



CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP) APPLICATION

Part 1 – Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 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 & 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 & 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 or Yolanda Shelton-Morris, Community Resources Manager 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.

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:	Gay Straight Alliance for Safe Schools, Inc.	Total Amount Requested:	\$ 160, 970
All program(s) connected to your organization:	Program Name: Elevate Amount Requested: \$160,970 Applicant Type: Joint Program Type: Building Community & Stabilization List Program Partner(s) (if applicable): Forward Learning Youth & Young Adults (FLYY)		
	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):		
	<i>If you are applying for more than four programs, please contact Nancy Saíz nsaiz@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):	Lane Hanson, Director of Finance & Development	Email: lane@gsafewi.org	
Organization Address:	122 E Olin Ave Suite 100, Madison, WI 53713	Telephone:	608-661-4141
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if no)	

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

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

For nearly three decades, Wisconsin's LGBTQ+ identified youth have been at the center of our mission. We accomplish this with a statewide approach consisting of three interconnected program areas: Youth, Educator, and Family & Caregiver programs. Two of our most longstanding Youth Programs provide direct support to LGBTQ+ youth, including our Leadership Training Institute— a four-day social justice convening for high school students across Wisconsin— and our Middle School GSA Leadership Summit, which brings together GSAs statewide to enhance competency and advocacy around inclusive best practices in schools. Additionally, our Educator Program continues to fortify connections with Wisconsin's educators through intentional gatherings like our annual Safe Schools, Safe Communities Conference and Northwoods Leadership Summit. Both of these events foster spaces for educators, counselors, and other adult allies across Wisconsin to connect and share tools to create safer education environments for LGBTQ+ youth.

In response to feedback from the community, GSAFE launched our Family & Caregiver Program in September 2023. This emerging program aligns with both Youth and Educator programming in its

approach to sustaining deep connections across identities. Our most recent partnership with Forward Learning Youth & Young Adults is an example of this organizing approach, as we aim to build vital kinship networks through monthly in-person organizing groups for families.

- 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.

Grounded in principles of Positive Youth Development, our work to honor the diversity of our LGBTQ+ community and center culturally responsive protective factors predates our achievement of nonprofit status in 2006. Starting in 1996, operating as a local chapter of the Gay Lesbian and Straight Education Network (GLSEN), our staff began cultivating relationships with school districts statewide to facilitate individualized training for school staff on creating safe, affirming school communities for their LGBTQ+ and allied students.

Upon becoming a self-governing 501(c)3, we launched our Leadership Training Institute (LTI)— an annual summer camp for LGBTQ+ high school students across Wisconsin, especially those facing multiple layers of marginalization— to be in community with one another and enhance their advocacy skills. Campers leave LTI and return to their schools in the fall equipped with a toolkit of affirming language, inclusive practices, and stronger social justice analysis, creating positive ripple effects in their communities. Affirming 25+ years of experience cultivating this inclusive, culturally responsive space, a 2024 Leadership Training Institute participant recently shared:

“As a mixed person with so little connection to my Black family, I often struggle to feel like I deserve to be Black or be in Black spaces, but the Black and multiracial attendees at LTI helped me to feel so validated in my struggle and so welcomed into the space. I'll never forget how they made me feel.”

First implemented in 2010, our youth advisory councils have been central to demonstrating our organization's commitment to integrating youth voice into our strategic planning and operations. The most current iteration of our youth advisory council, the Youth Transformation Action Team (YTAT) provides a 12-month, paid opportunity for young adults between the ages of 16-21 based in Madison and Milwaukee to develop peer-to-peer advocacy campaigns. Guided predominantly by transgender and nonbinary youth who are seniors in high school, this team plans curricula and training relevant to their organizing interests and capacities. In particular, the group has moved through intersectionality mapping, role definition to uplift individual strengths, conflict scenario planning, and legal aid training.

All of our programming is designed and led by people who come from the communities we serve. Most recently, with the hiring of our Director of Family Engagement and Advocacy, Sue Neeley, in 2023, GSAFE was able to launch programming for caregivers, including our TransParent Support Group. Sue is a first-generation Laotian caregiver of a trans-identified child who initially sought support from GSAFE when her child began expressing gender-expansive characteristics, revealing a significant gap in available resources, especially for youth and families of color. Thus, from its very inception, the program's direction has been shaped by the organic networks Sue has cultivated from her own experiences as a caregiver of color and advocate for LGBTQ+ youth in Wisconsin.

- 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."

Most recently, after a decade of receiving essential funding from Wisconsin's Department of Public Instruction through its Gifted & Talented grant program, GSAFE learned that we were not selected by this year's reviewers to receive any funding for the 2025-2026 school year. This represents a deficit of nearly \$65,000 in funding, which has sustained a range of collaborative efforts with the Madison Metropolitan School District to provide affirming, inclusive leadership programming for LGBTQ+ and allied youth. In addition, this year's funding was slated to support the onboarding of a new staff member into our Youth Mobilizer role, an essential initiative to build the capacity and reach of our Director of Youth Programming, Yante Turner.

This loss comes at a time where our organization has experienced a notable, well-documented increase in support requests from school staff statewide, including Gender-Sexuality Alliance advisors, student services staff, administrators, and caregivers of LGBTQ+ youth facing unprecedented discrimination in their districts. Yante is prepared to respond to these needs, collaborating with staff, students, and caregivers to enhance their advocacy and mobilization. He is also committed to expanding statewide outreach to those who are in the most need of support. However, without this funding, our ability to carry out this life-saving work is undeniably compromised.

Prior to this setback, GSAFE moved through an organizational restructuring between 2023 and 2024 with the expertise of an external consultant. A key outcome of this restructuring was the promotion of Tyrone Creech, Jr. to our Executive Director. Tyrone, a Black, openly gay man, has been a vital contributor to GSAFE's Youth Leadership program since 2015 and has provided crucial guidance through this period of growth and change.

