

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

E. EXTREME WEATHER RESPITE HOTEL FOR THE UNSHELTERED

Instructions:

This Program Application form must be completed for each proposed **extreme weather respite hotel for the unsheltered 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 **8 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).

Important Note: Only agencies that currently operate a street outreach program are eligible to apply for this funding. One program will be selected through this RFP process. The selected provider will be expected to accept referrals from other street outreach agencies via outreach case conferencing.

Agency Name:	Catalyst for Change Inc.
Program Name:	Emergency Hotel Program
CDD Funding Request:	\$45,000

1. PROGRAM DESCRIPTION (30 POINTS)

1) Target population

Describe the population you intend to serve, including:

- Projected annual number of unduplicated participants
- Key characteristics of the target population

Catalyst for Change's Emergency Hotel Program will serve individuals and families experiencing HUD's definition of Category 1 Homelessness, specifically individuals and families experiencing unsheltered homelessness such as sleeping in their vehicle, in an encampment, in abandoned buildings, in bus shelters and more, in the City of Madison. Based on our past numbers of unduplicated participants, 141 unduplicated participants in our Emergency Hotel program in 2024, we expect to serve 160 unduplicated participants per year moving forward. Key characteristics of the target population are that the individuals and families are currently experiencing unsheltered homelessness and in need of short term, emergency shelter due to extenuating circumstances such as extreme weather that may pose a legitimate health or safety risk. Individuals unable to access shelter facilities due to active suspension may also access short

term emergency hotels in circumstances of extreme weather. Catalyst for Change will prioritize singles with City of Madison funding, because Dane County funding will prioritize families in need of emergency hotel services.

2) Referral and Intake Process

This program will be expected to receive referrals from other street outreach teams during periods of extreme weather. Describe the following:

- How your agency will receive and track referrals
- How staff will make contact with the individuals in need of assistance
- How you will make reservation for the hotel rooms
- How you will facilitate transportation of individuals into the hotel setting

During extreme weather, Catalyst for Change receives emergency hotel referrals from multiple sources including directly from our street outreach team's interactions with individuals and families experiencing homelessness in emergency weather situations. We accept referrals from other organizations that provide street outreach including from Madison Street Medicine and Friends of the State Street Family. We accept referrals from The Salvation Army Women and Family Shelters and Porchlight Men's shelter if they reach capacity or have an individual that they cannot provide shelter to. We accept referrals from healthcare providers and hospital such as from Meriter's HEALTH Program Social Worker, Matt Julian. We accept referrals from our local school district's Homeless Liaisons and school social workers. We accept referrals from other homeless service providers and case managers. All referrals we receive are tracked in a confidential internal spreadsheet where we document outcomes and contacts made with each referral.

When extreme weather is forecasted, our outreach team is activated to respond and prevent any crises that may occur due to extreme weather. We are prepared to connect with as many unsheltered individuals as possible to ensure the safety of our unhoused community. When there is an emergent extreme weather forecast, it is essential that we move quickly to mitigate crises. As with for all our street outreach programming, we triage referrals based on barriers to shelter and current level of need. When there we receive a referral from any source during an emergency weather event, we immediately contact the individual(s) in need of assistance by calling them directly or going to meet them where they are. We assess each individual's unique situation and discuss potential options. We always discuss our emergency shelters as a first option (unless the referral source is one of our emergency shelters). We recognize that as an organization and homeless services system, we are working with limited resources and high needs, so we attempt to divert all referrals to other safe shelter options before offering emergency hotel services. If the individual is determined to be in need of an emergency hotel, we call the Rodeway Inn & Suites Madison East where we have built a relationship with management and partner to support folks experiencing unsheltered homelessness in extreme weather. We make a reservation under the client's name with our agency's name attached to it. We then provide transportation for the individuals to the Rodeway by either taking them ourselves in our Catalyst for Change outreach vehicle or ordering an Uber, Lyft, or cab depending on the individual's comfortability. We also ensure that when individuals check out of the emergency hotel, they have a ride to return to their preferred location.

3) Services Provided

Describe how the program will meet basic health and safety needs of the participants, including the average expected length of stay, and any supports (e.g., meals, case management) that will be provided during the stay.

