



# 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:	Domestic Abuse Intervention Services, Inc.	Total Amount Requested:	\$ 374,517
All program(s) connected to your organization:	Program Name: Shelter Program Amount Requested: \$ 374,517 Applicant Type: Single Agency Application Program Type: Shelter Services List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item.		

	Program Type: Choose an item.		
	List Program Partner(s) (if applicable):		
	Program Name:		Amount Requested: \$
	Applicant Type: Choose an item.		
	Program Type: Choose an item.		
	List Program Partner(s) (if applicable):		
	<b><i>If you are applying for more than four programs, please contact Nancy Saiz nsaiz@cityofmadison.com</i></b>		
Contact Person for application (Joint Applications - <b>Lead Org</b> ):	Shannon Barry		Email: shannonb@abuseintervention.org
Organization Address:	2102 Fordem Ave., Madison, WI 53704	Telephone:	608 251-1237 x307
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent <i>(if no)</i>	n/a

**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).

Domestic Abuse Intervention Services, Inc. (DAIS) works to make Dane County a safer, more just, more equitable place for people who have experienced domestic violence, their children, and the people who love them. Since 1977, DAIS has worked to empower those affected by domestic violence and advocate for social change through support, education, and outreach. To fulfill our mission, we offer a wide array of programming including domestic violence crisis intervention, including the uninterrupted operation of a 24-hour Help Line and Text Line, programming for children from violent homes, legal advocacy, support groups, emergency safety planning, and community education and prevention.

DAIS is also the only domestic violence shelter in all of Dane County. The Shelter Program, which at its core is a homicide prevention program, is where clients with multiple barriers and at highest risk of severe violence or death can temporarily stay for safety, recovery, and support. Survivors in Shelter work with skilled Shelter staff and their assigned case manager to move toward a safe and sustainable life after victimization.

**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.

DAIS has 48 years of experience providing a safe and secure physical space for individuals or households experiencing domestic violence. DAIS has operated a shelter serving survivors of domestic violence since 1978. The initial DAIS Shelter was located in a converted single-family home in the City of Madison. DAIS moved to a larger, newly constructed building in 2014, funded through a major fundraising effort that was widely supported by government agencies, key donors, and the broader community. This facility was built with extensive survivor input with safety noted as the key priority. Appropriately, DAIS employs 24/7 onsite security staff who continuously monitor the building and are immediately available to respond to safety protocols.

Over the years, DAIS has developed a strong, sustainable structure for providing effective, secure and supportive Shelter services for domestic abuse survivors. Through years of experience, Shelter policies and protocols have been designed to ensure that Shelter operations run smoothly and meet the needs of residents. Shelter leadership maintains a comprehensive manual that covers dozens of topics from preparing shift change reports, procedures to turn over rooms, food management and meal prep, data collection and confidentiality, handling communicable diseases, handling client complaints, and much more. This manual allows Shelter leadership to effectively train staff members to maintain the highest level of programming even during times of attrition or unprecedented circumstances. Shelter leadership believes in learning from the past and improving, in addition to learning from current and previous residents. Thus, as part of our continuous improvement processes, we seek resident input to gather insights into how we can create a better experience for future adult residents and their children.

DAIS' operations are subject to routine, contractually required reviews by major funders to verify that our programs, including Shelter, meet quality standards. The DAIS Shelter underwent extensive review in by the Wisconsin Department of Children and Families (DCF) in 2023 and the state Department of Justice Crime Victim Services (DOJ-OCVS) in 2025. During both site visits, a thorough review of most internal Shelter policies and protocols was conducted. The reviews of both agencies validated that DAIS manages the Shelter program well through compliant, experienced and established policies and protocols and an effective regimen of staff training and supervision.

As part of our Crisis Intervention programming, DAIS has operated a 24/7 Help Line since 1977. We added a highly popular Text Line late in 2022, the use of which has grown to over 1,000 texters a year. In partnership with the Madison Police Department (MPD) since 2011, DAIS has operated the Law Enforcement Advocacy Partnership program (LEAP) in coordination with Help Line staff. In the LEAP program, when a Madison police officer encounters a domestic abuse survivor while on duty, the officer will refer the name and contact information to DAIS for follow-up. The goal is to facilitate timely referrals to DAIS for services and support, as requested and consented by the victim. In 2024, 709 victims were referred by MPD to DAIS. DAIS uses these funds to support a portion of staff costs to operate DAIS 24/7 Help Line and Text Line.

The clearest demonstration of programmatic experience and capacity is reflected in how many people have been helped by DAIS' overall services. Over the last 5 years, over 40,500 people contacted DAIS' Crisis Intervention advocates through the Helpline and Text Line to seek information, safety, support, and guidance. The Text Line, an innovation launched three years ago, was designed to provide survivors with an alternative means of connecting with our advocates. Its popularity grew quickly, and DAIS now receives almost 1,200 texts

a year. Also, over the last five years, 832 people spent 45,520 nights in Shelter, with an average length of stay of 54 days and a daily census of up to 45 people per night.

- 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."
- In the past two years, DAIS has had stable employment at both the director and manager levels, which in turn has led to strong and stable leadership. The overall staff vacancy rate has declined recently from roughly 12% in 2023 to 7% in 2024 and we are currently averaging around 3%. We have been able to hire and fill vacant positions in a timely manner due to well-established hiring and onboarding practices and an in-house HR team.

Unfortunately, like many other organizations, DAIS did experience a 70% annual reduction in VOCA funding from the DOJ-OCVS starting in 2024. There have been multiple one-time funding opportunities, in the wake of the VOCA cuts, which DAIS has been able to compete for. We were able to receive temporary funding from the state Act 241 funds as well as short-term continued funding through DCF, as made available by expiring ARPA funds. As both were one-time funding opportunities, DAIS will ultimately feel the blow of a massive loss in public funding in fiscal year 2026 and even further reductions in 2027.

Due to this, DAIS leadership is currently in the process of strategic planning for what these cuts will mean for operations. It is the intention of leadership that the most critical and core crisis services for community safety are maintained; this includes Shelter services. As we plan for the greatest loss in public funding in the organization's history, we are further ignited to pursue creativity and efficiency to ensure that survivors of IPV in Dane County have DAIS as a constant and available resource to help them pursue safety.

- 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 noted, unless something significantly changes, DAIS expects to see its government revenue plummet in the next two years. In 2023, we received a total of roughly \$1.9 million from federal, state, and local government sources. At this time, based on firm statements from two of our main funders, several grants DAIS is receiving currently will end in January 2026 and furthermore in 2027. We now expect that in 2027, if nothing changes, DAIS will receive \$1.0 million from government sources, or a \$900,000 reduction from 2023 funding levels. With an annual organizational budget of roughly \$3.9 million, this loss is grave.

DAIS will vigorously pursue government revenue when new opportunities arise. DAIS is fortunate to have a strong fundraising team with a track record of increasing revenue year over year since 2020. In fact, private fundraising accounts for over 50% of DAIS' revenue with an annual budget of more than \$2.0 million. But with the loss in public funding, more pressure and risk will be placed on this department to maintain charitable donations. Even so, there are limits to how much more revenue can be raised with an increasing number of organizations seeking funding support in the community. Ultimately, DAIS must reduce its overall organizational budget and streamline costs in order to maintain its most critical services and ensure its long-term stability.

DAIS views it as the highest priority to: (1) maintain community wide access to crisis intervention and safety planning (i.e. the 24/7 Help Line and Text Line), so any survivor, at any time, will be able to connect with a well-

trained team of staff members and dedicated volunteers to immediately receive support and assistance; and (2) keep the Shelter open, so those survivors at the highest risk of homicide or serious injury will have a safe and secure place to go and receive holistic support.

