

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:	YWCA Madison, Inc.
Contact Person Name and Title:	Andrea Zea, Grants & Compliance Director
Address:	101 E Mifflin St, Madison, WI 53703
E-Mail:	azea@ywcamadison.org
Phone:	608-395-2196
Website:	ywcamadison.org
Federal Tax ID or EIN:	39-0806303
Unique Entity ID (UEI) Number:	T5DBX42DJHU3
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 1909 <input type="checkbox"/> For-profit with a primary mission focused on housing and homelessness

AGENCY REQUEST SUMMARY

Program Type	Request Amount
Homeless Services	
A. Homelessness Prevention	\$
B. Diversion	\$
C. Emergency Shelter	\$123,566
D. Street Outreach	\$

E. Extreme Weather Hotel for the Unsheltered	\$
F. Rapid Rehousing (RRH)	\$
G. Permanent Supportive Housing (PSH)	\$
H. Other Permanent Housing (OPH)	\$
I. Other Programs that Promote Pathways to Stable Housing	\$
Housing Resources	
J. Tenant Support	\$
TOTAL REQUEST	\$123,566

AUTHORIZATION TO SUBMIT PROPOSAL

This application is submitted with the knowledge and approval of the organization's governing body. To the best of the undersigned's knowledge, the information provided is accurate and complete. The undersigned also certifies that they have reviewed and accept the terms and conditions outlined in the Request for Proposals (RFP).



Geraldine Paredes Vásquez, CEO

06/25/2025

Signature

Date

AGENCY QUALIFICATION

1. AGENCY MISSION AND RELEVANT EXPERIENCE (10 POINTS)

- 1) **Mission Statement:** YWCA Madison is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom and dignity for all. YWCA Madison envisions a community where people of all racial, ethnic, socio-economic and gender groups are valued and included, and discrimination and injustice are eliminated. To this end, YWCA Madison provides leadership in our community to create social change for all racial, ethnic, gender and economic groups. Through YWCA programming and collaborative initiatives, individuals, families and the community at large are empowered to greatly improve quality of life.
- 2) **Relevant Experience:** *Describe your agency's experience delivering the types of services proposed in this application.*

YWCA Madison is currently the largest provider of affordable housing for single women in Dane County. The organization has been a provider of affordable housing for women for 110 years and provider of family shelter for 45 years.

Throughout the decades, YWCA Madison has increased its services offered in order to be able to respond to the evolving needs of the Greater Madison community. As such, the organization offers several services under its housing and shelter umbrella - Emergency Shelter, time-limited permanent housing for single mothers with young children (Third Street), as well as short-term, community-based housing programs for families (Rapid Rehousing, Family Housing Stability) and long-term Permanent Housing (Single Women's Housing). YWCA Madison's newest program, Steps to Stability, provides tenant education and financial assistance to families experiencing housing instability, utilizing or waiting to utilize emergency shelter, as well as families identified through diversion services as being at imminent risk of entering shelter.

YWCA Madison's Housing staff that provide support and case management services to our participants have a minimum of 2 years' experience in homeless services and/or lived experience. The Residential Housing Director spent 4 years working with YWCA Madison's Community Housing programs before moving into leadership roles. The Community Housing Director has 10 years experience working in housing services, 4 of which were spent as YWCA's Community Housing Manager, overseeing YWCA's Community Housing programs (Rapid Rehousing, Family Housing Stability, Houseability, Building Futures, HIRE Housing and Steps to Stability). Both Residential and Community Housing Directors have previous lived experience and currently hold seats on the Homeless Services Consortium of Dane County (HSC) Board of Directors and serve on several HSC Committees. Additionally, several of our Housing team members have lived experience with family shelters. All YWCA Madison Housing staff receive annual training in trauma informed care and racial justice practices. This helps to ensure best practices and culturally competent service delivery.

As an active partner agency and member of the Homeless Services Consortium (HSC), YWCA Madison's Housing staff members are positioned to foster relationships with other homeless service providers to collaborate on resources and referrals. Several staff members sit on various community committees created to monitor, evaluate, and improve service provision for homeless and housing insecure community members.

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.*

YWCA Madison is dedicated to providing high-quality, evidence-based services that respond to the evolving needs of our participants. Guided by our strategic plan, we foster inter-departmental collaboration and ensure consistent tracking of progress and accountability across the organization. Each year, we prepare and review outcome reports to identify trends, evaluate program effectiveness, and inform planning and resource allocation. Within the Housing Department, staff hold monthly meetings to assess service delivery, address challenges, and propose improvements to enhance programming and participant support.

