

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:	Catalyst for Change Inc.
Contact Person Name and Title:	Sarah Fink, Grants Manager or Michael Moody, Co-Founder and CEO
Address:	2901 International Lane, Madison, WI 53704 Suite 100
E-Mail:	sfink@catalystforchangeinc.org or mmoody@catalystforchangeinc.org
Phone:	(920) 784-7259
Website:	Catalystforchangeinc.org
Federal Tax ID or EIN:	84-3428678
Unique Entity ID (UEI) Number:	E49HN7YAC943
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 2020 <input type="checkbox"/> For-profit with a primary mission focused on housing and homelessness


AGENCY REQUEST SUMMARY

Program Type	Request Amount
Homeless Services	
A. Homelessness Prevention	\$
B. Diversion	\$
C. Emergency Shelter	\$
D. Street Outreach	\$311,200
E. Extreme Weather Hotel for the Unsheltered	\$45,000
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	\$356,200

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).


Signature

June 25, 2025
Date

AGENCY QUALIFICATION

1. AGENCY MISSION AND RELEVANT EXPERIENCE (10 POINTS)

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

Our mission is to impact the community by offering quality compassionate services that promote the upliftment and humanity of the most vulnerable members of society.

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

Catalyst for Change (Catalyst) has been delivering Street Outreach and Mediation services since September 2020 and Emergency Hotel services since 2023 through a variety of funding sources. We have extensive experience working with individuals, couples, and families experiencing homelessness and have grown our team to meet the growing demand of homelessness in our community. We primarily serve individuals and families experiencing unsheltered homelessness, meaning folks sleeping outside or in vehicles. Since we began providing Street Outreach and Mediation services in 2020, we have prioritized creating meaningful connections with the folks we serve and with community partners and organizations. We attribute our success to our focus on building relationships. Our motto is "Relationships equal results". Our continued investment in relationships has led to our program growth. During our initial Street Outreach and Mediation contract in 2020, we served 378 individuals with outreach services. In 2021, Catalyst served 432 individuals through our City of Madison Street Outreach and Mediation programming. We added Comprehensive Community Services to provide wrap around case management and support to folks experiencing homelessness in our community. We continued to build relationships and accept referrals from various sources including the Parks Department, the City, Law Enforcement, and local business owners. We built relationships with local landlords and property management companies and mediated conflicts between our newly housed clients and their landlords and property management companies. In 2021, we assisted 73 individuals and families in connecting with permanent housing by completing VI-SPDAT assessment and adding folks to the Dane County Housing Priority List and through direct referrals to landlords and property managers. In 2022, we served 243 program participants through our City of Madison Street Outreach and Mediation Program. We assisted 72 individuals and families in connecting with permanent housing. In 2023, we served 243 program participants in our Street Outreach program. In 2023, we were awarded a two-year contract through Dane County's American Rescue Plan funding in response to the COVID-19 pandemic to serve the entirety of Dane County with Outreach Services. In 2023, we served an additional 127 individuals and families in Dane County, outside the City of Madison. We assisted 89 individuals and families in connecting to permanent housing. In 2024, we continued to provide Street Outreach and Mediation services to both City and County residents. In the City of Madison, we served 412 individuals, and we served 191 individual and families in Dane County, outside the City of Madison. We assisted 119 individuals and families in obtaining permanent housing. So far from January 1, 2025, to June 1, 2025, we have enrolled 260 individuals and families in our City of Madison Street Outreach program. So far in 2025, we have assisted 40 individuals and families in connecting to permanent housing.

We began providing Emergency Hotel services in 2023. Our initial Emergency Hotel funding was from Dane County. In 2023 we provided Emergency Hotels for 185 individuals in Dane County, including in the City of Madison. In 2024 we received additional funding from the City of Madison through Friends of the State Street Family. We provided Emergency Hotels for 92 individuals in the City of Madison and 132 individuals in Dane County outside the City of Madison.

We would be honored to be awarded this funding so we can continue serving people experiencing unsheltered homelessness and work towards our goal of ending homelessness in our community.

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.