**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.).

All DAIS staff and volunteers are required to attend the DAIS New Advocate Training (NAT) which is 27 hours of iteratively cultivated classroom training on the following topics: Domestic Violence 101; Anti-Oppression; Root Causes of Domestic Violence and Prevention; Trauma Informed Care; Empowerment Advocacy; Legal Advocacy; Additional Barriers for Immigrant Survivors; Domestic Violence in the LGBTQIA+ Community; Active Listening; the Impact of Domestic Violence on Children; Child Abuse and Neglect; Teen Dating Violence; and Ethics, Confidentiality, Boundaries, and Self Care. There are also multiple opportunities within NAT to hear directly from survivors of domestic violence including a 3-hour "Survivor Panel" with survivors sharing their stories.

Newly hired Shelter Advocates undergo an extensive onboarding period where they meet with the Shelter Staff Coordinator to thoroughly walk through policies and procedures. This is followed by 20 hours of shadowing more experienced Shelter Advocates in order to gain hands on learning and develop an understanding of what happens during a Shelter shift like how to implement daily protocols and procedures, strategies for supporting residents through crisis, and trauma-informed problem solving. The Shelter Staff Coordinator provides Shelter Advocates with on-the-floor supervision in addition to reflective, individual check-in meetings.

DAIS also offers on-going, role-related training for its staff. Safety trainings that are provided to Shelter staff cover First Aid and CPR, QPR Suicide Prevention, Food Safety, and administering Narcan. Shelter Advocates also participate in trainings with the Parent, Child and Youth Advocacy Program Coordinator on techniques to assist and support Shelter parents as they navigate parenting their children who have also been exposed to domestic violence. This training also covers ways to directly support children and youth who are staying in the DAIS Shelter. Shelter staff are also offered the opportunity to participate in meet-and-greets with other local agencies and community partners to learn about community support services, resources, and how they may benefit survivors staying in Shelter.

Additional training for Shelter program staff is offered at monthly Shelter staff meetings where protocols and procedures are reviewed. Additionally, Shelter management prepares special topics for training on emerging issues and other relevant themes. The whole DAIS Program Team comes together for training as well when a topic applies to all programs. An example of an emerging issue that was addressed recently was a review on DAIS' confidentiality policies and incorporating procedures should an agent from Immigration and Customs Enforcement (ICE) request access to DAIS. The Shelter management team also participates in weekly direct service collaboration meetings with other DAIS Program Managers to coordinate and reflect on strategies to best serve clients.

The leaders who oversee Shelter, consisting of the Shelter & Family Services Manager, the Shelter Staff Coordinator, the Director of Services, and the Executive Director, also carry significant tenure at DAIS and

professional experience. With over 45 years of combined time working at DAIS, this team carries an array of knowledge that lends to robust management of the Shelter program.

The Executive Director carries a Master's Degree in Social Work from the University of Wisconsin – Madison and is a former instructor in the Part-Time Master's program at UW-Madison on the topic of macro level practice with an emphasis on organizational planning and systems level advocacy. The Director of Services holds a Master's Degree in Health Education from Teachers College at Columbia University. This master's program is based in public health and steeped in effective program planning and evaluation. The Shelter And Family Services Manager has extensive experience in human resources and supervision. Finally, the Shelter Staff Coordinator has an extensive background in working in a shelter at the border of the United States and Mexico where the clients were primarily traumatized, undocumented youth.

**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.**

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## Part 2 - Program Narrative Form

Program Name:	Shelter Program	Total Amount Requested for this Program:	\$ 374,517		
Legal Name of Organization:	Domestic Abuse Intervention Services, Inc.	Total amount Requested for Lead/Single Applicant	\$ 374,517		
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	Shannon Barry	Email:	shannonb@abuseintervention.org	Phone:	(608) 251-1237 x307
Program Type: Select <b>ONE</b> Program Type for this form.					
<input type="checkbox"/> <b>Crisis Intervention Support Services: 24/7 Helpline</b>  <input checked="" 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 type="checkbox"/> <b>Prevention Services and Activities: Building Community and Stabilization</b> <input 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.

Domestic violence is a nation-wide, life-threatening issue that affects millions of Americans; the facts surrounding this are widely recognized. The results from the National Intimate Partner and Sexual Violence Survey (NISVS), as administered by the Center for Disease Control (CDC), found a sweeping and staggering prevalence of domestic violence in our nation affecting people of all ages, gender, race, ethnicity, and income levels. Public Health Madison & Dane County highlights the staggering statistics from that CDC report on their website, stating that 2 in 5 women and 1 in 4 men report having experienced intimate partner violence (IPV) in their lifetime. Further focusing on our state, End Domestic Abuse Wisconsin has found that 1 in every 6 domestic violence homicides nationally happen in the state of Wisconsin.

To emphasize the local impact, End Domestic Abuse Wisconsin and the Madison Police Department reported that domestic violence is a leading cause of homicide in the City of Madison accounting for 67% of total homicides in 2022 (4 of 6 total lives lost) and 40% of total homicides in 2023 (4 of 10 total lives lost). Additionally, DAIS receives over 8,400 contacts annually on

our Help Line and Text Line, indicating there are thousands of City of Madison and Dane County residents dealing with domestic violence and seeking information, safety, support, and services.

The physical, mental, emotional, and financial toll of domestic violence can be devastating for survivors. Being a victim of domestic violence is linked to increased risk for post-traumatic stress disorder (PTSD), depression, traumatic brain injury, and suicide. Exposure to traumatic events can lead to stress, fear and isolation, which may lead to depression and suicidal thoughts or behavior. A national study from the American Psychiatric Association found that 75% of female survivors experience some form of physical injury related to domestic violence. Nationally more than half of female homicide victims are killed by a current or former male intimate partner, according to U.S. crime reports.

Domestic Abuse Intervention Services, Inc. (DAIS) has been serving Madison residents and all of Dane County for more than 48 years. During this time, DAIS has accumulated a wealth of knowledge and experience from working with many thousands of survivors, all of which have been used to develop a range of trauma-informed, survivor-informed programs and practices designed to address the unique needs of victims of domestic violence, including the intersectional barriers many face in achieving safety and stability.

One subset of the survivors DAIS works with are victims who are in urgent need of finding a safe and secure living situation, as they face an imminent risk of serious injury or death at the hands of their abusers. To meet their needs, DAIS founded the only homicide prevention shelter program in Dane County that was specifically designed to provide highly secure and supportive temporary housing for the highest risk survivors and their children. DAIS identifies these survivors using a nationally recognized lethality assessment tool in order to best discern those in highest need. The distinct majority of the residents in the DAIS Shelter are from the City of Madison.

From January 1st, 2022, until now, DAIS has served 518 City residents in Shelter. This includes 233 adults and 285 children. City of Madison residents were 78% of the total people served in Shelter during this 3.5-year time period. Additionally, DAIS has been a static pillar in the community that is leaned on by many local agencies, businesses, and organizations. An example is the Madison Police Department which partners with DAIS to refer victims directly to DAIS services, including Shelter, when they are on a domestic call. To conclude, there is a demonstrated and proven societal need for intervention services for victims of domestic violence and the impact at the local level is stark.

- 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?

For 47 years, DAIS' Shelter doors have been open to provide direct, time-sensitive, and trauma-informed crisis intervention services to survivors of intimate partner violence and their children who are experiencing immediate threat to their safety. The sole reason that the DAIS Shelter exists is in response to these sobering statistics. Victims of domestic violence should always have access to a safe and secure place to go when their life is at risk.

Reemphasizing, the primary goal of the DAIS Shelter program is to prevent further violence due to an escalating domestic violence crisis. The program is, at its core, a homicide prevention program in that those who are at most risk for severe violence or death are prioritized.

The DAIS Shelter program is not simply a bed to sleep in. The facility is surveilled 24/7 by onsite security staff who are trained to immediately respond to emergency situations with well-developed protocols that hold client safety and confidentiality as the core objectives. Within Shelter, residents are offered a number of supports and services to further protect their and their children's safety. These include, but are not limited to, case management services; legal advocacy services; detailed safety planning; readily available emotional support; all daily meals; personal essentials and other basic needs; transportation support; weekly survivor peer support groups; assistance accessing and applying for other community services; in-house children and family programming; and guidance to support parent survivors as they navigate caring for their children who have been exposed to domestic violence.

