



# CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION Part 1 – Organization Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30pm September 22<sup>nd</sup>, 2025**

*Official submission date and time will be based on the time stamp from the CDD Applications' inbox. Late applications will not be accepted.*

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Crisis Intervention and Prevention (CIP) Service Area in the Community Resources Unit. There are two priority areas in the CIP RFP: *Crisis Intervention Support Services & Prevention Services and Activities*, each of which has two program types. Program types include 24/7 Helpline, Shelter Services, Community-based Individual/Family Support, and Building Community & Stabilization. Organizations can apply for each program type. Please refer to the guidelines for full program type descriptions 1.1.

Priority Areas	Crisis Intervention Support Services	Prevention Services and Activities
Program Types	<u>24/7 Helpline</u> – Organizations who provide gender-based violence crisis assistance via phone, text, online, in person, etc. Programs need to focus on youth and adults experiencing domestic violence, sexual assault, intimate partner violence, and/or human trafficking. Organizations are expected to have established policies and protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.	<u>Community-Based Individual &amp; Family Support</u> - Organizations who provide trauma-informed, coordinated support that assists individuals and families in meeting short-term basic needs and access services as they recover and work to improve overall personal and family well-being. These services aim to educate, inform, connect, and assist in system navigation.
	<u>Shelter Services</u> - Organizations must operate an existing shelter that serves individuals or households experiencing domestic violence or, in the case of youth, those without safe housing alternatives. Organizations are expected to have established policies and protocols for shelter operations, provide ongoing staff training, and promote practices that support staff well-being and self-care.	<u>Building Community &amp; Stabilization</u> – Organizations who provide community-wide or group-based activities that increase protective factors and reduce the likelihood of crisis, especially for communities disproportionately impacted by poverty and systemic inequity. These services aim to create spaces, educate, inform, and connect individuals to their neighbors and the district they live in.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative**, **Part 2 - Program Narrative(s)**, and **Part 3 - Budget Workbook** will **not** be considered in the evaluation of this proposal.

*Do not attempt to unlock/alter this form. The font should be no less than 11 pt.*

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Nancy Saíz, Community Development Specialist [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com) or Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com). We are committed to assisting interested organizations in understanding and working through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Nancy Saíz, [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com).

#### APPLICANT TYPES

Every organization applying for funding must submit an organizational history narrative per program detailing their organization's background, mission, and vision (Questions 1-4 below).

##### Single Applicants

If your organization is applying for multiple programs, each program application must be submitted separately with all the required submission documents (See RFP Guidelines 1.1 Required Information and Content of Proposals).

##### Joint/Multi-agency Applicants

For those choosing to submit a joint/multi-agency proposal, **only** the designated '**LEAD Agency**' is required to:

- 1) Complete and submit responses to questions 5-9 below pertaining to organizational history and mission statement, partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships.
- 2) Submit the organizations' history partnership narrative per priority area or program type.

## Part 1 - Organization Narrative Form

**\*Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	Bayview Foundation, Inc	Total Amount Requested:	\$ 105,000
All program(s) connected to your organization:	Program Name: Family Support Services Amount Requested: \$ 30,000 Applicant Type: Single Agency Application Program Type: Community-Based Individual and Family Support Services List Program Partner(s) (if applicable):		
	Program Name: Youth Restoration and Community Building Amount Requested: \$ 45,000 Applicant Type: Single Agency Application Program Type: Building Community & Stabilization: YOUTH List Program Partner(s) (if applicable):		

	Program Name: Bayview Leaders and Community Stabilization Amount Requested: \$ 30,000 Applicant Type: Single Agency Application		
	Program Type: Building Community & Stabilization: ADULT & FAMILY List Program Partner(s) (if applicable):		
	Program Name: n/a Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Nancy Saiz          nsaiz@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):	Jeffrey Sweet	Email: jeffreysweet@bayviewfoundation.org	
Organization Address:	103 La Mariposa Ln, Madison, WI, 53715	Telephone:	(608) 256-7808
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if no)	

**Single and Lead Agency Qualifications:** Complete this section if you are applying as a SINGLE AGENCY or serving as the LEAD AGENCY in a joint/multi-agency application.

- Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to crisis intervention, prevention, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

Bayview Foundation was established in 1966 to provide affordable housing and supportive services for low-income families and individuals in Madison's historic Triangle neighborhood. Today, Bayview is home to 415 residents representing more than a dozen cultural communities. Bayview's mission is to support its culturally diverse, low-income families in realizing their aspirations by providing affordable housing, fostering cultural pride, and building community through the arts, education, and recreation. This supports a vibrant community that promotes stability, connection, and opportunity for residents to achieve their aspirations.

Bayview's model is unique, and for over 50 years, the organization has combined housing with wraparound programming to address intergenerational poverty, increase community cohesion, and develop resident leadership. Bayview's commitment to resident engagement and community building has evolved over the years, most recently including ongoing crisis intervention, case management, and family support services.

Bilingual resident services and outreach staff regularly respond to families in crisis, providing supportive services, resource navigation, and referrals in areas such as rent and energy assistance, mental health, food access, and family safety. Prevention efforts include youth programming that focuses on youth development and skill-building, responsive wellness and mental health support tailored to specific ages, and community-building programs that reduce isolation and increase protective factors. These strategies directly serve Bayview's diverse population and align with the City's CIP goals. Bayview's approach directly responds to gaps identified in the Community Voices Survey by offering trusted, neighborhood-based programming that increases actual utilization of services, not just awareness.

- 2. Describe your organization's experience implementing programming aligned with the Crisis Intervention and Prevention RFP Guidelines.** Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Crisis Intervention and Prevention programs your organization operates, along with their inception dates.

Bayview has a long history of providing prevention and stabilization services that reduce barriers to access and increase visibility of preventative programming, the two gaps identified in the Community Voices Survey. Current programming includes:

- Resource Facilitation & Case Management (inception: 2012): Bilingual staff provide system navigation, crisis response, and connections to housing, health, disability services, and legal services.
- Youth Engagement Programs (approximate inception: 1986): out-of-school time activities for elementary through high school students with academic support, recreation, SEL, mental health referrals, and identity-affirming spaces.
- Family Stabilization (inception: 2024): New resident intake and case management services, wrap-around supports and resource connection, including securing furniture and household goods, social work referrals and community engagement activities.
- Bayview Leaders Curriculum (operated 2018-2022): Leadership and organizing curriculum to continue to foster grassroots leadership, ensure community voice, and increase social support for family stability at Bayview.
- Youth and Young Adult Employment (inception: 2015): Provide a safe space for youth and young adults to build job-related skills, get 1:1 coaching, and job experience to increase career and life stability as young adults.

Specific examples relevant to this application's proposed programs include: for Community-Based Individual & Family Support, Bayview case managers recently assisted a family in crisis facing eviction by coordinating emergency rental aid, food pantry access, and legal consultation in their home language, preventing displacement. For Building Community & Stabilization – Youth, Bayview facilitated over 20 restorative justice circles last year, preventing conflicts from escalating into school disciplinary actions and creating safer peer environments. For Building Community & Stabilization – Adults & Families, Bayview hosted monthly culturally specific wellness workshops, such as Hmong parenting groups and Spanish-language financial literacy sessions, which increased both participation and trust in preventative programming. Together, these programs demonstrate Bayview's ability to transform awareness into actual engagement, increase visibility of prevention services, and provide crisis stabilization when needed.