Catalyst for Change is committed to providing the highest quality of care to the individuals and families we serve. For our Comprehensive Community Services (CCS) program, Dane County Department of Human Services sends out a yearly consumer survey for our CCS clients to complete regarding their satisfaction with our services. Most recently, Dane County sent out a CCS client survey at the end of 2024. Out of 46 CCS Service Facilitation participants, we received 15 completed surveys. Overall, in 2024 our CCS clients reported 86% satisfaction in the services they received. We noticed that our overall satisfaction score went down from 96% in 2023. We believe this is a result of our continued growth as an organization and adding more service providers to our team. Since receiving this feedback in March, we have worked to ensure that all of our providers, both new and experienced, are receiving the proper training and supervision they need to be successful providers.

It is more challenging to collect direct program participant feedback for our Street Outreach and Mediation program, because of the transient nature of many folks experiencing homelessness in our community. Therefore, it is difficult to send out a participant surveys and collect responses. However, we pride ourselves on being a flexible and evolving organization. Because we are a client and relationship centered organization, we are constantly absorbing feedback from our colleagues and our clients and learning, growing, and changing to meet the needs of the folks we serve. We have been able to sustain this very challenging work for many years, because we are constantly evolving and changing to be able to form positive, therapeutic relationships to meet the needs of the folks we serve.

Additionally, Catalyst for Change completes rigorous data collection for all our programs. Through our organization's outreach phone application, "HMIS Go", we collect data on every facet of our organization's functions from how many sleeping bags we give out to how many individuals and families we've connected to permanent housing. We use the data collected to analyze our programs' success. We believe that data is essential to prove to key decision-makers and funders that homelessness is a significant problem in our community. The more data we collect, the more we can speak about the significance of the problem and raise awareness and funding to address, and eventually solve, the problem.

Lastly, our staff are required to participate in weekly supervision with our psychiatrist or our Licensed Practicing Counselor where they go over case consults and continue to learn strategies to support their clients and refine their craft. They are also required to complete 8 hours of continuing education each year to continue providing the highest quality of services to our clients. Additionally, we send out yearly staff surveys to learn how we can provide a better work environment for our staff and meet their needs, so they are able to continue doing the challenging work they do to support the most vulnerable folks in our community.

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

Catalyst for Change ensures sound financial accountability and sustainability by having a yearly audit completed by an external, independent accountant agency, Smart Solutions CPA. We utilize QuickBooks for all our internal bookkeeping and have hired Wagner CPA for accounting support. We draft a yearly budget which is then reviewed by our Board of Directors. At every Board Meeting, we go over our financials and review our year-to-date spending to ensure we are on track with our budget. We have three Catalyst for

Change employees, John Adams, Michael Moody, and Kimberly Tesch, that perform checks and balances and monitor our books to ensure financial accountability and sustainability.

3) Financial Audit:

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

If yes, were there any significant deficiencies or material weaknesses identified in the most recent audit?

☐ Yes ☒ No

If **yes**, summarize the findings and describe how they are being addressed.

4) 2025 Agency Operating Budget

AGENCY REVENUE

Source	2025 Budget
City of Madison	418,200
Dane County	1,802,500
State of Wisconsin	166,540
HUD	6,761
Other Government	N/A
United Way of Dane County	N/A
Other Foundations	10,000
Fundraising	135,000
User Fee	N/A
Other (Specify: Baird)	29,400
TOTAL REVENUE	2,568,401

AGENCY EXPENSES

Category	2025 Projected Expenditure
Personnel	1,944,873
Operating	412,585
Space	228,648
Special Cost	18,400
TOTAL EXPENDITURE	2,604,506

	2025 Projected
Surplus or (Deficit)	-36,105

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.