Simultaneously, another goal of the DAIS Shelter program is to help victims actively plan for their long-term safety and stability after they leave Shelter. DAIS staff assist survivors in their search for housing, help to develop written financial plans, work with landlords when necessary, and provide financial assistance to survivors. DAIS is fortunate to have some limited direct aid funding from the State Department of Children and Families (DCF) through its DV Housing First program. This funding has been essential to ensure safe housing for hundreds of survivors.

Stressing again, the overarching goal of the DAIS Shelter is homicide prevention. This goal aligns with our desired outcomes because our primary focus is providing a secure refuge that ensures physical safety. With this focus, we believe that our program aligns with the City's expectations in that it saves the lives of City residents.

- 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.

DAIS currently operates the only homicide prevention domestic violence shelter in the City of Madison and Dane County. The DAIS Shelter is considered a homicide prevention strategy in that those seeking shelter are at risk of imminent severe harm or death by their abusers. In order to identify those at the highest risk for potential homicide, DAIS assesses survivors who are requesting Shelter using a national evidence-based lethality assessment. Unfortunately, many survivors score high enough to qualify for Shelter services and DAIS typically has a waitlist. In order to help as many survivors as possible, we have recently expanded the Shelter census to accommodate up to 45 people per night; a 50% increase in capacity.

With DAIS' primary focus on homicide prevention and safety, Shelter clients are offered access to the full spectrum of DAIS services in order to identify more ways to plan for their long-term safety. These services include legal advocacy services, support groups, parent/child/youth advocacy services, case management services, financial support, safety planning, and information and referrals to other community services. As clients are provided the assurance of emergency Shelter, they can begin to make plans for their future exit to safe housing with the assistance of DAIS staff.

Additionally, the DAIS Shelter program seeks to support children who are exposed to domestic violence. DAIS offers Parent, Child, and Youth Advocacy services to survivors and their children during their Shelter stay. Those services are provided through a trauma-informed care lens, are inclusive, promote resilience, and are developmentally appropriate. The PCYA program also seeks to empower and strengthen the role of the parent as the leader of their family.

## 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?

DAIS is committed to serving any survivor of intimate partner violence who reaches out to us for information, support, or services. While DAIS is legally obligated to serve any survivor, regardless of where their home is, our primary intended population to serve is survivors who live in the City of Madison and the rest of Dane County.

In 2024, survivors stayed in Shelter for a cumulative total of 8,259 nights. A typical length of time in shelter was 46 nights. The following are important characteristics of the people we serve in shelter:

- 86% were City of Madison residents. This includes 12% of adults and children who were identified as chronically homeless.
- 49% were adults, half of whom were single adults and the other half were parents, with one or more of their children with them in shelter. The other 51% were children of whom 35% children were 9 years old or younger.
- The Shelter population served by DAIS in 2024 was predominantly persons of color, with 71% reporting their race as Black or African American, 13% identifying as multi-racial, and 11% identified as white.
- 14% reported their ethnicity as Hispanic/Latino.
- 100% of the shelter residents came from low-income households. 91% reported household incomes at or below 30% of median Dane County income, while 8% had household incomes between 30% to 50% of median Dane County income.

Ensuring DAIS services meet the clients' needs is a critical part of our quality assurance plan. DAIS checks in with residents both formally and informally throughout their stay to gather feedback on services and the client's experience in Shelter. At the end of their stay in Shelter, clients are offered a written survey or the opportunity to offer feedback directly to a staff member to assess whether or not the program outcomes were achieved. We measure the frequency of which residents reported that after their stay at DAIS that they know more ways to plan for their safety, feel less alone, know how to access more community resources, and how satisfied they are with the services they received.

In addition to client surveys, DAIS also has an advisory group comprised of former clients and survivors in the community that convene on an as needed basis to offer feedback on new program ideas, program procedural changes, etc. DAIS is also working in partnership with the UW-Madison Psychology Department and Professor Katie Howell to solicit survivor/community feedback on a parent and child support group program for Shelter residents. After the focus groups are complete, Prof. Howell and her team will work with DAIS to design and implement the support groups.

- 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	20	11%
Black/African American	129	71%
Asian	0	0%
American Indian/Alaskan Native	0	0%
Native Hawaiian/Other Pacific Islander	0	0%
Multi-Racial	23	13%
Balance/Other	9	5%
Total:	181	
Ethnicity		
Hispanic or Latino	26	14%
Not Hispanic or Latino	155	86%
Total:	181	
Gender		
Man	52	29%
Woman	129	71%
Non-binary/GenderQueer	0	0%
Prefer Not to Say	0	0%
Total:	181	

Comments (optional): In 2025 the daily Shelter census has increased to accommodate up to 45 people. The census was accommodating up to 30 people in 2024.

- 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.

DAIS has considerable experience working with survivors who have a primary language other than English and need interpretation assistance to access DAIS services. Additionally, DAIS has a thorough and written Language Access Plan that is part of daily operations.

Identification of survivors with limited English proficiency starts when the person contacts the Help Line. If the language differences are impeding staff's ability to ensure access to services, the Crisis Intervention Advocate will work with the person to identify the language they would prefer to use when communicating

with DAIS. The advocate then promptly contacts the Language Line service to access a contracted interpreter, who joins the telephone discussion, at which time the advocate assesses the survivor's safety risks, answers questions, offers support, and determines the appropriate services the survivor would like to access. Interpretation services are also used when conducting Shelter assessments, holding important meetings, understanding legal developments, and Shelter discharge planning.

For briefer, day-to-day communication, both clients and staff have found translation via smartphone apps to be effective. As a final note, DAIS works hard to hire staff who are representative of the populations in Shelter, for example the current Shelter Staff Coordinator is bi-cultural and fluent in English and Spanish. Spanish is the 2<sup>nd</sup> most common language spoken in Shelter, so this staff member has been an essential resource to other staff for interpretation assistance.

It is a priority for DAIS that all Shelter residents feel safe and secure in Shelter, which includes their feeling of belonging in the Shelter community. DAIS values cultural diversity and takes steps to ensure that survivors feel welcomed and supported even if their culture is different from other residents'. DAIS has a partnership with UNIDOS Against Domestic Violence to collaborate on client services and provide easier access to services for clients of Hispanic heritage or who are non-English speakers. A key piece of the partnership is that DAIS reserves beds in Shelter for UNIDOS clients and works in partnership with UNIDOS to provide co-advocacy of shared clients. This allows the client to work with someone who represents their shared culture while also receiving DAIS services.

In the DAIS Shelter, programming is designed to be inclusive of cultural diversity. Staff check in with clients to ensure that important cultural holidays are recognized and celebrated, often providing culturally appropriate foods for residents to prepare. The Shelter's food program includes two weekly community meals that honor dietary needs and restrictions, such as avoiding pork, while also incorporating resident input through polls and a request board to ensure traditions are represented. Additionally, the Shelter supplies culturally relevant items like hair products and integrates training for staff on cultural differences in parenting and how trauma may be expressed across diverse backgrounds.

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.*

DAIS works to spread awareness about our services in a few different ways such as through outreach and education, networking and collaborating with other human services organizations, and through social media.

- b. DAIS offers many opportunities to engage with the organization to learn more about DAIS and our services as well as to learn more about DV/IPV and how to best support survivors. The DAIS Prevention, Outreach, Education and Training team facilitates presentations on various topics related to DV and DAIS to hundreds of groups each year. Topics include DV 101, DV and Health Care, Teen Dating Violence, and more. These presentations always include information about how to connect with DAIS and make a referral. As part of these efforts, DAIS widely publicizes to the broader community and to targeted audiences about the availability of comprehensive services to domestic abuse survivors. This includes tabling at dozens of events throughout the year to raise awareness. Moreover, DAIS leadership and staff, led by the Executive Director, are active in connecting with community leaders and groups about the scope of services that DAIS provides. In addition, DAIS leadership and staff are in frequent communication with our many partners and

service providers about our client needs, as well as our availability to our partners' clients to help them address potential domestic violence issues.