- 3. Describe any significant changes or shifts at your agency in the past two years:** This may include changes in leadership, turnover of management positions, strategic planning efforts, or expansion/loss of funding and/or staff. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

Bayview completed a three-and-a-half-year redevelopment project in December 2024 that included the complete reconstruction of all housing units, outdoor amenities, grounds, parking, and the neighborhood center. Between August 2024 and January 2026, Bayview welcomed approximately 50 new families into the community, doubling the children living at Bayview and dramatically expanding its community center offerings. Many of the new residents who moved into Bayview had recently experienced housing insecurity or homelessness, which created a greater need for intensive stabilization services work. Staff have been responding with increased case management, crisis intervention, and system navigation to ensure these households can successfully transition to stable housing.

This growth has also led to heightened demand for community-building initiatives. As new families and individuals integrate into the Bayview community, there is a strong need for programming that fosters trust, belonging, and mutual support. The infrastructure for delivering these services is not impacted. Instead, the increased demand requires increased staff time as well as additional, specialized initiatives that directly support the increased number of participants and respond to the changing needs within the community.

An additional change going into effect in late fall 2025 is the consolidation of youth programming under a single Youth Programming Manager. This allows Bayview to treat elementary, middle, and high school programming not as discrete, siloed programs, but as a continuum of care that gives youth and their families consistent access to resources, services, and communities tailored to their specific needs. Given the increase in demand for youth services, as well as the increased need for individualized intervention support and community stabilization, this staffing change will make the longitudinal work of prevention and social/emotional learning easier to measure, deliver, and improve.

- 4. Describe any anticipated changes or shifts at your agency in the next two years.** Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

As described earlier, the population growth and shifting demographics resulted in increased demand for crisis intervention, stabilization, and community-building services. Given that many of the new households came from homelessness and/or transitional housing situations, the need for regular and ongoing intervention and crisis prevention services continues, and Bayview anticipates this will be the case for at least the next two to three years as families settle in, stabilize, and integrate within the larger neighborhood. Additionally, approximately 8-12 new families move into Bayview each year, so there will always be an influx of new households into the community. And, given Madison's housing crisis and Bayview's commitment to serving low-income families, the population will require consistent and specialized support services and programming.

- 5. Describe your organization's required qualifications, education, and training for program staff.**

Include how your organization supports staff in meeting these requirements and any ongoing professional development opportunities offered (e.g., trauma-informed care, Adverse Childhood Experiences [ACEs], culturally responsive services, etc.).

Currently, 53% of Bayview staff are BIPOC, and 35% are bilingual and/or multilingual. Bayview makes a point of hiring people who share the lived experience and identities of those living in the community or accessing center services. The diversity of staff means staff can amplify and respond to varying cultural perspectives and to connect in Bayview's many languages. All Bayview staff participate in regular professional development training and/or reflective practice with coaches. All staff attend YWCA's annual Racial Justice Summit to receive training and support in areas such as mutual aid, trauma-informed care, and repair work.

All program staff are required to have a high school diploma and be up-to-date on their CPR Certification. Bayview provides an annual CPR training for staff. Additional requirements for staff members depend on the position. Those requirements are:

- Youth Program Coordinators (Elementary, Teen, and YAAS): Bachelor's degree in education or related field and/or at least three years of experience working with youth; experience working in diverse communities with youth who are culturally, racially and ethnically diverse; bilingual preferred.
- YAAS Program Coordinator: Bachelor's degree in psychology, social work, or related field and/or at least three years of experience working in social-emotional support roles. Mental Health First Aid, QPR, Restorative Justice Circle Keeper.
- Youth and Family Support Specialist and Coordinator: At least 3-5 years of relevant experience working with adults, youth/teens, and families, and a bachelor's degree in Social Work, Psychology, or a related Social Science field.

Staff professional development and organizational change and development are important, ongoing elements of Bayview's work. Supervisors work with each staff member to evaluate and design a balanced and meaningful development plan, and Bayview has steadily increased its professional development and training budgets for staff and board members to ensure they have the tools to be effective in their roles.

As a component to our professional development work, Bayview requires that white staff members participate in a regular Unlearning White Privilege Group and BIPOC staff members can participate in an optional regularly held BIPOC Affinity Group session.

**Joint/Multi-Agency Qualifications:** *Fill out if you are **THE LEAD AGENCY** in the Joint/Multi-Agency Application **ONLY***

**Program name:**

**Program type:** Choose an item.

**List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)**

- 6. Provide an overview of your organization's partnership history with the collaborating agency or agencies.**  
When and how did the partnership(s) begin, and what collaborative initiatives or projects have you worked on together in the past?

- 7. Explain the rationale for partnering with the agency or agencies identified in this application.**  
What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?
- 8. Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program.** How will each partner contribute to program design, implementation, and evaluation?
- 9. Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**
- 10. If applicable, describe any past collaborations your organization has had with agencies providing crisis intervention or prevention services for youth, individuals, or families at risk of or experiencing crisis due to gender-based violence.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?



## CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION Part 2 - Program Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30pm September 22, 2025**

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Program Narrative Form **MUST be completed for EACH PROGRAM** for which you are asking for funds.

### **JOINT/MULTI-AGENCY APPLICANTS**

Only the designated 'LEAD AGENCY' is required to submit the Program Narrative form on behalf of each of the identified partners listed in the application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

**Do not attempt to unlock/alter this form. The front should be no less than 11 pt.**

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Nancy Saíz, Community Development Specialist [nsaiz@cityofmadison.com](mailto:nsaiz@cityofmadison.com), or Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com).

We are committed to assisting interested organizations understand and work through this application and funding process.

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## Part 2 - Program Narrative Form

Program Name:	Bayview Leaders and Community Stabilization	Total Amount Requested for this Program:	\$ 30,000		
Legal Name of Organization:	Bayview Foundation, Inc	Total amount Requested for Lead/Single Applicant	\$ 30,000		
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$		
		Total Amount Requested for Partner 2:	\$		
		Total Amount Requested for Partner 3*:	\$		
Program Contact: Lead Organization Contact	Jeffrey Sweet	Email:	jeffreysweet@bayviewfoundation.org	Phone:	858.353.9709
Program Type: Select <b>ONE</b> Program Type for this form.					
<input type="checkbox"/> <b>Crisis Intervention Support Services: 24/7 Helpline</b>  <input type="checkbox"/> <b>Crisis Intervention Support Services: Shelter Services</b>  <input type="checkbox"/> <b>Prevention Services and Activities: Community-Based Individual/Family Support</b>  <input checked="" type="checkbox"/> <b>Prevention Services and Activities: Building Community and Stabilization</b> <input checked="" type="checkbox"/> <b>Adults and Families</b> <input type="checkbox"/> <b>Youth ages 12-18 years old</b>					
<b>PLEASE NOTE:</b> Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.					