YWCA Madison has several processes to solicit and incorporate feedback from program participants. Residents and Shelter guests are encouraged to provide feedback to staff individually, through written reports or a suggestion box. Participants of community housing programs are contacted at intervals of 3 months, 6 months, and 12 months post-discharge to provide follow-up information and assess if additional service referrals are needed. We also administer a customer satisfaction survey for all residents and Shelter guests in our building on an annual basis. This survey can be completed individually or with the support of a staff member; feedback can be submitted anonymously or the individual can choose to identify themselves and request follow up from managers in the Residential Housing or Residential Operations Department. A town hall, facilitated by the CEO, is held on a quarterly basis. During the town hall, the CEO shares agency vision with residents and elicits feedback about satisfaction with building facilities, staff, services, and program policies/procedures. The town hall is open to all YWCA Madison residents and Family Shelter guests. Past survey feedback and town hall meetings have resulted in policy changes surrounding our guest policy and prompted the implementation of more community building events for shelter and permanent residents. Information received from follow-up surveys has been used to implement program changes in Rapid Rehousing and Family Housing Stability to better set families up for success.

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

YWCA Madison's Board-approved Accounting & Financial Policies and Procedures Manual guide bookkeeping, budgeting, and other fiscal activities. The Outsourced Chief Financial Officer (CFO) has primary responsibility for fiscal oversight of grant awards. The Outsourced CFO also oversees all aspects of the grant accounting and expense reporting handled by YWCA Madison's outsourced contractor, Step Up: Equity Matters. Step Up: Equity Matters contracted personnel for the financial function of YWCA includes: Outsourced CFO, Outsourced Accounting Director, Staff Accountants and Bookkeepers.

YWCA Madison's Board of Directors provides financial oversight and good governance to the organization. The Board approves an annual operating budget before the start of the fiscal year, reviews regular financial reports to monitor budget compliance and fiscal health, and approves the annual audit after it has been recommended by the Board's Asset Management Committee. The Asset Management Committee meets monthly and oversees the organization's investments and financial assets and monitors adherence to approved policies.

- 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.

Finding 1: Due to system limitations journal entries approval can't be enforced in the general ledger. The organization has implemented monitoring controls over financial reporting. Note the outsourced CFO doesn't have approval authority or bank signatory authority making her review completely independent for this monitoring control.

Finding 2: Unallowed depreciation expense was billed to a grant. We have added a new account to the trial balance to separate allowed and unallowed depreciation expenses.

Finding 3: Due to leadership transitions in the roles of CEO and CFO in the same year (2024), monitoring controls were not performed. The new CEO and outsourced CFO have reinstated monitoring controls and strengthened the transactional level controls impacting financial reporting. These changes and redesign make the reliance on high level monitoring controls less necessary.

4) 2025 Agency Operating Budget

AGENCY REVENUE		AGENCY EXPENSES	
Source	2025 Budget	Category	2025 Projected Expenditure
City of Madison	447,543	Personnel	4,799,626
Dane County	965,731	Operating	1,326,005
State of Wisconsin	577,364	Space	829,620
HUD	67,025	Special Cost	1,060,411
Other Government	292,397	TOTAL EXPENDITURE	\$8,015,662
United Way of Dane County	952,850		
Other Foundations	2,825,000		
Fundraising	1,212,651		
User Fee	724,106		
Other (Investment Income)	293,017		
TOTAL REVENUE	\$8,357,684		
			2025 Projected
		Surplus or (Deficit)	\$342,022

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.*

YWCA Madison works closely with a broad network of homeless service providers in the community so that families utilizing our support services have access to any housing options and system supports that may be available to them.

Housing staff regularly collaborate with community-based resources within the homeless services network. These include Madison Metropolitan School District (MMSD) Transition Education Program (TEP) for school supports and Comprehensive Community Services (CCS) for mental health and/or substance use challenges, providing case coordination when requested or needed to best support the family's progress toward stable housing. We maintain relationships with homeless street outreach providers to receive program referrals, including Tellurian Behavioral Health's Homeless Support Services, Madison Street Medicine, Dane Street Outreach Services, Urban Triage, Catalyst for Change, Briarpatch Youth Services, Friends of the State Street Family, and the Beacon.

Our staff is actively engaged in the HSC and takes part in several HSC Committees (Shelter Providers Committee, Committee to End Youth Homelessness, Doubled-Up Committee, and Core Committee), staying connected with other agencies, and participating in case conferencing. Internally, our Shelter and Residential and Community Housing programs coordinate, referring families to program openings when appropriate. As community resources continually evolve and often gain or lose the ability to provide funding or other support to families in need, YWCA Housing staff frequently engage in thought partnership with one another, exchanging ideas and resources to most holistically support and empower YWCA program participants. We also continue to support families that are selected from the Coordinated Entry Priority List through their transition to other housing program providers, such as The Road Home and The Salvation Army.