- c. DAIS maintains a website with an extensive description of services offered and how to access services. Our website also has many excellent resources for those looking to learn more about the issue of domestic violence, including what forms abuse can take, which is often the first step to seeking services. Additionally, our website includes a virtual walkthrough of the DAIS Shelter which was deliberately and strategically added for our partner agencies to share with their clients. We recently received some funding to make improvements to our website which we expect will make information about the availability of resources even more accessible. Our entire website is available in English, Spanish, and Hmong.
- d. Finally, DAIS is very active with social media, frequently engaging with thousands of our followers on Facebook, Twitter, LinkedIn, and Instagram about funding needs, volunteer/support opportunities, and the experiences and challenges that survivors and their families encounter.

e. **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?*

DAIS Shelter staff do, at times, encounter survivors who have been offered Shelter services but have one or more barriers that prevent them from following through to access a Shelter bed. Below are some more common barriers and how we address them:

- Some survivors may not have access to safe transportation to Shelter. For survivors in the Madison area, DAIS will fund the cost of a cab ride, provided by Union Cab, to help the survivor safely make it to Shelter.

- Survivors may be concerned that the Shelter building will not be accommodating to their physical disability. The DAIS Shelter was built to be wheelchair and handicap accessible including an elevator, roll-in showers, and safety bars.

- A survivor may have significant scheduling challenges, perhaps employment related, which may prevent them from making arrangements to come to Shelter. We assure them that DAIS is highly flexible in arranging for a time when the survivor can arrive for intake and enrollment in Shelter. Related to this, some survivors have unpredictable and demanding jobs, at times requiring them to work third shift. They are concerned that if they miss too many nights at Shelter, they could lose their bed. We assure residents that there are no curfews or expectations on time they "should" spend in Shelter. So long as we all communicate clearly and DAIS is aware when there may be an extended absence, the bed will be held for the survivor.

- Some survivors understandably are anxious, cautious, and living with fear of further abuse. Not knowing DAIS, they may be hesitant to trust that staying in Shelter will be a good choice. We carefully listen to the survivor's concerns and in a supportive manner calmly provide answers. We reinforce that the Shelter is highly secure, and all information they share with us and all other aspects of their stay in Shelter are strictly confidential. We spend time describing the Shelter's layout, secured parking lot, services available, and what DAIS staff do. We explain that the Shelter building is surveilled 24/7 by onsite security staff who are trained to follow protocols that hold client safety and confidentiality at the highest importance. DAIS also has a video tour of Shelter on our website that a survivor (or anyone) can review. We also reassure them that they have freedom to come and go as they choose.

- Some survivors have pets and will be unwilling to stay in Shelter if they cannot find a safe place for their pets to stay. We let these survivors know of Sheltering Animals of Abuse Victims (SAAV), a non-profit that arranges for the safe harbor of a survivor's pets while the survivor is in Shelter.

- A survivor parent with children may be hesitant to come to Shelter, due to concerns of whether a shelter would be a good environment for their child or children. For these survivors, we reassure them that many families come to Shelter, their family will have their own room(s), and we work with the parent and their children to learn of their unique needs and will make every effort to develop a safe, comfortable and welcoming environment. We let the survivor know that DAIS has a Parent, Youth, Child Advocacy program that works on supporting families and developing opportunities for child engagement. Finally, we also let the

survivor parent know that, if possible, they can initially come to Shelter alone, spend a night or two, and then bring their child(ren) to Shelter.

**f. 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).*

The first step to enroll in the DAIS Shelter is to contact the Help Line and complete a Shelter Assessment that is based on the Jaqueline Campbell Lethality Assessment. The assessments are completed by phone with a trained DAIS Shelter staff member and, if necessary, are completed with the help of the language line if there are language barriers. If the survivor meets the criteria for Shelter, they are either offered an intake that same day or the following day, put on the Shelter waitlist, or offered a hotel stay if their situation meets the criteria for an immediate intake and there are no Shelter beds available.

When the survivor (and their children) arrives at Shelter, they are greeted by a Shelter Advocate for their intake. The initial intake meeting happens in a meeting room that was specially designed with the input of previous survivors. If the survivor brings their children, the children would be able to wait and do activities with DAIS' PCYA Coordinator in a room that is adjoining the room that the parent is in. The rooms are connected by a window so that the children can see that their parent is safe but they do not have to hear some of the explicit conversations that are being had with the Shelter Advocate. During the intake, the Advocate offers snacks and water to the client (and their children) and goes through the basic Shelter expectations and paperwork such as releases of information, emergency contact information, etc. Safety planning is also discussed as well as any other immediate needs the family may have. Advocates must strike the balance between overwhelming a new client with information while also ensuring compliance with safety protocols and procedures.

Their assigned Family Advocate (case manager), will have their initial meeting during the first couple days a resident arrives in Shelter. This meeting delves much deeper into the client and their needs, traditions, communication styles and preferences, as well as goal setting for their time in Shelter. Building a healthy relationship between the client and their Family Advocate is critical for the client to feel supported, empowered, and to maintain a sense of both emotional and physical safety.

### **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.,).

The DAIS Shelter Program provides immediate safe shelter to survivors and their children most at risk of homicide due to domestic violence. The DAIS Shelter can accommodate up to 45 people nightly (adults and children) with an expected stay of up to 60 days, although stays can be extended depending on client needs and individual situations. This flexibility allows DAIS to better address the emerging needs of our client population given the barriers many of our clients face in finding safe, affordable housing in Madison and Dane County. Shelter residents are assessed for Shelter using an evidence-based lethality assessment developed by Jaqueline Campbell. If there is an urgent need for shelter due to a high lethality score and the Shelter is already operating at capacity, DAIS uses hotels to immediately shelter people until space in the onsite shelter becomes available or other housing can be secured. In this way, DAIS always prioritizes and executes immediately sheltering those with the highest need.

In addition to immediate housing for those most at risk, the DAIS Shelter program also provides support services, essential supplies, and clothing for clients and their children. The shelter assessment and intake process identifies immediate dangers and risk factors, services to which the client is already connected, and areas which the client identifies as needing assistance with. The Shelter Advocate conducting the intake also does an initial safety plan with the client which may evolve during the course of the client's stay at DAIS based on new information, emerging safety concerns, or resources accessed.

Shelter clients are offered the opportunity to participate in individualized case management services with a Family Advocate, which includes a more intensive needs assessment touching all areas the client and their children may need assistance with. The client and Advocate work together to set goals and timelines and identify the actionable steps and roles each will take to achieve the goals together. Through an empowerment lens, adult residents set goals for their stay in Shelter which typically are around achieving safe, affordable and permanent housing and achieving employment. Family Advocates help connect clients to on-going community-based support services such as mental health services for themselves or their children, or educational or job training programs. Though participation in case management services is voluntary for shelter residents, most residents engage with this program as they work on their long-term, post-shelter plans.

The Shelter also operates a food program that provides food for clients to cook in addition to reheatable meals, snacks and drinks. The Shelter Administrative Coordinator grocery shops multiple times per week to make sure that there are enough ingredients for three meals a day for all clients in Shelter. There is a whiteboard where the Coordinator takes requests from current residents and purchases those ingredients when possible. Additionally, Shelter Chef volunteers cook a Shelter community meal every Tuesday and Thursday night. These meals offer a chance for residents to come together, build relationships, and share a meal with one another and the DAIS staff. The volunteers make sure to cook extra whenever possible to create leftovers for clients and their children to eat the following day.

Approximately half of the DAIS Shelter residents each year are children and most of them are under the age of six (6). At DAIS, we understand that we are not just serving the adult victims of domestic violence. Rather, we are serving a family system, and children and youth are also primary clients of our services. To that end, DAIS employs a Parent, Child, and Youth Advocacy Program (PCYA) Coordinator who is responsible for leading organizational efforts to ensure integration of the family systems theory and perspective across all program areas.

