staff members are encouraged to attend State and regional conferences.

Housing staff members participate in monthly staff meetings that include staff training on relevant topics; these training sessions are led by staff members, LSS local or agency-wide staff, or representatives from partner agencies. All LSS staff members are also required to complete annual training on the agency’s web-based training platform Relias Learning. These mandatory training courses, which include topics such as HIPAA and confidentiality, are tracked by the agency.

On-going training on the following topics will be provided to staff involved in the proposed program: Fair Housing; Housing Quality Standards (HQS), HMIS, Motivational Interviewing, aftercare, homelessness and poverty, case management/planning, case documentation, safety protocols, ethics and boundaries, harm reduction, crisis intervention, trauma-informed care, basic counseling skills, mental health awareness, substance use disorder awareness, and harassment. LSS will also work with the local VA and Veterans programs to ensure that staff members have appropriate training to deal effectively and sensitively with the special needs of Veterans experiencing homelessness.

# HOMELESS SERVICES & HOUSING RESOURCES

## RFP #14026-2025

### PROGRAM APPLICATION

#### F. RAPID REHOUSING

#### Instructions:

This Program Application form must be completed for each proposed **Rapid Rehousing** 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).

<b>Agency Name:</b>	Lutheran Social Services of Wisconsin and Upper Michigan, Inc.
<b>Program Name:</b>	Welcome Home Madison
<b>CDD Funding Request:</b>	\$527,044

### 1. PROGRAM DESCRIPTION (30 POINTS)

#### 1) Target population

Describe the population you expect to serve, including:

- Projected annual number of unduplicated households without children (singles): 10
- Projected annual number of unduplicated households with children (families): 0
- Key characteristics of the target population

The proposed program will focus services on households without children (single adults).

#### 2) 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.

The LSS RRH case manager requests a referral from the Coordinated Entry (CE) provider. Once a referral is received, the case manager makes three documented attempts, 24-hours apart, to reach the potential client. If the potential client cannot be reached within that period, the Case manager informs the CE provider, and a new referral is provided from the priority list.

When a potential client is reached, an intake (enrollment) is scheduled within a week of first contact. LSS follows the Dane County Continuum of Care (CoC) standard of securing housing within 90 days before clients exit and are returned to the appropriate coordinated entry priority queue.

Individual Assessments are conducted with all those wishing to access services and who meet program criteria for homelessness; assessments are conducted at a time and in a location that is convenient and comfortable for the individual. During the intake process, the RRH case manager will meet with the prospective participant to explain the program and services, to become acquainted with the individual's needs, and to begin to establish a working relationship built on trust and transparency. The RRH case manager will work with the participant to understand and complete all required program paperwork, including appropriate releases of information, and the LSS Social Determinants of Health (SDOH) screener. Additional background information will be gathered using various screening tools and through conversation with the participant. The RRH case manager will discuss needs and goals with the participant and will work with them to create a housing stabilization plan and an action plan for securing housing.

### **3) Rent or Financial Assistance Provided**

If rental or financial assistance will be provided, describe:

- The types of assistance (e.g., security deposit, first month rent, monthly rental assistance, monthly utility assistance, rental arrears, utility arrears)
- Maximum length of financial assistance
- Expected average length of financial assistance
- Maximum amount of financial assistance, if any
- How assistance amounts will be determined using progressive engagement model described in the Dane CoC Written Standards; any proposed payment schedule, including participant and agency portion of rent
- Method used to adjust the payment schedule if needed

LSS proposes to provide the following types of assistance medium term monthly rental assistance, one-time rental/utility arrears (up to 6 months of past-due rent or utilities), rental application fees, security deposit (no more than 2 months' rent), last month's rent, utility payments, and moving costs.

Financial assistance may be provided for a maximum of 24 months, however, LSS expects the average length of financial assistance to be 12 months or less. LSS has not placed a maximum on the amount of financial assistance that each participant can utilize, however, the RRH case manager works with landlords, utility providers, and other community partners to ensure that housing costs are reasonable. LSS has funding tracking tools in place to ensure that staff can maximize available funding to best serve as many eligible participants as is feasible.

