

**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**

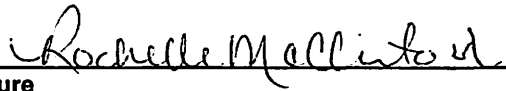
Applicant Organization:	The Salvation Army of Dane County
Contact Person Name and Title:	Laura Heilman
Address:	630 East Washington Ave, Madison, WI 53703
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Website:	<a href="https://centralusa.salvationarmy.org/danecounty/">https://centralusa.salvationarmy.org/danecounty/</a>
Federal Tax ID or EIN:	36-2167910
Unique Entity ID (UEI) Number:	NDM9CJA8ZSH8
Legal Status:	<input 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 checked="" type="checkbox"/> Other: Private, Non-Profit
Tax Exempt Status:	<input checked="" type="checkbox"/> Non-profit: 501 (c)(3) since 1913 <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	\$0.00
B. Diversion	\$62,050
C. Emergency Shelter	\$170,000
D. Street Outreach	\$0.00
E. Extreme Weather Hotel for the Unsheltered	\$0.00
F. Rapid Rehousing (RRH)	\$0.00
G. Permanent Supportive Housing (PSH)	\$0.00
H. Other Permanent Housing (OPH)	\$0.00
I. Other Programs that Promote Pathways to Stable Housing	\$0.00
<b>Housing Resources</b>	
J. Tenant Support	\$0.00
<b>TOTAL REQUEST</b>	<b>\$232,050</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).



 6/24/25

Signature
Date

## AGENCY QUALIFICATION

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

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

The Salvation Army's mission is "The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination".

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

The Salvation Army of Dane County has served the Madison community since arriving in Dane County in 1890 and has provided a wide range of social services based on the needs of our community. The Salvation Army often adapts and creates new programs as our community has evolved over time. Over the past several decades, The Salvation Army of Dane County has become a leading provider in emergency shelter services, housing case management, and homeless prevention services in the community.

The Salvation Army currently operates a 24/7 family shelter that serves up to 38 families at a time, and one of Madison's only low-barrier drop-in shelters for singles that identify as a woman. These programs are designed to offer immediate safety while supporting guests in securing permanent housing. Each shelter offers a safe space, basic needs (such as meals, hygiene, and rest), and supportive services such as case management and housing navigation. In recent years, The Salvation Army has created and expanded a Diversion program to assist individuals and households in avoiding the need to enter the homeless shelter system through problem solving, mediation, resource support and short-term financial assistance.

In March of 2024, The Salvation Army of Dane County opened The Shield Apartments, an affordable housing project designed to support individuals that have experienced domestic violence and homelessness as well as a rapid-rehousing program designed to support individuals that are actively fleeing a domestic violence situation and are experiencing literal homelessness. The Salvation Army continues to acknowledge that affordable housing is a significant barrier to overcoming homelessness in Dane County and is interested in collaborating in innovative efforts to support individuals and households in our community in their journey towards affordable housing.

Salvation Army staff are trained in Housing First principles, trauma-informed care, racial equity and system coordination. We are active participants in the Homeless Services Consortium of Dane County and align our programs with both local goals and national best practices. With more than 130 years of community service, and an evolving commitment to addressing homelessness, The Salvation Army of Dane County brings trusted experience, innovation, and strong partnerships to all the services proposed in this application.

### 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.

The Salvation Army of Dane County uses a comprehensive quality improvement framework that combines performance data analysis, structured participant feedback, and cross-functional collaboration to ensure our programs meet high standards of effectiveness, equity, and responsiveness. The Salvation Army engages in annual strategic planning to assess agency-wide goals, review past performance, and prioritize initiatives for the

coming year. This process includes leadership, program managers, and staff representatives, and is informed by program outcomes, system-levels of data, and client feedback.

Program outcomes are tracked using HMIS and include metrics such as length of stay, exits to permanent housing, and successful diversion resolutions. Data is reviewed monthly by program managers and quarterly with senior leadership to identify areas of improvement. Outcomes are disaggregated by race, gender, and other demographic factors to monitor equity and address disparities.