Catalyst for Change aims to meet all basic health and safety needs of individuals and families accessing emergency hotels. We provide food and basic needs items like toothbrushes, toothpaste, etc. for individuals in our emergency hotel program in the form of gift cards local grocery and convenience stores like Aldi's and Kwik Trip. We order pizza or other food delivery if the weather is too extreme for individuals to leave the hotel room and go the store. We provide case management and outreach services to all individuals in our emergency hotel program. We enter them into our CoC's Homeless Management Information System, Clarity. If they are eligible, we complete the VI-SPDAT assessment and add them to our CoC's Housing Priority List. We refer them to other services such as Comprehensive Case Management, shelter, food programs, and more. When individuals are enrolled in our emergency hotel program, we check in with them daily to support them in stabilizing and finding a safe way for them to exit our emergency hotel program.

4) 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 crisis management and de-escalation training, trauma-informed care, harm reduction methods, and working with individuals with co-occurring disorders such as mental illness and substance use disorders. 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. New outreach staff shadow current outreach staff and are taught how to complete a needs assessment and develop client-centered goals. Our outreach staff are trained on how to triage referrals, and determine which referrals require immediate response, versus which referrals require medium response time. All outreach staff are CPR Certified and trained on how to administer Narcan in emergency situations. They are trained in mediating crisis situations. Outreach is always done in teams of two or more. This means a new outreach staff would never be on their own. They would always be with a more experienced outreach staff to support them.

5) Staffing Structure

Describe the proposed staffing plan, if any funds are requested for staffing. 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 2	Current	.25	.25	\$ 32.57	Provide street outreach to individuals and families experiencing homelessness in the City of Madison. Administer Emergency Hotel Program

					and connect individuals to hotel rooms during extreme weather circumstances.
				\$	
				\$	

6) (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. (This project will be considered an overflow emergency shelter.)

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) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
Number of Households Served	N/A	N/A	N/A	141	160
Average Length of Stay in the Respite Hotel	N/A	N/A	N/A	4 days	4 days

3) Additional Outcome Measures

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

We also track tents, sleeping bags, bus passes, gas cards, food gift cards, Lyft and Uber rides, and any other materials that we give to individuals during outreach.

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) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
Number of Households Served	N/A				
Average Length of Stay in the Respite Hotel	N/A				

2) 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
Number of Households Served	N/A	
Average Length of Stay in the Respite Hotel	N/A	

2) Anticipated Challenges and Mitigation Strategies

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

3) Additional Outcome Measures

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

3. PROGRAM BUDGET (20 POINTS)

1) 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.

2) Budget Narrative and Clarifications

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

The salary amount requested for the Emergency Hotel Program will make up 25% of one outreach staff's yearly salary. The rest of their salary would come from our Street Outreach Program. The rest of the funds requested would be used as direct client assistance and be spent on emergency hotel rooms, food for individuals in emergency hotels, transportation to hotels, and any other basic need items needed while in our Emergency Hotel program.

3) (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:

ACCOUNT CATEGORY	Budget Details			In p. 1: Class manager and supervisor wages, \$1,000 for application fee, \$2,000 for fee permit
	City of Madison Request Amount	Non-City Source	Total Program Budget	
A. PERSONNEL				
Salary	15,000		15,000	
Benefits				
Subtotal A	15,000		15,000	
B. OTHER OPERATING				
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 Allowance/Travel			0	
Vehicle Costs/Depreciation			0	
Other (Specify)			0	
Subtotal B	0	0	0	
C. OFFICE				
Office or Facility Rent			0	
Utilities			0	
Maintenance			0	
Manager/Professional/Depreciation			0	
Household Items			0	
Subtotal C	0	0	0	
D. SPECIAL COSTS				
Assistance to Individuals - Rent (monthly rent and rent agency)			0	
Assistance to Individuals - Other Financial Assistance (monthly support, application fee, fee permit, etc.)			0	
Program Subsidies (Identify)			30,000	
Other (Specify: Motel stays, Food, Water, transportation, etc.)	30,000		30,000	
Other (Specify)			0	
Subtotal D	30,000	0	30,000	
TOTAL, all 4	45,000	0	45,000	

NOTES:

STAFFING: Include ALL staff working for the program			
Staff/Position Title	City of Madison FTE	Total FTE, including Non-City	Duties and Responsibilities
Case Manager/Program Admin	1.0 (1 FTE)		Provide direct outreach and case management to individuals experiencing unsheltered homelessness, supervise outreach program, coordinate outreach team, coordinate emergency hotel program