Utilizing a progressive engagement model and person-centered planning strategies, the RRH case manager will work with the participant to identify the amount of monthly assistance required, the amount the participant can contribute to their housing costs, and the amount the program will provide. An initial payment schedule will be created with the RRH participant based on income and other



financial resources and using a tiered support model. Tiered support is employed to ensure that the program only uses the financial resources necessary to assist the participant in stabilizing and maintaining housing permanence thereby encouraging movement toward self-sufficiency. The schedule will be reviewed at a minimum monthly during case management meetings and will be adjusted based on individual needs, goals, and resources.

#### **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 proposed program focuses on provision of RRH services including housing identification, rent and move-in assistance, and case management for the purpose of assisting participants in moving quickly from homelessness to housing and developing the skills and resources necessary to maintain permanent housing. The RRH services being proposed include a focus on assisting program participants in searching for and securing safe, affordable housing. Long-term housing stability skills will be developed through provision of trauma-informed intensive case management services. Case managers will facilitate development of individualized housing stability plans and will work with participants in identifying and achieving plan goals. Case managers will also work to recruit local landlords that will work in partnership with the program to make safe, affordable housing available to program participants. Additionally, LSS will utilize agency relationships with new local tax credit developments to facilitate access to housing and provision of consistent case management services. The services provided will enable successful exits to permanent housing and will support the acquisition of skills needed to prevent a high incidence of returns to homelessness.

**Program Design:** Each program participant has as a primary goal to obtain and remain in permanent housing; additional needs related to achievement of this goal are assessed at program entry and periodically throughout participation in the program. This goal is met through the provision of the following services:

**Intake and Assessment:** Individual Assessments are conducted with all those wishing to access services and who meet program criteria for homelessness; assessments are conducted at a time and in a location that is convenient and comfortable for the individual.

**Housing Services:** Program case managers assist participants in identifying and securing safe, appropriate, and affordable housing.

**Individual Housing Stability Plan:** Case managers work with each participant to develop an individual housing stability plan. This plan details needs and goals, outlines a strategy for realizing each of the identified goals, and includes a timeline for goal attainment. Individual housing stability plans are reviewed and updated as needed (a minimum of monthly) as part of ongoing case management meetings. Work toward meeting the goals outlined in the plan is accomplished in collaboration with any appropriate community-based service providers.

Continuing case management services are provided post placement in permanent housing and include those services identified as being beneficial to the participant's continued progress toward self-sufficiency including, but not limited to, educational and employment services, life skills programming, and referral to mental health or substance use disorder services, if appropriate.

**Case Management:** In creating a program model to serve individuals experiencing homelessness, LSS relies heavily on harm-reduction and trauma-informed approaches. The proposed programming will focus on the following: the individual's need to be respected, informed, connected, and hopeful regarding their own success; the interrelation between trauma and symptoms of trauma (e.g., substance abuse, eating disorders, depression, and anxiety); the need to work in a collaborative way with individuals experiencing homelessness, family and friends of the program participant, and other human services agencies in a manner that will be empowering.

LSS is committed to ensuring that all staff members are trained in trauma-informed approaches so that anyone a participant may encounter while working with the program will be providing services in a way that recognizes trauma and works toward reducing further harm. During 2022, LSS implemented an agency-wide training project that requires all agency staff to be trained in Trauma-Informed Care and Motivational Interviewing. RRH case management staff members are also trained in Person-Centered Planning.

Individuals who have experienced homelessness have often suffered complex trauma; supportive services are provided in such a way as to ensure that participants are not re-traumatized. Case management meetings have as their goal supporting clients in maintaining their housing. Motivational Interviewing is used to strengthen participants' motivation and commitment to change. And Trauma-Informed Care ensures understanding, recognizing, and responding to the effects of all types of traumas.

Through the provision of case management services, participants will be provided with guidance, positive intervention, and counseling to assist in goal attainment. Case management services incorporate the following principles:

- **Basic Life Skills Information and Counseling** promote a sense of control and competence by providing opportunities to learn such things as financial management, use of credit, housekeeping, shopping, meal planning, food preparation, consumerism, positive leisure activities, and independent transportation (provided by the RRH case manager and by referral).
- **Interpersonal Skill Building Activities** promote a sense of connectedness and identity by providing training in such areas as relationships, communication, conflict resolution/mediation, assertiveness training, and stress and time management (provided by the RRH case manager and by referral).
- **Educational Advancement Services** provide a sense of control over the future as well as a sense of competency and include preparation for GED, information on post-secondary vocational training and education, apprenticeship programs and information and referral to other training programs (provided by referral).