The PCYA Coordinator is responsible for coordinating support services for children and youth and most specifically they coordinate after school Kids Space 4 nights per week for youth in Shelter. They work closely with external providers to ensure seamless referrals for ongoing services for families (such as with MMSD's Transition Education Program (TEP) or with Rise Wisconsin). They collaborate closely with internal DAIS staff to provide advisement on children, youth and parenting issues as part of the client and family's case plan. Additionally, they provide training and education to DAIS staff and to community providers on the needs of children from violent homes. This training includes ways to support resiliency for children and youth, information on protective factors for children and youth, and ways to enhance the relationship between the child and the non-offending parent. The PCYA Coordinator also works alongside Shelter staff to provide direct services and support to parents in the Shelter on parenting issues and ways to support their children. Finally, the PCYA Coordinator works with Shelter staff to host various special events for families including weekly "Family Fun Nights" which are family-friendly activities that bring fun and laughter to the residents.

PCYA and Shelter collaborate to host holiday dinners and festivities for Juneteenth, Halloween, Thanksgiving, winter holidays, etc. They plan the event schedule a year in advance and work together to make those plans come to life. The team also hosts an elaborate summer kick-off carnival to mark the end of the school year that includes games and prizes, a bounce house, and carnival treats. These events are an important part of Shelter as they allow opportunities for connection to reduce isolation, bring a warm energy to the building, and also provide some normalcy amidst the crisis that residents and their families are facing.

Earlier in 2025, DAIS was approached by Professor Katie Howell of the UW-Madison Psychology Department about a partnership to support families in Shelter. DAIS has been working closely with Prof. Howell and her students to implement focus groups that would gather feedback from DAIS Shelter clients and survivors



from the community to determine what an ideal support group could look like that would support the parent-child bond and connection. Based on the results from the focus groups, Prof. Howell and her team will work with DAIS staff to develop the survivor-informed intervention for this population .

As communication and coordination are key in running a 24/7 shelter, the DAIS Shelter staff, PCYA Coordinator, and other program staff hold weekly case review meetings to share information about the progress residents are making on their case plans, the barriers residents may be encountering, and needs residents may have so that Shelter staff can be proactive and assess the need for an extension of the client's shelter stay. Exit planning is also discussed proactively with clients from the beginning of their stay so that timelines and expectations are clear.

Shelter Program staff include the Shelter & PCYA Services Manager, Shelter Staff Coordinator, Family Advocates (case managers), Shelter Advocates, and Overnight Advocates. The Shelter & PCYA Services Manager directly reports to the Director of Services. The Manager has responsibility for Shelter program oversight (including quality assurance and program planning), staffing coverage, and supervision of the Shelter Staff Coordinator, Family Advocates, and the PCYA Coordinator. The Shelter Staff Coordinator is responsible for direct oversight of Shelter Advocates and volunteers including onboarding and training. Family Advocates provide case management and supportive services to residents while Shelter Advocates oversee the day-to-day logistics of Shelter and the client experience. Overnight Advocates ensure resident and building safety overnight as well as answer calls on the Help Line. They also monitor the cameras and are the first point of contact for first responders.

**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.

DAIS employs various evidence-based and evidence-informed tools and models in our approach to domestic violence advocacy. The first tool that is used for Shelter assessments is an evidence-based lethality assessment developed by Dr. Jacqueline Campbell. The tool is a critical part of assessing whether a victim of IPV is in emergent need for Shelter in order to prevent impending injury or death.

Within Shelter, the Family Systems Theory, developed by Murray Bowen, is a guiding framework in developing programming that acknowledges that families are a connected whole unit rather than focusing only on one family member. This is a critical perspective to take when working with a survivor and their children who were also exposed to the domestic violence. DAIS also grounds our advocacy work in trauma-informed care, which is a widely known framework in healthcare and human services that recognizes the impact trauma can have on an individual and family system. The core principles of trauma-informed care include: safety, trustworthiness and transparency, peer support, collaboration, empowerment, humility and responsiveness. DAIS Advocates work to embody these principles in their work with clients in Shelter. These principles are reinforced during onboarding, staff training, regular supervision, case review, and team meetings.

DAIS also relies on many tools from the Duluth Model ([duluthmodel.org](http://duluthmodel.org)) which is a framework originally developed in the 1980's to provide agreed upon definitions of safety, accountability, danger, and risk. Over the years, the tools of the Duluth Model have incorporated elements of intersectionality to address specific populations and the unique barriers they face. The Power and Control Wheel is an example of a Duluth Model tool that DAIS Advocates use on a regular basis. Additionally, the Duluth Model seeks to shift the responsibility of ending domestic violence from the victim to the community. DAIS draws from many resources from the Duluth Model for advocate training and education as well as in psychosocial education for clients in Shelter.

**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).

- a. 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
- b. 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
- c. If you are submitting a **JOINT/MULTI-AGENCY** application:
  - i. Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
  - ii. 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	12:00 AM	12:00 AM
	24/7	
Tuesday	12:00 AM	12:00 AM
	24/7	
Wednesday	12:00 AM	12:00 AM
	24/7	
Thursday	12:00 AM	12:00 AM
	24/7	
Friday	12:00 AM	12:00 AM
	24/7	
Saturday	12:00 AM	12:00 AM
	24/7	
Sunday	12:00 AM	12:00 AM
	24/7	

*\*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:

#### **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.

The DAIS Shelter has existed for a significant length of time in our community and has opened many opportunities and efforts for feedback on program operations. The most crucial group that DAIS has sought feedback from are survivors of domestic violence. For example, 13 years ago, the SUN Group (Survivors United for Nonviolence) came together to help design the Fordem building in its original development. DAIS uses client feedback from program evaluations, individual client meetings, client comment boxes within the building, and a comments email that is monitored by the Executive Director. Feedback is taken very seriously as DAIS eagerly strives to create programming that reflects the needs of survivors.

Additionally, a large portion of DAIS Staff and Board members are survivors of domestic violence and have lived experience. Specifically, 50% of Board members are survivors and multiple are past DAIS clients. In this way, survivors are directly informing program activities and providing assessment. In a new effort, the Board of Directors will be using a Balanced Scorecard to measure key performance metrics in Shelter to ensure that practices and outcomes align with DAIS' overall mission and strategic framework.

- 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.

Every five years, DAIS goes through a broad strategic planning process that is grounded in community engagement and stakeholder feedback. The last effort was in 2021 and the next framework will be developed next year, in 2026.

The strategic planning effort is led by a group of Board members and DAIS Staff. The group is charged with soliciting feedback on DAIS' strengths, opportunities, goals and expectations from key cohorts that include former clients, volunteers, community partners, funders, and donors. This feedback is then gathered and directly informs the creation of a five-year framework for the strategic goals and direction of the organization.

- 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)?
UNIDOS	UNIDOS and DAIS have an MOU to help facilitate co-advocacy services for shared clients. As the only DV Homicide Prevention Shelter in the County, DAIS maintains good communication with UNIDOS when we have availability to ensure UNIDOS clients are also able to access DAIS' Shelter. DAIS also has processes in place that more easily allow advocates from UNIDOS to access their client in the DAIS Shelter on site.	Virginia Escudero	Y
UW-Madison Psychology Dept – Prof. Katie Howell	Professor Katie Howell and her students are hosting focus groups in partnership with DAIS to solicit input on a support group for parents and children. Based on the feedback received, Prof. Howell and DAIS will design and implement the groups.	Professor Katie Howell	N
Joining Forces for Families	DAIS has the ability to utilize JFF sites for confidential meetings with clients that may have barriers coming to DAIS. Additionally, DAIS connects clients to JFF resources as JFF connects their clients to DAIS.	Michael Bruce	N
Rape Crisis Center	DAIS and the RCC provide co-advocacy services, when appropriate. When an RCC client is residing in DAIS' Shelter, DAIS has procedures in place to more easily allow the RCC advocate to meet with their client at DAIS on site.	Dana Pellebon	N
SAAV	DAIS refers to SAAV when a victim of DV needs their pet to find safety with a foster home for a period of time. Many of our Shelter clients that have pets work with SAAV.	Megan Senatori	N
MMSD Transition Education Program (TEP)	TEP and DAIS collaborate to ensure children who are staying in Shelter do not have their school interrupted and can continue to attend their original school.	Jani Koester	N

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

Rise Wisconsin - DAIS refers to RISE for their Respite Center which is especially helpful for clients in Shelter as they attend job interviews and other appointments. - Scott Strong - N

JustDane - DAIS refers Shelter clients to JustDane for their Healing House and for peer support services.- Linda Ketchum - N

How do these partnerships enhance this proposal?