Under Tyrone's leadership, GSAFE continues to move forward as a grassroots, Black-led power building organization working towards community safety, justice and liberation for Black queer and trans youth in Wisconsin. Our growing relationships with grassroots organizers and practitioners in Milwaukee County have helped forged relationships with individuals like Yante Turner, a Black, transgender change agent from Milwaukee's North Side. Upholding our organizational commitment to ensuring youth's access to living adult Black, transgender mentors, we were honored to be able to bring Yante onto our team as our Director of Youth Programming in July 2024.

Additionally, in 2023, GSAFE launched our Family & Caregiver Program in response to feedback from our community. Led by Sue Neeley, a first-generation Laotian caregiver to a trans-identified child who initially sought support from GSAFE when her child began expressing gender-expansive characteristics, this emerging program aligns with both our Youth and Educator programming in its approach to sustaining deep connections across identities. From its very inception, has been shaped by the organic

networks Sue has cultivated from her own experiences as a parent of color and advocate for LGBTQ+ youth.

- 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."

Despite significant losses in funding, GSAFE is committed to securing necessary support for our Director of Youth Programming by hiring a Youth Mobilizer. Relevant to this program, the onboarding of this staff member will increase our Youth Programming team's capacity to connect our Youth Transformation Action Team young adult peer mentors with LGBTQ+ youth and their caregivers at FLYY, including regular presence at program meetings to guide facilitation.

In addition, our office lease ends next June. We are looking forward to potentially moving into Freedom Inc.'s building at 2110 Luann Lane, which will allow for much closer collaboration with a POC-led organization facilitating similar work grounded in shared values. While the final paperwork still needs to be signed, we are in final negotiations with their team and have solidified a verbal agreement for a move into their building in the next year.

- 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.).

GSAFE seeks highly qualified staff with commitments to social justice, equity, and intersectionality, aligned with our mission to support LGBTQ+ youth and families across Wisconsin. Recognizing that marginalized communities—especially those enduring multiple layers of marginalization—face significant barriers to achieving formal education or professional experience, we place exceptional value on staff's lived expertise in areas like youth development, family engagement, education, and/or social justice, especially with transgender, nonbinary, and communities of color.

For leadership roles like our Director of Family Engagement and Advocacy and our Director of Youth Programming, foundational experience and a willingness to continue to develop skills in community building, program management, relevant grant tracking and reporting, and team supervision are key. To support staff in building these competencies, GSAFE provides ongoing professional development opportunities, covering the costs of attendance to relevant annual conferences, culturally responsive training, and networking opportunities. All staff are encouraged to attend the following annual conferences: the National Equality Federation's Leadership conference, Race Forward's Facing Race conference, and the Creating Change conference hosted by the National LGBTQ Task Force. Our organization also holds membership access to the Community Shares of Wisconsin and the AFP of Greater Madison, which offer membership-exclusive learning cohorts, development courses, and networking opportunities.

Our Youth Transformation Action Team young adults will be building their leadership skills by guiding youth alongside an adult case manager within the Elevate program, and have been selected with similar qualifications in mind. Namely, we prioritize hiring LGBTQ+ youth of color with interests in working collaboratively to mobilize their communities in dismantling systems of oppression. We welcome a wide range of expertise, from lived experiences extending beyond school to years of experience in advocacy and leadership roles. Meeting them where they're at in their competencies, capacities, and interests to encourage experiential peer-to-peer development, the group meets twice a month— once guided by our Youth Programming staff, and another without them, which fosters trust and ensures their voices are centered.

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

Program name: Elevate

Program type: Building Community & Stabilization

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

GSAFE will be partnering with Forward Learning Youth & Young Adults (FLYY), a Madison-based nonprofit organization that can be found at <https://flyy.org/>

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?

Partnership between GSAFE and FLYY is rooted in our TransParent Support Group. This group has existed in partnership with Madison Metropolitan School District for over 10 years and has consistently hosted monthly meetings for over 30 families with transgender and gender diverse youth between the ages of 3 and 18. In 2024, FLYY began providing the physical meeting space for families and caregivers, as well as a separate play space for their children and qualified volunteers to engage with them. We recognize that providing childcare is crucial when we are activating parents and asking them to participate in the important work we are doing to protect transgender and gender diverse youth.

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?

FLYY brings knowledge of resource landscape, trauma-informed and culturally responsive practices, and existing relationships with LGBTQ+ youth and young adults who have substantial, preexisting mental health and/or transitional support needs. FLYY's mission is to empower individuals through relationship-focused support, affirming identity, and experiential learning. By meeting participants where they are, both physically in the community and emotionally, FLYY fosters environments that encourage self-exploration, emotional wellness, and meaningful community connection. FLYY's inclusive approach particularly supports underserved groups, including youth, LGBTQ+ individuals, and families navigating mental health challenges, ensuring they find acceptance and strength through shared experiences and personalized care. FLYY's skill development and

service facilitation programs foster emotional regulation and facilitate participant's growth within GSAFE leadership activities.

GSAFE has a rich history of developing leadership skills in LGBTQ+ identified youth. Rather than a one-off training, GSAFE commits to building dedicated cohorts that move through a series of programs, such as the summer Leadership Training Institute. This intentional structure allows participants to form strong bonds and build their skills over time, encompassing everything from effective communication and public speaking to grassroots organizing and event planning.

Youth who emerge from these cohorts are uniquely qualified to continue working with GSAFE programming beyond their teen years. Having navigated their own journeys and faced similar challenges, they bring a vital perspective and a deep sense of empathy. As a result, they are not only willing but also prepared to step into key roles within the Elevate program. They often go on to serve as mentors for younger students, facilitate peer-to-peer workshops, help organize GSAFE's annual youth conference, or speak as powerful advocates at public events.

- 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?

In the initial design phase, throughout January and February 2026, program staff at GSAFE and FLYY will meet regularly for program planning, implementation and evaluation. This will include establishing job descriptions for the adult service facilitator and peer mentor positions, review of curriculum, and logistical planning.