- **Job Preparation and Attainment Services** help foster a belief in one's own abilities. Career counseling, job preparation training, employability skills (dress and grooming, the employment process, resume writing and interviewing), job placement and job maintenance are all elements of these services (provided by referral).
- **Mental Health Services** can encourage a sense of identity and the development of positive relationships (provided by referral or in coordination with LSS Behavioral Health Services).
- **Physical Health Care** must be addressed, as good physical health can assist in the development of a sense of personal worth. Staff members assist participants with access to health care, and health education is provided in cooperation with local Health Departments, local hospitals, and health care providers (provided by referral).

This is not an exhaustive list. The program case manager assists individuals in identifying those areas in which further development and skill building will lead to increased self-sufficiency and will facilitate participant connection to the appropriate resources.

The proposed program will utilize the Housing First model of service delivery. This means that LSS takes proactive steps to minimize barriers to access and utilizes a Housing First approach in a number of ways: the program will maintain low screening barriers in order to partner fully with the Coordinated Entry System; LSS works collaboratively with the CoC to use information about service needs and gaps (provided by the CE process) to help identify needed resources; the program houses people quickly and without preconditions or service participation requirements; LSS supports the standardized assessment process; LSS will accept all eligible referrals; and LSS will work with the CoC to provide services to those people who have been prioritized for services due to their level of vulnerability or the severity of their service needs. Additionally, LSS will establish direct referral linkages and relationships between the local crisis response system (emergency shelters, street outreach, etc.) and the proposed program to ensure that those individuals prioritized for housing have barrier-free access.

**Discharge Plan:** As part of the discharge planning process, the case manager notifies the client in writing of their program end date. Notice is provided on a timeline defined by the contract, the Continuum of Care, or by the LSS default policy of 30-days' notice when otherwise not defined. During the exit interview with the client, a SDOH screener is administered and used to identify outstanding areas of need. Referral sources are identified and are documented in the Discharge Plan.

The case manager follows up with clients 3 months and 6 months after exit. The SDOH screener is again administered, and the results are used to identify outstanding areas of need, and to determine the client's current housing status.

## 5) Staff Training

Describe your agency's plan for staff training. Include both new staff and ongoing training plans.

LSS housing services case managers receive all requisite training necessary to complete participant selection, intake and assessment, and individual housing stability plans; to apply unit occupancy standards; to complete application processing procedures; and to ensure fair housing compliance. For all LSS programs a training schedule is kept current for all staff and volunteers. In-service training

concerning staff development is provided by LSS at both the local and agency wide levels; these training courses are open to all interested staff. Staff members are encouraged to attend State and regional conferences.

Housing staff members participate in monthly staff meetings that include staff training on relevant topics; these training sessions are led by staff members, LSS local or agency-wide staff, or representatives from partner agencies. All LSS staff members are also required to complete annual training on the agency's web-based training platform Relias Learning. These mandatory training courses, which include topics such as HIPAA and confidentiality, are tracked by the agency.

On-going training on the following topics will be provided to staff involved in the proposed program: Fair Housing; Housing Quality Standards (HQS), HMIS, Motivational Interviewing, aftercare, homelessness and poverty, case management/planning, case documentation, safety protocols, ethics and boundaries, harm reduction, crisis intervention, trauma-informed care, basic counseling skills, mental health awareness, substance use disorder awareness, and harassment. LSS will also work with the local VA and Veterans programs to ensure that staff members have appropriate training to deal effectively and sensitively with the special needs of Veterans experiencing homelessness.

## 6) Staffing Structure

Describe the proposed staffing plan. Fill out the table below.

Staff Position Title	Hiring Plan (Current/ New/ Expanded)	Total Program FTE	City-Funded FTE	Proposed Hourly Wage	Responsibilities
RRH Case Manager	New	1.0	1.0	\$ 30.00	Assist participants in transitioning into stable, permanent housing by providing intensive short-term case management (length of participant's program) using a person centered and trauma informed approach. Assess participants' needs, develop individual housing stabilization plans to obtain housing, increase income and connect to community resources, and offer ongoing support to successfully maintain housing. Develop landlord and community partnerships. The Case Manager is responsible for accurate record keeping of participant interactions, progress, and outcomes.
RRH Program Supervisor	Expanded	0.5	0.5	\$ 40.00	Oversees the day-to-day operation of the RRH program, monitoring and reporting program activities and outcomes to funding source(s),

					maintaining program compliance, staff supervision and oversight, supporting landlord and community partnership relationships, participant services oversight.
RRH Program Manager	Expanded	0.10	0.10	\$ 47.00	Oversee the management of the RRH program, program budget, ensuring program compliance and collaboration between funding partner and program operations.
				\$	

