



## 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:	WayForward Resources	Total Amount Requested:	\$ 75,000
All program(s) connected to your organization:	Program Name: Eviction Prevention Amount Requested: \$ 75,000 Applicant Type: Single Agency Application Program Type: Community-Based Individual and Family Support 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 -Lead Org):	Meghan Sohns	Email: megan@wayforwardresources.org	
Organization Address:	3502 Parmenter St., Madison, WI 53562	Telephone:	608-826-3416
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).

WayForward Resources brings our community together to create food and housing security through action and advocacy for families, children and individuals, helping almost 15,000 people annually.

Established in 1980, our organization is one of the few in the Madison area providing eviction prevention services in addition to other long-term housing programs. Our eviction prevention program focuses on helping youth, adults and seniors in west Madison (west of Midvale Blvd and inside the Beltline loop), Middleton and Cross Plains avoid the trauma of homelessness by providing financial assistance for rent, utilities and car repair as well as other supports. Our program focuses on person-centered planning using the Arizona Self-sufficiency Matrix to evaluate client needs and working together to create actionable goals that include connecting to community resources in complex systems. Case managers also partner with parents to identify and complete activities from the Five for Families curriculum that feel relevant to the challenges that they are currently experiencing. The activities in this curriculum promote protective factors for families experiencing high levels of stress, which often align with steps towards the families' goals.

In addition to 45 years of providing eviction prevention services, we also operate one of the largest food pantries in Dane County. As part of our work in educating and connecting clients to resources in the community, we are able to directly refer households that self-identify as food insecure for additional support onsite.

- 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.

Throughout our history, first as Middleton Outreach Ministry (MOM) and now as WayForward Resources, we have focused on helping families meet their basic needs and achieve long-term stability.

Our eviction prevention program has been the core of our Housing Stability programming. Last year, we provided financial assistance to nearly 700 households for rent, utilities and car repair. Most of these households received one-time supportive assistance, while approximately 30 families continued to meet with their case managers to discuss goals and resources on an ongoing basis. Funding for these 30 families comes partially from the Siemer Institute for Family Stability as part of their Reducing School Mobility collaboration.

Our participation in the Reducing School Mobility collaboration began in 2022 with the specific goal of helping families with school-age children address housing insecurity and decrease the disruptive moving from school to school that often accompanies an unstable housing situation. The program pairs financial assistance with case management over a period of 6 months to 1 year tailored to each family's specific needs to help them avoid homelessness and navigate crises.

We propose that funds secured through this RFP be used to expand the number of households we support in this way.

- 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."

We are investing 161% more funds in our housing programs than we were just five years ago. Even with those increases, we are sometimes scheduling appointments out two to four weeks to stretch our available assistance until the end of the month. We see no sign of the need for assistance slowing down as rents continue to climb.

- 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."

No changes.

- 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.).

The Housing Stability programs at WayForward Resources are led by the Housing Stability Director with degrees in Psychology, Spanish, and Urban Education, as well as more than 7 years' experience in housing and homeless services. The case managers have a combined 30 years of case management experience.

All WayForward case managers utilize evidence-based, best-informed practices, including the Five for Families Protective Factors curriculum, principles of Housing First, Motivational Interviewing, and Trauma Informed Care. Motivational Interviewing is a goal-oriented style of case management that supports clients in exploring behavioral change. Research shows programs implementing Motivational Interviewing styles cultivate a person-centered planning approach, reducing stressors that can inhibit personal progress. Case managers utilize Trauma Informed Care to engage people with traumatic histories in a manner that recognizes trauma symptoms and acknowledges the role trauma plays in their lives.

Training is a WayForward priority through attendance at conferences and internal training. Staff have completed a de-escalation training focused on refining our skills to respond to clients in a heightened state of stress. Additionally, members of the housing team have attended conferences on trauma informed care, Poverty Matters 2-day conference, Siemer Institute (reducing school mobility as it relates to homelessness) 3-day conference, YWCA Racial Justice Conference, a transgender homelessness crisis seminar, a Rent Smart train the trainer two-day training, and a two-day A Home For Everyone conference. WayForward sets dollars aside to enhance housing staff skills in motivational interviewing, racial equity, trauma informed care, and many others.