As previously mentioned, Catalyst for Change's motto is "Relationships equal results". Our motto is not limited to the individuals and families we serve but also includes our community partners and partner agencies. We collaborate and team with other organizations and programs daily to assist the people we serve. Some of our most fruitful relationships are with other homeless services organizations. During night outreach, we work with Porchlight Men's Shelter and The Salvation Army's Women and Family Shelters to connect individuals and families experiencing unsheltered homelessness to shelter services. We work closely with Madison Street Medicine and provide outreach to individuals living in the Dairy Drive Tiny home community. We partner with The Beacon Day Resource center and have regular outreach hours at The Beacon as a partner agency. We have regular outreach hours at Porchlight's Safe

Haven Day Resource Center and at the Men's Shelter. During our outreach hours, we meet with individuals experiencing homelessness and assist them in connecting with resources. We assist individuals and in scheduling doctors and behavioral health appointments. We assist individuals in filling out employment and housing applications, and we assist individuals in acquiring the documentation and paperwork necessary to obtain housing. We assist individuals in applying for mainstream resources such as FoodShare. We connect folks to lawyers to assist with SSDI and SSI application. If we are unable to assist an individual, we connect them with an organization that can. We have built many relationships with organizations that provide Rapid Rehousing and Permanent Supportive Housing services. When the individuals and families we work with obtain housing with organizations including Housing Initiatives, Porchlight, Tellurian, Heartland Alliance, The Road Home, and the YWCA, we work closely with the organization and the individual or family to assist them in having a smooth transition into their new housing. From our years of experience, we know that obtaining housing is just the first step. We must continue to provide connection and resources to individuals and families after they are housed so they can maintain housing and stability. We believe we are only as strong as our community and therefore we work with other organizations so that we can all be successful, and mostly, so we can work towards our common goal of ending 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 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.

Catalyst for Change's outreach team is proud to serve on the Homeless Services Consortium's (HSC) Outreach Committee. We believe that homelessness needs to be address on both macro and micro levels. When we are providing outreach services directly to individuals experiencing homelessness, we are addressing homelessness on a micro level. When we serve on the HSC's Outreach Committee, we are involved in making decisions that impact homelessness on a macro level. We have our entire outreach team participate in the Outreach Committee so that they can learn the larger system of homeless services in our Continuum of Care. All our outreach staff attend City Outreach meetings as well so they can fully understand the structure of homeless services in our community. Our outreach staff are trained on our Coordinated Entry system and on how to administer the VI-SPDAT assessment and collect the required housing documentation to add individuals and families to our CoC's Housing Priority List. They enter data into our CoC's Homeless Management Information System (HMIS) and follow our CoC's Written Standards. Our outreach staff are trained in Housing First methodology, trauma-informed crisis intervention, and harm-reduction practices.

HOMELESS SERVICES & HOUSING RESOURCES

RFP #14026-2025

PROGRAM APPLICATION

D. STREET OUTREACH

Instructions:

This Program Application form must be completed for each proposed **street outreach** program. Applicants may submit multiple program applications if applying for more than one program area under the RFP.

Please limit the total length of your completed Program Application – including the questions, tables and narrative responses, to no more than **12 pages**. Applications that exceed this limit may not be fully reviewed. This page limit does not include requirement attachments (e.g., HMIS reports, agency outcome reports).

Agency Name:	Catalyst for Change Inc.
Program Name:	Street Outreach and Mediation
CDD Funding Request:	\$311,200

1. PROGRAM DESCRIPTION (30 POINTS)

1) Target population

Describe the population you expect to serve, including:

- Projected annual number of unduplicated participants with outreach contacts (enrollment)
- Projected annual number of unduplicated participants with agreed-upon service plans (HMIS date of engagement)
- Key characteristics of the target population (e.g., age, household type, length of homelessness, special needs, shelter use)

Catalyst for Change’s Street Outreach and Mediation program will serve individuals and families experiencing unsheltered homelessness, meaning their primary nighttime residence is a place not meant to be inhabited as a primary nighttime residence, such as in a vehicle, a park, an abandoned building, bus shelter, campground, or other place not meant for human habitation. We anticipate serving 500 unduplicated program participants with outreach and mediation services in the City of Madison. We will enroll an estimated 500 unduplicated program participants in our outreach and mediation services program. Out of those 500 participants, we anticipate providing more intensive, wrap-around support and completing needs assessments, service plans, and goals with 80 unduplicated program participants. These estimates are based off the outreach and mediation services we provided in 2024. In 2024, we served 412 unduplicated program participants with outreach and mediation services. Out of those 412 program participants, we completed needs assessments, service

plans, and goals with 68 participants. We were able to connect with 68 participants more regularly and support them in achieving their goals including long term housing.