Specifically, regarding our Shelter program, collaboration relies heavily on coordination with other community shelter providers, The Salvation Army (TSA) and Domestic Abuse Intervention Services (DAIS) to fill Shelter units. TSA's Diversion Specialist frequently refers families to YWCA Madison Shelter. When Shelter has vacancies, we notify TSA and DAIS, who then direct families to us. All partners share a commitment to ensuring that families receive warm handoffs between providers and experience no breaks in shelter service delivery.

We collaborate with the Community Development Authority (CDA) and Dane County Housing Authority (DCHA) when participants receive housing vouchers. Families participating in our Third Street program receive CDA vouchers upon program completion to facilitate a smooth transition into permanent housing. We also collaborate with CDA and DCHA when families enter our housing programs with vouchers already in place, ensuring that families remain voucher-holders and facilitating communication between the housing authorities and our participants.

YWCA Madison collaborates with several other organizations working to address racial disparities in homelessness, including UNIDOS, Centro Hispano of Dane County, Freedom Inc., Black Men

Coalition of Dane County, Catholic Multicultural Center, The Road Home, JustDane, Legal Action of Wisconsin, and Tenant Resource Center. YWCA provides outside agency and program referrals to these partners depending on each family's unique needs.

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.*

YWCA Madison's Housing staff are active participants in Homeless Services Consortium (HSC) affiliated workgroups and committees that are focused towards ending family homelessness and bridging gaps in resources for children and families experiencing homelessness. Our Community Housing Director currently serves as the HSC Membership Chair and our Residential Housing Director has an agency seat on the HSC Board. Housing staff are also a part of the HSC Shelter Providers Committee, the Committee to End Youth Homelessness, Doubled-Up Committee, and Core Committee. Our Housing staff have individualized plans for ongoing training and professional development and are strongly encouraged to attend training opportunities offered in the community on topics such as best practices in case management, mental health crisis response, and HMIS refresher sessions. Our leadership team ensures that staff have the time and capacity to attend HSC meetings and committees/workgroups, and informs our residents and program participants about the HSC's Lived Experience Committee to increase membership and ensure our participants' voices are heard. As part of onboarding, all new housing staff are required to sign up for the HSC listserv. Additionally, YWCA Madison uses the local Homeless Management Information System for all housing programs to track participant enrollments and exits as well as demographic information, keeping all information up to date so that families are connected to the resources available through Coordinated Entry.

Through a partnership with Anesis Therapy, all YWCA Madison staff are receiving ongoing trauma-informed care training to provide the highest quality of services to anyone who utilizes programming at YWCA Madison and ensure alignment with system priorities. YWCA Madison has staff with lived experience, and solicits feedback from staff and participants to ensure we are centering voices of individuals who have been systematically and historically oppressed and impacted by homelessness.

HOMELESS SERVICES & HOUSING RESOURCES

RFP # 14026-2025

PROGRAM APPLICATION

C. EMERGENCY SHELTER

Instructions:

This Program Application form must be completed for each proposed **emergency shelter** 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 **14 pages**. Applications that exceed this limit may not be fully reviewed. This page limit does not include requirement attachments (e.g., HMIS reports, agency outcome reports).

Agency Name:	YWCA Madison, Inc.
Program Name:	YWCA Family Shelter
CDD Funding Request:	\$123,566

1. PROGRAM DESCRIPTION (30 POINTS)

1) Shelter Location and Capacity

Describe the location and capacity (bed or unit count) of your shelter program.

YWCA Madison's Family Shelter is located off the capitol square at 101 E Mifflin Street in Madison, Wisconsin. Family Shelter is located on the 2nd floor of the building and offers 12 private shelter rooms, containing 30 beds (plus cribs, if needed), and shared kitchen, lounge, and laundry facilities. At maximum capacity, our shelter can serve 50 persons per night.

2) Target population

Describe the population you expect to serve, including:

- *Projected number of participants per night*
- *Projected number of unduplicated participants annually*
- *Key characteristics of the target population (e.g., age, household type, length of homelessness, special needs)*

The projected number of participants that YWCA Madison's Family Shelter will serve per night ranges from 30-40 individuals and depends on the number of families and household size of the families being served on a given night. On an annual basis, we anticipate serving approximately 130 individuals (38 households).

Households that have at least one minor child (0-17 years old) in the household **or** individuals in their 3rd trimester of pregnancy are eligible for YWCA Madison's Family Shelter. Documentation or proof of relation are not required for entrance. We allow households to define who their family is and with whom they choose to live. Children who are 18 years old and still living with parents or an adult caregiver are able to stay in shelter with their household if enrolled in school and/or meet other qualifying criteria.

YWCA Madison's Family Shelter is open to all families who seek shelter, with a primary emphasis on serving people experiencing unsheltered homelessness. Households defined as homeless under the following categories are eligible for assistance: Category 1-Literally homeless; Category 2-Imminent risk of homelessness; Category 3-Homeless under other federal statutes; and Category 4-Fleeing/attempting to flee domestic violence.

