

## **Milwaukee Continuum of Care Coordinated Entry Lead Agency Request for Proposals**

### **Introduction**

The Milwaukee Continuum of Care (CoC) is designed to promote community-wide goals to end homelessness; provide funding to quickly rehouse homeless individuals including unaccompanied youth and families, while minimizing trauma and dislocation to those persons; promote access to, and effective utilization of, mainstream programs; and optimize self-sufficiency among individuals and families experiencing homelessness. The CoC is composed of service providers for homelessness prevention, emergency shelter, safe havens, transitional housing, street outreach, permanent housing, supportive services, Coordinated Entry, a Homeless Management Information System (HMIS), and other interested organizations and individuals. The Milwaukee CoC's mission is to organize people and resources to end homelessness in Milwaukee.

The CoC is a group of membership agencies working together to create, implement, monitor, and modify collective goals to end homelessness in Milwaukee County. The CoC solicits the input of its Full Body membership on large decisions, is governed by a CoC Board, and accomplishes its work through various committees and workgroups. The Milwaukee CoC appoints a Collaborative Applicant, an HMIS Lead, and Coordinated Entry Lead.

### **Request for Proposal Information**

The Milwaukee Continuum of Care Board through Community Advocates Public Policy Institute invites proposals from not for profit, private companies or government entities located in Milwaukee County to fulfill the role of Coordinated Entry Lead.

Funding is made available from the annual NOFO application funded by the U.S. Department of Housing and Urban Development (HUD). Any award is contingent upon the availability of funding from the U.S. Department of Housing and Urban Development. The applicant would be eligible to apply to HUD for Coordinated Entry support. The previous award from HUD was \$64,852. There is a match requirement of 25% of the award. There may be an option for additional leveraged support for this work.

The Milwaukee CoC Coordinated Entry Lead will be expected to work with the Milwaukee CoC Board and any existing grantee if there is to be a transition in grantees. Exact start date is to be determined and based on fiscal year and any transition planning that may need to happen.

The awardee will be expected to focus on implementing Milwaukee's Coordinated Entry system. Through doing so, they will be serving CoC member agencies, by extension

homeless individuals and families in Milwaukee County. The Coordinated Entry Lead will operate separately but in conjunction with the Milwaukee CoC Collaborative Applicant and the Milwaukee Homelessness Management Information System (HMIS) Lead Agency — each of these agencies will have its own designated grants and budget.

The Milwaukee CoC Coordinated Entry Lead funding requires attending regular CoC meetings; providing regular budgetary and progress reports to the CoC; collaborating with and supporting referral agencies; ensuring a streamlined and efficient system of connecting individuals and families to housing and shelter; and being held accountable for measurable outcomes.

#### Eligibility and Minimum Requirements

To be eligible, applicants must be an established 501(c)3 nonprofit, tax exempt organization, private corporation or a government entity.

Applicants will demonstrate the following philosophical approaches in service delivery:

- Fairness and belonging – Applicant should be committed to ensuring member organizations feel supported and encouraged to have a voice at the table. This includes making space for people with lived experience.
- Influential and visionary leadership – Applicant should be prepared to engage and supporting member organizations in an effort to create a stronger, more cohesive system.
- Seek forward thinking solutions while building on existing practices – Applicant should be willing to stay on top of evolving practices and research while ensuring goodness of fit for the community.

The awardee will be required to report to the CoC at bi-monthly meetings including a budget report and any emerging issues. A more robust, written report will be required semi-annually.

Awardee will be able to fulfill the following obligations:

- Coordinated Entry process is marketed and accessible across all of Milwaukee County.
- Utilize the standardized Coordinated Entry tool.
- Document the Coordinated Entry process within HMIS regularly and accurately.
- Assist individuals and families in accessing prevention services and emergency services, including domestic violence services, through the Coordinated Entry process.
- Ensure participant autonomy and privacy.

- Collaborate with and utilize stakeholder feedback for process improvement.
- Establish an advisory and/or leadership committee.
- Attend regular CoC Board Meetings and provide updates including a financial report and any emerging issues
- Collaborate with the HMIS and Collaborative Applicant Lead Agencies

#### Application Review Process

Each proposal will be reviewed and scored by an independent review panel of three to five reviewers using a points scoring model.

Applicants will receive notification of grant award via email in late November.

#### Proposal Requirements

Each applicant organization must submit a written proposal. Please follow the directions for the written proposal and provide all the information requested. Several reviewers will score your proposal; thus, it is important that your proposal is clear, concise and follows the prescribed format.