### 1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

Madison faces persistent inequities in resident-driven community building, leadership development, and civic participation, particularly for low-income families, immigrants, and communities of color. While the city is becoming more diverse, involvement in neighborhood projects, community organizing, and decision-making processes is disproportionately held by white, higher-income residents. This underrepresentation limits the ability of marginalized communities to shape community stabilization and cohesion efforts that affect their daily lives, especially within low-income communities of color.

Bayview's community embodies this disparity. Over 88% of Bayview households are BIPOC, and many are immigrants or refugees, often with limited English proficiency. While families consistently demonstrate passion and interest in community building and stabilization work, they report lacking opportunities, pathways, training, and support to step into informal and formal leadership roles.

Bayview has a strong track record of engaging residents in community planning. During the redevelopment planning process, 70% of Bayview adults participated in design sessions and community meetings, underscoring both the demand and capacity for meaningful participation when barriers are removed. Residents voiced a desire for continued leadership development opportunities that extend past the redevelopment and into ongoing stabilization and community cohesion work.

Research reinforces this need. According to the City of Madison's Racial Equity and Social Justice Initiative, equitable community development requires intentional investment in leadership opportunities for historically underrepresented groups. Without these investments, gaps in civic participation and decision-making power will persist, contributing to ongoing disparities in housing, education, health, and economic stability.

The proposed Bayview Leaders and Community Stabilization program addresses this by equipping residents with skills, mentorship, and pathways to lead within their community, responding directly to resident input and aligning with Madison's stated equity priorities.

- B. Goal Statement: What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

Bayview Leaders and Community Stabilization aims to equip community members with the skills, confidence, and opportunities to lead and organize community-building and stabilization efforts within Bayview. By providing training, mentorship, and pathways to community organizing and participation, the program builds protective factors for families and strengthens overall neighborhood cohesion and stability. This directly aligns with the RFP's priorities of fostering trust, sharing resources, and generating a stronger sense of belonging. Additionally, the program is a proactive approach to crisis prevention and stabilization, one that ensures underrepresented residents play a central role in shaping community safety and development.

There couldn't be a more important time in Bayview's history for resident-led and supportive stabilization efforts, given all of the recent changes due to the redevelopment and influx of 50 new households. Though many residents feel stressed and unsettled by the large changes, most are ready and willing to step into leadership roles that ensure the social fabric in the community is strong and stable so that all families have the best opportunity to thrive and live in a secure and proud neighborhood.

- C. Program Summary Briefly summarize your proposed program, including the population served, core services or activities, where and how services will be delivered, and key expected outcomes. This should provide a high-level snapshot of the program.

Bayview Leaders and Community Stabilization is a progressive, phased leadership and community building framework that equips residents with the skills and pathways to support community safety, stabilization and leadership at Bayview. The program is designed as a tiered model: a cohort of residents first build relationships with each other by engaging in activities and workshops that grow trust and confidence; then they design and implement small community 'spark' projects that specifically foster relationship building among residents; lastly, they advance into leadership and community building cohorts where they design and implement larger community-stabilizing initiatives and ongoing programs. Services are delivered at the Bayview Community Center and through community partnerships, with intentional supports such as mentorship, translation, and stipends to reduce barriers to participation. This phased approach ensures residents are not just invited to participate, but supported to grow into roles of increasing responsibility and influence, learning to see themselves as community leaders and active participants in making Bayview and the broader community stronger, safer, more connected, and vibrant. Expected outcomes include a stronger pipeline of leaders rooted in lived experience, greater family and neighborhood stability, and broader civic participation that advances equity in Madison.

## 2. POPULATION SERVED

- A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how has your org/agency engaged members of this population in designing, informing, developing, implementing the proposed program?

Bayview Leaders and Community Stabilization is designed for adults and families living at Bayview. The population is predominantly low-income, immigrant, and refugee families who bring a wide range of cultural and linguistic assets. Community demographics include approximately 42% Asian, 36% Black, 15% Latinx, 4% white, and 3% Middle Eastern, with many households speaking Hmong, Spanish, Vietnamese, Russian, and other languages at home. Roughly half of adults are non-English speakers, and many balance multiple jobs, caregiving responsibilities, and systemic barriers that can limit opportunities for leadership and civic participation.

This program was developed directly with resident and community input. Over 70% of Bayview adults engaged in redevelopment planning sessions, surveys, and design justice workshops that identified resident leadership as a core community priority. Ongoing feedback is gathered during community meals, housing meetings, and informal conversations, while residents continue to shape the program through leadership cohorts, advisory roles, and project design teams. By centering lived experiences and honoring cultural and linguistic diversity, Bayview Leaders and Community Stabilization ensures that community building and leadership pathways are accessible, relevant, and responsive to both Bayview households and the wider Triangle community. The project demonstrates the necessity of centering residents in community development and cohesion efforts and ensuring they have opportunities to lead, grow, and make change.

With the recent redevelopment, more than 50 new families, over 200 residents, moved into the community. Since January 2025, Bayview has hosted several resident meetings at which community safety stability, cohesion, and connecting has been discussed. Residents want to be agents of change and involved in making the Bayview community as strong as possible. At these meetings, residents have already identified various strategies they would like to implement to do this work. Bayview Leaders will build on their enthusiasm and interest, but it's essential that the work is organized and thoroughly supported with the necessary infrastructure and staff support.

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

Race	# of Participants	% of Total Participants
White/Caucasian	79	19%
Black/African American	149	36%
Asian	173	42%
American Indian/Alaskan Native	0	0%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	0	0%
Balance/Other	0	0%
Total:	414	
Ethnicity		
Hispanic or Latino	62	15%
Not Hispanic or Latino	352	85%
Total:	414	
Gender		
Man	173	42%
Woman	241	58%
Non-binary/GenderQueer	0	0%
Prefer Not to Say	0	0%
Total:	414	

Comments (optional): These numbers reflect the entire Bayview community who are impacted by, participate in, and co-create the Bayview Leaders and Community Stabilization activities.

- C. Language Access, Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth, individuals, and families. Describe how the proposed program builds and sustains adequate access and cultural relevance needs.

Many of Bayview's adult and senior residents are non-native English speakers and/or bilingual. Cultural and linguistic responsiveness is central to all Bayview programs and services.

35% of Bayview's 26 staff members are bilingual, with English, Spanish, Hmong, Lao, and French spoken fluently across the team. Bayview also contracts with a recurring group of interpreters to expand access for additional languages and to ensure coverage for larger community events. Hiring practices prioritize staff who share lived experiences and identities with the community. A majority of staff identify as BIPOC, and many are current or former Bayview residents. This diversity allows staff to authentically connect with participants and amplify a wide range of cultural perspectives.

Interpretation in Hmong and Spanish is consistently available at meetings and events. Program materials, such as flyers, letters, and notices, are designed in Plain English with pictorial elements wherever possible to ensure accessibility. All programs are reviewed through a lens of cultural and linguistic relevance, and staff actively support project partners in building competencies to serve Bayview's multilingual, multicultural population.