Program staff enter and review data weekly or daily. Program managers such as the Housing Services Director compile and reviews outcomes monthly to ensure that the benefits of the program are maximized for the program participants. The Executive and Assistant Directors of Social Services conduct monthly reviews of data to ensure accuracy and to review total enrollment information or common trends in programs. Adjustments can be made after reviewing data to make sure that Salvation Army programs remain equitable, in compliance with documentation standards, and that current processes best reflect whether program outcomes are being met.

The Salvation Army of Dane County collects participant feedback through program surveys, exit interviews, informal conversations that can be inputted as case notes in HMIS, and town halls in the shelters. The Salvation Army is considering initiating a participant feedback committee to ensure that our efforts to gain the perspectives and ideas of our guests and clients are holistic across programs, fair, and comprehensive.

The Salvation Army of Dane County has also improved our efforts to gain board and staff participant from those that have experienced housing insecurity or homelessness, and we are making efforts to incorporate their feedback in higher level programmatic decisions. The Salvation Army actively participates in the Lived Experience Council facilitated by the local HSC.

Quality improvement is about taking measurable action. When a change is identified, the responsible staff lead and timeline are assigned. Changes are documented and approved locally or divisionally when written policy and procedures are impacted. Results are reviewed in weekly, monthly, and quarterly check-ins. Supervisors develop follow-up plans to ensure that the quality improvement is properly executed.

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

The Salvation Army of Dane County ensures financial accountability through a combination of centralized financial management and strong local oversight processes that support transparency, grant compliance, and strategic use of resources.

The Salvation Army Divisional Headquarters manages the core accounting functions of The Salvation Army of Dane County including bookkeeping, financial reporting, and audit coordination. All financial activities follow GAAP standards and are subject to both internal and external audits to ensure accuracy, compliance and accountability.

At the local level, grant compliance and financial oversight are managed by program leadership in coordination with our finance and social services teams. The Salvation Army hosts monthly meetings that bring together our grant compliance manager, finance staff, and social services leadership to review contract requirements, reconcile expenditures, and ensure proper documentation and fund usage. The Salvation Army engages in strategic financial planning during the annual budget process and continues to monitor fiscal health monthly, using data and financial trends to track spending against goals and adjust proactively. The Salvation Army places a strong emphasis on maximizing available resources – identifying opportunities to leverage funding across programs, and ensure every eligible cost is covered by the most appropriate funding source. The Salvation Army

prioritizes diversified funding – including local government grants, federal and state contracts, and philanthropic support – and assesses funding alignment with program priorities.

In response to a projected budget deficit in FY24-25, The Salvation Army of Dane County took decisive steps to realign our operations by eliminating our Community Center program and reducing eight staff positions. This realignment reflects a strategic decision to prioritize our core programming in Dane County – housing and shelter services – which we’ve identified as the future of The Salvation Army’s impact in Madison. These changes have improved our financial outlook while strengthening our commitment to serving singles and households experiencing homelessness.

Through disciplined stewardship, financial management, strategic decision-making, and mission-driven planning, The Salvation Army believes that we are positioned to continue delivering high-quality, essential services to the Madison community.

### 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.

Please see the auditor’s summary of a “significant deficiency” noted in the 23-24 financial audit - “During our audit of expenses and accounts payable, we noted that the Corps’ bookkeeper has the ability to create new vendors in the accounting system without approval in addition to having the ability to post payments against accounts payable invoices. We are aware that management has discussed this feature with the accounting software provider and although it does not appear a resolution is easily achievable within the accounting system, management believes controls are in place to assist in reducing the risk of payment to false vendors.”

The Salvation Army has rolled out a new accounting software, *Acumatica*, effective April 2025. The new software has eliminated the risk posed in the noted significant deficiency. The results of the most recent external audit are attached as requested in the submission of this application.