All families served are low-income and at risk of future episodes of homelessness. Family Shelter is provided free of charge and serves all families regardless of gender identity, age, sexual preference, race, ethnicity, religion, ability, etc. In 2024, the racial background of those served by YWCA Madison's Family Shelter, as self-identified, was: 68% Black/African American; 5% White/Caucasian; 4% Latinx/Hispanic; 15% Multi-Racial; and 8% identified as a race other than those specified. The self-reported gender identity of individuals served was 68.5% female and 31.5% male. The Family Shelter served a total of 37 families made up of 46 adults (37%) and 78 children (63%).

3) Intake Process

From the perspective of a participant, describe the intake process that will be used. What is the number of new intakes you expect on a weekly basis?

From the perspective of a participant, the intake process at YWCA Madison's Family Shelter is designed to be welcoming, informative, and low-barrier, with warm hand-offs from referring agencies helping to ensure a smooth transition with no breaks in service. Families can self-refer to Shelter; however, referrals that come from The Salvation Army (TSA) and Domestic Abuse Intervention Services (DAIS) are prioritized. Before families move in, YWCA Madison staff ensure they are not on the sex offender list or the organization's internal "banned list"—those who have previously accessed our services that resulted in incidents or rule violations that threatened personal or community safety. If public records or referring agencies provide a reason that may hinder an individual from community living, the Residential Housing Director will have a conversation with the family prior to intake, but they will not be denied access.

Once a Shelter unit is vacant that can accommodate the referred family's size, the family will receive a call from Shelter staff to review shelter rules, policies, parking, and any other considerations that may affect their decision to move in. If the family chooses to move forward, then they will be scheduled for an intake appointment with the Shelter Case Manager. At intake, the family reviews

the Shelter handbook and guidelines and completes necessary paperwork, including the HMIS Release of Information form. The Shelter Case Manager collects the family's responses to the Dane CoC CE enrollment fields on the emergency shelter project enrollment screen in Clarity HMIS to complete a Tier 1 Coordinated Entry assessment. The family will also complete a needs assessment that includes the Mainstream Resources Checklist and Arizona Self-Sufficiency Matrix.

The family will receive a tour of the assigned room and shared facilities, including the shared kitchen and laundry areas, and will be asked to provide photos of each family member to put in our Resident Roster at the front desk for security purposes. The family is informed that the Shelter is a 24/7/365 facility, with overnight Security staff, and that they are able to access the building at all hours to accommodate their schedules. Families are provided with a welcome basket containing essential items, such as cleaning supplies, bedding, pillows, towels, and dishes. Meals and food are not provided to Shelter participants, but they do have access to a communal kitchen on the Shelter floor as well as kitchen supplies to make their own meals. Families also have access to items in our Essential Items Pantry, which has shelf-stable food, diapers, hygiene products, cleaning supplies, and more, dependent upon donations and inventory.

An initial case management meeting is scheduled during intake/upon move in, and families are told the expectation is they will meet with the Shelter Case Manager weekly, or more if needed. At that first case management meeting, together the Shelter Case Manager and the family will develop a housing-focused plan which is followed and regularly reviewed over the course of their case management relationship.

On average, given we expect to serve approximately 38 households throughout the course of the year, we would expect no more than 1 new intake on a weekly basis.

4) Services Provided

Describe how you will deliver each of the following core components of emergency shelter services, incorporating best or evidence-based practices:

a. Meeting basic health and safety needs of individual participants

To meet the basic health and safety needs of Family Shelter guests, YWCA Madison:

- Conducts intake screenings to identify immediate physical and mental health needs and provide appropriate referral or resource connection.
- Provides access to private bathrooms with showers in each unit and shared laundry facilities and kitchen.
- Basic needs and hygiene items are made available to guests as needed.
- Relies on our Family Shelter's *Health & Safety* policies and procedures, which provides guidance to staff on *Health Emergency or Crisis Response*, *Mental Health Crisis Response*, and *Infectious Disease Response*.

b. Maintaining a safe environment for shelter participants and staff

YWCA Madison prioritizes safety for both Shelter participants and staff by:

- Providing private rooms for each family and secure storage for their belongings in each unit.
- Training staff in de-escalation techniques as well as trauma-informed and healing-centered care.
- Securing the building where Family Shelter is located with 24/7 Front Desk and Security staff.
- Following guidance provided by our Family Shelter's *Health & Safety* policies and procedures described above, as well as YWCA Madison's policies and procedures for building evacuation and relocation of Family Shelter guests in the case of an emergency.

c. Assisting participants new to homelessness in resolving their housing crisis and connecting them to immediate housing options