DAIS works collaboratively with a number of organizations to receive referrals for Shelter services and to provide referrals for services including UNIDOS Against Domestic Violence, The RCC: Sexual Violence Resource Center, Joining Forces for Families, TEP. DAIS Shelter staff partner with these providers to provide co-advocacy services with written releases of information.

DAIS also partners with the Sheltering Animals of Abuse Victims (SAAV) Program who provides shelter to the companion animals of DAIS clients through the use of a network of foster homes. The collaboration was one of the first of its kind in Wisconsin and has been a model for other communities.

The UW-Madison Psychology Department is also a partner as Prof. Katie Howell and her team are helping to develop a parent and child support group for Shelter clients.

Finally, DAIS also works closely with Rise Wisconsin to coordinate on-going services children and families who have experienced domestic violence. Most of the children and families referred are identified by DAIS staff during their Shelter stay.

What are the decision-making agreements with each partner?

When DAIS identifies a potential partnership organization, if a relationship does not already exist between staff teams, a manager or director will reach out to the potential partnering organization to build a relationship and to see if the work and organizational philosophies align. After identifying whether a formal partnership would serve both organizations and their constituencies, the managers and/or directors would develop the shared agreement and appropriate procedures for the partnership.

DAIS has been very fortunate to collaborate with other organizations and resources in the community in service to DV survivors and their children.

- 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?

DAIS strongly believes in collaborating with other organizations to meet the needs of our community. DAIS clients often have many intersecting barriers related to their abuse as well as their socioeconomic status, racial identity, etc. that impact how they are able to access community resources. We know that many of our clients will not have their needs met by DAIS alone, so collaborating with other organizations and systems is paramount.

DAIS staff are active on various Madison and Dane County task forces and coalitions. DAIS is represented on the DV/SA Community Coordinated Response Task Force, the Dane County Homeless Services Consortium, The Commission on Sensitive Crimes, the PHMDC Public Health Prevention Roadmap Committee, These meetings bring together professionals from across the spectrum of human services and other systems to discuss the community response to the issues many of our clients are facing. Attending these meetings help DAIS stay connected to other resources in our community and emerging community issues that impact our clients. Shared strategies are often discussed at these meetings to better serve the community.

## 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

DAIS tracks an extensive amount of output data on all residents in Shelter, including adult survivors and their children. We gather and track data on the number of adults and children in shelter every day, the length of stay for each resident, and the destination a survivor is leaving for, such as moving into permanent housing, or staying with a family member or friend.

We also record and track each service a DAIS staff member provided for shelter residents, whether it was provided by a shelter advocate or a DAIS employee in another program, such as a legal advocate. For example, in a recent three-month time period, 38 adult shelter residents received 277 hours of services and support from DAIS staff, such assistance in finding housing, individual advocacy or counseling, and assistance in accessing transportation or other basic needs.

Over this three-month period, DAIS staff recorded providing shelter residents with 32 types of services. One service category is Information and Referral, where a DAIS advocate will provide information to a survivor on community-based agencies that provide one or more services that could assist the survivor in meeting a need the survivor has expressed. In this three-month period, DAIS staff spent 57.5 hours with 27 adult survivors identifying potentially helpful community resources and making referrals.

All Shelter staff are trained in trauma-informed care and anti-oppression as part of the required New Advocate Training. Attendance at these trainings are mandatory and tracked by Human Resources. These trainings are offered 3x/year at minimum. In order to ensure these knowledge and skills are retained, supervisors incorporate reflective practice and are intentional to build in these principles into supervision and case review meetings.

### B. Program Outcomes

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

To accurately measure the extent to which DAIS is achieving the three program outcomes described below, we will continue to rely on three primary data sources –

- Staff tracking of client activities, such as children’s participation in Kids Space or family attendance at a Fun Night event;
- Information provided by clients in response to staff inquiries, such as the type of housing a survivor expects to move into after leaving shelter; and
- Responses to client feedback surveys where clients are asked a series of questions about topics such as a client’s satisfaction with their stay in shelter and whether the client benefited from the stay, such as whether the client learned “more ways to plan for their safety.”

All of this information is entered into the DAIS main client information database, where it can be readily used to conduct analyses, monitor program activities, and complete grant reports.

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**

**Outcome EXAMPLE Objective:** 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

**Measurement Tool(s) and Comments:** Client exit survey and open-ended feedback forms

**Methodology:** 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.

**Outcome Objective #1:** 75% of adult shelter residents who provide feedback to DAIS on their shelter stay will report that, after their shelter stay, they know more ways to plan for their safety.

<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	25
	<b>Actual Percent</b>		<b>Actual Number</b>	

**Measurement Tool(s) and Comments:** Adult shelter residents will be provided with multiple opportunities during their stay to provide DAIS with feedback on support and services provided.

**Methodology:** Only adult clients are surveyed to measure this outcome. The expectation is that 40% of all adult clients (based on a national survey of DV shelters, rate of return for surveys varies from 19% to 44%) will provide DAIS with input through feedback opportunities that are presented. Therefore, it is expected that out of the 90 Adults served annually, approximately 36 (of the 90) will complete the survey. Of these 36 respondents, an estimated 25 will report that they learned more ways to plan for their safety.

**Outcome Objective #2:** 50% of adult survivors who successfully complete shelter stays will exit to safe housing.

<b>Performance Standard</b>	<b>Targeted Percent</b>	50%	<b>Targeted Number</b>	45
	<b>Actual Percent</b>		<b>Actual Number</b>	

**Measurement Tool(s) and Comments:** Responses from inquiries of clients.

**Methodology:** For most shelter residents, DAIS is familiar with a client's expected exit date from shelter. Advocates will engage with each client to obtain information on both their needs and their post-shelter plans, including the type of housing they will be moving into. It is during these conversations that advocates will seek to determine, from clients willing to share the information, how many clients are moving into safe housing.

**Outcome Objective #3:** 75% of families in the Shelter Program will utilize the Parent, Child and Youth Advocacy (PCYA) Program during their Shelter stay.

<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	31
	<b>Actual Percent</b>		<b>Actual Number</b>	

**Measurement Tool(s) and Comments:** Responses from inquiries of clients, tracking clients who attend Kids Space, Family Fun Nights, and other activities, tracking clients who seek out 1:1 support from the PCYA Staff.

**Methodology:** Most families that reside in Shelter utilize some component of the PCYA Program, including but not limited to, 1:1 meetings with PCYA staff for support, participation in Kids Space, Family Fun Nights, holiday and back to school celebrations, and more. PCYA staff and volunteers will track shelter client participation in these program offerings.

*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 DAIS programs have extensive, on-going experience collecting and reporting a wide range of demographic information on clients receiving direct services, as well as information on the services clients received and the outcomes of services provided. Individual staff members are responsible for entering their data into the Osnium database, which is a highly secure system used by dozens of domestic violence programs across the state. Osnium is considered by HUD to be comparable to Service Point, a system that some City staff use, in terms of the data that can be captured.

Staff are initially trained by their respective supervisors on data collection practices. Supervisors monitor staff data management practices to ensure data are being collected and entered into Osnium. In addition, program managers will discuss data reports and related data issues with staff during monthly staff meetings as a means of promoting consistency in data reporting by staff. Staff will also review the data to identify trends in services being provided and will explore options for using data effectively to promote program improvements.