To support recruitment and implementation, FLYY will reach out to their existing network of LGBTQ+ clients. Demographic data shows that approximately 40% of FLYY's current clients identify within the LGBTQ+ community. GSAFE's Youth Program Director and Family Program Director will reach out to their existing networks to recruit participants.

Program implementation will begin in March 2026 and continue through December 2026. Both GSAFE and FLYY will build in regular opportunities for iterative feedback. With input from service facilitators and peer mentors, development of surveys and other evaluative instruments will be created by the development teams at GSAFE and FLYY and distributed by program facilitators/mentors during regularly held office hours before and after our bi-weekly program meetings. The Youth Leadership Life Skills Development Scale, developed by the research and evaluation collaborative YouthRex, is an example of a survey instrument that aligns with the aims and values of our program. With a validated history of success amongst young adults 17 and older of a diverse range of backgrounds, this survey will allow our program participants to express their perception of their own leadership skills.

- 9. Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**

A common barrier to effective inter-organizational collaboration is limited staff capacity. The teams at GSAFE and FLYY are often stretched thin, with many competing priorities that can lead to communication breakdowns and a transactional partnership dynamic. This proposal is strategically designed to mitigate this challenge by building in dedicated time for collaboration and by including the participation of at least two adult representatives from each organization.

This dual-representative model provides redundancy and ensures continuity, maintaining project momentum even when an individual is attending to other critical programming or personal needs. It also fosters a more team-based approach to the work, promoting internal alignment and shared ownership of project goals. Crucially, this partnership between GSAFE and FLYY is built upon a strong, pre-existing foundation. The two organizations have a proven track record of successful collaboration through our work on the TransParent group, which has already established a high degree of trust and a shared working culture. This existing synergy will significantly reduce the typical barriers to new partnerships and allow us to focus on the project's objectives from day one.

- 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?

Over the past two years, GSAFE has partnered with Sun Seeker MKE, a Milwaukee-based Black and Transgender-led collective dedicated to creating a communal-based infrastructure for safety and security. This collaboration has centered on developing the Youth Philanthropy & Community Care Fellowship (YPCCF), which aims to transform systemic policies, processes, and institutions that perpetuate racialized outcomes.

A key lesson in this partnership is the importance of grounding youth leadership in community-specific resources and support systems. YPCCF participants, many of whom are low-income and justice-impacted, have shared that access to basic needs—such as transportation, childcare, and urgent mutual aid funds—is essential for their ability to fully participate and lead. We've learned from them directly that without addressing these foundational barriers, aspiring youth leaders cannot effectively engage or influence systemic change.

Building on this insight, Elevate's design intentionally incorporates these critical resources. GSAFE and FLYY share a deep understanding that community members who are most in need of individualized support services—like BIPOC, LGBTQ+ community members, disabled folks, our homeless neighbors, and justice-system impacted community members—are often those who face compounding, unjust challenges in their pursuit of accessing these resources, if they can be accessed at all. To effectively serve these communities, we will ensure that our program is entirely free, provides transportation to those in need, encourages a range of options for engagement, and provides childcare.

Through this experience, we have gained a deeper understanding of the importance of embedding resource access into our efforts and fostering equity-driven leadership. These lessons will guide our approach to the current partnership, thus promoting their ability to meaningfully engage and lead.



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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.

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Part 2 - Program Narrative Form

Program Name:	Elevate	Total Amount Requested for this Program:	\$ 160,970		
Legal Name of Organization:	Gay Straight Alliance for Safe Schools	Total amount Requested for Lead/Single Applicant	\$		
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):	Forward Learning Youth & Young Adults	Total Amount Requested for Partner 1:	\$75,564		
		Total Amount Requested for Partner 2:	\$		
		Total Amount Requested for Partner 3*:	\$		
Program Contact: Lead Organization Contact	Lane Hanson	Email:	lane@gsafe wi.org	Phone:	608-661-4141
Program Type: Select ONE Program Type for this form.					
<input type="checkbox"/> Crisis Intervention Support Services: 24/7 Helpline <input type="checkbox"/> Crisis Intervention Support Services: Shelter Services <input type="checkbox"/> Prevention Services and Activities: Community-Based Individual/Family Support <input checked="" type="checkbox"/> Prevention Services and Activities: Building Community and Stabilization <input checked="" type="checkbox"/> Adults and Families <input type="checkbox"/> Youth ages 12-18 years old					
<p>PLEASE NOTE: 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.</p>					

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.

Transgender and gender-diverse young people between the ages of 18-25 represent a critically vulnerable population with specialized crisis prevention support needs. While there are organizations that provide crucial services, a gap often exists for this age group, with programming most often geared toward minors or older adults. This can leave people in this age group in a precarious transition period where they may have lost the support systems of their youth—such as family or school-based resources—without having yet established stable adult lives. This vulnerability can be especially pronounced for those not pursuing higher education, as they may lack access to campus-based health services, peer groups, and other institutional supports. The combination of societal discrimination, financial insecurity, and a lack of tailored resources puts these young adults at a heightened risk for mental health challenges, making accessible and affirming crisis prevention services a matter of life or death. The data we are using to support this identified needs

comes from GSAFE's 25+ years of working with Wisconsin's LGBTQ+ identified youth. Our program participants are increasingly identifying the importance of this gap and have been advocating for programming that will respond to this need. We've seen firsthand how the resources and community we provide for teens often end abruptly when they "age out" of our programs. In response, GSAFE has begun exploring the development of a new program specifically designed to support these young adults, ensuring they have the guidance and community they need to thrive as they navigate the challenges of early adulthood.