- D. Recruitment and Engagement Strategy:

a. **Recruitment & Outreach:**

*How does your program plan to recruit and reach members of the identified service population?*

*Please describe any community outreach strategies, partnerships, or referral pathways you will use.*

Bayview will recruit participants through the trusted, relationship-based networks that have long defined Bayview's community. Outreach begins with staff who have daily contact with families through housing support, youth programs, meals, and community events, ensuring that invitations come from familiar and trusted sources. Recruitment materials are provided in multiple languages and distributed door-to-door, at the community center, and through text and email updates. Because Bayview Leaders is a progressive framework, outreach emphasizes accessibility at the entry level, encouraging residents to join activities like workshops or small projects with low time commitment, while clearly showing pathways into deeper leadership opportunities. Personal invitations, mentorship from current resident leaders, and culturally responsive communication ensure families feel welcomed and supported to participate at each stage. With more than 200 new residents moving into the community within the last year, Bayview's population has grown tremendously. New relationships among residents and staff are forming and many new people are coming into the community center for support and services. Stabilization takes time, but many new and old residents regularly state that they want to help to make Bayview a strong and stable community. They attend community meetings and share ideas to support Bayview's stabilization efforts. Intentional recruitment efforts will ensure that the Bayview Leaders cohort will include a balanced mix of new and established residents so that all groups are well-represented and various needs can be addressed via community-led activities and programming.

b. **Addressing Barriers to Participation:**

*What specific barriers to participation (e.g., transportation, scheduling, language, trust) might the population face, and how does your program plan to address them?*

The families Bayview Leaders engage often face barriers such as language differences, limited transportation, demanding work schedules, and mistrust of formal systems due to past experiences of exclusion. The program is intentionally designed to reduce these obstacles so residents can fully participate.

- **Language:** All outreach and programming are bilingual (English/Hmong/Spanish, with other interpretation as needed). Staff and resident leaders themselves are multilingual, and materials are created in Plain English with visuals to ensure accessibility.
- **Transportation:** Activities take place on-site at Bayview's community center, where families already live or gather. For participants beyond Bayview, van transportation and stipends are available.
- **Scheduling:** Workshops, cohorts, and leadership activities are offered at varied times and with childcare and meals provided to ease family participation.
- **Trust:** The program is staffed by people with lived experience in the community and built on Bayview's long history of resident-centered engagement. Early activities in Tier 1 are intentionally low-barrier, allowing participants to build confidence and relationships before moving into deeper leadership commitments.
- **Stipends:** The program offers stipends to cohort leaders so that their time and community development activities are valued appropriately and they are compensated adequately for their ideas, wisdom, commitment, and hard work.

By addressing these barriers at each phase, Bayview Leaders and Community Stabilization ensures that leadership development opportunities are accessible, culturally relevant, sustainable, and genuinely supportive of residents' lives.

**c. Enrollment & Engagement Approach:**

*Describe how participants will be enrolled and engaged in the program. Include any tools, processes, or approaches you will use that are responsive to the needs and preferences of the population served (e.g., Individual Service Plan (ISP), intake forms, assessment tools, culturally responsive practices).*

Enrollment begins with personal outreach from staff and current resident leaders, followed by a warm, relationship-centered intake process. Rather than a one-size-fits-all enrollment, participants are invited to join at the tier that best matches their current interests and readiness. Residents can engage at an accessible entry level, joining activities like workshops or small projects with low time commitment, or engage in deeper leadership opportunities and responsibilities. During intake, staff use a simple, strengths-based assessment that captures each participant's goals, skills, and interests, ensuring engagement is tailored to their aspirations.

Engagement is maintained through regular check-ins, workshops, community building activities, mentorship, and culturally responsive practices such as bilingual communication, family-inclusive events, and flexible scheduling. Participants reflect on their growth and choose next steps, whether advancing to the next tier of leadership or deepening their involvement in current roles. This phased, participant-driven approach ensures residents remain actively engaged, supported, and celebrated throughout their involvement.

### **3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE**

- A. Activities: Describe your proposed program activities. Please be sure to specify your program type, i.e. shelter services, workshops, helplines, classes, etc.,).

Bayview Leaders and Community Stabilization is a progressive, phased leadership development program designed to build resident capacity and community stability. Activities are structured across three tiers:

- **Tier 1: Relationship & Confidence-Building** – Low-barrier entry points such as community conversations, workshops, and community meals that grow trust, confidence, relationship-building skills and awareness of community-based leadership qualities.
- **Tier 2: Community Leadership Development & 'Spark' Activities** – Structured leadership cohorts, skill-building workshops (e.g., communication, conflict resolution, trauma-informed care, mediation, community organizing and planning), and mentorship support from experienced partners and staff. Participants design and carry out small neighborhood 'spark' projects that allow residents to practice voice, agency, and collaboration in familiar settings.

- Tier 3: Community Building Cohorts – Advanced opportunities that allow participants to design, implement, and evaluate larger, broader community projects that promote understanding, belonging, and overall community cohesion. Community building projects will directly respond to resident-identified needs.

B. Use of Evidence-Based or Promising Practices:

Please identify any evidence-based or evidence-informed models, practices, or curricula used, including sources or documentation of their effectiveness. If your program does not use a formal evidence-based model, describe the rationale for your approach and how it aligns with the goals of crisis intervention and prevention.

Bayview Leaders and Community Stabilization is informed by a blend of evidence-based and promising practices that strengthen protective factors and build long-term community stability. The program is rooted in Design Justice principles, which center marginalized voices in decision-making and align with research showing that authentic participation improves program effectiveness and equity. It incorporates a strengths-based approach that emphasizes resident assets and agency, consistent with evidence from community leadership models demonstrating improved civic engagement and family outcomes.

The program also integrates elements of the Protective Factors framework, which has been shown to increase family resilience, social connections, and access to support systems. Leadership development strategies are adapted from established civic engagement and community organizing practices, such as phased pathways into decision-making roles, mentorship, and experiential learning. While not a single formal curriculum, this intentional combination of design justice, strengths-based leadership, and protective factors provides a strong, evidence-informed foundation that aligns with prevention goals. Those goals include building resident capacity, reducing social isolation, and increasing equitable participation in community building and stabilization programming.

C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).

- If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
- If your program operates at **multiple locations** with **different schedules**, use **TABLE 2** in addition to table 1 to detail each location's unique schedule
- If you are submitting a **JOINT/MULTI-AGENCY** application:
  - Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
  - Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
Tuesday	5:30 PM	7:30 PM
	Bayview Community Center	
Wednesday	Choose an item.	Choose an item.
Thursday	1:00 PM	4:00 PM

	Bayview Community Center	
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

***\*If hours are different than those listed, please use rows below drop-down list***

**Table 2: (Optional/if needed)**

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

***\*If hours are different than those listed, please use rows below drop-down list***

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

In addition to the ongoing, regular meeting schedule listed above, Bayview Leaders and Community Stabilization also includes the implementation of dozens of resident-led community building projects and activities. These activities will all take place on Bayview's campus and will happen on weekdays, weeknights and weekends, as planned by the participants. Bayview anticipates at least 20 additional projects/activities per year.