#### 4) 2025 Agency Operating Budget

##### AGENCY REVENUE

Source	2025 Budget
City of Madison	\$140,703
Dane County	\$2,026,063
State of Wisconsin	\$496,423
HUD	\$739,688
Other Government	\$50,000
United Way of Dane County	\$175,245
Other Foundations	\$62,850
Fundraising	\$3,347,631
User Fee	\$0
Other (Specify: Investment/Interest)	\$554,989
<b>TOTAL REVENUE</b>	<b>\$7,602,592</b>

##### AGENCY EXPENSES

Category	2025 Projected Expenditure
Personnel	\$3,962,028
Operating	\$2,318,989
Space	\$463,600
Special Cost	\$998,919
<b>TOTAL EXPENDITURE</b>	<b>\$7,743,445</b>

	2025 Projected
<b>Surplus or (Deficit)</b>	<b>\$-140,853</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.

The Salvation Army of Dane County actively collaborates with a broad network of partners to ensure that individuals and families experiencing homelessness receive coordinated, comprehensive, and person-centered support. The Salvation Army works closely with organizations such as United Way, Catalyst for Change, Porchlight, Inc., YWCA Madison, The Beacon, MPD, MMSD, DAIS, Friends of State Street and others across the Dane County Homeless Services Consortium. These partnerships strengthen service continuity and ensure timely access to shelter, housing, health care, and supportive services. Referrals are a routine and essential aspect of The Salvation Army's work. The Salvation Army receives referrals for housing programming such as the DAWNS and RISE program through Coordinated Entry and makes referrals directly to external providers for mental health care, domestic violence services, legal aid, and substance use treatment and other mainstream resources.

The Salvation Army engages in service planning through our Diversion program and family shelter, where collaboration with other agencies ensures that clients have access to public benefits, job training, behavioral health services, and rental assistance. The Salvation Army of Dane County also participates in collaborative initiatives and improvements in HMIS data collection with the ICA and homeless community planning efforts led by the Homeless Services Consortium. These platforms allow The Salvation Army to improve our service system design, identify gaps in our services, and develop collective solutions to reduce homelessness in Dane County.



- 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 support planning, or participants in system-level planning, participating in HSC committees or workgroups, and providing staff training aligned with system priorities or best practices.

The Salvation Army of Dane County is committed to aligning our services with the goals, priorities, and standards of both the local Homeless Services Consortium (HSC) of Dane County and the City of Madison's planning priorities as outlined in *Imagine Madison* and neighborhood plans. We maintain strong integration with the local homeless response system through regular participation in the HSC standing committees and workgroups, including –the Shelter Services Committee, Core Committee, Lived Experience Committee, and Written Standards Workgroup. These committees allow The Salvation Army of Dane County to participate and contribute to strategic planning, refine internal program delivery to reflect local goals, and respond to emerging needs across the Dane County community. Participation in the Shelter Services Committee, for example, ensures that our operations are aligned with the priorities identified in “Dane Forward: A Five-Year Plan to Prevent and End Homelessness” and the Dane's positive movement towards equitable, housing-first strategies. Coordination with other shelter service providers ensures that The Salvation Army is up to date on current trends and is ready to collaborate on new efforts to enhance our services.

To improve upon these priorities, The Salvation Army of Dane County maintains several internal committees within our local agency:

- The Landlord Committee strengthens regional housing partnerships with the goal of advancing our network or affordable housing opportunities.
- The Policy & Procedures Committee keeps Salvation Army internal practices aligned with local written standards, HSC guidance, and best practices.
- The Engagement Committee supports staff retention and improves the continuity of service delivery by retaining talented and compassionate supportive services staff.
- The Mainstream Resources Committee enhances our approach to connecting all those seeking services to public benefits and housing resources.
- The Longest Stayer Committee supports our efforts to help all those utilizing our shelter services overcome barriers to homelessness and obtain and sustain permanent housing.