Key characteristics of the target population we serve from data collected in 2024 are that about 40% of our participants are considered chronically homeless, meaning they are individuals with a disability that have been living in a place not meant for human habitation or at an emergency shelter and have been homeless for at least 12 months or on at least 4 separate occasions in the last three years. 60% of the population we serve identify as male, and 45% are African American. 27% of the population we serve are survivors of domestic violence. We serve an aging homeless population, and about half population we serve is 45 years old or older. Over 75% of the individuals we serve struggle with mental illness and/or substance use disorders. Many have disabilities that have hindered them from accessing a higher quality of life, because our world is not accommodating and accessible for them. A significant portion of the individuals that we serve struggle to find long-term housing due to barriers like past criminal behaviors.

2) Outreach Geography

Describe the geographical areas where outreach will occur, including high-priority locations. Discuss your rationale for choosing, or modifying, these areas.

Catalyst for Change's outreach team will travel anywhere in the City of Madison to provide outreach services to individuals and families experiencing unsheltered homelessness. Due to the transient nature of unsheltered homeless individuals, we are constantly shifting our focus locations for outreach, but we do have locations that we regularly visit to provide outreach. Currently, we regularly visit under Highway 30 and Starkweather where there are small homeless encampments. We regularly provide outreach services near the Porchlight Men's Shelter, specifically along the railroad tracks near the Men's Shelter. We frequently provide supportive outreach services around the Beacon Day Resource Center and at McPike Park. State Street and the Capitol Square have always been one of our main outreach locations, and they get busier during warm weather months. Currently there has been an increase of unsheltered folks sleeping outside of the Social Justice Center. We have been there nearly every evening for the past several weeks to attempt to mitigate potential problems that may arise between individuals experiencing homelessness and community members or law enforcement. We choose areas to focus on based on where individuals experiencing unsheltered homelessness are staying. We go where the people are, and if we can't find them, we continue to search until we do find them in new locations. We frequently learn of new encampments from the referrals we receive from the Parks Department, law enforcement, the City of Madison, and more, and then we beginning going to those areas to provide outreach services.

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?

The intake process sometimes moves very quickly and other times it moves very slowly. As Adrienne Maree Brown says, we "move at the speed of trust". This means that sometimes unsheltered individuals we encounter are open to sharing about themselves and their current situation right away and are wanting to enroll in our outreach program so they can connect with resources as soon as

possible. Sometimes, due to mental illness or mistrust of authority figures and systems, it takes longer for individuals to open up and be willing to share their name and story with us. When this occurs, we continue providing outreach services and resources until they are more willing to share about themselves. When folks are ready, we ask them basic demographic information to enroll them in HMIS or locate them in HMIS. If they are eligible, we complete the VI-SPDAT assessment with them and add them to our CoC's Housing Priority List. If they are interested in receiving more intensive outreach services, we complete a housing needs assessment and service plan to support them in achieving their goals and ultimately get connected to housing. While we may enroll more folks some weeks and less folks some weeks, overall, we anticipate enrolling about 9-10 individuals and families into our outreach program per week.

4) Services Provided

Describe how you will incorporate best or evidence-based practices in delivering the following services:

- a. Meeting basic health and safety needs of individual participants, especially during periods when individuals experiencing unsheltered homelessness are particularly vulnerable (e.g., extreme weather, public health emergencies)
- b. Connecting participants to shelter or other immediate housing options
- c. Supporting participants in identifying and addressing specific barriers to housing, including housing navigation, connections to healthcare, behavioral health services, long-term case management, and other benefits

Catalyst for Change's outreach team of experiencing professionals incorporates best, evidence-based practices while delivering all our outreach services. We meet individuals, couples, and families where there are at to provide and connect them with the services available to assist them in reestablishing support and accessing resources to exit homelessness. Our top priority while serving individuals and families experiencing unsheltered homelessness is safety. We provide resources like water, Gatorade, sleeping bags, tents, heaters, and handwarmers to keep all unsheltered community members safe during extreme heat and extreme cold weather conditions. We encourage folks to utilize our Men's, Women's, and Family Shelters and frequently provide rides to shelter and help folks access shelter for the first time. We connect unsheltered folks to emergency medical services when we assess a need for immediate medical attention. Our outreach team members are trained in CPR and administering Narcan, and we carry basic first aid supplies. We hope to be awarded the extreme weather hotel funding to connect individuals and families to emergency hotels in extreme weather, but even if we are not awarded the funding, we will work diligently to support the folks we serve in getting connected to emergency hotels in extreme weather. Our top priority during outreach, is ensuring unsheltered folks are safe.