#### **4. ENGAGEMENT COORDINATION AND COLLABORATION**

- A. Family Engagement: Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Bayview Leaders and Community Stabilization was shaped through consistent engagement with families and youth who identified leadership, agency, and voice as core priorities for the Bayview community. Input came through resident planning sessions, everyday conversations during housing support, meals, and youth

programming. Families contributed to the development of the phased framework, emphasizing the need for low-barrier entry points alongside opportunities to grow independence and community involvement.

In implementation, families remain central by actively partaking in the programming, co-designing and implementing 'spark' projects, joining leadership cohorts, mentoring peers and supporting each other through participation, promotion and implementation. They also contribute to assessment through surveys, feedback circles, and storytelling that document their experiences and outcomes. This continuous cycle ensures the program reflects family priorities and adapts over time to meet evolving needs.

B. Neighborhood/Community Engagement: Describe how your program engaged neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Much of the input used to design this project came from recent community meetings sponsored by Bayview. Approximately three resident meetings have been hosted within the last eight months, one approximately every other month. At all of Bayview's meetings, residents are encouraged to attend and share their questions, concerns, and ideas. The last two meetings have brought more than 50 residents to the community center and the discussion centered on the need for additional community stabilization interventions and activities. Residents clearly and directly expressed their desire for programming that promotes stability, strengthens community ties, builds relationships and deepens all residents' sense of belonging and investment within the neighborhood.

At the last all-resident meeting in early August, residents identified specific projects and activities they could undertake to help strengthen the Bayview community. Many volunteered their time, ideas, and passions to do this work, as they recognize that investments are required by all stakeholders and not just Bayview staff. This proposal builds on the residents' enthusiasm and provides the necessary infrastructure to make the programming successful and sustainable. The next two to three years are some of the most critical in Bayview's history, as the community has grown by 80% and is still adapting to the new housing, facilities, programming, and neighbors. Stabilization will take time, and its success is absolutely dependent upon the involvement and investment of all stakeholders, especially those impacted most on a day-to-day level, the Bayview residents. Thus, their ideas, plans, and investments must be at the center of the stabilization work.

C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

**Note:**

- Single applicants **MUST** list all partners/collaborators below and include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Joint Lead applicants **MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
YWCA	Restorative practice training and resident mediation support	Eugenia Highland Granados	Yes
Randy Stoecker - Former/retired UW professor in the	Support with programming design and development; program facilitation, as needed.	Randy Stoecker	No



department of Community and Environmental Sociology			
UW Extension	Program support and facilitation	Sharon Lezberg	No
Joining Forces for Families	Program support and facilitation	Liliana Loera	No
UW Center for Nonprofit Studies	Community Assessment and Program Evaluation	Amy Washbush	No

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):

How do these partnerships enhance this proposal?

Various community partners are needed to support these programming efforts and provide specialized input, education and facilitation. Randy Stroeker was involved in the first iteration of Bayview Leaders in 2018-2020. He is now recently retired from the UW Department of Sociology but eager to be engaged in Bayview leadership and community stabilization programming. His experience and expertise with community organizing and leadership development will be instrumental in the initial programming sessions. Additional partners such as YWCA, Joining Forces for Families, Dane County Public Health and Violence Prevention, and UW Extension will provide specialized workshops and mentorship in the areas of community organizing, activity development and implementation, relationship building, community harm repair and de-escalation support.

What are the decision-making agreements with each partner?

Bayview Leaders' partnerships are grounded in alignment of values, co-design, and shared accountability. Before any new partnership begins, Bayview's Program Director and Program Coordinators meet with potential partners to ensure their approach and core values align with Bayview's philosophy of culturally responsive leadership development. Partners are encouraged to visit the community and build rapport with participants before programming begins, so they can better understand residents' interests and strengths.

For programmatic partners (e.g., YWCA, UW Extension, Joining Forces for Families), decisions are made side by side with Bayview staff. Program facilitators review lesson plans or workshop outlines with staff in advance, and modifications are made together to ensure cultural relevance and accessibility. Residents also provide feedback during and after sessions, shaping future facilitation.

For content-specific or evaluation partners (e.g., Randy Stoecker, UW Center for Nonprofit Studies), Bayview staff collaborate on design, planning, and assessment methods while ensuring that community voice remains central. These partners provide technical expertise, but final decisions about program direction rest with Bayview in consultation with resident leaders.

Across all partnerships, Bayview provides space, logistics, and staff support to enable successful delivery. Decision-making is not top-down; it is iterative and dialogic, with staff, partners, and residents all contributing to ensure programming is responsive and impactful. Partnerships are sustained by mutual commitment and a shared passion for advancing BIPOC resident leadership.

- D. Resource Linkage and Coordination: What resources are provided to youth, individuals, and families participants by your proposed program/service? How does the program coordinate and link participants to these resources?

Bayview Leaders and Community Stabilization provides families with resources that support both immediate stability and long-term leadership development. Core program resources include leadership training workshops, mentorship from staff and peer leaders, stipends to reduce financial barriers, interpretation and translation services, and access to community meeting spaces for resident-led projects. These resources are designed to lower barriers so families can fully participate and build confidence as leaders.

The program also serves as a connector to broader community resources. Staff coordinate referrals to neighborhood schools, human service agencies, workforce development programs, and civic opportunities such as city boards, commissions, and nonprofit advisory councils. Warm handoffs, bilingual communication, and personalized service planning ensure families are linked to resources in ways that feel accessible and culturally relevant.

Coordination is supported through Bayview's strong partnerships across Madison, including MMSD, Dane County Human Services, and local civic organizations. Residents receive both the tools to lead within Bayview and pathways into citywide systems, ensuring that leadership development is paired with access to the supports needed for families to thrive.

## **5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT**

- A. Program Outputs – Please tell us how you are measuring your output data such as: Unduplicated Youth, Individuals, Families, Community Events, Program Hours, etc. Please see Guidelines 1.1

Bayview Leaders and Community Stabilization measures outputs through a mix of attendance worksheets, the annual resident survey, informal feedback, the community center's shared calendar, and a program-specific tracking spreadsheet for 'spark' activities.

Key outputs include:

- Total attendance at events and programs: Attendance worksheets are completed for leadership trainings, community events, and outreach sessions to track the number of individuals who participate.
- Number of events and sessions: The community center's shared calendar tracks all leadership workshops, cultural events, town halls, and community-building sessions.
- Number of 'spark' activities: A dedicated program spreadsheet documents all resident-led microgrants, the projects implemented, and their outcomes.
- Program hours: Calculated based on the scheduled time for workshops, training sessions, and community events logged on the community center calendar.
- Number of families who participate: Participation is determined by attendance worksheets and staff records that identify unduplicated households engaged in Bayview Leaders and Community Stabilization activities.
- Increase in feelings of belonging and connection: Measured annually through the resident survey, which is available in multiple languages, and reinforced through informal feedback collected during events and leadership activities.

This approach ensures Bayview captures both quantitative outputs (participation, events, 'spark' activities, hours) and qualitative insights (survey results, resident feedback), demonstrating the reach and impact of the program.