The Salvation Army of Dane County reflects *Imagine Madison* and HSC's goals of equity and inclusion by embedding racial equity and lived experience into our training, recruitment, and service design. Our staff participate in training that aligns with HSC and HUD best practices such as trauma-informed care, diversion, and coordinated entry. The Salvation Army Wisconsin Upper Michigan Division is committed to providing consistent opportunities for ongoing education for Salvation Army social services professionals.

The Salvation Army of Dane County is committed to emboldening best practices in the conduct of our staff and in our procedures and practices. We affirm that our alignment with the goals of The City of Madison and the local HSC represents what is best for those experiencing homelessness in the Dane County community.

# HOMELESS SERVICES & HOUSING RESOURCES

## RFP #14026-2025

### PROGRAM APPLICATION

#### B. SHELTER DIVERSION

##### Instructions:

This Program Application form must be completed for each proposed **shelter diversion** program. Applicants may submit multiple program applications if applying for more than one program area under the RFP. **Only agencies that currently operate an emergency shelter are eligible to apply for these funds.**

Please limit the total length of your completed Program Application – including the questions, tables and narrative responses, to no more than **10 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>	The Salvation Army of Dane County
<b>Program Name:</b>	Diversion
<b>CDD Funding Request:</b>	\$62,050

#### 1. PROGRAM DESCRIPTION (30 POINTS)

##### 1) Target population

Describe the population you will serve, including:

- Projected annual number of unduplicated households without children (singles): 130-160
- Projected annual number of unduplicated households with children (families: 750-800
- Key characteristics of the target population

The Diversion program is designed to help individuals and families who are right on the edge of needing shelter but might still have a safe place to turn. At the Women's Shelter, the focus is on single adult women who are just entering the shelter system and may be able to resolve their housing crisis before it becomes long term. At the Family Shelter, Diversion works with families with children under 18 who are in urgent need of shelter and facing difficult decisions.

Many of the people served by Diversion are staying temporarily with friends or relatives (doubled up), have recently lost housing, or are at risk of ending up in unsafe or unstable situations. While they're in crisis, they often haven't been homeless long-term, and that's exactly when this kind of support can make the biggest difference.

Sometimes, a little help goes a long way. Whether it's mediating a conversation with a landlord or family member, covering a security deposit, offering a grocery voucher, or arranging transportation, these small interventions can keep someone from having to enter shelter at all.



Diversion works best when it's offered early, ideally the first time someone reaches out for help or shows up at a shelter for the first time. It creates a moment to pause, explore options, and find solutions before someone loses their housing options entirely. By helping people stay in safe and stable environments, Diversion not only supports those in crisis but also ensures shelter space is available for those with no other options.

## **2) Services Provided**

Describe how shelter diversion will be delivered, including locations and service hours, frequency and duration of services, and how best or evidence-based practices will be incorporated.

At The Salvation Army, we offer shelter diversion services to families and individuals who are seeking emergency shelter. Diversion begins with a conversation, usually when someone first reaches out for help or is referred by another provider. A trained Diversion Specialist meets with the person or family to understand what's going on and to see if there's a safe alternative to entering shelter.

That first conversation is key. Staff talk through the situation, look at short-term options like staying with friends or relatives, and help figure out what might be getting in the way of those options. Sometimes it's something practical, like needing a bus ticket, groceries, or help talking things through with a family member. In other cases, a small amount of financial help can make a big difference.

For many, diversion is a one-time conversation with a bit of follow-up. But if needed, staff stay in touch to offer continued support. The approach is flexible and focused on what each family or individual needs in the moment.

Our team uses a person-centered, practical approach. We're trained in trauma-informed care, motivational interviewing, and active listening because we want people to feel heard and supported, not judged. The goal is to help someone avoid entering shelter, if that's possible and safe, and to support them in taking their next steps with confidence.

Diversion makes a difference. It helps reduce the number of people entering shelter, keeps space available for those with no other options, and gives families a chance to resolve their housing crisis in a way that works best for them.