**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**

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

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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:	Eviction Prevention	Total Amount Requested for this Program:	\$ 75,000
Legal Name of Organization:	WayForward Resources, Inc.	Total amount Requested for Lead/Single Applicant	\$ 75,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact		Email:	Phone:
Program Type: Select <b>ONE</b> 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 checked="" type="checkbox"/> Prevention Services and Activities: Community-Based Individual/Family Support  <input type="checkbox"/> Prevention Services and Activities: Building Community and Stabilization <div style="margin-left: 20px;"> <input type="checkbox"/> Adults and Families  <input type="checkbox"/> Youth ages 12-18 years old         </div>			
<p><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.</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.

Many people who come to WayForward Resources are on the brink of homelessness. The rental and supportive housing services WayForward provides helps households stay in their homes while focusing on goals of employment, education and health.

Finding and maintaining affordable housing in Dane County has become increasingly challenging. Rent has risen faster here than anywhere else in the country (Cap Times). Median rents for one-bedroom and two-bedroom apartments in Madison have increased by 47% since 2020, according to a July 29 study by Apartment List. Wages are not keeping up with the rising cost of living, and housing unit growth is not keeping up with population growth. The United Way of Dane County reports that 32% of households (nearly one-third) struggle to afford the basic necessities of housing, child care, health care, food, and transportation. That means households must make difficult choices to ensure they can continue to pay rent.



Most large funding streams from the government require people to meet the federal definition of homelessness to be eligible for their services, creating a funding gap for services to families that are already in housing.

Eviction is a catalyst for economic distress, according to the Institute for Research on Poverty at UW-Madison, particularly for members of already marginalized communities such as Black families and women. Households with infants or children are at a greater risk of receiving an eviction filing, according to a recent analysis from The Eviction Lab at Harvard and the U.S. Census Bureau. The Institute's 2023 policy brief on eviction prevention states that adverse events such as unemployment and health challenges can lead to the unpaid or overdue rent that triggers an eviction case filing. By the time a landlord files a case in housing court, tenants have experienced drops in earnings, loss of employment, and mounting debt. Other risk factors for eviction include episodes of housing instability, accumulation of overdue bills, and health challenges leading to a hospital visit.

- 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 overarching goal of WayForward's Housing Stability program is to prevent homelessness and promote long-term housing stability for low-income households in west Madison through comprehensive, trauma-informed support that addresses immediate crisis needs while building protective factors and community resilience. By expanding beyond emergency financial assistance to include ongoing navigation services and individualized support, this program empowers families to develop the skills, connections, and stability needed to thrive independently and break cycles of housing instability.

This goal directly aligns with the Prevention Services & Activities framework's emphasis on upstream, community-rooted solutions by intervening before families become homeless, addressing root causes of housing instability, and building long-term protective factors. Our approach supports all four core program requirements:

**Supporting Protective Factor Development:** Through individualized case management, budgeting support, and goal-setting around employment, education, and health, we help families develop financial literacy, system navigation skills, and crisis management capabilities that serve as protective factors against future housing instability.

**Fostering Community Connection and Resilience:** Our partnerships with landlords, coordination with food access programs, and flexible service delivery in community spaces (libraries, apartment complexes) strengthen community ties and create supportive networks that enhance family resilience.

**Promoting Long-term Stability and Safety:** With 98% of clients avoiding eviction for a year or longer, our holistic approach directly achieves the RFP's emphasis on sustainable, long-term outcomes rather than temporary fixes.

**Culturally Responsive and Community-Grounded Services:** Serving a diverse population, our participant-driven approach, flexible meeting locations, and emphasis on centering lived experience ensures services are culturally responsive and grounded in the specific needs of West Madison's communities.

This goal positions WayForward to achieve the RFP's desired measurable outcomes, including increased confidence in system navigation, improved stress and crisis management, enhanced functioning across life domains, and culturally responsive service delivery that meets diverse community needs.

- 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.

The WayForward Housing Stability program serves low-income households in west Madison (west of Midvale Blvd and inside the Beltline loop), as well as in Middleton and Cross Plains. We propose to utilize funds secured through this RFP to expand our eviction prevention service for families in west Madison to include ongoing support and navigation services in addition to financial assistance.