GSAFE's extensive work with transgender and gender-diverse youth and their families has highlighted a critical insight: for young people to fully engage in and benefit from leadership development, their foundational needs must first be met. Key to this is access to stable housing, nutritious food, secure employment, and comprehensive health services. Simultaneously, our partners at FLYY have found that while they excel at connecting their clients to these essential daily living supports, many are seeking a deeper connection to the larger queer and transgender community, including opportunities for mentorship, leadership, and advocacy skill-building. This joint understanding forms the core of **Elevate**, our collaborative program designed to bridge the gap between foundational support and advanced leadership training to create a truly holistic and empowering experience for transgender and gender diverse young people as they transition into adulthood.

- 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?

The goal of the Elevate program is to create a holistic and empowering experience for transgender and gender-diverse young adults ages 18-25. By addressing their foundational needs for stable housing, nutritious food, secure employment, and comprehensive health services, the program will create a stable platform from which they can then engage in advanced leadership development and become empowered as they enter adulthood. Through mentorship, community connection, and advocacy skill-building, Elevate aims to bridge the gap between essential life support and opportunities for personal and professional growth, empowering participants to become leaders within the broader queer and transgender community. With its intentional focus on peer-to-peer engagement, Elevate will lay a foundation to create an ecosystem where this population will be able to rely on one another for support and to keep each other safe.

Elevate aligns with this RFP as it emphasizes the strengths of two well established organizations, GSAFE and FLYY, and combines their expertise to build trust, share knowledge, and problem solve across organizational lines. Elevate will build community and stabilization by increasing protective factors and reducing the likelihood of crisis for trans and gender diverse young adults who are either low income and/or struggling with mental wellness issues. Elevate is a community based program that will build a stronger sense of belonging for this population of young adults and their families. As a result of participating in Elevate, this population will report an increased sense of trust, connection and belonging. They will report improved social relationships, communication skills and confidence participating in community activities and events. Participants will also report improvement in overall well being and life stability.

- 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.

In January and February of 2026, we will begin outreach for Elevate, with a planned launch in March 2026. Our recruitment efforts will target trans and gender-diverse young people aged 18-25, specifically aiming for a cohort of 12-15 individuals from the Madison area. We will advertise the program to Transparent listservs both GSAFE and FLYY are connected to, which collectively reach 300-400 people across the state. We know that this listserv welcomes parents of young adults who live in the Madison area and might have interest in this program. GSAFE will also do outreach with previous GSAFE Leadership Training Institute participants. FLYY will do outreach with their current client population of which approximately 40% identifies within the LGBTQ+ community.

The program's design emphasizes a collaborative youth-adult partnership. GSAFE and FLYY adults will work 2 youth who are already involved with GSAFE successful Youth Transformation Action Team (YTAT) to develop and implement a model that centers transformative justice and community support over punitive measures. A key component of GSAFE's contribution to the program is to create resources for adults working with youth that provide frameworks for empowering partnerships. This content will specifically address issues such as adultism that often show up in spaces created FOR youth rather than BY youth. This information will directly benefit GSAFE's educator and family programming, both of which are designed for adults who uplift and support LGBTQ+ youth. The FLYY team will provide expertise for coping with stress, responding to distress in themselves and others and equipping participants with skills in de-escalation, co-regulation, and mental health first aid.

Elevate will meet twice a month from March-December in the designated group space located at the FLYY office, 199 E. Badger Road and will be led by a collaborative team. The FLYY Service Facilitator and the YTAT youth facilitators, will lead one meeting per month focused on social connection and skill-building in areas like crisis response and peer-to-peer resource navigation. The program will also offer one-on-one office hours for connecting young people to vital resources. The Service Facilitator will offer these office hours to meet individually and support program participants with resources needed to support their basic needs (i.e. access to housing, employment services). In collaboration with Elevate and YTAT youth, the GSAFE adult facilitator will lead the second monthly meeting. This session will focus on building a systemic power analysis, leadership skill development, individual empowerment and collective advocacy. The youth from the YTAT team will serve as vital partners in both the leadership and resource-connection components of the program. Upon completion, a participant from the cohort will have the opportunity to transition into a leadership role as an Elevate Peer Leader.

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?

The initial phase of this program will focus on serving trans and gender-diverse young adults aged 18-25. There's a significant gap in supportive services for this specific age group, as most resources are designed either for adolescents or older adults. GSAFE has long-standing programming for teens, and this new initiative aims to fill that void by providing crucial support for youth who have grown out of our existing services as they transition into adulthood. For years GSAFE has received feedback from previous program participants about this lack of continued support and has been attempting to find a way to meet this need expressed by our youth. FLYY serves people ages 6-35 as well as their caregivers and families, and

approximately 40% of their clients identify as LGBTQ+. This program will intentionally reach out to support young people in this age group who are caregivers and parents as these are often the most under-resourced members of this young adult population. Youth from the existing YTAT team will be integral to designing, informing, developing and implementing this program at all stages.

- 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	43
Black/African American	18	39
Asian		
American Indian/Alaskan Native		
Native Hawaiian/Other Pacific Islander		
Multi-Racial	5	11
Balance/Other	3	7
Total:	46	
Ethnicity		
Hispanic or Latino	4	1
Not Hispanic or Latino	42	99
Total:	46	
Gender		
Man	5	11
Woman	16	35
Non-binary/GenderQueer	25	54
Prefer Not to Say		
Total:	46	

Comments (optional): This data is collected from applications submitted for GSAFE youth programs from the past year.

- 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.

FLYY uses Interpreter Cooperatives for translation services and this support would be available to the Elevate program as needed. Any continued culturally relevant needs will be identified and addressed on an individual level once program participants are established. If there are specific considerations that are needed, the GSAFE and FLYY team will work with participants to ensure those needs are met. Recruitment materials will be available in Spanish and English.

- 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.

Recruitment and outreach will take place in January and February 2026. For recruitment we will leverage the Transparent listservs, to which both GSAFE and FLYY are connected, which have a broad reach of 300-400 people across the state. We know that this listserv includes parents of young adults in the Madison area who could be instrumental in helping us identify potential participants.