To assist participants new to homelessness in resolving their housing crisis we:

- Implement a Housing First approach by providing access to Family Shelter and then immediately begin housing-focused case management to reduce the family's time spent unhoused.
- Provide individualized support to connect families to mainstream resources, employment, and/or healthcare.
- Assist with overcoming obstacles such as lack of ID or other documentation, low credit, or prior evictions using flexible funding and referrals to local legal services organizations.
- Connect families to other housing programs and community resources that offer short-term financial assistance for application fees, deposits, utilities, and rent; this often means directly connecting Shelter families to one of YWCA Madison's Community Housing programs (Rapid Rehousing, Steps to Stability).
- Work with participants through case management to locate housing, complete applications, and prepare for landlord interviews.
- Utilize housing resource coordination: Work with local landlords, the Dane County CoC/HSC, Coordinated Entry, and nonprofit housing program providers to maximize housing placements.

d. Connecting participants to the Dane CoC Coordinated Entry system and ensuring prioritized individuals are linked to Coordinated Entry housing programs

Households connect to Coordinated Entry when they enroll in YWCA Madison's Family Shelter. At the time of each intake, YWCA Madison's Shelter Case Manager has each family review and sign a consent form and then collects responses to the Dane CoC CE enrollment fields on the emergency shelter project enrollment screen in Clarity HMIS. This information, along with a household's HMIS history, is used for Tier 1 CE prioritization. This is how we will help ensure all families, regardless of their path to shelter, receive access to Coordinated Entry.

The CE Manager (ICA) identifies individuals to invite for the Tier 2 VI-SPDAT assessment each month. When YWCA Madison Shelter staff are contacted by the CE Manager to complete a Tier 2 Assessment (VI-SPDAT) with a client, that is when we will connect with the Shelter guest(s) to ensure they complete the VI-SPDAT. If that client is also identified as having experienced chronic homelessness, then at this time Shelter staff would start working with the client to begin completing chronic homelessness documentation.

YWCA Madison staff ensure prioritized individuals are linked to Coordinated Entry housing programs by maintaining information in HMIS for each family utilizing YWCA's Shelter for the duration of their stay, facilitating program enrollments both through the Housing Priority List and outside referrals to other housing services.

e. Supporting participants who are not prioritized for Coordinated Entry housing in identifying and addressing specific barriers to housing, including connecting them to income and resources that improve housing outcomes, such as employment, social security benefits, healthcare, behavioral health treatment, recovery support, and case management

YWCA Madison Shelter staff work with all families to address their specific barriers to housing, addressing the needs of those who are not prioritized for Coordinated Entry housing by:

- Within the first week, creating an individualized case plan tailored to each family's unique strengths, goals, and barriers, using collaborative goal-setting and identifying major barriers to obtaining housing.
- Scheduling weekly (or more often as needed) case management meetings with families to build rapport and track progress.
- Connecting families with YWCA Madison's Family Resource Coordinator for support with children's needs:
 - Provide assistance locating and securing childcare for participants in housing programs, including working with participants to get an understanding of their childcare needs, preferences and affordability.
 - Collaborate with Transitional Education Programs at local school districts for school-age children.
 - Conduct informal assessments as appropriate in order to assist with early intervention and resource navigation.
 - Help families build social connections, identify and access community resources.
 - Encourage and support caregivers to advocate for their children and themselves with preschool, school and within the community.
- Collaborating with other YWCA Madison Housing, Employment Services, and Transit staff regarding potential resources.
- Providing assistance with barriers related to obtaining housing, such as owing a past landlord, negative housing references, lack of housing history, credit, and income. We do this by negotiating debts with landlords or collection agencies and locating resources for additional security deposits.
- Helping families appeal rental application denials.
- Connecting with and maintaining relationships with outside community resources and private landlords.
- Providing tenant education that supports families throughout the process of seeking and securing housing.
- Personally connecting clients with housing providers, healthcare, and employment services to ensure follow-through.
- Connecting clients to benefits (SNAP, SSI/SSDI, Medicaid), healthcare, mental health services, substance use treatment, local legal services organizations, and employment programs.

5) Contingency Planning

Identify what you consider potential threats to uninterrupted emergency shelter operations (e.g., staffing shortages, public health emergencies, facility issues) and describe your agency's contingency plans for meeting them. What steps will your agency take to maintain basic shelter operations and participant safety during disruptions?