We address our clients' barriers and challenges with a holistic approach: individualized case management, including budgeting and resource navigation, negotiation and advocacy with landlords, and financial assistance. Case managers negotiate payment plans with landlords and verify that financial assistance being provided by WayForward will prevent eviction and contribute to longer-term housing stability. Our case managers work closely with coworkers in our food access program to assist households in "stretching" their income when needed.

When someone in our service area requests support from one of our Housing Stability programs, they talk to a case manager or a coworker at the front desk. They schedule an initial meeting with a case manager, who can meet with clients onsite, virtually, or in spaces that are closer to their homes, like a public library or the community room in their apartment complex. Case managers and clients discuss the initial reason for seeking services, ways WayForward may be able to provide financial assistance or other resource navigation support, and ways the case manager may support longer-term goal setting and achievement.

Recent client surveys indicate that 98% percent of respondents avoided eviction for a year or longer after assistance. It is worth noting that even with all of the challenges with lack of affordable housing, rising prices and wages not keeping pace, our rate of eviction prevention within a 12 month period has stayed relatively stable. We have also seen improvements in families reaching their goals as measured by the Arizona Sufficiency Matrix tool that WayForward case managers and clients use together to evaluate aspects of their lives. On average, Housing Stability participants improved their scores 7 points on a 90-point scale.

## 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?

All households served by this program have incomes at or below 200% of the federal poverty level. Many fit the United Way's ALICE profile of employed, but asset-limited and income constrained, i.e. "one crisis away from homelessness."

The community we serve in housing is diverse, including 47.5% of individuals who identify their race as Black, 34.5% identifying as white, and the remaining 18.0% identifying in a range of other categories outlined below. 16.3% of our housing program participants identify their ethnicity as Latino/Hispanic, regardless of how they self-describe their race.

Client feedback is key to all the work at WayForward. We have surveyed clients about their experience with our program and their case manager to better understand the impact of our services; including, immediate and long-term outcomes of our programming. We continue to evaluate how to center lived experience as a key driver in making program decisions. Furthermore, our organization partners closely with United Way of Dane County who has created intentional space for organizations running the Reducing School Mobility programs in Madison and outlying areas. This partnership allows us to better understand participant needs across the City of Madison and Dane County to inform programming.

- 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	231	34.5%
Black/African American	318	47.5%
Asian	12	1.8%
American Indian/Alaskan Native	5	0.8%
Native Hawaiian/Other Pacific Islander	2	0.3%
Multi-Racial	32	4.8%
Balance/Other	69	10.3%
Total:	669	
Ethnicity		
Hispanic or Latino	109	16.3%
Not Hispanic or Latino	560	83.7%
Total:	669	
Gender		
Man	198	29.6%
Woman	463	69.2%
Non-binary/GenderQueer	7	1.0%
Prefer Not to Say	1	0.1%
Total:	669	

Comments (optional):

- 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.

One of WayForward's case managers and the Housing Stability Director speak Spanish. For other staff, or for languages other than Spanish, the housing stability team utilizes a phone interpretation service and several translation tools (Translate app, Fluentalk Portable Translator). These supports allow clients to request support in their native language, whether meeting with staff in person or virtually.

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.*

Clients are referred by school social workers, Joining Forces for Families (JFF), United Way 211, WayForward staff, and word of mouth. Our collaborative work with JFF is especially critical in instances where we provide services to the same families, communicating frequently to ensure that a wide range of complimentary resources are included in their goal plans. The housing team also shares information about our programming through channels like the Homeless Services Consortium (HSC) and the Latino Support Network (LaSup), as well as at community events and resource fairs organized by partners.

b. **Addressing Barriers to Participation:**

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

The population this program serves may experience barriers to transportation, which can be addressed by utilizing phone or video call appointments, or occasionally providing clients with Madison Metro bus rides and helping them navigate the documentation required to demonstrate reduced fare eligibility. Scheduling, while also complex, is navigated with each case manager, who may meet with families virtually or in the community if visiting the office would be difficult or inconvenient. If clients realize they are no longer able to attend their appointment time, they may adjust the scheduled time or method when they receive a text reminder 24 hours in advance of the scheduled appointment. Scheduling materials are translated into Spanish, and, when needed, staff may utilize other parts of the Language Access Plan during the scheduling process.