- B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives:

The outcomes Bayview Leaders and Community Stabilization targets are closely aligned with Bayview's current overarching goal: to ensure housing stability and family well-being through the development of strong relationships and a resilient social fabric. Residents cannot weather crises and instability without a strong community to support them.

While we track specific outputs on the program operations noted above, the impact of those efforts and activities on community development and cohesion work is detailed out in resident surveys, conversations and general feedback. Residents will specifically reflect upon the following: how stable they feel in their homes and in the community in general, connections to neighbors and other community members, close relationships among resident population, frequency of involvement in community/community center programs and activities, knowledge of local support and staff roles, time spent outdoors on Bayview's campus, progress on personal and family goals related to well-being and self-care.

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Youth-specific programs are **required** to report on the youth outcomes identified in the RFP. In addition to these required outcomes, applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

<b>Outcome EXAMPLE Objective:</b> 75% of clients report services were accessible, inclusive, and responsive to their individual identities and experiences ( this is an EXAMPLE ONLY and is NOT REQUIRED).				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	90 of 120 clients
	<b>Actual Percent</b>	78%	<b>Actual Number</b>	94 out of 120 clients
<b>Measurement Tool(s) and Comments:</b> Client exit survey and open-ended feedback forms				
<b>Methodology:</b> The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

<b>Outcome Objective #1:</b> 75% of participants report improved social relationships, communication, and confidence, as well as increased skill in designing, organizing and implementing community building activities and events.				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	19 of 25 Direct Participants
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Participant surveys, staff observations, and feedback				
<b>Methodology:</b> We will collect surveys and open-ended feedback from Bayview Leader participants who engage directly in workshops, leadership training sessions, and mentorship activities.				

<b>Outcome Objective #2:</b> 75% of individuals report an increased sense of trust, connection, and sense of belonging within the Bayview community.				
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<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	150 of 200 community participants
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Community surveys at events, workshops; Staff observations; Resident comments and feedback				
<b>Methodology:</b> We will collect surveys and open-ended feedback from community members, youth, and elders who participate in community-building and stabilization program activities and workshops led by Bayview Leaders. Bayview Leaders cohort members will also self-reflect and assess their work.				

<b>Outcome Objective #3:</b> 85% of participants report that programs and activities were accessible, inclusive, and responsive to their individual identities and lived experiences.				
<b>Performance Standard</b>	<b>Targeted Percent</b>	85%	<b>Targeted Number</b>	170 of 200 community participants
	<b>Actual Percent</b>		<b>Actual Number</b>	
<b>Measurement Tool(s) and Comments:</b> Community surveys at events, workshops; Staff observations; Resident comments and feedback				
<b>Methodology:</b> We will collect surveys and open-ended feedback from community members, youth, and elders who participate in community-building and stabilization program activities and workshops led by Bayview Leaders. Bayview Leaders cohort members will also self-reflect and assess their work.				

*To add additional outcome objectives, please copy and paste the table below as needed.*

- C. **Data Tracking:** What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?

All reporting systems, tools, and report documents are only accessible to Bayview staff. Demographic information is kept absolutely confidential, and all staff and volunteers are required to sign the organization's Confidentiality/Non-Disclosure Agreement on an annual basis. Client conversations that include sensitive information are held in private offices and meeting rooms, and information is shared with other staff on a strict, need-to-know basis. The specific data that we collect for this program are:

- **Demographics:** Bayview collects and updates household demographic information through its OneSite Rents housing system, which records data on household size, languages spoken, income, and special needs.
- **Program Activities:** Staff log all interactions, events, and community-building activities in an internal database. Attendance at workshops, 'spark' events, trainings, and social events is tracked through sign-in sheets or informal counts, with additional notes on interpretation and child care provided to ensure accessibility metrics are recorded.
- **Outcome Measures:** Surveys conducted on paper and Google Forms are consolidated into a single database to pull results from.
- **Expenses:** Program expenses are tracked in Excel workbooks maintained by staff, which record program-specific costs and resource allocations. The finance office separately tracks overall organizational finances through QuickBooks. These systems ensure grant-related expenses are documented and available for reporting.

## 6. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, with direct program implementation responsibilities. **Please be sure to list all required certifications and training.** FTE = % of 40 hours per week. Use chart below and use one line per individual employee.

Position Title	FTE	Required Certifications and Training	Location(s)
Family Support Coordinator - 0.25 FTE	0.25	Trauma-informed care, repair work and restorative justice, community organizing and integration.	Bayview Community Center
Adult & Senior Program Coordinator - 0.15 FTE	0.15	Trauma-informed care, repair work and restorative justice, community organizing and integration.	Bayview Community Center
Family Support Specialist - 0.15 FTE	0.15	Trauma-informed care, repair work and restorative justice, community organizing and integration.	Bayview Community Center

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.  
All volunteers who work directly with Bayview participants go through a structured vetting, training, and supervision process. Each prospective volunteer completes an application reviewed by Bayview staff to ensure their skills, interests, and availability align with program needs. If there is a match, staff schedule an orientation and conduct a background check before placement.

Volunteers receive role-specific training as well as a thorough orientation on cultural competency to prepare them for working in Bayview's racially and ethnically diverse community. Once active, volunteers sign in and out through an online system that tracks hours, and program staff provide close supervision, coaching, and feedback as needed.

For students from UW, MATC, or Edgewood College who serve for class credit, Bayview staff also coordinate with faculty to monitor progress and address any issues. This process ensures that volunteers are both well-prepared and well-supported, while participants receive safe, consistent, and culturally responsive engagement.

- C. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.  
Bayview has the physical and material resources in place to fully support program success. The organization operates four 15-passenger vans that provide reliable transportation for field trips, excursions, and community

engagement opportunities. In 2024, Bayview opened its new community center, which includes dedicated classroom space for elementary, middle, and high school students, early childhood/family education, and multipurpose programming. A commercial-grade kitchen expands opportunities for nutrition education and family engagement.

The center also houses spaces designed to foster creativity and cultural expression, including a Maker Space/STEAM hub, an art classroom, and an Artist Residency Studio. These specialized facilities allow programs to integrate arts, culture, and innovation in meaningful ways. In addition, redeveloped outdoor areas include a basketball court, a new playground (opening fall 2025), a community lawn, and other gathering spaces, all of which provide flexible environments for recreation, leadership activities, and community-building events.

Together, these resources ensure that Bayview's programs are well-supported with transportation, high-quality facilities, and versatile spaces that can adapt to the community's evolving needs.

## 7. BUDGET

- A. The budget workbook should be submitted with the proposal using the template provided in an Excel document or as a PDF. There are six tabs within the Excel spreadsheet: Cover Page, Board & Staff Demographics, Revenue, Expenses, Personnel, and Program Summary. **The Cover Page, Program Summary, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

### Joint/Multi-Agency Applications

- B. The Lead Applicant will be responsible for submitting the Budget Workbook and Budget Narrative(s) alongside all required materials.
  - a. The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

## 8. If applicable, please complete the following:

### A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

### B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.

September 17, 2025

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd., Suite 300  
Madison, WI 53703


To the City of Madison Community Development Division:

I am pleased to offer this letter confirming YWCA's ongoing partnership with Bayview Foundation, specifically with their youth programming.