Additionally, GSAFE will conduct direct outreach to its network of former Leadership Training Institute (LTI) participants, inviting those who have aged into the program's demographic to continue their leadership journey. At the same time, FLYY will connect with their current client population, of which approximately 40% identify as LGBTQ+, to make sure we're reaching young adults who are already engaged in their services and may be looking for a deeper sense of community and leadership development. We'll also promote the program through social media campaigns, community flyers, and by partnering with local organizations and campus centers that serve this age group, such as the UW-Madison's Gender and Sexuality Campus Center and OutReach LGBT Community Center.

b. **Addressing Barriers to Participation:**

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

Meeting people where they are is crucial for successful program participation, and a primary barrier is often a lack of basic needs being met. When individuals are worried about food, housing, or transportation, they can't fully engage in programs designed to build leadership capacity. To address this issue we are building in \$5,000 for a basic needs fund that can directly assist participants with things like rent or utility bills. Additionally, we are building in a \$100 per month tangible incentive for participation in the form of a grocery or gas gift card which can not only help with immediate needs but also serve as a motivator, ensuring that people have the resources they need to consistently show up and benefit from the program. We are also building in \$4,800 to pay for childcare so that participants will be able to attend group and office hours without having to struggle to find safe and affordable childcare services in order to participate.

c. **Enrollment & Engagement Approach:**

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

Recruitment materials will direct interested individuals to complete an application to provide more information about their interest and experience. Materials will be available in English and Spanish. A contact from the Elevate team will reach out to interested individuals and have a more detailed conversation about expectations and commitments. Participants who fit the criteria will be enrolled in the program until the maximum of 15 participants has been reached.

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.,).

Starting in March 2026, the program will hold bi-monthly classes. We need to determine a consistent day and time that works best for participants but for now we are setting the meeting day and time as Wednesdays, 6-8pm. One meeting per month will be led by the FLYY team and will provide learning around coping skills, crisis response, deescalation and other mental health first aid. The second monthly meeting will be a dedicated training session, led by GSAFE's Youth Leadership team who will guide the group through an existing empowerment and leadership curriculum. This structure ensures a balance between building a supportive peer network and developing key leadership skills. In addition, the adult Service Facilitator from FLYY will maintain office hours, and assist participants with service navigation, goal-setting, and enrollment into additional external support programs when relevant. FLYY Service Facilitators will offer skill development and mentorship for individuals, including for those who wish to enter into a participant-led pipeline to leadership. The FLYY Service Facilitator will ensure that participants have access to continuous care through structured referral pathways into FLYY's broader mental health and support services or other relevant community services. The Service Facilitator serves as a partner who can help the participant identify challenges in their lives and work alongside them as they navigate these challenges and systems together. We are requesting \$5,000 in "survival funds" that can be used to assist participants with costs for basic needs support that might be a barrier to their participation. This could include things like purchasing food, bus passes or gas cards. We are also building in a \$100 per month stipend for participants in the form of a gift card for groceries or food.

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.

FLYY uses evidence-informed approaches to develop programming that provides foundational basic needs support as a critical strategy for crisis prevention among people who are in need of mental health support and stabilization. Research has consistently shown that a lack of stable housing, food security, and access to affirming healthcare services directly contributes to higher rates of mental health crises, including anxiety, depression, and suicidality, within the LGBTQ+ community. In addition, FLYY uses the person-centered, community-based approach to crisis prevention. This approach is not only more effective but also more cost-efficient. Studies and models from organizations like Trans Lifeline and The Trevor Project demonstrate that empowering individuals through strengths-based, person-first distress plans can significantly reduce the need for costly emergency room visits and police interactions. These early intervention, intensive support programs act as an alternative to the emergency medical system, which is often not equipped to handle the unique needs of trans and gender diverse individuals and can be a source of trauma. The development of skills like self-regulation and co-regulation within a supportive community model is a powerful, evidence-based strategy that helps young people navigate distress and build resilience, ultimately fostering their ability to thrive. This approach avoids criminalization and harm that often result from law enforcement involvement, which disproportionately targets LGBTQ+ people of color and trans individuals.

GSAFE's use of a Positive Youth Development (PYD) approach is also a proactive and effective method for crisis prevention. Instead of simply reacting to crises, the PYD model addresses the root causes of distress and vulnerability. By focusing on the inherent strengths and potential of young people, this approach builds a protective foundation that reduces the likelihood of future crises. This is achieved by intentionally fostering resilience, developing healthy coping mechanisms, and creating a strong sense of community and belonging. This approach is an evidence-based crisis prevention method because it focuses on building protective factors. Research consistently shows that youth who have strong relationships with caring adults, feel a sense of self-worth and purpose, and are connected to their community are less likely to experience a mental health crisis. By actively promoting these protective factors, GSAFE's approach empowers young

people to navigate challenges and stressors more effectively. Rather than just teaching skills to manage a crisis, PYD aims to prevent the crisis from occurring in the first place by creating a supportive environment where young people can thrive.

- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
 - If your program operates at **multiple locations** with **different schedules**, use **TABLE 2** in addition to table 1 to detail each location's unique schedule
 - If you are submitting a JOINT/MULTI-AGENCY application:
 - Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s): FLYY office located at 199 E Badger Road		
Day of the Week	Start Time	End Time
Monday		
Tuesday FLYY Office Hours (The exact date and time have not been established so this is an estimate.)	5:30pm	7:00pm
Wednesday Program meeting (bi monthly) (The exact date and time have not been established so this is an estimate.)	6:00pm	8:00pm
Thursday FLYY Office Hours (The exact date and time have not been established so this is an estimate.)	5:30pm	7:00pm
Friday		
Saturday		
Sunday		

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

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.