At The Salvation Army Women's Shelter, diversion services are offered to new guests shortly after they arrive, usually within the first 10 days. Once a woman is settled in, a Diversion Specialist checks in to explore whether there might be a safe, realistic alternative to staying in shelter long-term.

That might mean reconnecting with family or friends, returning to a previous living situation, or finding a short-term option that wasn't clear in the middle of a crisis. Staff help work through whatever's standing in the way, whether it's resolving a conflict, covering a travel cost, or offering temporary financial support.

While diversion is meant to be a short-term, solution-focused process, staff continue to check in as needed over the next few days. Participation is always voluntary and led by what the guest feels is safe and doable.

Our team brings a trauma-informed, compassionate approach. Through active listening and thoughtful conversation, we work to build trust and create space for guests to consider all their options. The goal isn't to pressure anyone to leave, but to offer other paths that might feel more stable, familiar, or right for them.

Diversion plays a critical role in helping women move out of shelter sooner when that's possible, while also freeing up resources for others who are unable to be diverted. It's about working together to find solutions that support dignity, safety, and long-term stability.

### **3) Staff Training**

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

The Salvation Army affirms that providing high-quality, compassionate care starts with having well-trained and supported staff. We know that investing in training isn't just about delivering effective services, it's about respecting the dignity, safety, and success of the families and individuals we serve.

The Salvation Army maintains a consistent and structured approach to staff training for all employees that emphasizes organization values, compliance with funding, community expectations, and high-quality service delivery.

The Salvation Army has a clear training plan in place for all staff, both new and experienced. Every new team member goes through a thorough orientation where they learn about The Salvation Army's values, policies, and how we operate. A big focus is on the Housing First Model, which guides everything we do by keeping barriers low, respecting client choice, and helping people find permanent housing as quickly as possible.

All staff are required to complete Safe From Harm training within 60 days of hire to ensure staff are aware of mandated reporting requirements and techniques to ensure all vulnerable children and adults are safe on Salvation Army property. All staff are offered the opportunity to complete CPR training for free through the Salvation Army.

The Salvation Army is committed to making sure all staff, both new and long-standing, have the tools and training they need to deliver strong, effective Diversion services. Right now, we have two trained Diversion Specialists on staff who are well-versed in the daily work and core principles of Diversion.

The Salvation Army recognizes that best practices in case management and service delivery are always evolving, which is why we prioritize ongoing learning for our team. Even experienced staff benefit from regular training and professional development to stay sharp and continue improving how they support clients. All Case Management and Diversion staff are required to complete The Salvation Army Case Manager Certification program and complete additional credits over time to keep their certification.

While Diversion has been used in other communities for years, The Salvation Army is currently the only organization offering this kind of service locally. Because of that, we take our role seriously in leading this work. The Salvation Army stays up to date on current research, guidance from HUD, and new best practices to make sure we're offering the most effective support possible.

In addition to core Diversion training, our staff also receive training in trauma-informed care, crisis de-escalation, active listening, and motivational interviewing. These skills are essential to the way we work with people, with empathy, respect, and a focus on long-term solutions.

Training happens through a mix of in-house workshops, outside learning opportunities, and regular team development. It's all part of our commitment to making sure our staff are prepared and supported, and that clients receive consistent, high-quality care.

#### 4) 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
Diversion Specialist	2	2	0.5	\$25.68	Works with individuals and families at risk of entering shelter to explore safe, immediate alternatives to homelessness.
Housing Services Director	0.10	0.10	0	\$35.14	Oversees the diversion program by supervising staff and ensuring program compliance and coordination with community partners.
Assistant Director of Social Services	0.05	0.05	0	\$42.44	Supports the Diversion Program by providing oversight, supervision and shelter coordination.
Executive Director of Social Services	0.05	0.05	0	\$57.66	Provides strategic leadership and ensures program alignment, funding and system-level coordination.
Administrative Manager	0.03	0.03	0	\$35.70	Oversees grant compliance, reporting, and funding coordination for the Diversion program and related services.