**7) Implementation Plan** (for new or expanded programs only)

Milestone	Target Date
Program staff hired	1/1/2026
Program staff onboarding/training completed	1/1/2026
First client served	2/1/2026
Full-service operation capacity reached	3/1/2026

## 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 Rapid Rehousing require: 98% for data completeness and 6 calendar days for data entry.

Please complete the following:

- 2024 data completeness score:            %
- 2024 average days to data entry for new entries:            days
- 2024 average days to data entry for exits:            days

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

**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.

### 3) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of Leavers Exiting to Permanent Destinations	90%				
% of Leavers Who Exited to PH Returning to Homelessness in Less than 6 Month	≤ 5%				
% of Participants (Stayers and Leavers) Increasing Total Income	60%				

### 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?

### 5) Additional Outcome Measures

List any additional outcomes your agency tracks or proposes to measure.

### B. Existing Program without HMIS Data

Use non-HMIS agency data for past outcome fields. The agency reports must be submitted with your application.

#### 1) 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.

#### 2) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of Leavers Exiting to Permanent Destinations	90%				

<b>% of Leavers Who Exited to PH Returning to Homelessness in Less than 6 Month</b>	≤ 5%				
<b>% of Participants (Stayers and Leavers) Increasing Total Income</b>	60%				

### 3) 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?

### 4) Additional Outcome Measures

List any additional outcomes your agency tracks or proposes to measure.

## C. 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

Proposed outcomes should be ambitious but realistic based on population, service model, and timeline.

<b>Performance Measure</b>	<b>CDD Target</b>	<b>Proposed Outcome</b>
<b>% of Leavers Exiting to Permanent Destinations</b>	90%	90%
<b>% of Leavers Who Exited to PH Returning to Homelessness in Less than 6 Month</b>	≤ 5%	4%
<b>% of Participants (Stayers and Leavers) Increasing Total Income</b>	60%	60%

### 2) Anticipated Challenges and Mitigation Strategies

Describe any anticipated challenges in implementing the program or achieving the proposed outcomes. Include how your agency plans to address or mitigate these challenges.

LSS is an experienced provider of successful RRH programming; there are no anticipated challenges in either implementing the program or achieving the proposed outcomes.

### 3) Additional Outcome Measures

List any additional outcomes your agency tracks or proposes to measure.

LSS does not plan to track or measure any additional outcomes during the initial program year.

## 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.*

LSS will use the first contract year to explore the funding options related to incorporation of Medicaid 1915(i) and CCS into the proposed RRH programming. As an agency, LSS is familiar with successfully using Medicaid funding to support programming. LSS is also a provider of CCS services and CCS coordination in several counties, so is familiar with the service array and the ways in which CCS may support RRH program participants. As LSS has yet to utilize either of these funding sources to support housing and homelessness services, agency leadership will explore how to best incorporate these sources into the overall funding mix to serve and support the RRH participants and the program.

### 2) Use of Emergency Solutions Grant (ESG) Funds

Can your agency accept federal ESG funding for this program, either in full or in part? ESG-funded programs must comply with all applicable federal regulations.

☒ Yes     ☐ No

If yes, identify:

- Source(s) of required 100% matching funds (cash or in-kind): no sources currently in place
- Maximum estimated annual match your agency can provide: \$ 0

### 3) 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.



The Program Budget Form is included in the submission.

**4) 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).

Narrative descriptions for use of funding are included in the Program Budget Form.

**5) (New Programs Only) Minimum Viable Funding**

It may not be possible for the City to provide the requested amount of funding. What is the smallest amount of City support that would allow your program to proceed? How would a reduced level of City funding affect operations (e.g., reduced capacity, scope of services, staffing). Be as specific as possible, that is, to what extent would program capacity or staffing levels be affected by lower funding.

The smallest amount of City support that would allow the proposed RRH program to proceed is \$263,522. The decrease in funding would result in decreased FTEs that would impact the number of participants that could be served annually.