YWCA Madison's contingency plans to ensure uninterrupted Family Shelter operations include the following:

- Staffing shortages: Staff are cross-trained to cover staffing vacancies when needed. In 2024 our Shelter Case Manager position was vacant for several months and in order to ensure that operations continued, the Family Resource Coordinator, who works closely with families utilizing shelter, took on the essential duties of case management. In addition, our Residential Housing Director, who supervises the Shelter Case Manager position, provided additional support and oversight to ensure families' needs were met.
- Public health emergencies: YWCA Madison follows guidance in our Family Shelter's *Infectious Disease Response* policy, which prioritizes following the guidance of Public Health and CDC recommendations. Our Shelter floor and the YWCA building are stocked with personal protective equipment (PPE). If a guest has been diagnosed with an infectious disease, staff may require the guest to stay in their units, until they have completed any applicable course of treatment and are determined to no longer be infectious. During the COVID-19 pandemic we designated several vacant units in the building to be used for quarantining and collaborated with Public Health to implement other safety measures. We also contracted with a janitorial company to provide daily cleaning and sanitation to prevent the spread of COVID-19 in our facility.
- Facility Issues: YWCA Madison has a Facilities department that is responsible for maintaining the building where our Family Shelter is located, including the Shelter floor units. Staff are on-call to address emergency issues that may arise outside of regular business hours, and we have relationships with a number of local contractors that can be called upon as needed.

6) Staff Training

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

What differentiates YWCA Madison from other organizations is our personalized and culturally relevant services, a philosophy of "empowerment" that undergirds our service delivery model, and trust from the communities that are currently experiencing the greatest marginalization. Staff members provide individualized, wrap-around services through a family-focused lens. Our employees are representative of the communities we serve and include bicultural and bilingual staff. YWCA Madison staff attend racial justice programming for continued learning around provision of culturally competent services.

In order to provide effective and reparative case management services, YWCA Madison's Housing staff members are trained in Trauma-Informed Care (TIC). The United States Interagency Council on Homelessness cites TIC as a best practice (www.usich.gov). Currently, all YWCA Madison staff are receiving ongoing quarterly trainings which consist of trauma-informed and healing-centered practices. Staff have been trained to use a harm reduction model and also use motivational interviewing techniques in communication with participants. Harm reduction

strategies center our service provision to enable staff to meet Shelter participants where they are at and work in collaboration to make participant-centered, individualized case plans and goals.

The Shelter Case Manager attends monthly HSC Shelter Provider Committee meetings. Attending these meetings provides ongoing training opportunities for the Shelter Case Manager and connection to community resources. Residential Housing staff have individualized plans for ongoing training and professional development and are strongly encouraged to attend training opportunities offered in the community on topics such as best practices in case management, mental health crisis response, and HMIS refresher sessions. Initial HMIS training for staff at the time of onboarding is comprehensive, involving videos and forms requested by our community's HMIS operating agency, Institute for Community Alliances (ICA). In addition to the required training, which covers data-entry and privacy/security standards, YWCA Housing staff are also trained to understand the importance of collecting quality data and best-practices to do so in a trauma-informed way. YWCA Madison Housing staff are active participants in the monthly Homeless Services Consortium meetings and take advantage of ongoing learning and leadership opportunities offered through the HSC.

7) 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
Shelter Case Manager	Current	1.0	-	\$28.04	Provides trauma-informed case management services for Family Shelter, including resource location and referrals, housing search support, and data and records management.
Family Resource Coordinator	Current	0.50	0.25	\$25.19	Provides advocacy and support to Family Shelter participants, connection to childcare and other resources, collaboration with Transitional Education Programs (TEP) at local school districts, and childcare during case management appointments.
Residential Housing Director	Current	0.40	0.20	\$41.27	Direct supervisor of Shelter Case Manager. Responsible for oversight of all Housing programs based at 101 E Mifflin St. Charged with records management and reporting.
24/7 Front Desk Roles	Current	2.90	0.80	\$19.00/hr average	Maintains a presence at the front desk at 101 Mifflin St., providing support and security to the residents

					and Shelter guests by monitoring the traffic flow through the lobby and visitor access on a 24/7 basis. Serves as a point of contact for building residents, directs clients to appropriate personnel, responds to resident queries and complaints in a trauma-informed manner, investigates disturbances, and responds to emergency situations.
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8) (New or Expanded Programs Only) **Implementation Plan**

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

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 emergency shelters require: 95% for data completeness and 6 calendar days for data entry.

Please complete the following:

- 2024 data completeness score: 97.58%
- 2024 average days to data entry for new entries: 5.5 days
- 2024 average days to data entry for exits: 12 days

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

In order to meet Wisconsin HMIS data quality standards, YWCA Madison's Shelter Case Manager completes a full intake prior to a family's enrollment in our Family Shelter program. This intake process includes all HMIS required documentation and paperwork. Intake can usually be completed in 30-45 minutes, and the Case Manager also sets aside an additional 30-45 minutes immediately following intake to enter all data available at that time. This practice helps ensure data entry for families newly enrolled is completed as close to their entry date as possible. Due to staff changes and role transitions in 2024, improved workflows were identified and implemented in 2025. To improve the average days to data entry for exits, the Shelter Case Manager has begun to set aside scheduled time in her calendar within 3 days of a family's exit date to complete discharge in HMIS.

