

CITY-COUNTY CONSOLIDATED APPLICATION FOR 2009 & 2010 FUNDS

APPLICATION SUMMARY Submit common description to each revenue source.

ORGANIZATION NAME	Tenant Resource Center, Inc.	
MAILING ADDRESS <small>If P.O. Box, include Street Address on second line</small>	1202 Williamson Street, Suite A, Madison, WI 53703	
TELEPHONE	608-257-0143	LEGAL STATUS
FAX NUMBER	608-286-0804	<input checked="" type="checkbox"/> Private, Non-Profit
NAME CHIEF ADMIN/ CONTACT	Chief Admin: Brenda K. Konkel, Exec. Dir. Chief Contact: Megin McDonell, Prog. Dir.	<input type="checkbox"/> Private, For Profit
INTERNET WEBSITE (if applicable)	www.tenantresourcecenter.org	<input type="checkbox"/> Other: LLC, LLP, Sole Proprietor
E-MAIL ADDRESS	mmcdonell@tenantresourcecenter.org	Federal EIN: <u>39-1360105</u> State CN: _____

PROGRAM LISTING Please list all programs your organization provides (including those which are not funded though this process). Use the same letter throughout the application to identify the programs for which you are requesting funding, consistent with prior years.

PROGRAM NAME	PROGRAM CONTACT PERSON	PHONE NUMBER	E-MAIL
A: Housing Counseling, Outreach, Education	Megin McDonell	608-257-0143	mmcdonell@tenantresourcecenter.org
B: Housing Help Desk	Brenda K. Konkel	608-257-0143	bkonkel@tenantresourcecenter.org
C: Housing Mediation Service	Megin McDonell	608-257-0143	mmcdonell@tenantresourcecenter.org
D: Statewide Services (Other Program)	Brenda K. Konkel	608-257-0143	bkonkel@tenantresourcecenter.org
E:			
F:			

For larger organizations use letters A-K for programs which seek funding though this common application process and attach a list or summary in row K for other programs your organization offers.

REVENUE Columns 2, 3, and 4 describe *total* agency revenue for a calendar year. Distribute column 4 across the program columns A-K. Identify with an asterisk (*) all funding requests which are duplicative in nature. You may change a row heading to make it applicable to your agency. See the INSTRUCTION SECTION for greater detail.

REVENUE SOURCE	2) 2007 ACTUAL	3) 2008 BUDGET	4) 2009 PROPOSED	2009 PROPOSED PROGRAMS			
				A	B	C	D
DANE CO HUMAN SVCS	101,623	106,623	108,000	12,843	90,157	5,000	
DANE CO CDBG							
MADISON - COMM SVCS	43,550	44,595	53,500	53,500			
MADISON - CDBG	19,968	19,786	23,700			23,700	
UNITED WAY ALLOC							
UNITED WAY DESIG							
OTHER GOVT	59,029	22,000	12,000				12,000
FUND RAISING DONATIONS	60,143	45,500	72,858	53,100		9,758	10,000
USER FEES	26,785	38,925	42,800	37,800			5,000
OTHER							
TOTAL REVENUE	311,098	277,429	312,858	157,243	90,157	38,458	27,000

2009 PROPOSED PROGRAMS							
REVENUE SOURCE	E	F	G	H	I	J	K
DANE CO HUMAN SVCS							
DANE CO CDBG							
MADISON- COMM SVCS							
MADISON- CDBG							
UNITED WAY ALLOC							
UNITED WAY DESIG							
OTHER GOVT							
FUND RAISING DONATIONS							
USER FEES							
OTHER							
TOTAL REVENUE							

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 www.cityofmadison.com/dcr/aaForms.cfm

Non-Discrimination Based on Disability: Applicant shall comply with Section 39.05, Madison General Ordinances, Nondiscrimination Based on Disability in City-Assisted Programs and Activities. Under Section 39.05(7) of the Madison General Ordinances, no City financial assistance shall be granted unless an Assurance of Compliance with Sec. 39.05 is provided by the applicant or recipient, prior to granting of the City financial assistance. Applicant hereby makes the following assurances: Applicant assures and certifies that it will comply with Sec. 39.05 of the Madison General Ordinances, entitled "Nondiscrimination Based on Disability in City Facilities and City-Assisted Programs and Activities," and agrees to ensure that any subcontractor who performs any part of the agreement complies with Sec. 39.05, where applicable, including all actions prohibited under Sec. 39.05(4), MGO."