After we've ensured safety and built rapport then we work on connecting folks to other resources like housing, healthcare, behavioral health services, case management, and more. We complete a needs assessment with each individual and family to create an individualized service plan. We believe in client centered programming, and we believe that every individual has the right to autonomy in their life. Many of the folks we serve have lost some of their autonomy, and we build trust and confidence in individuals by allowing them to guide their own journey and regain self-sufficiency. We enter individuals into our

Coordinated Entry system and complete a VI-SPDAT assessment with them. We provide individuals with short-term, housing focused case management services and connect them to long term case management. We aim to inform individuals about the available resources and then allow them to choose how they would best be served. We assist individuals in enrolling in Comprehensive Community Services (CCS) for case management through Dane County if they are interested. Catalyst for Change is a CCS organization, and we can provide more intensive case management services to individuals through CCS. We provide case management, substance abuse counseling, housing services, survival gear and connection to medical and legal services, behavioral health support, and benefits. Our team is trained at crisis intervention and de-escalation. Not only do we provide outreach, but we also provide mediation services. We utilize preexisting relationship with individuals experiencing homelessness to assist when they are experiencing a crisis. We have been able to successfully intervene and assist Madison Police Department, Madison Fire Department, and Madison C.A.R.E.S. emergency response team when members of our homeless community need assistance in stabilizing. We receive and respond to referrals from the City of Madison, law enforcement, local businesses, the Parks Department, and community members regarding potential individuals experiencing homelessness in need of connection and resources. We believe in assisting each individual in meeting their unique goals, and we practice trauma-informed care, harm reduction, motivational interviewing, and more. We value and rely on relationships with many community organizations and agencies to assist the people we serve in achieving their desired results.

5) Encampment Response

City-supported street outreach teams will be expected to collaborate with various City agencies, including Community Development, Public Health, Engineering, Parks, Streets and Police, in addressing issues related to encampments. This includes:

- Responding to referrals from City agencies for street outreach support;
- Engaging with individuals and providing timely information before encampment closures or cleanups;
- Mediating situations to reduce the need for law enforcement involvement and prevent involuntary displacement

Describe your agency's approach to encampment response, including:

- How your team will coordinate with the City to reduce harm, while connecting individuals to services and housing options.
- How your team will engage with individuals who view camping in unauthorized/prohibited areas as a medium- to long-term solution, including strategies for understanding their experiences and challenges and how you will support their transition to stable housing.

It may seem overplayed at this point, but our moto at Catalyst for Change is truly "Relationships equal results". Our organization is proud of and enjoys our partnerships with various City agencies including Community Development, Public Health, Engineering, Parks, Streets, and Police and have learned so much over the past 5 years. We believe that we are stronger and more effective when we work together towards our shared goal relating to homelessness in our community which is reducing and ultimately ending homelessness and keeping everyone, including individuals experiencing homelessness, safe. We

are grateful to have such passionate and skilled City agencies to work alongside in achieving this goal. We receive referrals from various City agencies, local businesses, community members, Alder people, and more. We respond to all referrals within 24 hours or less. We have built mutually beneficially relationships with law enforcement and the Parks Department and when there is someone sleeping in an area that will potentially cause a problem, law enforcement and the Park Department reach out to Catalyst to connect with the individual and assist them in relocating so that law enforcement does not have to “force” them to relocate. We assist the City in notifying individuals about encampment closures and cleanups and support folks in connecting to shelter or finding new locations when encampments close. As previously mentioned, not only do we provide outreach, but we also provide mediation services. We utilize preexisting relationship with individuals experiencing homelessness to assist when they are experiencing a crisis. We intervene and assist Madison Police Department, Madison Fire Department, and Madison C.A.R.E.S. emergency response team when members of our homeless community need assistance in stabilizing.