#### General instructions

- The full package must include narrative response, logic model, budget and narrative explanation of that budget. Nonprofits must submit their IRS letter of determination and a copy of your most recent audit, including a management letter if one was issued.
- Documents will be submitted electronically. Narrative response, logic model, and budget documents should be combined in one PDF document. IRS letter and audit documents could be included as separate documents.
- Proposals must adhere to a 5-page limit for narrative response. Single-spaced is okay, 1.15 spacing is encouraged. Minimum of an 11-point font with 1-inch margins. Please do not include any additional information that is not requested (i.e. brochures, flyers, etc.)
- The proposal must include a logic model (template provided), which will not count towards the page limit.
- The proposal must include a budget and budget narrative (template provided) which will not count in your page limit.

Proposals should be submitted electronically to Kari Southern at

[ksouthern@communityadvocates.net](mailto:ksouthern@communityadvocates.net) by October 31<sup>st</sup>, 2025 no later than 5:00pm CST.

Subject line should read “Milwaukee CoC Coordinated Entry RFP Submission”. Applicants

will receive confirmation that their submission was received and is under review. Proposals that are emailed late will not be accepted.

**Specific Instructions:** Following are instructions for each section of the proposal.

**Application Cover Page:** The application page is the first page of the application. Please see the form in this packet or replicate the form and complete all items. The application page also requires a brief project abstract (250-word limit) that should include goals, objectives, expected outcomes and target population. The form must be signed by an authorizing official of the organization, i.e. board chair or executive director.

**Project Narrative (70 points):** The project narrative will provide reviewers with information about your organization and your proposed project. You must follow the format provided below and label each section and subsection as indicated.

- 1. Organization mission, history and organizational capacity (5 points):** Please describe the organization's mission and a brief history including history of involvement in homelessness programming. Please describe how your organization possesses the *capacity* to execute the Coordinated Entry Lead role. (Organizational capacity includes aspects such as financial management, overall management and staff support systems, ability to perform program evaluation, systems in place to process payroll and accounting, appropriate technology and maintenance, etc., but you do not need to specifically address each of these elements.) Please include any work you've done around process and systems improvement.
- 2. Grants Management (15 points):** Describe your plan for managing the award. How will you work with other partners to ensure a smooth delivery of the grant?
- 3. Systems Improvement (15 points):** Describe how you plan to approach process and systems improvement. How will you go about working with partners to get their support and feedback for Coordinated Entry implementation? Please share your outreach strategy and how you plan to engage the community around Coordinated Entry. Describe your prioritization process for Coordinated Entry. Is there a separate process for distinct populations?
- 4. Fairness and Belonging (5 points):** The CoC Board expects a commitment to fairness and belonging. Please share your plans for including this in your work with the priority population and partner agencies. Describe how you reach people whose

first language is not English and how people with disabling conditions access Coordinated Entry. How do you ensure that lived experience is utilized in this work?

**5. Leadership Skills (25 points):** The CoC is interested in learning about your leadership skills. Please address the following areas:

- a. **Assessment:** Describe the assessment tool you intend to use. Explain how this tool determines eligibility for different HUD-funded programs.
- b. **Documentation:** How will you work to ensure the Coordinated Entry process is documented in HMIS accurately? How do you work with partners to ensure you have the most up-to-date information on availability of beds and units? How will you ensure participant autonomy and privacy?
- c. **Seasonal planning of homelessness response systems:** The CoC would like to see an annual calendar for seasonal efforts (i.e. warming/cooling rooms). How would you propose partnering on those efforts to ensure a robust system of opportunities and align that with standard Coordinated Entry operations?
- d. **Staffing structure:** Describe the infrastructure and staffing your agency will use to implement the Coordinated Entry Lead contract (including management, communications and fiscal).
- e. **Barriers/Challenges:** What barriers or challenges do you foresee with assuming the Coordinated Entry Lead role, and how do you plan to address them?

**Collaboration (5 points):** Describe how your agency will work with the Lead Agency and HMIS Lead to ensure a strong and robust homelessness services system for Milwaukee. How does your agency incorporate recommendations from your advisory and/or leadership committees? What does it look like to collaborate with your referral partners, participants, community groups and CoC membership?

**Logic Model and Budget Information (30 points):**

1. **Logic Model (10 points):** Each proposal must include a completed logic model using the format included in this packet. Instructions for completing the logic model are provided on the logic model form, below, and in the appendix. Please be brief and to the point. Please use lists instead of sentences. Quantify information whenever possible. The logic model will become part of your Milwaukee CoC Coordinated Entry Lead contract if your project is selected for funding.

The logic model is a one- to two-page summary of your program. The logic model is a framework that shows the relationship between the program's ultimate goal (its results) and the strategies and activities it is using to achieve it, as well as how it will measure progress along the way. Please see the Appendix for more information on constructing your logic model.