#### 5) (New or Expanded Programs Only) Implementation Plan

Milestone	Target Date
Program staff hired	N/A
Program staff onboarding/training completed	N/A
First client served	N/A
Full-service operation capacity reached	N/A

#### 2. OUTCOME AND PERFORMANCE (20 POINTS)

Select one and complete

the appropriate section below:

- ☒ A. Existing Program
- ☐ 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 supportive services only require: 98% for data completeness and 6 calendar days for data entry.

Please complete the following:

- 2024 data completeness score: **89.67%**
- 2024 average days to data entry for new entries: **15.1 days**
- 2024 average days to data entry for exits: **156.3 days**

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

The Salvation Army uses a combination of real-time tracking tools, HMIS, and weekly check-ins to monitor enrollment and outcome data. Diversion data is entered directly into HMIS and reviewed monthly for completeness and timeliness.

The long average days to exit are primary due to the nature of Diversion cases involving doubled-up families, who often remain on the Family Shelter waitlist for extended periods. These families are not considered Category 1 homeless under HUD definitions and must wait behind higher-priority households. Because these cases remain open until a final resolution (e.g., diversion break-down or shelter entry), this inflates the average time to exit access the program.

To improve data quality and align with HMIS standards, we are implementing the following steps:

- Scheduling dedicated weekly data entry time for the Diversion Specialist to complete entries and exits in a timely manner
- Ensuring when additional notes regarding failed communication between the Diversion Specialist and the client may be required to explain low data completeness.
- Establishing collaborative meetings with ICA to discuss improvements in tracking Diversion data in HMIS.

While our current data timeliness and completeness score fall short of the 2024 HMIS standards, The Salvation Army is actively taking steps to strengthen our internal processes. We remain committed to accurate, timely, and client-centered data collection as part of our overall program quality and accountability efforts.

## **2) Use of Data for Performance Improvement**

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

The Salvation Army of Dane County uses Diversion program data to assess effectiveness, track trends, and inform ongoing program improvements. Data is collected and reviewed through HMIS and internal spreadsheets and is used to evaluate both client outcomes and program operations.

Key data points that are reviewed include the Diversion success rate, demographics of participants, types of diversion solutions used, average amount of financial assistance per case, rate of shelter entry following diversion attempt.

The diversion specialist tracks outcomes in real time and flags service gaps or trends. The Housing Services Director reviews monthly financial and program reports and presents findings in internal meetings. The data is reviewed by the Assistant Director of Social Services who submits HMIS and internal reports to funders and internal stakeholders.

The amount of Diversion intakes prompted The Salvation Army to hire an additional Diversion Specialist in 2024 increasing our capacity and expanding our case load. Financial assistance data inform budget planning and resource allocation – ensuring funds are used strategically and equitably. By using data as a continuous learning tool, The Salvation Army of Dane County ensures that its Diversion Program remains effective and responsive to client needs and system goals.

### 3) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of participants diverted to safe housing alternatives for at least 60 days	40%	76%	80%	87%	70%

### 4) Outcome Analysis

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

The CDD performance target for Diversion is that 40% of participants are successfully diverted to a safe housing alternative for at least 60 days. The Salvation Army of Dane County has consistently exceeded this benchmark. Our data shows a steady upward trend in successful diversion outcomes over the past three years. We attribute this success to several key factors:

- An expanded and dedicated Diversion team trained in trauma informed care, problem-solving, and available community resources.
- Use of flexible financial assistance (e.g., bus tickets, utility payments) to resolve unique, immediate housing crises.
- Strong relationships with community partners and family support networks, allowing for creative housing alternatives outside the formal shelter system.

The Salvation Army actively tracks outcomes in HMIS to confirm stability which has strengthened our data quality and helped us refine our approach.