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.

Our Residential Housing Director regularly reviews data from the CAPER and Annual Performance Report (APR). The data tell us that families' length of stay in our Family Shelter has increased over the past 3 years; the percentage of families exiting to permanent destinations has decreased. This data aligns with staff observations: families served by Shelter are experiencing an increased number of barriers that result in longer lengths of stay and/or prevent them from exiting Shelter to permanent housing. The most common barriers families we serve face are owing money to past landlords and/or the inability to secure family-sustaining employment, both of which can prevent them from qualifying for their own permanent housing. Financial assistance in the community has drastically decreased as COVID-era funding ends, and the resources remaining are unable to meet the current level of need that families in our community are experiencing for move-in assistance or to overcome debt-related barriers. The Shelter Case Manager works closely with case managers from YWCA Madison's Community Housing programs as well as other housing providers in the community to identify all possible sources of financial assistance and supportive services that can help a family eliminate barriers to securing housing.

Reviewing data from the Annual Performance Report strengthens our understanding of the supportive service needs of the families we are serving and helps us identify trends. This helps us prioritize which types of referral sources and resources we need to maintain strong connections with. It also supports us to notice service gaps and strengthen relationships with resource partners and/or seek additional resources in the community.

3) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
Length of Time Persons Remain Homeless in Emergency Shelter (Leavers Length of Stay)	90 days	68.72	79.67	90.29	90 days
% of Leavers Exiting to Permanent Destinations	30% for singles; 70% for families	59%	43%	38%	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?

The length of stay of families in our Family Shelter has increased over the past 3 years; however the leavers length of stay has remained within the CDD target of 90 days. During the same period of time, the percentage of families exiting to permanent destinations has decreased steadily and remained below the CDD target of 70%. As rental prices in our community continue to rise, we are seeing an increase in the most common barriers experienced by families we serve – insufficient income to cover higher rent and higher levels of debt owed to past landlords, which are more challenging to pay off. This, among other barriers, can result in longer lengths of stay and/or prevent families from exiting Shelter to permanent housing during YWCA Madison Family Shelter's 90-day stay. Some changes that could help improve outcomes could include advocating for systems to provide resources for money owed to past landlords, increasing the stock of truly affordable housing units and subsidized housing, and extending the length of Shelter stay for families who have more barriers to securing their own housing. The strategies that staff will continue to use are maintaining relationships with landlords and advocating for payment plans or negotiating settlements to eliminate or reduce debts, continuing to encourage and support participants to appeal apartment application denials, and educating Shelter participants on landlord expectations and rental requirements.

5) Additional Outcome Measures

List any additional outcomes your agency tracks or proposes to measure.
None at this time.

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
Length of Time Persons Remain Homeless in Emergency Shelter (Leavers Length of Stay)	90 days				
% of Leavers Exiting to Permanent Destinations	30% for singles; 70% for families				

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.

Performance Measure	CDD Target	Proposed Outcome
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Length of Time Persons Remain Homeless in Emergency Shelter (Leavers Length of Stay)	90 days	
% of Leavers Exiting to Permanent Destinations	30% for singles; 70% for families	

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.

3) Additional Outcome Measures

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

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*

YWCA Madison staff have been attending the State's 1915(i) Housing Benefit Workgroup and other similar housing provider meetings to gather information and learn from those who have already enrolled as Medicaid supportive housing agencies. This has enabled us to develop a deeper understanding of the application process for enrollment, the types of services and costs that are covered by this benefit, and how to file claims for reimbursement. YWCA Madison will stay actively involved in the local 1915(i) workgroup for peer support. We plan to enroll in Wisconsin Medicaid as a supportive housing agency in late summer/early fall 2025 and spend the last quarter of the year building the administrative and procedural foundation necessary to support billing and compliance, with the goal of beginning to bill in 2026. We will ensure that relevant staff receive training on 1915(i)-eligible services; develop and implement internal policies and procedures aligned with Medicaid regulations, including documentation protocols, confidentiality requirements, and claims submission; and establish clear workflows and communication channels between program and finance staff. Our outsourced finance contractor, Step Up: Equity Matters, has experience guiding an organization through the process of establishing health services billing, including design and implementation of new data management systems. We will receive

support from Step Up: Equity Matters during the start-up phase to build YWCA Madison's capacity in this area.

Specific services or costs for which YWCA Madison expects to seek Medicaid 1915(i) funding include:

- Housing Consultation (to help individuals develop a person-centered plan for housing support services);
- Relocation Supports (direct financial assistance to individuals for security deposit, utility activation fees, health and safety services as needed, and eligible basic home furnishings);
- Transition Supports (eligible Shelter case management activities such as housing search, help with rental requirements, etc.).