The logic model should include the following:

- **Inputs/Resources:** Funding, staffing and other resources that will be dedicated to the program.
- **Activities:** List of concrete actions that will take place, what your organization will do with its resources to direct the course of change.
- **Outputs:** Include what is immediately produced (number/type of calls answered, number of referrals made, policies developed, etc.).
- **Immediate Outcomes:** The initial or immediate benefit or impact of the program. Include such things as increases in knowledge or basic needs being met. In each box, following the outcome, in parentheses, list the method of measurement (i.e., assessment tool, etc.).
- **Intermediate Outcomes:** The longer-term benefit or impact of the program. For example, what do you hope will occur because of new knowledge or basic needs being met? In each box, following the outcome, in parentheses, list the method of measurement (i.e., assessment tool, etc.); and
- **Outcome Indicator:** For both immediate and intermediate outcomes, detail the specific and calculable indication of your program's progress toward identified outcome.

2. **Budget (10 points):** Complete a line-item budget for your project that includes the total project costs, and other funding or resources that will support the project in 2026. There is a required in-kind or cash match totaling 25% of the total amount awarded. Please use the previously awarded HUD award as noted in the 'Request for Proposal Information' amount for your award amount.
3. **Budget Narrative (10 points):** Include a one-page budget narrative that provides a brief explanation of every line item in the proposed Coordinated Entry Lead budget. *Example: "The \$25,000 allocated for staff will cover 100% of the time for the CoC Coordinator who will be primarily responsible for meeting with partners, presenting at the CoC Board Meeting and analyzing referral data."* Please also explain the source and use of funds/resources claimed as in-kind or cash match.

**Application Cover Page**

**Milwaukee Continuum of Care RFP for 2026 Coordinated Entry Lead Agency**

<b>Agency Name</b>	
<b>Street Address</b>	
<b>City/State/Zip</b>	
<b>Contact Person Name, Phone, Email</b>	
<b>Date of Most Recent Agency Audit</b>	
<b>Authorizing Official's Name and Title</b>	
<b>Authorizing Official's Signature</b>	

**Project Abstract (250-word limit):**

**Narrative Questions to Respond to:**

1. Please share an overview of your agency's experience, history, and capacity including connections within the community around homelessness.
2. Describe your plan for implementing this work. How will you work with other partners to ensure a smooth delivery of the grant?
3. Describe your plan for process and systems improvement. How will you go about working with partners to get their support and feedback for Coordinated Entry implementation? Please share your outreach strategy and how you plan to engage the community around Coordinated Entry. Describe your prioritization process for Coordinated Entry. Is there a separate process for distinct populations?
4. The CoC Board expects a commitment to fairness and belonging. Please share your plans for including this in your work with the priority population and partner agencies. Describe how you reach people whose first language is not English and how people with disabling conditions access Coordinated Entry. How do you ensure that lived experience is utilized in this work?
5. The CoC is interested in learning about your leadership skills. Please address the following areas:
  - a. Assessment: Describe the assessment tool you intend to use. Explain how this tool determines eligibility for different HUD-funded programs.
  - b. Documentation: How will you work to ensure the Coordinated Entry process is documented in HMIS accurately? How do you work with partners to ensure you have the most up-to-date information on availability of beds and units? How will you ensure participant autonomy and privacy?
  - c. Seasonal planning of homelessness response systems: The CoC would like to see an annual calendar for seasonal efforts (i.e. warming/cooling rooms). How would you propose partnering on those efforts to ensure a robust system of opportunities and align that with standard Coordinated Entry operations?



- d. Staffing structure: Describe the infrastructure and staffing your agency will use to implement the Coordinated Entry Lead contract (including management, communications and fiscal).
  - e. Barriers/Challenges: What barriers or challenges do you foresee with assuming the Coordinated Entry Lead role, and how do you plan to address them?
6. Describe how your agency would work with the Lead Agency and HMIS Lead to ensure a strong and robust homelessness services system for Milwaukee. How will your agency incorporate recommendations from your advisory and/or leadership committees? What does it look like to collaborate with your referral partners, participants, community groups and CoC membership?

### **Logic Model:**

Please see Appendix A for the logic model template. All applicants need to submit a logic model as part of their application package.

The logic model is a one- to two-page summary of your program. It serves as a framework illustrating the relationship between the program's ultimate goal (its results) and the strategies and activities it is using to achieve it, as well as how it will measure progress along the way. Please see the Appendix for more information on constructing your logic model.