Signed: Brandi K. Kurland

CITY-COUNTY CONSOLIDATED APPLICATION FOR 2009 & 2010 FUNDS

PROGRAM DESCRIPTION

ORGANIZATION: Tenant Resource Center

PROGRAM: Housing Mediation Service
(Submit only to relevant revenue sources.)

PROGRAM LETTER: C
(from App Summary Page A)

- A. **PROGRAM OVERVIEW** Briefly summarize the program being provided (or proposed), including the need being addressed, the program's goals, and the impact of the program. (Word limit: 150 words)

The TRC Housing Mediation Service (HMS) provides mediation services to those who contact HMS prior to an eviction or other small claims court case being filed, as well as on-site mediation to tenants and landlords at eviction court every Tuesday. Mediation is a less expensive, quicker, more user-friendly alternative to small claims court, and improves the outcome of disputes in which parties may have already initiated the court process. The eviction-mediation component of the program helps landlords and tenants resolve their issues through a payment plan, move-out date or another way that may be suggested by the parties. Our goal at eviction court is to help prevent homelessness by reducing the number of untimely evictions that can lead to homelessness.

- B. **PARTICIPANT DEMOGRAPHICS** Complete the following chart for unduplicated participants served by this program *in 2007*. Indicate the number and percentage for the following characteristics. If you do not collect information using these age categories, use your own age category descriptors. For new programs, please estimate participant numbers and descriptors.

PARTICIPANT DESCRIPTOR	NUMBER	PERCENT	PARTICIPANT DESCRIPTOR	NUMBER	PERCENT
TOTAL	996	100%	TOTAL PARTICIPANTS BY RACE	755	100%
MALE	340	34%	WHITE	320	42%
FEMALE	495	50%	BLACK	300	40%
Unreported	161	16%	NATIVE AMERICAN	17	2%
AGE	996	100%	ASIAN / PACIFIC ISLANDER	9	1%
18 – 21	91	9%	OTHER / MULTI-RACIAL	109	14%
22 – 29	219	22%	ETHNICITY	736	100%
30 – 55	359	36%	HISPANIC	87	12%
56 – 52	36	4%	NON-HISPANIC	649	88%
Over 62	5	<1%	HANDICAPPED (persons with disabilities)	133	13%
Unreported	286	29%	RESIDENCY	699	100%
Note: These numbers reflect the demographic make-up of the tenants served by this program and are self-reported by the participants. Many participants choose not to respond to some or all of the questions.			CITY OF MADISON	521	75%
			DANE COUNTY (NOT IN CITY)	175	25%
			OUTSIDE DANE COUNTY	3	<1%

Note: Simple racial and ethnic categories are inadequate to describe the heritage of many people. Please fit client data to the categories above as closely as possible.

PROGRAM: Housing Mediation Service

PROGRAM LETTER: C

(Submit only to relevant revenue sources.)

- C. Describe the participants to be served; e.g. age, income level, limited English proficiency or needing language accommodations, or accessible service locations.

Our target population is low income Dane County residents with rental housing related disputes. Mediation services are provided at any location convenient to both parties, typically at a library or community center, at their request. Mediation services are also provided every Tuesday at Small Claims Court during eviction hearings. Services in Spanish or other language needs, or at a physically accessible location, are accommodated on an as-needed basis.

D. PROGRAM OUTCOMES

996 tenants served in 638 mediation sessions Number of unduplicated individual participants served during 2007.

N/A Number of unduplicated participants who completed the program during 2007 (if applicable).