As part of an overall quality assurance effort, the Director of Services, in partnership with the Director of Administration, is leading a data project to align all program data collection and reporting processes. This was initiated after discovering inconsistencies with how various programs were entering data and how different staff were interpreting what to enter into the database. The goals of this project are to align all data collection and reporting, to produce a new manual for operating Osnium, and ensure all staff are being trained to comply with these processes.

## 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)
Shelter Advocates – Full Time, Part-Time, and Overnight 4.35 FTE		28 hours of comprehensive training of new advocates on the causes and impacts domestic violence, and on the range of support and services survivors typically	2102 Fordem Ave, Madison, WI.



		need. Plus, 40 hours of intense on-the-job training on shelter policies and protocols and on best practices in working in a trauma-sensitive manner with survivors.	
Shelter Staff Coordinator 1.0 FTE		Complete all the training required for new advocates. A four-year college degree is preferred, though relevant experience may be considered in lieu of a degree. In addition, the staff coordinator is required to have three years' experience supervising a team of at least 15 employees, and experience working in a residential setting with individuals in crisis and with both child and adult trauma survivor.	2102 Fordem Ave, Madison, WI.
Shelter Administrative Coordinator 1.0 FTE		Complete all the training required for new advocates. A four-year college degree is preferred, though relevant experience may be considered in lieu of a degree. In addition, the administrative coordinator is required to have a minimum of two years' experience working with trauma survivors, and experience with data oversight and management, and with grant compliance and reporting.	2102 Fordem Ave, Madison, WI
Parent, Child & Youth Advocacy Coordinator 1.0 FTE		Complete all the training required for new advocates. A four-year college degree is preferred, though relevant experience may be considered in lieu of a degree. Also required - a minimum of two years' experience with the	2102 Fordem Ave, Madison, WI

		following: work in the human services field, working with child and adult trauma survivors, developing and facilitating groups and activities with children required and providing parenting support.	
Shelter & PCYA Services Manager 1.0 FTE		Complete all the training required for advocates. Four-year degree or equivalent work experience in social work, human services, or related field. The manager is required to have at least four years' experience managing program resources and supervising and providing support to direct service staff. Also required: proven excellence in problem solving, judgment, communications, and working collaboratively with diverse groups.	2102 Fordem Ave, Madison, WI
Director of Services 0.26 FTE		Complete all the training required for new advocates. Master's degree is preferred, though relevant work experience may be considered in lieu of a degree. The director is required to have at least five years of progressively responsible experience overseeing cross-functional teams. Also required: proven excellence in problem solving, judgment, communications, and working collaboratively with diverse groups.	2102 Fordem Ave, Madison, WI
Executive Director 0.02 FTE		Complete all the training required for new advocates. Master's degree is preferred, though relevant work	2102 Fordem Ave, Madison, WI

		experience may be considered in lieu of a degree. The director is required to have at least five years of progressively responsible experience overseeing cross-functional teams. Also required: proven excellence in problem solving, judgment, communications, and working collaboratively with diverse groups.	
Family Advocates 2.0 FTE		28 hours of comprehensive training of new advocates on the causes and impacts domestic violence, and on the range of support and services survivors typically need. Plus, 40 hours of intense on-the-job training on shelter policies and protocols and on best practices in working in a trauma-sensitive manner with survivors.	2102 Fordem Ave, Madison, WI

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.

DAIS brings in dozens of volunteers to provide hundreds of hours of support each year for Shelter residents. The most prominent volunteers are Children's Advocates, who observe and engage with the children of survivors in Kids Space, a place where survivor parents can leave their children for up to two hours while the parents attend to personal matters, take actions related to implementing their safety plan, or find respite. DAIS also has volunteer cooks who prepare a community dinner twice a week for shelter residents. The meals are popular and well-attended and serve as informal opportunities for survivors and their children to spend time together, support each other, and build community. In addition, Shelter Hospitality volunteers assist staff and residents in maintaining a safe, clean, and welcoming environment for all shelter residents.

All people interested in becoming a volunteer must submit a written application and agree to participate in an interview with the supervisor of the program the potential volunteer is most interested in. All applicants are subject to a background check. For volunteers who would work directly with victims in crisis and their children, they are required to participate in a 26-hour New Advocate Training program, along with additional hours of program-specific training. The training is intensive and covers a wide range of vital topics, including but not limited to the root causes of domestic violence, trauma informed care and empowerment advocacy, active listening, teen dating

violence, the impact of DV on children, and the special needs of persons in certain vulnerable populations, including immigrants and LGBTQ survivors.

Each coordinator of the program that a volunteer is assigned to will closely supervise, support, and provide feedback to the volunteer in their initial experiences working with survivors. The goal is to ensure that the volunteer demonstrates a capacity to work effectively and in a trauma-informed manner with survivors. Once this is established, the supervisor will continue overall supervision and always be available to address any questions and work with a volunteer on any services issues they may encounter.

- 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.  
DAIS relies on many other non-personnel resources or inputs to ensure that our shelter program can effectively meet the needs of survivors and their children residing in shelter:

- DAIS maintains a 17,000 sq ft shelter that is highly secure and provides a welcoming, comfortable environment where survivors and their children can live safely and begin the process of recovery and planning for a life after shelter free from abuse.
- To provide the level of security survivors expect and need, DAIS uses a full complement of security controls, such as access-controlled room locks and cameras on the building's exterior.
- With a budget of over \$25,000, DAIS purchases enough food and beverages to ensure that all residents have access to three nutritious meals a day.
- DAIS purchases an extensive array of cleaning supplies that are used continuously to maintain a clean living environment, both in the communal parts of the shelter and in individual bedrooms.
- The shelter has washing machines and dryers that survivors can conveniently use to meet their laundry needs. Including laundry soap and dryer sheets.
- Rooms are created to be welcoming at intake with fully made-up beds, hygiene welcome bags including items like: toothbrushes, toothpaste, soap, shampoo, conditioner, razors, hairbrushes/combs, deodorant, lotion, feminine hygiene items like tampons/pads, and towels for each member of the family. Additional hygiene items may be requested as needed throughout stay. Bedding and bath towels that are provided during stay can be taken with at exit to use in their new housing.
- Basic clothing items such as underwear, socks, bras, pajamas, and clothing are offered at intake and provided as needed throughout stay.
- Winter coats, hats, mittens, scarves, umbrellas, are offered and available.
- Diapers, pull-ups, baby wipes, baby bottles, sippy cups, baby bibs, are provided throughout duration of stay.
- School supplies, backpacks, and toys are available.

Many of the clothing and hygiene items are donated by the community, but DAIS will purchase items as necessary to ensure client needs are met. These and other vital program resources are currently available to support overall shelter operations. Our budget includes a request for the city to fund 1/3 of the costs of food, utilities, and maintenance which are vital operational costs and will support dais concentrate its donations on other 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.  
N/A

**B. Disclosure of Contract Failures, Litigations**

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

## APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

## 1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Domestic Abuse Intervention Services, Inc.
Mailing Address	2102 Fordem Avenue, Madison, WI 53704
Telephone	608 257-1237
FAX	608 284-2134
Director	Shannon Barry
Email Address	shannonb@abuseintervention.org
Additional Contact	Shawn Walker
Email Address	shawnw@abuseintervention.org
Legal Status	Private: Non-Profit
Federal EIN:	LRKSWMLTCK75

## 2. PROPOSED PROGRAMS

		2026	If currently City funded	
Program Name:	Letter	Amount Requested	2025 Allocation	Joint/Multi Application - SELECT Y/N
	A	\$374,517	\$299,354	
Contact:				
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$374,517		

## 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 cost

**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:

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

DATE

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>	13	100%	51	100%			
<b>GENDER</b>							
MAN	4	31%	7	14%			
WOMAN	9	69%	42	82%			
NON-BINARY/GENDERQUEER	0	0%	2	4%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	13	100%	51	100%			
<b>AGE</b>							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	11	85%	46	90%			
60 AND OLDER	2	15%	5	10%			
TOTAL AGE	13	100%	51	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	10	77%	39	76%	80%	67%	16%
BLACK/AFRICAN AMERICAN	1	8%	6	12%	7%	15%	39%
ASIAN	0	0%	4	8%	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	2	15%	2	4%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	13	100%	51	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	0	0%	2	4%	7%	9%	26%
NOT HISPANIC OR LATINO	13	100%	49	96%	93%	81%	74%
TOTAL ETHNICITY	13	100%	51	100%			
<b>PERSONS WITH DISABILITIES</b>		0%		0%			