We frequently have conversations with individuals who view camping in unauthorized areas as a medium or long-term solution about connecting to resources including emergency shelter. We support these individuals by having a lot of conversations and taking time to get to know them and better understand their resistance to shelter and housing. We utilize Motivational Interviewing and convey the benefits of connecting to shelter and additional resources, so they have an easier time getting connected to permanent housing. However, until they are ready, we continue to be a consistent presence on outreach stopping by every evening, every week and continue to provide the level of support they are willing to engage in.

When previously homeless folks move into stable housing, our outreach team continues to support them through the first 90 days, and we connect them to services that can support them long term such as CCS. The transition from homelessness to housing can be very difficult for the folks we serve because they are losing their community and newly spending a lot of time alone. When individuals experiencing homelessness move into housing, we believe the real work begins. Housing is just the first step, and now they are able to work on their other goals to improve their life satisfaction which may include substance use treatment, mental health support, medical care, reconnecting with family, and more. We aim to connect them to the next organization that can support them through the rest of their journey exiting homelessness.

6) Staff Training

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

Catalyst for Change outreach staff must complete 40 hours of Comprehensive Community Services training which includes 20 hours of training through University of Wisconsin-Green Bay’s Behavioral Health Training Partnership. The 40 hours of training includes Trauma-Informed Care, Cultural Responsiveness, Techniques and Procedures for Non-Violent Crisis Management and Verbal De-Escalation, Co-Occurring Mental Disorders and Substance-Use Disorders, Assessment, Service Provision, Relapse, and Prevention, and more. All new hires shadow our current staff for several shifts to completely understand their job duties and processes. All new staff must also complete an HMIS Clarity training, so they can enter data into our Clarity system. In addition, they complete VI-SPDAT training to

be able to administer VI-SPDAT assessments to people experiencing homelessness so they can be added to our county's priority housing list. We complete yearly CPR and Narcan training as a team. We focus on teaching our new hires to see the humanity in every individual we serve so they are treated with the respect they deserve. We are a client-centered, trauma-informed, antiracist organization, and we hire individuals who understand and are deeply passionate about our mission and vision. New and current outreach staff participate in weekly clinical supervision with our psychiatrist, Dr. Erick Sheftic. During this supervision time, our outreach staff complete case consults and work on new modalities to better serve our clients.

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
Outreach Program Administrator 1	Current	1.0	1.0	\$ 32.57	Provide street outreach and case management to individuals experiencing unsheltered homelessness, supervise outreach program, complete billing and reporting, coordinate outreach team
Outreach Program Administrator 2	Current	1.0	.75 from outreach .25 from emergency hotel program	\$ 32.57	Provide street outreach and case management to individuals experiencing unsheltered homelessness, supervise outreach program, coordinate outreach team, coordinate emergency hotel program
Outreach Staff	Current	1.0	1.0	\$ 32.57	Provide street outreach and case management to individuals experiencing unsheltered homelessness
Outreach Staff	Current	1.0	1.0	\$ 32.57	Provide street outreach and case management to individuals experiencing unsheltered homelessness
				\$	
				\$	
				\$	
				\$	

8) Outreach Schedule

Provide a detailed schedule of the proposed outreach activities, specifying the location and activities for each staff member proposed to be funded by the City grant. Include all planned activity types (e.g., 4-8pm downtown outreach, 10-2pm encampment outreach, 9am-11am in-reach at the Beacon, 2-5pm outreach follow-up work in the office, 10am-2pm admin work in the office). While it is understood that outreach schedule may change daily based on emerging needs, please provide the envisioned typical schedule for summer months.