All of our programming is thoughtfully designed and led by people who come from the communities we serve, ensuring our efforts are rooted in lived experience, cultural understanding, and community trust. Our Family Program exemplifies this community-led approach. It is directed by Sue Neeley, a dedicated parent of a trans-identified child who initially sought support from GSAFE when her child began expressing gender-expansive characteristics. From its inception, the direction of our Family Program has been shaped by the organic networks Sue has cultivated from her own experiences as a parent, like attending events for families of color in the Madison Metropolitan School District.

Building on these relationships, we established our TransParent Support Group, which now consistently hosts thirty families monthly. Feedback from these early connections made it clear: parents and caregivers are eager to learn the practical skills needed to support their gender expansive children, and in order to best respond, they need particular support grounded in appropriate developmental stages. Thus, we collaborated with our caregivers to create four subgroups, including separate groups for caregivers of elementary-aged youth and those supporting teenagers.

Additionally, during this year's Caregiver session at our Leadership Training Institute, an annual four-day summer camp for high school students statewide, several caregivers expressed a need for guidance in supporting their gender expansive young adults transitioning from high school to college and careers. Our Family & Youth programming teams were able to share a collection of resources we've built within our organization, however; it is clear that continual guidance is needed. The FLYY network's expertise in supporting transition-aged youth adults makes for a responsive collaboration.

- 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.

Our latest survey distributed to TransParent caregivers in May 2025 revealed that many GSAFE connected families are most concerned about access to gender-affirming care, violence, and their children's mental health. Therefore, we have centered these concerns in our programming design for the upcoming 2025-26 year. This is reflected in the design of our summer webinar series, facilitated with Milwaukee-based organizing group, Rainbowland Action Initiative (RAI), which will keep families connected year-round. These concerns are also reflected in the current proposal for the Elevate program. By collaborating with FLYY, GSAFE will be better equipped to respond to community named concerns around the lack of support for mental health and concerns about violence. We will continue to leverage our community's expertise as we connect our Elevate participants to trauma-informed, culturally-relevant resources and solicit feedback about their experiences to inform the continuation of the program.

- 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)?
Forward Learning for Youth and Young Adults (FLYY)	<p>Providing a safe and accessible physical space for program meetings.</p> <p>Offering a FLYY staff member to co-lead bi-monthly program meetings.</p> <p>Providing expertise and resources for connecting participants to essential needs, such as housing, employment, and health services.</p> <p>Facilitating outreach to current and past FLYY clients to recruit a diverse cohort.</p> <p>Providing access to interpreter services for program participants as needed.</p>	Jordan Rozeske, Executive Director	No

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

How do these partnerships enhance this proposal?

What are the decision-making agreements with each partner?

- 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?

During office hours and one-on-one meetings, the FLYY Service Facilitator will assess participant needs and provide warm referrals to appropriate programs, as necessary. Examples include: Behavioral Therapy for mental health support, the Tenant Resource Center for housing stability, Energy Assistance for basic needs, Employment Resources Inc. for job readiness, the Aging and Disability Resource Center for family and

caregiving supports, local Food Pantries to reduce food insecurity, and legal assistance through Trans Law Help Wisconsin. By embedding this service navigation directly into the program, participants will experience seamless pathways into essential supports, strengthening both their immediate well-being and their long-term stability. The Service Facilitator can also provide support to the group participants' family members by creating distress (crisis) plans that engage the whole family or support system, connecting them to support groups with NAMI, providing psychoeducation to parents and family members around mental health or gender identity, and helping them access other community resources. The Service Facilitator will side-by-side to connect participants to resources while teaching participants the organizational skills to navigate systems with increased independence.

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

12-15 Unduplicated Individuals in Initial Cohort
 75% retention rate from Month 3 compared to Month 10
 2 group sessions per month for 10 months (March-December), 20 total sessions

- B. Program Outcomes

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

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).				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	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: 90% of participants will report an increased sense of trust, connection and belonging.				
Performance Standard	Targeted Percent	90	Targeted Number	15
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Survey and open-ended feedback forms				

Methodology: The primary measurement tool used will be a survey that uses open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys will be distributed to all program participants at the time of entry into the program then again at 3, 6, 9 and 12 months into the program.

Outcome Objective #2: 90% of participants will report improved social relationships, communication skills, and confidence participating in community activities and events.

Performance Standard	Targeted Percent	90	Targeted Number	15
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Survey and open-ended feedback forms

Methodology: The primary measurement tool used will be a survey that uses open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys will be distributed to all program participants at the time of entry into the program then again at 3, 6, 9 and 12 months into the program.

Outcome Objective #3: 90% of participants will report overall improvement in well-being and life stability following program participation.

Performance Standard	Targeted Percent	90	Targeted Number	15
	Actual Percent		Actual Number	

Measurement Tool(s) and Comments: Survey and open-ended feedback forms

Methodology: The primary measurement tool used will be a survey that uses open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys will be distributed to all program participants at the time of entry into the program then again at 3, 6, 9 and 12 months into the program.

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?

Both GSAFE and FLYY have their own, unique systems in place used to track attendance and demographic data about program participants. Together, we will create a system for Elevate that will incorporate cross organizational collaboration (i.e., secured Google spreadsheets with restricted access). This system will incorporate the required outcome evaluation methods collected at program start and again every 3 months. This continuous feedback collection will allow for changes to be made as indicated by program participants. As a youth-led program, the input of the participants is vital to the program's success. GSAFE has a robust financial system in place, including a designated Director of Finance and an external bookkeeping partner, who will account for and report on all expenses and financial matters.

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)
<u>GSAFE Youth Program Adult #1</u>	.25	GSAFE Curriculum and Youth Program requirements	FLYY and GSAFE Office
<u>GSAFE Youth Program Adult #2</u>	.25	GSAFE Curriculum and Youth Program requirements	FLYY and GSAFE Office
GSAFE YTAT Youth Leader #1	.13	GSAFE Curriculum and Youth Program requirements	FLYY and GSAFE Office
GSAFE YTAT Youth Leader #1	.13	GSAFE Curriculum and Youth Program requirements	FLYY and GSAFE Office

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

This program will not incorporate any volunteer services. While both GSAFE and FLYY do have volunteers that assist with different aspects of organizational support, they will not be built into the Elevate program. This is intended to keep the group space confidential and to create a safe environment where participants are able to build secure relationships with the facilitators and each other.