\*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)**

DAIS will continue to use current recruiting strategies for to help us build a diverse workforce. DAIS uses the traditional means of finding and recruiting qualified staff, such as positing openings with Indeed, the Wisconsin Job Center, and DAIS social media. We also send information to the City of Madison RalSE program and Dane County Office of Equal Opportunity. In addition, we send emails with information on job openings to 16 organizations and ask them to share the information amongst their members. Most of these agencies are closely connected with communities of color, including Centro Hispano of Madison workforce, the Latino Academy, the Urban League of Greater Madison, Latino Chamber of Commerce, and "ListServes" maintained by LaSup (Latino Support Network of Dane County), and Advocates of Color (AOC). To develop a diverse Board of Directors, the DAIS Board Affairs Committee recruits and brings onboard people of diverse perspectives committed to advancing DAIS' mission. In 2025, the committee created a pipeline of candidates for Board leadership, with particular focus on cultivating candidates which represent the diversity of the community served by DAIS.



## 7. AGENCY GOVERNING BODY

How many Board meetings were held in 2024

8

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

8

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

no more than 15

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

<b>Name</b>	<b>Heather Crowley, President</b>			
Home Address	2053 Helena St, Madison, WI 53704			
Occupation	Social Work Supervisor			
Representing	Dane County Human Services			
Term of Office		From:	01/2025	To: 12/2027
<b>Name</b>	<b>Anne Norman, Vice President</b>			
Home Address	7514 Polar Bear Trail, Madison, WI 53719			
Occupation	Senior VP and Chief Marketing and Product Strategy Officer			
Representing	UW Credit Union			
Term of Office		From:	01/2023	To: 12/2025
<b>Name</b>	<b>Tim Graham, Treasurer</b>			
Home Address	9443 Briar Haven Drive, Verona, WI 53593			
Occupation	Retired			
Representing	CUNA Mutual Group			
Term of Office		From:	01/2023	To: 12/2025
<b>Name</b>	<b>Kayla Graser, Secretary</b>			
Home Address	6040 Perrot Place McFarland, WI			
Occupation	IT Recruiter			
Representing	Oxford Global Resources			
Term of Office		From:	01/2025	To: 12/2027
<b>Name</b>	<b>Shannon Barry</b>			
Home Address	1209 Menomonie Lane, Madison, WI 53704			
Occupation	shannonb@abuseintervention.org			
Representing	Executive Director			
Term of Office		From:	ex officio	To: n/a
<b>Name</b>	<b>Eena Taylor</b>			
Home Address	1726 Helena Street, Madison, WI 53704			
Occupation	Digital Director/Partner			
Representing	Heibing			
Term of Office		From:	01/2023	To: 12/2025
<b>Name</b>	<b>Charlene Smith</b>			
Home Address	3721 Manchester Rd, Madison WI 53719			
Occupation	Business Community Manager			
Representing	Madison Gas and Electric			
Term of Office		From:	01/2025	To: 12/2027
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy



AGENCY GOVERNING BODY cont.

<b>Name</b>	<b>Anne Brindley</b>				
Home Address	5307 Maywood Rd, Monona, WI 53716				
Occupation	Partner				
Representing	Haskins Short & Brindley, LLC				
Term of Office		From:	01/2023	To:	12/2025
<b>Name</b>	<b>Allen Grady</b>				
Home Address	5405 Calico Court, McFarland, WI 53558				
Occupation	Retired				
Representing	Banker's Bank				
Term of Office		From:	01/2023	To:	12/2025
<b>Name</b>	<b>Jon Landsverk</b>				
Home Address	328 Lincoln Avenue, Rio, WI 53960				
Occupation	Facilities Manager				
Representing	City of Sun Prairie				
Term of Office		From:	01/2023	To:	12/2025
<b>Name</b>	<b>Sheila McGraw</b>				
Home Address	7033 Havenswood Dr., Madison, WI 53718				
Occupation	Retired				
Representing	Rural Mutual Insurance Company				
Term of Office		From:	01/2025	To:	12/2027
<b>Name</b>	<b>Rachel Reilly</b>				
Home Address	6000 American Parkway, Madison WI 53718				
Occupation	Instructional Designer				
Representing	American Family Insurance				
Term of Office		From:	01/2023	To:	12/2025
<b>Name</b>	<b>Caitlin Behncke</b>				
Home Address	2078 Hummingbird St., Stoughton, WI 53589				
Occupation	Manager				
Representing	SVA, Certified Public Accountants				
Term of Office		From:	01/2025	To:	12/2027
<b>Name</b>	<b>Ryan Behling</b>				
Home Address	5855 Schumann Dr., Fitchburg, WI 53711				
Occupation	Founder and Managing Director				
Representing	18Forty8 Private Wealth				
Term of Office		From:	01/2025	To:	12/2027
<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	33,781	33,781					0
UNITED WAY DANE CO	0	0					0
CITY CDD (This Application)	374,517	374,517					0
City CDD (Not this Application)	0	0					
OTHER GOVT*	1,049,332	346,826					702,506
FUNDRAISING DONATIONS**	2,011,355	280,502					1,730,853
USER FEES	0	0					
TOTAL REVENUE	3,468,985	1,035,626	0	0	0	0	2,433,359

\*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 funding under the CITY SHARE

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

[illegible]

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

Title of Staff Position*	2026 Program A FTE**	2026 Program B FTE**	2026 Program C FTE**	2026 Program D FTE**	2026 Program E FTE**	2026 Total FTE	2026 Annualized Salary	2026 Payroll Taxes and Fringe Benefits	2026 Total Amount	2026 Hourly Wage***	2026 Amount Requested from the City of Madison
Shelter Administrative Coord.	0.50					0.50	27,519	6,464	33,983	26.46	16,991
Shelter Staff Coordinator	1.00					1.00	56,100	14,193	70,293	26.97	42,176
Shelter/Family Services Mgr	1.00					1.00	75,000	9,298	84,298	36.06	33,719
Director of Services	0.26					0.26	26,182	2,834	29,016	48.41	14,508
FT Shelter Advocate	1.00					1.00	44,555	11,627	56,182	21.42	39,327
FT Shelter Advocate	1.00					1.00	44,555	3,944	48,499	21.42	33,949
Overnight Advocate	0.50					0.50	23,391	12,499	35,890	22.49	28,712
Overnight Advocate	0.50					0.50	23,391	3,754	27,145	22.49	21,716
Variable PT Shelter Advocate	2.50					2.50	111,338	13,260	124,598	21.42	87,219
[Ten (10) part-time staff						0.00			0	0.00	0
average 10 hrs per week]						0.00			0	0.00	0
Parent, Child, and Youth	1.00					1.00	50,000	13,543	63,543	24.04	19,063
Program Coordinator						0.00			0	0.00	0
Executive Director	0.02					0.02	2,550	777	3,327	0.00	3,327
						0.00			0		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>SUBTOTAL/TOTAL:</b>	9.28	0.00	0.00	0.00	0.00	9.28	484579.50	92193.18	576772.68	271.18	340706.72

**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.**

	2025	2025	2025	2025	2025	2025	2025	2025 Payroll Taxes and Fringe Benefits	2025	2025	2025 Amount Requested from the City of Madison
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary		Total Amount	Hourly Wage***	
						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
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						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
TOTAL:	9.28	0.00	0.00	0.00	0.00	9.28	484579.50	92193.18	576772.68	271.18	340706.72

\*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	0	PERSONNEL	340,707
		OTHER OPERATING	8,333
		SPACE	25,477
		SPECIAL COSTS	0
		TOTAL	374,517
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
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			374,517