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).*

During an initial appointment with a client, the WayForward housing team seeks more information about the household to determine whether the participants and the program are a good fit for each other. Income eligibility, potential barriers to housing and immediate needs are discussed. The case manager focuses on rapport-building, documentation of eligibility, and steps toward resolving immediate needs. Clients and their case manager may discuss domains of the Arizona Self-sufficiency Matrix and begin discussions of housing and family stability goals.

Case managers continue to check-in with program participants at timely intervals agreed upon by the client and appropriate for their specific situation and needs. Case managers and clients can re-convene to discuss progress toward goals, any resource information compiled by case manager between meetings, and anything else that has changed or come up that impacts the family's stability. Continued program enrollment is always voluntary and participant-driven.

### 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.,).

WayForward's eviction prevention services meet short-term basic needs and help families access services as they recover from vulnerable or crisis situations. There is a particular emphasis on keeping children in their original school.

Case management services occur on an as-needed basis, depending on the types of assistance requested by the household, as well as the participant's self-defined goals and levels of support needed to reach them. Communication may occur as often as weekly or as infrequently as quarterly during program participation.

Clients and their case managers work toward self-defined goals sometimes with the support of activities from the Five for Families curriculum. The strengths identified by the curriculum include Connecting with Others and Knowing How to Find Help, which build clients' confidence in managing their health and well-being in community with others, both in the contexts of formal resource navigation and informal mutual aid. Five for Families activities also support Building Inner Strength, which focuses on clients' ability to manage stress and crisis situations, and build a "toolkit" of coping strategies.

The Arizona Sufficiency Matrix is a tool that WayForward case managers and clients use together to evaluate aspects of their lives such as housing, income, employment, health, education and transportation among others. This assessment is used to identify the client's individualized goals and begin planning steps toward achieving them. The same assessment is used to evaluate progress after 6 months of program participation and once again at the end of the program.

Collecting feedback is a regular part of the case management experience, to best meet the needs of the participants and provide the perspective necessary for quality control and program improvement. There is opportunity for verbal and written feedback. The case manager works with participants to adjust service delivery as deemed appropriate.

**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.

Housing-focused case management addresses the behaviors and patterns that have affected the family's ability to secure and maintain housing while working on individual needs. The program helps clients develop relationships with individuals in the social service system and community to encourage self-sufficiency and provide a support network.

All WayForward case managers utilize evidence-based, best-informed practices, including principles of Housing First, Motivational Interviewing, and Trauma Informed Care. Motivational Interviewing is a goal-oriented style of case management that supports clients in exploring behavioral change. Research shows programs implementing Motivational Interviewing styles cultivate a person-centered planning approach that reduces stressors that can inhibit personal progress. Case managers utilize Trauma Informed Care to engage people with traumatic histories in a manner that recognizes trauma symptoms and acknowledges the role trauma plays in their lives.

**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:
- 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): WayForward Resources main office, 3502 Parmenter St., Middleton, WI; virtually; in community		
Day of the Week	Start Time	End Time
Monday	9:00 AM	4:30 PM
Tuesday	9:00 AM	4:30 PM
Wednesday	9:00 AM	4:30 PM
Thursday	9:00 AM	4:30 PM
Friday	9:00 AM	4:30 PM
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

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

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

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

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

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

#### 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.

WayForward drew upon the model of our current Housing Stability programs and feedback in one-on-one conversations with families about the effectiveness of services to develop this proposal. After-visit surveys and 12 month follow-up surveys ask whether clients' needs were met, if they were treated fairly, and if they have maintained housing and avoided eviction, and they offer space for clients to share more about their progress as it relates to previous goals or request support with something new.

- 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.

WayForward partners with Joining Forces for Families, school district staff, and other community providers to ensure families in our service area, including the Elver Park neighborhood and other parts of west Madison, have access to critical resources. Both partners listed had conversations with our team about this proposal, and they shared their excitement and intention to continue to work with us. We utilized previous communications and surveys to incorporate client feedback on identifying and delivering services.