- 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.

Elevate will be held at the FLYY office at 199 E Badger Road. The program will require supplies, food for participants, stipend payments for participants in the form of gift cards, people who will help with child care and some funds set aside for potential expenses to meet basic needs of participants. All of these resources are built into the proposed budget for this program.

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.
- The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

8. If applicable, please complete the following:

- A. Disclosure of Conflict of Interest

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

B. Disclosure of Contract Failures, Litigations

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



CRISIS INTERVENTION AND PREVENTION SERVICES 2025 REQUEST FOR PROPOSAL (RFP)

Budget Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30pm September 22nd, 2025

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

BUDGET NARRATIVE DOCUMENT

This document is to be completed by the program partners of the Lead Agency. It is the responsibility of the Lead Agency to include partner Budget Narratives in the application materials.

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: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Nancy Saiz, Community Development Specialist nsaiz@cityofmadison.com. We are committed to assisting interested organizations understand and work 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 Saiz, nsaiz@cityofmadison.com

Example: Agency A is Identified as the “Lead Agency”. Agency B and C are identified as “Joint/Partner Agencies” for their Program entitled “Age Out Loud”. They requested, in total, 100,000\$ for this program.

Agency A will submit the [Budget Excel Workbook](#) requesting \$100,000. Within this document they will indicate this program is a joint/multi-agency application, along with how much money will be allocated to both Agency B & Agency C. In this example, Agency B is allocated 30,000 and Agency C is allocated 20,000.

Agency A (Lead Applicant) will fill out the Budget Excel Workbook and outline how they plan to use the requested \$100,000. Within the workbook, they will indicate that \$50,000 of the total \$100,000 requested will be allocated to other agencies.

Agency B (Joint Applicant) will fill out the narrative document below outlining how they plan to use \$30,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Agency C (Joint Applicant) will fill out the narrative document below outline how they plan to use \$20,000. This document will be submitted alongside all other required application materials by Agency A on behalf of all identified partners.

Program Name:	Elevate				
Legal Name of Lead Applicant Organization:	Gay Straight Alliance for Safe Schools	Total Amount Requested for this Program:		\$	
Legal Name of any additional Joint Applicants (if applicable):	Forward Learning Youth & Young Adults	Total Amount Requested for your Agency*:		\$ 75,564	
Program Contact for Budget Narrative:	Darren Bell	Email:	darren@flyy.org	Phone:	(608)819-6390
Program Type: Select <u>ONE</u> Program Type for this form.					
<input type="checkbox"/> 24/7 Helpline Services <input type="checkbox"/> Short Term Shelter Services <input type="checkbox"/> Community Based Individual and Family Support <input checked="" type="checkbox"/> Building Community and Stabilization <input type="checkbox"/> XAdults and Families <input type="checkbox"/> Youth ages 12-18 years old					
<p>PLEASE NOTE: Separate budget narrative forms 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.</p>					

Program Expenses	2025 Partner Request
PERSONNEL	\$72,864
OTHER OPERATING	\$3,000
SPACE	\$2,400
SPECIAL COSTS	
TOTAL*	\$75,564

*This number should equal the Total Amount Requested for your Agency on Page 2

Please respond to the following questions based on the amount your agency is requesting. If a particular category does not apply to your proposal, indicate "N/A."

Personnel:

- a. How many permanent staff members will be involved in this program/project, and what are their respective roles and responsibilities?

2 Service Facilitators - Responsible for co-leading social groups, maintaining paid office hours, and assisting participants with service navigation, goal-setting, and enrollment into helpful programs. Estimated Total 40 hours per month direct engagement.

- b. What is the total annual salary budget for permanent staff, including salary, taxes, and benefits?

Permanent staff involved in the project include the Executive Director and Director of Operation, as well as the indirect involvement of the Director of Service Facilitation at FLYY. An hourly rate of \$151.80/hr for FLYY hourly staff direct involvement allows for clear time tracking and billing to GSAFE for grant related activity and contributes to the administrative and overhead costs allocated to maintenance of the program.

- c. Are there any hourly or seasonal staff members? If yes, what is the estimated cost for their wages, taxes, and benefits?

Two hourly staff members will share the Service Facilitator role within the group. Direct cost of hourly employment for this time commitment including taxes and benefits are estimated to be \$25,648 for the year.

Operating:

- a. If applicable, please provide a breakdown of operating expenses including insurance, professional fees, audit fees, postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone expenses, training and conference costs, food and household supplies, travel expenses, and vehicle costs.

Only program supplies and food used solely for the purpose of the Elevate group have been included in the Operating category to enhance clarity in allocations. Any general operating cost of FLYY including utilities, maintenance, internet, depreciation, etc. have been included within the \$151.80 hourly rate proposed by FLYY. The direct operating cost of \$3,000 includes \$50 per month for program supplies and \$5 per participant per session for snacks/drinks.

- b. Are there any other operating-related costs not mentioned above? If so, please specify and provide estimated amounts.

Space:

- a. What are the total annual costs associated with space, including rent, utilities, and maintenance for office space?

\$2,400 has been included as a space use cost. This cost reflects the additional demands on FLYY's office space beyond normal operations. It accounts for accommodations made to other providers when the space is in use, increased cleaning requirements, and availability of the space outside of regular operating hours. True annual cost of lease expense/utilities/maintenance is \$201,232. The hourly provider rate of \$151.80/hr proposed by FLYY is used to contribute to the allocation of funding to this lease expense.

b. If the organization owns space, what are the annual costs for mortgage principal, interest, depreciation, and taxes?

Special Costs:

a. How much funding is allocated for assistance to individuals, such as subsidies, allowances, vouchers, or other payments provided to clients?