# AGENCY, PROGRAM AND CITY SHARE EXPENSES

## CITY OF MADISON COMMUNITY RESOURCES PROGRAM APPENDIX II

Agency & Program:		Lutheran Social Services of WI and Upper MI		Welcome Home Madison (Rapid Rehousing)	
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)
<b>A. PERSONNEL</b>					
Salary		114,026	0	114,026	Case Manager, Program Supervisor and Program Manager wages
Taxes/Benefits		34,208	0	34,208	Fringe Benefits - payroll taxes, healthcare and pension
Subtotal A.		148,234	0	148,234	
<b>B. OTHER OPERATING</b>					
Insurance		2,560	0	2,560	Mortgage, property, professional liability, and risk management insurances
Professional Fees		5,800	0	5,800	IT Direct Service Support, Talent Acquisition cost for 1.0 FTE Case Manager, Direct program billing, program quality analysis
Audit		1,120	0	1,120	\$700/1.0 FTE
Postage/Office and Program Supplies		2,500	0	2,500	Office Supplies (toner, paper, writing supplies, fasteners), postage (program needs and client application)
Equipment/Furnishings/Depreciation		1,280	0	1,280	Printer, laptop, software (Microsoft 365 and Case Management System)
Telephone		1,200	0	1,200	Cell phone - \$750 1.0 FTE
Training/Conferences		840	0	840	\$825/ 1.0 FTE
Food		500	0	500	Food for staff - trainings and travel
Household Supplies					
Auto Allowance/Travel		5,000		5,000	Staff travel costs (mileage reimbursement) to client units, community support meetings, and programmatic needs
Vehicle Costs/Depreciation					
Other (Specify):					
Subtotal B.		20,800	0	20,800	
<b>C. SPACE</b>					
Office or Facility Rent		16,767	0	16,767	Office space rent
Utilities				0	
Maintenance				0	
Mortgage Principal/Interest/Depreciation				0	
Property Taxes				0	
Subtotal C.		16,767	0	16,767	
<b>D. SPECIAL COSTS</b>					
Assistance to Individuals - Rent (monthly rent and rent arrears)		194,608	0	194,608	Rent: 10 clients x 1 bedroom rent @ FMR (\$1262.00) x 12 months = \$151,840. Arrears: 6 clients @ FMR (\$1765) x 10 clients = \$76,920 TOTAL: <b>\$194,608</b>
Assistance to Individuals - Other Financial Assistance (security deposit, application fee, bus passes, etc.)		77,890	0	77,890	Utilities: \$300 per month x 12 months x 10 clients = \$36,000. Security Deposit: 2 x rent @ FMR x 10 clients = \$25,640. Application Fees: 5 application fees x \$25 each x 10 clients = \$12,500. Moving Costs: \$1500 1 time moving cost x 10 clients = \$15,000 TOTAL: <b>\$77,890</b>
Program Subcontracts (Specify):					
Other (Specify): Indirect Costs - 15% of direct program costs		68,745	0	68,745	15% of direct program costs (federally approved de minimis rate) - \$458,299 - LSS Business Support Services: financial services, corporate human resources, information technology, business development, continuous quality improvement
Other (Specify): Move in costs/Moving Costs				0	
Subtotal D.		341,243	0	341,243	
TOTAL (A-D)		527,044	0	527,044	

NOTES: Costs were based on a full program of 10 clients and 12 months housed at FMR within Dane County.

STAFFING: Include ALL staff working for the program			
Staff Position Title	City Funded FTE	Total FTE, including Non-City	Roles and Responsibilities
Case Manager	1.0	1.0	Assist clients in transitioning into stable, permanent housing by providing intensive short-term case management (length of client's program) using a person centered and trauma informed approach. Assess client's needs, develop individual housing stabilization plans to obtain housing, increase income and connect to community resources, and offer ongoing support to successfully maintain housing. Develop landlord and community partnerships. Case Manager is responsible for accurate record keeping of client interactions, progress, and outcomes.
Program Supervisor	0.5	0.5	Oversees the day-to-day operation of the RRR program, monitoring and reporting program activities and outcomes to funding sources(s), maintaining program compliance, staff supervision and oversight, supporting landlord and community partnership relationships, client services oversight.
Program Manager	0.10	0.10	Oversees the management of the RRR program, program budget, ensuring program compliance and collaboration between funding partner and program operations.