- 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)?
Joining Forces for Families (JFF)	Referrals (bidirectional), case consulting (bidirectional), and shared problem solving	Sarah Shatz	No
Middleton-Cross Plains Area School District	Referral source, regular check-in meetings, shared problem solving	Amy Poole	No

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

N/A

How do these partnerships enhance this proposal?

We collaborate with both JFF and the school district to better connect families to available resources and opportunities. Because individuals and families who are housing insecure face numerous barriers, together we can help navigate complex systems and provide the help they need now and in the future to sustain housing.

What are the decision-making agreements with each partner?

WayForward makes the decisions regarding our programs, as partners decide on the manner in which they will provide their support/services.

- 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?

WayForward eviction prevention services include financial assistance for rent, utilities and car repair and case management. Referrals to other community resources are participant driven and can depend on factors such as where they live and what language they speak. For example, if a client is seeking employment, case managers will facilitate connections to the Dane County Job Center, Urban League or Job Shop. We prefer making a “warm-handoff” to a specific contact at another resource, but will also help a client make a call.

## 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

WayForward measures program outputs through our comprehensive case management system, tracking both service delivery metrics and participant engagement data. Our output measurements include:

Primary Service Delivery Outputs:

- Number of unduplicated households served: Counted as unique family units receiving services during the grant period, tracked through our client database system to prevent duplication
- Number of client intakes completed: Initial assessment and enrollment sessions with new participants
- Number of individualized service plans developed: Comprehensive support plans created using Arizona Self-Sufficiency Matrix assessments
- Number of case management contacts: Individual meetings, phone calls, and check-ins between case managers and clients
- Number of cross-system referrals made: Documented referrals to external providers including healthcare, legal services, employment programs, and educational resources



#### Financial and Housing-Specific Outputs:

- Number of financial assistance payments provided: Direct rental assistance and utility payments made on behalf of clients
- Number of landlord negotiations conducted: Advocacy and payment plan arrangements facilitated with property owners
- Number of households receiving ongoing support services: Clients participating in extended navigation and goal-setting support beyond initial financial assistance

#### Program Hours:

- Total direct service hours: Face-to-face and virtual contact time between case managers and clients
- Program hours per participant: Average service intensity measured as hours of support per household served

All output data is collected through our case management database system, with real-time tracking of services provided, referrals made, and participant engagement levels.

#### B. Program Outcomes

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

WayForward utilizes multiple data sources to measure program outcomes and ensure comprehensive evaluation of participant progress:

#### Primary Data Sources:

1. Arizona Self-Sufficiency Matrix: Standardized assessment tool administered at intake and follow-up intervals (6 months, 12 months) to measure functioning across life domains including housing stability, employment, education, physical and mental health, and legal status
2. Client surveys: Structured questionnaires administered at program completion and 12-month follow-up to assess housing stability, system navigation confidence, and service satisfaction
3. Administrative records: Housing payment records, eviction court data, and case management documentation tracking housing outcomes and service utilization
4. Partner agency data: Coordination with landlords and referral partners to verify housing status and service engagement

#### Outcome Objectives and Supporting Data:

#### Housing Stability Outcomes:

- 98% of clients avoid eviction for 12 months or longer (measured through follow-up surveys and court record verification)
- Percentage of clients maintaining stable housing or completing planned supportive moves (tracked through 6 and 12-month follow-up contacts)

#### Life Domain Functioning:

- Percentage of individuals reporting improved functioning in one or more Arizona Self-Sufficiency Matrix domains (measured through pre/post assessments comparing intake scores to 6-month follow-up scores across housing, employment, education, health, and legal domains)
- Individual progress on two or more goals in service plans (tracked through case management documentation and quarterly goal reviews)

#### System Navigation and Self-Efficacy:

- Clients report increased confidence in navigating systems to meet health, legal, educational, and housing needs (measured through client satisfaction surveys using Likert scale questions)
- Number of individuals reporting use of at least two new resources aligned with their needs (documented through case management contacts and follow-up surveys)

#### Service Quality and Cultural Responsiveness:

- Percentage of individuals reporting that services met their cultural, linguistic, psychological, and physical needs (assessed through post-service satisfaction surveys)
- Client reports of positive, culturally responsive, trauma-informed service experiences (qualitative and quantitative feedback collected through structured interviews)