YWCA provides Restorative Justice programming for ages 12-18 and annual training for youth program staff. Programming focuses on practice for youth circle keepers, and providing preventative and alternative spaces to reconcile conflicts and harm caused to and by young people without the use of police, courts, punishment, and other exclusionary practices. This partnership has been successful since 2023 in teen programming with recent growth to include Restorative Justice practices in elementary-aged programming.

YWCA and Bayview are pleased to strengthen our collaboration and provide programming to youth in the community. We look forward to continuing to collaborate and provide these initiatives to the community in the coming year.

Sincerely,



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Geraldine Paredes Vásquez,  
YWCA Madison, CEO



## **Dane County Department of Human Services Division of Prevention & Early Intervention**

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**Dane County Executive – Melissa Agard  
Interim Director – Astra Iheukumere  
Division Administrator – Connie Bettin, LCSW**

**1202 Northport Drive, Madison, WI 53704-2092  
PHONE: (608) 242-6200 FAX: (608) 242-6294**

September 22, 2025

City of Madison Community Development Division  
215 Martin Luther King Jr. Blvd., Suite 300  
Madison, WI 53703

To the City of Madison Community Development Division:

I am pleased to offer this letter confirming Joining Forces for Families' ongoing partnership with Bayview Foundation in regards to their community stabilization efforts and adult programming and case management.

Joining Forces for Families regularly assists Bayview adults and seniors with specialized resource navigation in English, Hmong, and Spanish, increasing Bayview's capacity to empower families. Bayview's Family Support Coordinator facilitates warm handoffs between individuals and Joining Forces for Families case managers, creating a trusting environment that lays the groundwork for impactful work.

Joining Forces for Families and Bayview are pleased to strengthen our collaboration and provide high-quality resources and assistance for adults. We look forward to continuing to collaborate and provide support to the community in the coming year.

Sincerely,

*Liliana Loera*

Liliana Loera  
She/Her(s)/Ella  
Community Social Worker / Trabajadora Social Comunitaria  
Joining Forces for Families – South Side of Madison  
2450 Rimrock Rd. Ste 301, Madison, WI 53713  
Cell: 608-622-1193 (call/text) | Fax: (608) 283-2996





## APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

## 1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Bayview Foundation Inc
Mailing Address	103 La Mariposa Lane, Madison, WI 53715
Telephone	608-256-7808
FAX	
Director	Alexis London
Email Address	alexislondon@bayviewfoundation.org
Additional Contact	Nate Schorr
Email Address	nateschorr@bayviewfoundation.org
Legal Status	Private: Non-Profit
Federal EIN:	39-6092644

## 2. PROPOSED PROGRAMS

	2026		If currently City funded	
Program Name:	Letter	Amount Requested	2025 Allocation	Joint/Multi Application - SELECT Y/N
Family Support Services	A	\$30,000	\$20,000	No
Contact:				
Youth Restoration and Community Building	B	\$45,000	\$30,000	No
Contact:				
Bayview Leaders and Community Stabilization	C	\$30,000	\$0	No
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$105,000		

## DEFINITION OF ACCOUNT CATEGORIES:

**Personnel:** Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

**Operating:** Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related costs.

**Space:** Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

**Special Costs:** Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients.

Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency.

**3. SIGNATURE PAGE****AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at [cityofmadison.com/civil-rights/contract-compliance](http://cityofmadison.com/civil-rights/contract-compliance).

**CITY OF MADISON CONTRACTS**

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

**INSURANCE**

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

**4. SIGNATURE**

Enter name: Alexis London

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE 9.22.25

INITIALS:

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**5. BOARD-STAFF DEMOGRAPHICS**

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
<b>TOTAL</b>		<b>100%</b>		<b>100%</b>			
<b>GENDER</b>							
MAN	3	27%	9	35%			
WOMAN	8	73%	15	58%			
NON-BINARY/GENDERQUEER	0	0%	2	8%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	11	100%	26	100%			
<b>AGE</b>							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	8	73%	25	96%			
60 AND OLDER	3	27%	1	4%			
TOTAL AGE	11	100%	26	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	9	82%	12	46%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	18%	4	15%	7%	15%	39%
ASIAN	0	0%	6	23%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	4	15%	1%	2%	28%
TOTAL RACE	11	100%	26	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	1	9%	3	12%	7%	9%	26%
NOT HISPANIC OR LATINO	10	91%	23	88%	93%	81%	74%
TOTAL ETHNICITY	11	100%	26	100%			
<b>PERSONS WITH DISABILITIES</b>	0	0%	1	4%			

\*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

\*\*R/POV=Percent of racial group living below the poverty line.

**6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)**

Yes. Bayview's staff and board represent the community served. More than 53% of Bayview's staff is BIPOC and over a third are bilingual or multilingual. Three of Bayview's 10 member board of directors are residents, as are five of seven members of the Housing Committee, a group that meets bimonthly to discuss housing related policies and issues. As an organization, Bayview is undertaking ongoing professional development and organizational change initiatives centered on equity and racial justice. With support, training and ongoing coaching from nINA Collective, the following efforts are underway: monthly affinity groups facilitated by staff, co-learning sessions for staff and board facilitated by nINA Collective, facilitation training sessions, executive leadership coaching, restorative justice training and personnel and board review and updates.

**7. AGENCY GOVERNING BODY**

How many Board meetings were held in 2024

How many Board meetings has your governing body or Board of Directors scheduled for 2024?

How many Board seats are indicated in your agency by-laws?

List your current Board of Directors or your agency's governing body.

<b>Name</b>	<b>Mary Berryman Agard, President</b>		
Home Address	133 S. Brittingham Place, Madison WI 53715		
Occupation	Consultant in arts and cultural planning, non-profit management, and education		
Representing			
Term of Office		From: 01/2022	To:
<b>Name</b>	<b>Salli Martyniak, Vice President</b>		
Home Address	2631 University Ave. #106, Madison, WI 53705		
Occupation	Retired, Mission-focused economic development		
Representing			
Term of Office		From: 01/2025	To:
<b>Name</b>	<b>Scott Thornton, Co-Treasurer</b>		
Home Address	1104 Jenifer St. Madison WI 53713		
Occupation	Consultant, Finance		
Representing			
Term of Office		From: 01/2022	To:
<b>Name</b>	<b>Craig Schmidt, Co-Treasurer</b>		
Home Address	108 North Main St., Verona, WI 53598		
Occupation	Vice President Business Relationship Manager		
Representing			
Term of Office		From: 2023	To:
<b>Name</b>	<b>Assita Diarra, Co-Secretary</b>		
Home Address	113 La Mariposa Ln, Madison WI 53715		
Occupation	Bayview Resident and Health Care Professional		
Representing			
Term of Office		From: 01/2022	To:
<b>Name</b>	<b>Jean Berg, Co-Secretary</b>		
Home Address	4817 Onyx Lane, Madison WI 53714		
Occupation	Retired teacher and community volunteer		
Representing			
Term of Office		From: 01/2022	To:
<b>Name</b>	<b>Ken Axe, Member</b>		
Home Address	2190 Colladay Point Dr. Stoughton WI 53589		
Occupation	Retired lawyer		
Representing			
Term of Office		From: 01/2022	To:
<b>Name</b>	<b>Tag Evers, Member</b>		
Home Address	2329 Keyes Ave Madison WI 53711		
Occupation	District 13 Alder Madison Common Council; live music promoter		
Representing	*term coincides with elected office appointment		
Term of Office		From: 04/2018	To:

	9
	9
	12
	12/2027
	12/2027
	12/2026
	12/2026
	12/2027
	12/2026
	12/2025
	length of elected office

## AGENCY GOVERNING BODY cont.

<b>Name</b>	<b>Angela Jones, Member</b>			
Home Address	3832 Dolphin Dr. Madison WI 53719			
Occupation	Community Impact Director, United Way Dane County			
Representing				
Term of Office		From:	05/2023	To: 04/2026
<b>Name</b>	<b>Amy Meyer, Member</b>			
Home Address	135 Glenway, Madison, WI 53705			
Occupation	Asset Manager, Wisconsin Housing Trust Fund			
Representing				
Term of Office		From:	2024	To: 07/2027
<b>Name</b>	<b>Dean Mosiman, Member</b>			
Home Address	882 Jean Cir, Oregon, WI 53575			
Occupation	Retired, journalist			
Representing				
Term of Office		From:	2024	To: 07/2027
<b>Name</b>	<b>Dan Gartzke, Legal Counsel (non voting)</b>			
Home Address	1 S. Pinckney Madiosn WI 53701			
Occupation	Attorney, Boardman Clark			
Representing				
Term of Office		From:	2017	To: ongoing
<b>Name</b>	<b>Mai Chao Chang, Legal Counsel (non voting)</b>			
Home Address	1 S. Pinckney Madiosn WI 53701			
Occupation	Attorney, Boardman Clark			
Representing				
Term of Office		From:	2022	To: ongoing
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office				
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office				
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

**\*\*Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells.**  
**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.**

Please fill out all expected revenues for the programs you are requesting funding for in this application.  
 All programs not requesting funding in this application, should be combined and entered under NON APP PGMS  
 (last column)

REVENUE SOURCE	AGENCY 2026	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0						
UNITED WAY DANE CO	0						
CITY CDD (This Application)	105,000	30,000	45,000	30,000			
City CDD (Not this Application)	0						
OTHER GOVT*	0						
FUNDRAISING DONATIONS**	226,000	65,000	92,000	69,000			
USER FEES	0						
TOTAL REVENUE	331,000	95,000	137,000	99,000	0	0	0

\*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

\*\*FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this

**\*\*Use whole numbers only, please.**

ACCOUNT CATEGORY	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
<b>A. PERSONNEL</b>											
Salary	61,014	30,000	83,693	45,000	54,553	30,000					
Taxes/Benefits	11,028		21,295		10,139						
<b>Subtotal A.</b>	72,042	30,000	104,988	45,000	64,692	30,000	0	0	0	0	0
<b>B. OTHER OPERATING</b>											
Insurance	1,139		1,139		1,139						
Professional Fees/Audit	10,000		10,000		10,000						
Postage/Office & Program	45		45		45						
Supplies/Printing/Photocopy	3,500		5,000		5,000						
Equipment/Furnishings/Depr.	766		766		766						
Telephone	194		194		194						
Training/Conferences	1,500		2,000		1,500						
Food/Household Supplies	216		216		216						
Travel											
Vehicle Costs/Depreciation	458		458		458						
Other											
<b>Subtotal B.</b>	17,818	0	19,818	0	19,318	0	0	0	0	0	0
<b>C. SPACE</b>											
Rent/Utilities/Maintenance											
Mortgage Principal/Interest											
Depreciation/Taxes	2,050		2,050		2,050						
<b>Subtotal C.</b>	2,050	0	2,050	0	2,050	0	0	0	0	0	0
<b>D. SPECIAL COSTS</b>											
Assistance to Individuals											
Partner/Joint Agency/Agencies											
Contractors/Subcontractors	2,500		5,000		12,000						



Pymt to Affiliate Orgs			5,000								
Other											
<b>Subtotal D.</b>	2,500	0	10,000	0	12,000	0	0	0	0	0	0
<b>TOTAL (A.-D.)</b>	94,410	30,000	136,856	45,000	98,060	30,000	0	0	0	0	0

**\*\*List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
ASSOCIATE DIRECTOR	0.02	0.02	0.02			0.06	86,528	3,337	89,865	44.05	0
FINANCE DIRECTOR	0.02	0.02	0.02			0.06	79,173	13,516	92,689	45.44	0
ADULT PROGRAM COORDINATOR	0.15		0.15			0.30	54,102	15,193	69,295	33.97	0
ELEMENTARY PROG. COORD.		0.20				0.20	51,960	18,257	70,217	34.42	0
TEEN & YOUNG ADULT PROG.COORD.		0.20				0.20	54,036	18,970	73,006	35.79	0
PROGRAM DIRECTOR	0.08	0.08	0.08			0.24	73,679	28,834	102,513	50.25	0
DEVELOPMENT DIRECTOR	0.02	0.02	0.02			0.06	73,840	11,550	85,390	41.86	
DEVELOPMENT COORDINATOR	0.02	0.02	0.02			0.06	52,000	8,800	60,800	29.80	
OPERATIONS DIRECTOR	0.02	0.02	0.02			0.06	81,985	17,751	99,736	48.89	0
FRONT DESK STAFF	0.05	0.02	0.02			0.09	46,555	3,179	49,734	24.38	0
FRONT DESK ADMINISTATOR	0.05	0.02	0.02			0.09	42,475	5,072	47,547	23.31	0
YOUTH ADVOCACY & SUPPORT COORD.		0.33				0.33	49,494	16,809	66,303	32.50	17,285
YOUTH PROGRAM STAFF		0.10	0.05			0.15	95,680	7,950	103,630	50.80	12,280
YOUTH PROGRAM MANAGER		0.25	0.05			0.30	62,400	12,100	74,500	36.52	17,657
FAMILY SUPPORT COORDINATOR	0.30		0.25			0.55	58,471	8,217	66,688	32.69	28,889
FAMILY SUPPORT SPECIALIST	0.30	0.10	0.15			0.55	58,471	8,217	66,688	32.69	28,889
						0.00			0	0.00	0
						0.00			0	0.00	0
<b>SUBTOTAL/TOTAL:</b>	1.03	1.40	0.87	0.00	0.00	3.30	\$1,020,849.00	\$197,752.00	\$ 1,218,601.00	597.35	\$105,000.00

**CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS**

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

**\*\*List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

[illegible]

						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
<b>TOTAL:</b>	1.03	1.40	0.87	0.00	0.00	3.30	1020849.00	197752.00	1218601.00	597.35	105000.00

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

## Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Family Support Services	PERSONNEL	30,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	30,000
B	Youth Restoration and Community Building	PERSONNEL	45,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	45,000
C	Bayview Leaders and Community Stabilization	PERSONNEL	30,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	30,000
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			105,000