Despite strong outcomes, The Salvation Army continues to face challenges such as:

- Clients with high service needs that cannot be diverted quickly.
- Limited availability of short-term housing options or funding for hotel stays.
- Difficulty in securing follow-up with some participants due to transience.
- Limited Diversion staff available to respond to all Diversion needs.

To continue strengthening diversion outcomes, The Salvation Army is:

- Enrolling in Medicaid 1915(i) to expand relocation supports

- Strengthening partnerships to present more resource opportunities for those experiencing housing instability.

In 2025, we propose a target outcome of 70% of participants successfully diverted to safe housing alternatives for at least 60 days. This reflects our commitment to sustainably strong performance while accounting for potential fluctuations in client needs, housing availability, and service capacity.

#### 5) Additional Outcome Measures

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

- Number of households served
- Number of households that could not be diverted and stayed in shelter
- Number of households receiving longer-term diversion case management
- Number of households successfully moved into permanent housing
- Number of households who have returned to the shelter system after receiving diversion services
- Number of households receiving financial assistance
- Average amount of financial assistance spent per household

#### B. Existing Program without HMIS Data

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

**Not applicable.**

#### 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.

**Not applicable.**

#### 2) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of participants diverted to safe housing alternatives for at least 60 days	40%	N/A	N/A	N/A	N/A

#### 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?

**Not applicable.**

#### 4) Additional Outcome Measures

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

**Not applicable.**

#### C. New Program With No Past Outcome Data

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

**Not applicable.**

### 1) Proposed Outcome

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

Performance Measure	CDD Target	Proposed Outcome
% of participants diverted to safe housing alternatives for at least 60 days	40%	N/A

### 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.

**Not applicable.**

### 3) Additional Outcome Measures

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

**Not applicable.**

## 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.*

The Salvation Army of Dane County is actively preparing to utilize Medicaid 1915(i) as a funding source to support case management services across our shelter, diversion, and housing programs. While we are not yet billing through the 1915(i) program, The Salvation Army of Dane County is currently in the enrollment and onboarding phase, with the goal of beginning service delivery and billing at the beginning of the fiscal year – October 1<sup>st</sup>, 2025.

The Salvation Army of Dane County seeks will seek reimbursement from 1915(i) for housing-focused case management services, including housing navigation. We anticipate that 1915(i) revenue will support a portion of case manager and/or intake staff salary and benefits – with the remaining expenses supported by public, philanthropic, or other sources, based on time spent on non-Medicaid eligible tasks. The Salvation Army will braid all available funding sources to ensure adequate service delivery at the Singles Shelter while avoiding duplication between funding services.



Based on initial modeling, The Salvation Army anticipates 1915(i) could fund 40-60% of eligible case manager time, depending on:

- Client Medicaid enrollment rates and intake structure
- Staff time spent on billable activities (pending no-shows, etc.)
- Administrative capacity for documentation and compliance.

We conservatively estimate revenue of \$30,000-\$50,000 per case manager FTE annually, though this will be refined once billing begins and actual enrollment data is available.

### **Timeline and Steps Taken**

The Salvation Army of Dane County has begun the 1915(i) application and enrollment and is actively communicating with our Divisional Quarters regarding the approval process and potential billing structures. The Salvation Army of Dane County attends Dane County Medicaid work group meetings and has completed online training materials provided by DHS. We have started engaging internal planning meetings with divisional and local finance and social services professionals to ensure compliance structures are in place prior to starting the billing process. We anticipate enrollment to be completed by the end of July 2025, and we are on target for live billing by the end of the fiscal year, contingent on successful provider certification and staff training.

### **Diversion Program Model**

The Salvation Army of Dane County does anticipate utilizing Medicaid 1915(i) to support certain case management activities within our Diversion Program, particularly when working with individuals and families who are Medicaid-enrolled and meet 1915(i) functional eligibility. Services such as individuals such as individualized housing planning, landlord mediation, and coordination with mainstream resources may qualify for reimbursement when aligned with a person-centered care plan. However, due to the brief and immediate nature of any diversion interactions, we expect Medicaid revenue to supplement rather than fully cover staffing costs. We estimate that 1915(i) may support 20-40% of a Diversion Case Manager FTE, with the remainder supported through other funding sources.