#### Data Collection Timeline

- Baseline data: Collected at intake through Arizona Self-Sufficiency Matrix and initial assessment
- Progress monitoring: Ongoing documentation through case management contacts
- Short-term outcomes: Measured at program completion or 6 months
- Long-term outcomes: 12-month follow-up surveys and housing status verification

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

<b>Outcome EXAMPLE Objective:</b> 75% of clients report services were accessible, inclusive, and responsive to their individual identities and experiences ( this is an EXAMPLE ONLY and is NOT REQUIRED).				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	90 of 120 clients
	<b>Actual Percent</b>	78%	<b>Actual Number</b>	94 out of 120 clients
<b>Measurement Tool(s) and Comments:</b> Client exit survey and open-ended feedback forms				

**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 clients who receive financial assistance and other support from WayForward will avoid eviction.

<b>Performance Standard</b>	<b>Targeted Percent</b>	90%	<b>Targeted Number</b>	27 of 30 households
	<b>Actual Percent</b>		<b>Actual Number</b>	

**Measurement Tool(s) and Comments:** 12-month survey

**Methodology:** The survey will be sent by the housing team in a Google form or completed over the phone or in person. Some responses are drop down and some are open-ended. Distributed to program participants 12 months after service completion. These surveys are voluntary. A case manager will provide follow up if requested.

**Outcome Objective #2:** 80% of clients will maintain stable housing or complete a planned supportive move following their financial assistance.

<b>Performance Standard</b>	<b>Targeted Percent</b>	80	<b>Targeted Number</b>	24 of 30 households
	<b>Actual Percent</b>		<b>Actual Number</b>	

**Measurement Tool(s) and Comments:** 12-month survey

**Methodology:** The survey will be sent by the housing team in a Google form or completed over the phone or in person. Some responses are drop down and some are open-ended. Distributed to program participants 12 months after service completion. These surveys are voluntary. A case manager will provide follow up if requested.

**Outcome Objective #3:** Individuals will report improved functioning in one or more of the Arizona Self-Sufficiency Matrix life domains

<b>Performance Standard</b>	<b>Targeted Percent</b>	80	<b>Targeted Number</b>	24 of 30 households
	<b>Actual Percent</b>		<b>Actual Number</b>	

**Measurement Tool(s) and Comments:** Arizona Self-Sufficiency Matrix

**Methodology:** Housing clients will increase their score in at least one domain of the Arizona Self-Sufficiency Matrix, relating to the goals they set and the work they have done with their case manager.

*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?

WayForward's Housing Stability program utilizes a database that stores client demographics, services received, and case notes. This database can be used to run reports that demonstrate which individuals and households (duplicated and unduplicated) received which services and when during a specified date range.

## 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)
Case manager	1	Training on de-escalation, trauma-informed care, Housing First, motivational interviewing and racial equity	West Madison, Middleton, Cross Plains served at WayForward's Middleton Office or at an agreed upon community location
Housing Stability Director	1	Training on de-escalation, trauma-informed care, Housing First, motivational interviewing and racial equity	West Madison, Middleton, Cross Plains

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

The majority of our volunteers work with our food access program and clothing center where they would interact with housing program participants who shop on-site at our food pantry, receive food through home delivery or mobile food pantries and visit our clothing center. All volunteers follow the same process of filling out an application, receiving a background check, and participating in online training, including racial equity training to prepare them to be successful. Staff meet with volunteers quarterly to provide specific program and organization information, and provide other updates as needed.

- 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.

WayForward provides financial assistance for rent, utilities and car repair that helps families stay in their homes and avoid the trauma of homelessness. We have recently increased the maximum amount of assistance available for the first time in a number of years from \$800 to \$1,000 per household to reflect increases in rent, food and other expenses.

## 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.**

Note: The WayForward organizational budget provided includes \$2,974,540 in in-kind donations.