N/A

b. Are there any required payments to affiliate organizations? If yes, please specify the purpose and amount.

c. Does the organization subcontract any services? If so, please provide examples and the estimated costs associated with these subcontracts.

APPLICATION FOR 2025 CRISIS INTERVENTION AND PREVENTION SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Gay Straight Alliance for Safe Schools, Inc.
Mailing Address	122 E Olin Ave, Suite 100
Telephone	608-661-4141
FAX	n/a
Director	Tyrone Creech
Email Address	tyrone@gsafewi.org
Additional Contact	Lane Hanson, Director of Finance & Development
Email Address	lane@gsafewi.org
Legal Status	Private: Non-Profit
Federal EIN:	20-4088208

2. PROPOSED PROGRAMS

		2025	If currently City funded	
Program Name:	Letter	Amount Requested	2024 Allocation	Joint/Multi Application - SELECT Y/N
Elevate	A	\$160,970	N/A	Yes-Partner Budget Narrative Required
Contact: Lane Hanson				
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$160,970		

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.

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
TOTAL	8	100%	7	100%			
GENDER							
MAN	2	25%	2	29%			
WOMAN	2	25%	2	29%			
NON-BINARY/GENDERQUEER	4	50%	3	43%			
PREFER NOT TO SAY		0%		0%			
TOTAL GENDER	8	100%	7	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	8	100%	7	100%			
60 AND OLDER		0%		0%			
TOTAL AGE	8	100%	7	100%			
RACE							
WHITE/CAUCASIAN	5	63%	3	43%	80%	67%	16%
BLACK/AFRICAN AMERICAN	1	13%	3	43%	7%	15%	39%
ASIAN		0%	1	14%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE		0%		0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%		0%	0%	0%	0%
MULTI-RACIAL		0%		0%	3%	4%	26%
BALANCE/OTHER	2	25%		0%	1%	2%	28%
TOTAL RACE	8	100%	7	100%			
ETHNICITY							
HISPANIC OR LATINO	1	13%		0%	7%	9%	26%
NOT HISPANIC OR LATINO	7	88%	7	100%	93%	81%	74%
TOTAL ETHNICITY	8	100%	7	100%			
PERSONS WITH DISABILITIES		0%	4	57%			

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

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

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

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

Yes

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2023

12

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

12

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

11

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

Name	Jeremy Pagel			
Home Address	1033 Bultman Road Madison, WI 53704			
Occupation	Educator			
Representing	Co-Chair			
Term of Office	3 years	From:	11/2021	To: current
Name	Lorrie Ford Hurckes			
Home Address	501 W South St Stoughton WI 53589			
Occupation	Administrative Director			
Representing	Co-Chair			
Term of Office	3 years	From:	08/2025	To: current
Name	Vicky Churchill			
Home Address	616 S 6th St Evansville WI 53536			
Occupation	Business Professional			
Representing	Treasurer			
Term of Office	3 Years	From:	08/2025	To: current
Name	Abbie Hartzell			
Home Address	516 Forest Blvd Sheboygan WI 53085			
Occupation	Student Services at UW Madison			
Representing	Board Secretary			
Term of Office	3 years	From	09/2023	To: current
Name	Kayla McGhee			
Home Address	Madison, WI			
Occupation	Administrator			
Representing	Development Committee			
Term of Office	3 years	From:	11/2023	To: current
Name	Fernie Rodriguez			
Home Address	309 W Johnson St #1346 Madison, WI 53703			
Occupation	Administrator			
Representing	HR Committee			
Term of Office	3 years	From:	08/2025	To: current
Name	Sachin Gupte			
Home Address	690 N Midvale Blvd Madison, WI 53705			
Occupation	Attorney			
Representing	HR & Finance Committee			
Term of Office	3 years	From:	08/2025	To: current
Name	Laura McNeil			
Home Address	2109 Rusk St Madison, WI 53703			
Occupation	Educator			
Representing	Development Committee			
Term of Office	3 years	From:	12/2021	To: current

AGENCY GOVERNING BODY cont.

Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
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Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
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 2025	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0						
UNITED WAY DANE CO	0						
CITY CDD (This Application)	160,970	160,970					
City CDD (Not this Application)	0						
OTHER GOVT*	1,193,550						
FUNDRAISING DONATIONS**	0						
USER FEES	0						
TOTAL REVENUE	1,354,520	160,970	0	0	0	0	1,193,550

*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 requestiong funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2025 FTE**	2025 FTE**	2025 FTE**	2025 FTE**	2025 FTE**	2025 Total FTE	2025 Salary	2025 Taxes and	2025 Amount	2025 Wage***	2025 Requested
GSAFE Youth Programs Adult	0.25					0.25	72,400	21,720	94,120	0.00	23,530
GSAFE Youth Programs Adult	0.25					0.25	60,000	18,000	78,000	0.00	19,500
GSAFE YTAT Young Adult	0.13					0.13	52,000	15,600	67,600	0.00	8,788
GSAFE YTAT Young Adult	0.13					0.13	52,000	15,600	67,600	0.00	8,788
						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
SUBTOTAL/TOTAL:	0.75	0.00	0.00	0.00	0.00	0.75	236400.00	70920.00	307320.00	0.00	60606.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

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

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

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

Title of Staff Position*	2025 FTE**	2025 FTE**	2025 FTE**	2025 FTE**	2025 FTE**	2025 Total FTE	2025 Salary	2025 Taxes and	2025 Amount	2025 Wage***	2025 Requested
						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
TOTAL:	0.75	0.00	0.00	0.00	0.00	0.75	236400.00	70920.00	307320.00	0.00	60606.00

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

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

Program Summary

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

Pgm Letter	Program Name	Program Expenses	2025 City Request
A	Elevate	PERSONNEL	60,606
		OTHER OPERATING	24,800
		SPACE	0
		SPECIAL COSTS	75,564
		TOTAL	160,970
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			160,970