	Staff 1 City FTE: 1.0	Staff 2 City FTE: 1.0	Staff 3 City FTE: 1.0	Staff 4 City FTE: 1.0
Monday	Outreach meeting at 4-5 pm Outreach from 12-8pm	Outreach meeting at 4-5 pm Outreach from 8-5:30 pm	Outreach meeting 4-5 pm Outreach and office work from 8-5:30 pm	Outreach meeting 4-5 pm Outreach from 12-8 pm
Tuesday	Outreach from 8-5:30 pm	Outreach from 12-8 pm	Outreach from 12-8 pm	Outreach and office work from 8-5:30 pm
Wednesday	Office work from 8-12 pm Outreach from 12-8pm	Outreach and office work from 8-5:30 pm	Outreach from 12-8 pm	Outreach and office work from 8-5:30 pm
Thursday	Outreach and office work from 8-5:30 pm	Outreach from 12-8pm	Outreach and office work from 8-5:30 pm	Outreach from 12-8pm
Friday	Catalyst team meeting 12:30-2 pm Outreach from 8-12 pm and 2-5:30 pm	Catalyst team meeting 12:30-2 pm Outreach from 2-8 pm	Catalyst team meeting 12:30-2 pm Outreach from 2-8 pm	Catalyst team meeting 12:30-2 pm Outreach from 8-12 pm and 2-5:30 pm
Saturday				
Sunday				

9) Implementation Plan (for new or expanded programs only)

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 street outreach require: 90% for data completeness and 6 calendar days for data entry for participants with date of engagement.

Please complete the following:

- 2024 data completeness score: 98.5%
- 2024 average days to data entry for new entries: 14.1 days
- 2024 average days to data entry for exits: 89.9 days

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

As previously mentioned, Catalyst for Change utilizes our organization’s phone application “HMIS Go”, to track all program data. We are meticulous about collecting complete data from every client we serve. After each outreach contact, we open up our HMIS Go app and log what we did with the individual we met with. We recognize that an area for growth for our outreach team is to enter new entries into Clarity in a more timely manner. Our team goal for 2025 is to enter data into Clarity within 6 calendar days to meet Wisconsin HMIS data quality standards.

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.

Catalyst for Change is a data driven organization. We understand that data is essential to prove to key decision-makers that funding is needed to find a solution to end homelessness in our community. We regularly run CAPER reports and EHH Data Quality Standards report and go over them as an outreach team to see how many individuals and families we are serving. We track how complete our data collection is and how timely it is being entered into Clarity. We collect meticulous data on our HMIS Go phone application and after each encounter with an outreach client, we record what we work on with them. This is beneficial so everyone on the outreach team knows what was last worked on with the client. We use this information to see which services we are providing the most of and how many things we are giving out during outreach such as sleeping bags, bus passes, etc. We use the data we collect to set outreach team goals. For example, last year, throughout our entire organization, we assisted 119 individuals in connecting to permanent housing. This year we aim to meet or exceed that number.

3) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of Leavers Exiting to Permanent Destinations	30%	36%	24%	13%	30%

% of Leavers Exiting to Positive Destinations (including shelter and temporary destinations)	60%	50%	35%	24%	60%
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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?

We are not surprised to see that our current and past performance does not meet CDD targets. We believe this is because we connect with so many unduplicated individuals while performing outreach, that it is very challenging to keep track of all of them. There are likely more than those reported numbers that have been connected with permanent housing, but we are not aware, because we are not seeing them frequently. We do not encounter all program participants on a regular basis. Because of the transient nature of folks experiencing unsheltered homelessness, there are many folks we only connect with once or twice. Then they may move locations, move states, or self-resolve and begin staying with a friend. Street outreach is also a voluntary program. This means that when folks are in need of our services, they engage with us regularly. But when they no longer need our services, we don't hear from them meaning that we may never find out if they get housing. We will continue doing our best to connect folks to housing and ensure we are accurately entering and exiting clients into Clarity. We believe that for street outreach programming, it will always be difficult to meet these standards if you're truly connecting with all individuals experiencing homelessness in the community.

5) Additional Outcome Measures

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

Catalyst for Change also tracks all individuals and families that we assist in connecting to permanent housing. We track all service transactions and items distributed such as bus passes, sleeping bags, tents, gas cards, food, water, and more.

B. Existing Program without HMIS Data

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

1) Use of Data for Performance Improvement

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

2) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of Leavers Exiting to Permanent Destinations	30%				
% of Leavers Exiting to Positive Destinations (including shelter and temporary destinations)	60%				

3) Outcome Analysis

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

4) Additional Outcome Measures

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

C. New Program With No Past Outcome Data

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

1) Proposed Outcome

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

Performance Measure	CDD Target	Proposed Outcome
% of Leavers Exiting to Permanent Destinations	30%	
% of Leavers Exiting to Positive Destinations (including shelter and temporary destinations)	60%	

2) Anticipated Challenges and Mitigation Strategies

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

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

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.