### 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	WayForward Resources, Inc.
Mailing Address	3502 Parmenter St. Middleton, WI 53562
Telephone	608-836-7338
FAX	608-826-3401
Director	Ellen Carlson, Executive Director
Email Address	ellen@wayforwardresources.org
Additional Contact	Meghan Sohns, Senior Director of Programming
Email Address	meghan@wayforwardresources.org
Legal Status	Private: Non-Profit
Federal EIN:	39-1484945

## 2. PROPOSED PROGRAMS

		2026	If currently City funded	
Program Name:	Letter	Amount Requested	2025 Allocation	Joint/Multi Application - SELECT Y/N
Eviction Prevention	A	\$75,000	\$0	
Contact:	Meghan Sohns, Sr Director of Programming megan@wayforwardresources.org			
	B			
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$75,000		

## DEFINITION OF ACCOUNT CATEGORIES:

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

**Operating:** Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related 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>		<b>100%</b>		<b>100%</b>			
<b>GENDER</b>							
MAN	8	53%	3	14%			
WOMAN	7	47%	18	86%			
NON-BINARY/GENDERQUEER	0	0%	0	0%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	15	100%	21	100%			
<b>AGE</b>							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	15	100%	18	86%			
60 AND OLDER	0	0%	3	14%			
TOTAL AGE	15	100%	21	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	14	93%	19	90%	80%	67%	16%
BLACK/AFRICAN AMERICAN	1	7%	1	5%	7%	15%	39%
ASIAN		0%	1	5%	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		0%		0%	1%	2%	28%
TOTAL RACE	15	100%	21	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	0	0%	1	5%	7%	9%	26%
NOT HISPANIC OR LATINO	15	100%	20	95%	93%	81%	74%
TOTAL ETHNICITY	15	100%	21	100%			
<b>PERSONS WITH DISABILITIES</b>	0	0%	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)**

Our organization is committed to fostering diversity at every level through a clear strategy that includes diverse individuals in leadership, our board of directors and our volunteer base. While our board demographics do not exactly mirror those of the the people we serve, we have developed an intentional approach to this challenge by first building a transparent and accountable organization, and developing an inclusive, safe environment for people to thrive. We began by crafting equity and vision statements that align with our core values and mission, and are central to our decision-making processes. We have implemented comprehensive staff and volunteer training on equity and diversity. We emphasize the importance of client feedback in decision-making through surveys and other channels. We recognize that people using our services are experiencing instability and emergencies. Our board manages a multi-million-dollar budget and makes complex long-term strategic decisions. We believe that it is not trauma-informed to ask individuals currently experiencing financial crisis to navigate these decisions while managing their own survival needs. Having thoughtfully considered this power imbalance and believing that lived experiences are crucial to creating the best services for our community, we prioritize three key approaches for board recruitment: Lived Experience Representation, Systems-Level Expertise and Client-Centered Decision Making



## 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 less than 10

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

<b>Name</b>	<b>Dana Monogue, President</b>			
Home Address	3753 Coachman Way, Cross Plains, WI 53528			
Occupation	Superintendent			
Representing	MCPASD			
Term of Office		From:	04/2023	To: 03/2026
<b>Name</b>	<b>Amy Racki, Vice President</b>			
Home Address	3837 Bay Laurel Ln, Verona, WI 53593			
Occupation	Licensed Professional Counselor			
Representing				
Term of Office		From:	04/2025	To: 03/2028
<b>Name</b>	<b>Luke Fuszard, Secretary</b>			
Home Address	8934 Red Beryl Dr, Middleton, WI 53562			
Occupation	Account Executive			
Representing	Benepass			
Term of Office		From:	04/2023	To: 03/2026
<b>Name</b>	<b>Sue Loken, Treasurer</b>			
Home Address	1022 Golden Ln, Waunakee, WI 53597			
Occupation	Chief Strategy Officer			
Representing	Lake Ridge Bank			
Term of Office		From:	04/2023	To: 03/2026
<b>Name</b>	<b>Darren Fortney</b>			
Home Address	6972 Harmony Way, Middleton, WI 53562			
Occupation	Principal, Business Development			
Representing	Short Elliott Hendrickson (SHE)			
Term of Office		From:	04/2024	To: 03/2027
<b>Name</b>	<b>Alex Gibson</b>			
Home Address	6964 Harmony Way, Middleton, WI 53562			
Occupation	Managing Director			
Representing	Smart Solutions			
Term of Office		From:	04/2024	To: 03/2027
<b>Name</b>	<b>Chase Horne</b>			
Home Address	4706 Grandview Ct, McFarland, WI 53558			
Occupation	Attorney			
Representing	DeWitt LLP			
Term of Office		From:	04/2025	To: 04/2028
<b>Name</b>	<b>Christopher Morris</b>			
Home Address	6905 Maywood Ave			
Occupation	VP of Member Councils			
Representing	America's Credit Unions			
Term of Office		From:	mm/yyyy	To: mm/yyyy