### **Infrastructure and Preparation**

#### **To support Medicaid billing and compliance, we are:**

- Researching and creating time tracking systems that will allow staff to log hours appropriately under the 1915(i) program, and that will prompt assigned staff to keep documentation certifying time spent on eligible Medicaid activities.
- Developing a cost allocation plan to ensure accurate separation of Medicaid vs. non-Medicaid expenses. The Salvation Army anticipates utilizing diversified funding sources to fund The Salvation Army shelter and supportive services programming.
- Updating workflows and supervision necessary to conduct prior authorizations and documentation standards.
- Identifying a designation Medicaid billing coordinator to oversee compliance and income reconciliation.
- Collaborating with other HSC agencies to share best practices and reduce system-wide duplication

By integrating Medicaid 1915(i) as a new funding stream – without relying on it to fully support any one role – The Salvation Army will build a sustainable, compliant, and flexible approach that supports long-term program viability and aligns with City funding priorities.

## **2) Program Budget Form**

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

**Attached.**

## **3) Budget Narrative and Clarifications**

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

The total budget for The Salvation Army of Dane County's Diversion program is \$206,769. We are requesting \$62,050 in City funding, allocated toward two key components:

\$37,050 to support 0.5 FTE of a Diversion Specialist's salary and benefits. This staff member works directly with individuals and families at imminent risk of homelessness to identify safe, alternative housing solutions, provide case coordination, and facilitate access to supportive resources.

\$25,000 for flexible financial assistance, including transportation, gas cards, security deposits, utility arrears, and other one-time costs that allow clients to avoid shelter entry. These funds are not eligible under most other funding streams and essential to the success of the program.

This request represents 30% of the total program budget and directly supports the most resource-sensitive components of the program: frontline service delivery and rapid problem-solving interventions. The remaining program costs are supported through other funding streams. This request reflects a sustainable and strategic approach with City funds used to fill critical funding gaps that enable immediate, cost-effective alternatives to shelter entry. The programs' strong outcomes and alignment with city-wide goals further support the need for continued investment in these proven diversion strategies.

## **4) (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.

# AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program:

The Salvation Army of Dane County Diversion  
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)
<b>A. PERSONNEL</b>				
Salary	24,750	102,185	126,935	
Taxes/Benefits	12,300	36,534	48,834	
<b>Subtotal A.</b>	<b>37,050</b>	<b>138,719</b>	<b>175,769</b>	
<b>B. OTHER OPERATING</b>				
Insurance			0	
Professional Fees			0	
Audit			0	
Postage/Office and Program Supplies		200	200	
Equipment/Furnishings/Depreciation			0	
Telephone		500	500	
Training/Conferences		300	300	
Food				
Household Supplies			0	
Auto Allowance/Travel			0	
Vehicle Costs/Depreciation			0	
Other (Specify):			0	
<b>Subtotal B.</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	
<b>C. SPACE</b>				
Office or Facility Rent			0	
Utilities			0	
Maintenance			0	
Mortgage Principal/Interest/Depreciation			0	
Property Taxes			0	
<b>Subtotal C.</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>D. SPECIAL COSTS</b>				
Assistance to Individuals - Rent (monthly rent and rent arrears)			0	
Assistance to Individuals - Other Financial Assistance (security deposit, application fee, bus passes, etc.)	25,000	5,000	30,000	Diversion misc. financial assistance - application fees, rental/utility arrears, transportation assistance, grocery cards, move in costs etc.
Program Subcontracts (Specify):			0	
Other (Specify):				
Other (Specify):			0	
<b>Subtotal D.</b>	<b>25,000</b>	<b>5,000</b>	<b>30,000</b>	
<b>TOTAL (A.-D.)</b>	<b>62,050</b>	<b>144,719</b>	<b>206,769</b>	