Catalyst for Change has been a Comprehensive Community Services (CCS) organization through the Dane County Department of Human Services since 2021. About 70% of our agency's revenue is from CCS. We currently have 47 Service Facilitation (case management) clients and 46 other clients that we provide services to, but do not case manage. Through CCS we are able to provide the following services: Screening and Assessment, Service Planning, Service Facilitation, Medication Monitoring, Physical Health Monitoring, Peer Support, Individual Skill Development and Enhancement, Employment-Related Skill Training; Individuals Psychoeducation, Wellness Management and Recovery Support Services, Psychotherapy, and Substance Abuse Treatment. Out of our current 93 total CCS clients, we first engaged with 77 of them through our street outreach program. Our street outreach program and CCS program are interconnected and cannot be separated from each other. One of the main resources we connect outreach clients to is CCS when they are in need of case management and support to address their mental health and/or substance use disorder. Then when outreach clients are connected to CCS, they no longer need as much support from our outreach team, and we can invest time in the next client.

In addition to leveraging CCS to support our outreach program, we are also currently in the process of applying for Medicaid 1915(i) which offers a finite amount of funds to support individuals with outreach services, case management, and security deposits. Since we have experience with Medicaid funded programs, we believe we already have the organizational capacity and infrastructure in place to seamlessly add Medicaid 1915(i).

2) Use of Emergency Solutions Grant (ESG) Funds

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

☐ Yes ☒ No

If yes, identify:

- Source(s) of required 100% matching funds (cash or in-kind):
- Maximum estimated annual match your agency can provide:

3) Program Budget Form

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

4) Budget Narrative and Clarifications

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

All benefits and taxes are included in the salary category.

5) (New Programs Only) Minimum Viable Funding

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

N/A.

AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program:					STAFFING: Include ALL staff working for the program			
ACCOUNT CATEGORY	City of Madison Request Amount	Non-City Source	Total Program Budget	Budget Details (e.g. Case manager and supervisor wages, \$1,000 for application fee, \$0.00 for bus pass)	Staff Position Title	City of Madison FTE	Total FTE, including Non-FTE	Roles and Responsibilities
A. PERSONNEL					Program Administrator 1	0.00 FTE	1.00 FTE	Provide street outreach and case management to individuals experiencing unsheltered homelessness; supervise outreach program; coordinate billing and resources; coordinate outreach team
Totals	271,800		271,800		Program Administrator 2	0.00 FTE	1.00 FTE	Provide street outreach and case management to individuals experiencing unsheltered homelessness; supervise outreach program; coordinate outreach team; coordinate emergency hotel program
Subtotal A	271,800		271,800		Outreach Staff	0.00 FTE	1.00 FTE	Provide street outreach and case management to individuals experiencing unsheltered homelessness
B. OTHER OPERATING					Outreach Staff	0.00 FTE	1.00 FTE	Provide street outreach and case management to individuals experiencing unsheltered homelessness
Insurance			0					
Professional Fees			0					
Audit			0					
Printing/Office and Program Supplies			0					
Equipment/Furniture/Depreciation			0					
Telephone			0					
Training/Conferences			0					
Food			0					
Household Supplies			0					
Auto Insurance/Taxi			0					
Vehicle Costs/Depreciation			0					
Other (Specify)			0					
Subtotal B			0					
C. OFFICE								
Office or Facility Rent	10,000		10,000					
Utilities			0					
Maintenance			0					
Relocation/Temporary/Out-of-State/Depreciation			0					
Household Items			0					
Subtotal C	10,000		10,000					
D. SPECIAL COSTS								
Assistance to Individuals - Rent (monthly rent and rent agency)			0					
Assistance to Individuals - Other Financial Assistance (monthly support, application fee, bus passes, etc.)			0					
Program Subsidies (Identify)			0					
Other (Specify) Client aid, may include but not limited to security	30,000		30,000					
Other (Specify)			0					
Subtotal D	30,000		30,000					
TOTAL, all 3C	311,800		311,800					
NOTES:								