## AGENCY GOVERNING BODY cont.

<b>Name</b>	<b>Christin Misna</b>			
Home Address	3539 Richie Rd, Verona, WI 53593			
Occupation	VP of Marketing and Communications			
Representing	JH Findorff & Sons			
Term of Office		From:	04/2025	To: 03/2028
<b>Name</b>	<b>Kate Nisbet</b>			
Home Address	1378 Boundary Rd, Middleton, WI 53562			
Occupation	Client Solutions Manager			
Representing	Forward Health Group			
Term of Office		From:	04/2024	To: 03/2027
<b>Name</b>	<b>Tom Qualls</b>			
Home Address	400 Lamboley Ave, Monona, WI 53716			
Occupation	Community Engagement Director			
Representing	Madison Public Schools Foundation			
Term of Office		From:	04/2025	To: 03/2028
<b>Name</b>	<b>Dom Ricks</b>			
Home Address	702 Bear Claw Way, Apt 202 Madison, WI 53717			
Occupation	Principa			
Representing	Kromrey Middle School			
Term of Office		From:	04/2024	To: 03/2027
<b>Name</b>	<b>Chris Roth</b>			
Home Address	6611 Clovernook, Middleton, WI 53562			
Occupation	Chief Marketing Officer			
Representing	UW Health			
Term of Office		From:	04/2024	To: 03/2027
<b>Name</b>	<b>Andrea Van Nest</b>			
Home Address	4920 Highwood Cir, Middleton, WI 53562			
Occupation	Business Owner			
Representing	Longtable Beer Café			
Term of Office		From:	04/2025	To: 03/2028
<b>Name</b>	<b>Jennifer Wagner</b>			
Home Address	4959 Highwood Cir, Middleton, WI 53562			
Occupation	Director of Medicaid Eligibility & Enrollment			
Representing	Center on Budget and Policy Priorities			
Term of Office		From:	04/2024	To: 03/2027
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
<b>Name</b>	<b>VP</b>			
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

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

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

REVENUE SOURCE	AGENCY 2026	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0	0					0
UNITED WAY DANE CO	200,875	140,875					60,000
CITY CDD (This Application)	75,000	75,000					0
City CDD (Not this Application)	0						0
OTHER GOVT*	20,000	20,000					0
FUNDRAISING DONATIONS**	6,804,125	777,041					6,027,084
USER FEES	0	0					0
TOTAL REVENUE	7,100,000	1,012,916	0	0	0	0	6,087,084

\*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.

**\*\*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.**

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	2026  Amount Requested from the City of Madison
Case Manager	1.00					1.00	62,000	13,000	75,000	29.81	25,000
Case Manager	1.00					1.00	62,000	13,000	75,000	29.81	25,000
Case Manager - bilingual	1.00					1.00	67,000	17,000	84,000	32.21	25,000
Housing Director	0.85					0.85	74,000	18,000	92,000	35.58	0
Director of Programming	0.25					0.25	93,000	19,000	112,000	44.71	0
Executive Director	0.15					0.15	135,000	26,340	161,340	64.90	0
Reception Manager	1.00					1.00	57,200	12,000	69,200	27.50	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
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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
SUBTOTAL/TOTAL:	5.25	0.00	0.00	0.00	0.00	5.25	550200.00	118340.00	668540.00	264.52	75000.00

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

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

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

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

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
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						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:	5.25	0.00	0.00	0.00	0.00	5.25	550200.00	118340.00	668540.00	264.52	75000.00

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

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

## Program Summary

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

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Eviction Prevention	PERSONNEL	75,000
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	75,000
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			75,000