YWCA Madison's rough estimate of revenue we anticipate Medicaid 1915(i) could generate on an annual basis for providing eligible services to Family Shelter participants is between \$20,498 - \$38,719 for direct services and up to \$54,000 of Relocation Supports that flow directly to our participants who secure permanent housing. These estimates were calculated based on having 27 individuals enrolled in 1915(i) during the course of the year; HMIS records show in 2024 YWCA Madison's Family Shelter served 27 adults that would potentially have been eligible for 1915(i) Housing Support Services due to having a qualifying condition.

2) Use of Tenant-Based Rental Assistance (TBRA) Funds

Federal HOME TBRA funds are available for move-in cost assistance:

- Available only for shelter guests with an income at or below 80% of the County Median Income who have secured a housing unit that meets Housing Quality Standards (HQS) or HUD-established inspection standards.
- Eligible move-in costs include:
 - o Security deposit (up to two months' rent)
 - o First month's rent

Will your agency accept federal HOME TBRA funding for move-in cost assistance for your shelter participants? Programs must comply with all applicable federal HOME regulations.

☐ Yes ☒ No

If yes, identify:

- Estimated number of shelter participants to be assisted with TBRA funds:
- Amount of TBRA funds requested: \$

3) 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): Dane County DHS Family Shelter contract (local funds); unrestricted donations to YWCA Madison
- Maximum estimated annual match your agency can provide: \$123,566

4) 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.

5) 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).

6) (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: YWCA Madison, Inc. / YWCA Family Shelter

ACCOUNT CATEGORY	City of Madison Request Amount	Non-City Sources	Total Program Budget	Budget Details (e.g., Case manager and supervisor wages; \$1,000 for application fee; \$3,000 for bus passes)
A. PERSONNEL				
Salary	37,136	111,409	148,545	Shelter Case Manager, Family Resource Coordinator, and supervising Residential Housing Director
Taxes/Benefits	12,255	36,765	49,020	Taxes and all benefits
Subtotal A.	49,391	148,174	197,565	
B. OTHER OPERATING				
Insurance			0	
Professional Fees			0	
Audit			0	
Postage/Office and Program Supplies		16,500	16,500	
Equipment/Furnishings/Depreciation			0	
Telephone			0	
Training/Conferences			0	
Food			0	
Household Supplies			0	
Auto Allowance/Travel			0	
Vehicle Costs/Depreciation			0	
Other (Specify):			0	
Subtotal B.	0	16,500	16,500	
C. SPACE				
Office or Facility Rent			0	
Utilities	3,850	11,550	15,400	
Maintenance & Building Operations	67,325	201,975	269,300	Includes maintenance staff and 24/7 building support staff (building operations, property management, front desk/security)
Mortgage Principal/Interest/Depreciation		39,400	39,400	
Property Taxes			0	
Subtotal C.	71,175	252,925	324,100	
D. SPECIAL COSTS				
Assistance to Individuals - Rent (monthly rent and rent arrears)		54,000	54,000	
Assistance to Individuals - Other Financial Assistance (security deposit, application fee, bus passes, etc.)	3,000	7,000	10,000	\$3,000 for bus passes, ride-share costs, or cab fare for participants
Program Subcontracts (Specify):			0	
Other (Specify): Indirect Allocation (10%)		60,000	60,000	
Other (Specify):			0	
Subtotal D.	3,000	121,000	124,000	
TOTAL (A-D)	123,566	638,599	662,165	

NOTES: We are asking the city to cover 18.6% of the total Family Shelter program expenses.

STAFFING: Include ALL staff working for the program			
Staff Position Title	City-Funded FTE	Total FTE, including Non-City Sources	Roles and Responsibilities
Shelter Case Manager	-	1.0 FTE	Provides trauma-informed case management services for Family Shelter, including resource location and referrals, housing search support, and data and records management.
Family Resource Coordinator	0.25 FTE	0.5 FTE	Provides advocacy and support to Family Shelter participants, connection to child care and other resources, collaboration with Transitional Education Programs at local school districts, and child care during case management appointments.
Residential Housing Director	0.20 FTE	0.4 FTE	Direct supervisor of Shelter Case Manager and Family Resource Coordinator. Responsible for oversight of all Housing programs based at 101 E Mifflin St. Charged with records management and reporting.
Front Desk roles (24/7,365)	0.80 FTE	2.9 FTE	Maintaining a presence at the front desk at 101 Mifflin St., providing support and security to the residents by monitoring the traffic flow through the lobby and visitor access on a 24/7 basis. Serves as a point of contact for building residents, directs clients to appropriate personnel, responds to resident queries and complaints in a trauma informed manner, investigates disturbances, and responds to emergency situations.