The logic model should include the following:

- Inputs/Resources: Funding, staffing and other resources that will be dedicated to the program.
- Activities: List of concrete actions that will take place, what your organization will do with its resources to direct the course of change.
- Outputs: Include what is immediately produced (number/type of calls answered, number of referrals made, policies developed, etc.).
- Immediate Outcomes: The initial or immediate benefit or impact of the program. Include such things as increases in knowledge or basic needs being met. In each box, following the outcome, in parentheses, list the method of measurement (i.e., assessment tool, etc.).
- Intermediate Outcomes: The longer-term benefit or impact of the program. For example, what do you hope will occur because of new knowledge or basic needs being met? In each box, following the outcome, in parentheses, list the method of measurement (i.e., assessment tool, etc.); and

- **Outcome Indicator:** For both immediate and intermediate outcomes, indicate the specific and calculable indication of your program's progress toward identified outcome.

**Budget:** Using the budget template included in the appendix, complete a line-item budget for your project that includes the total project costs and other funding or resources that will support the project in 2026. Please use the previously awarded HUD award as noted in the 'Request for Proposal Information' amount for your award amount.

**Budget Narrative:** Using the budget narrative template, include a detailed budget narrative that provides a brief explanation of every line item in the proposed Lead Agency budget.

## APPENDIX A

- 1) Logic Model
- 2) Budget Template
- 3) Budget Narrative Template

Milwaukee Continuum of Care Coordinated Entry Lead						
Logic Model						
Applicant:						
Inputs	Activities	Outputs	Immediate Outcomes	Outcome Indicator	Intermediate Outcomes	Outcome Indicator
<i>What resources go into the program</i>	<i>What activities the program undertakes</i>	<i>What is directly produced through the activities</i>	<i>The direct changes or benefits that result from the program (list measurement tool)</i>	<i>Specific and quantifiable</i>	<i>Change or impact expected to occur over time (list measurement tool)</i>	<i>Specific and quantifiable</i>

## LOGIC MODEL GUIDE

A logic model specific to the proposed program must be submitted as part of the application. A brief introduction to logic models is included below with specific information about what your logic model must include.

A logic model is a systematic way to present and share your understanding of the relationships among the resources you have available to operate your program, the activities you plan, and the changes or results you hope to achieve. At its most basic, a logic model is a picture of your program, from the resources all the way to the long-term outcomes you believe will result from it. Logic models are not static documents – they should be revised periodically to reflect new evidence, lessons learned, and changes in context, resources, activities or expectations.

A logic model template is included as part of your application materials. You are required to use this template and your logic model must include the following components:

**Inputs/Resources:** These are the plans or resources you develop or steps you take to prepare for or support your program's implementation.

**Activities:** Activities are what your program will do with its resources. They are the concrete processes, events, and actions that are core to the design and implementation of your program.

**Short-Term Outcomes - LEARNING:** These are the initial changes you expect to occur in the program as a direct result of the program's activities and typically include changes in knowledge or awareness.

**Intermediate Outcomes - BEHAVIOR:** These are the changes that you want to occur after the initial change and typically include changes in skills or attitudes.

**Long-Term Outcomes - CONDITION:** These are the changes you hope will occur over time, resulting from the short-term and intermediate outcomes. These are measures of the longer results of the program; often occurring after the program is completed and directly related to the goal of the program.

The description of outcomes should include a description of measurement tools i.e. pre- and post-test, attendance sheet, etc.

**2026 Proposed Annual Budget (January 1 to December 31, 2026)**

<b>Category</b>	<b>Project Request</b>	<b>In-kind or Cash Match</b>	<b>Total Project Cost</b>
<b>Salaries</b>			
<b>Fringe Benefits</b>			
<b>Payroll Taxes</b>			
<b>Professional Fees</b>			
<b>Background Checks</b>			
<b>Supplies</b>			
<b>Telephone</b>			
<b>Postage</b>			
<b>Occupancy</b>			
<b>Equipment Rental/Maintenance</b>			
<b>Printing</b>			
<b>Travel</b>			
<b>Conferences</b>			
<b>Membership Dues</b>			
<b>Awards and Grants</b>			
<b>Allocated Costs</b>			
<b>Client Transportation</b>			
<b>Depreciation</b>			
<b>Subcontracting</b>			
<b>Other</b>			
<b>TOTAL</b>			

**2016 Proposed Annual Budget Narrative (January 1 to December 31, 2026)**

CATEGORY	DESCRIPTION
Salaries	
Employee Benefits	
Payroll Taxes	
Professional Fees	
Supplies	
Telephone	
Postage	
Occupancy	
Equipment Rental/Maintenance	
Printing	
Employee Travel	
Conferences	
Membership Dues	
Awards and Grants	
Allocated Costs	
Client Transportation	
Depreciation	
Other - Describe	