Complete the following for each program outcome. No more than **two outcomes per program** will be reviewed. Refer to the Instructions for detailed descriptions of what should be included in the table below.

OUTCOME OBJECTIVE # 1		Tenants and landlords will be aware of mediation as a means of solving their rental disputes and will utilize the Housing Mediation Service when appropriate by contacting the HMS in advance of the eviction hearing, resulting in the target number of mediations provided as listed below.				
Performance Indicator(s)		Agreements will be reached in at least 95% of mediations.				
Explain the measurement tools or methods.		Documentation of the number of mediations provided and agreements reached, and the nature of the agreement. Performance standards listed are a combination of all contracts for all mediation services: CDBG, ESG and Dane County.				
Target Proposed for 2009	Total to be served	450	Targeted <u>percent</u> to meet performance indicator(s)	95%	Number to meet indicators(s)	428
Target Proposed for 2010	Total to be served	450	Targeted <u>percent</u> to meet performance indicator(s)	95%	Number to meet indicators(s)	428
OUTCOME OBJECTIVE # 2		Participants in the mediation process successfully reach an agreement and follow through on the agreement. The specific outcome for each case is determined by the terms of the agreement.				
Performance Indicator(s)		70% will be determined to be effective agreements as described below. Effective may mean that the tenant avoided homelessness or that the terms of the agreement were upheld to the satisfaction of the parties.				
Explain the measurement tools or methods.		Follow-up surveys may be used to measure the number of agreements that were successfully upheld. Approximately four times per year, tenants and landlords may be surveyed to determine whether the tenant still resides in the unit, is likely to be evicted or not, has become homeless or has left the area/cannot be reached.				
Target proposed for 2009	Total to be served	450	Targeted <u>percent</u> to meet performance indicator(s)	70%	Number to meet indicator(s)	315
Target proposed for 2010	Total to be served	450	Targeted <u>percent</u> to meet performance indicator(s)	70%	Number to meet indicator(s)	315

- E. **PROGRAM ACTIVITIES** In the space below, describe the strategies and program activities used to achieve each of the program outcomes. (These usually include a description of what services your staff and volunteers deliver to achieve your outcomes.)

Outcome #1

Mediation is one problem-solving option discussed when we provide housing counseling. Mediation is a process in which an impartial third party meets with two or more parties who have a rental housing related dispute. The mediation process outside of small claims court is as follows:

- 1) A persons calls to request mediation services. We do preliminary screening to assure that it is not a housing counseling question.
- 2) We contact the other party in the dispute and inform them that there has been a request for mediation.
- 3) Written information is sent to both parties if necessary.
- 4) Staff requests that both parties discuss the issues with a housing counselor so we know that they are informed of their legal rights and responsibilities.
- 5) If both parties agree and a time is arranged, a formal mediation takes place. The actual mediations take place in the community in a location convenient for the parties. Some locations used in the past include libraries, community centers, police stations, etc. The agreement is written for the parties to their satisfaction.

A second aspect of our mediation program is that we send a postcard to every household who is being evicted informing them of the Housing Mediation Service. We send a packet of information to each landlord 2 or 3 times a year or as necessary. Mediators are present at small claims court every Tuesday when eviction hearings are scheduled. If a tenant contacts us prior to the court date we try to set up a mediation prior to the court date. Otherwise trained mediators provide mediation services at small claims court on request. A mediation may take place before or during the joinder conference. This project allows us to collect information about evictions in Dane County as well.

Outcome #2

Follow-up surveys and other methods such as checking court records will be used to measure the number of agreements that were successfully upheld. Approximately four times per year, tenants and landlords may be surveyed to determine whether the tenant still resides in the unit, is likely to be evicted or not, has become homeless or has left the area/cannot be reached. In non-eviction cases, it will be determined if the agreements were upheld to the satisfaction of the parties.

PROGRAM: Housing Mediation Service
 (Submit only to relevant revenue sources.)

PROGRAM LETTER: C

F. **PROGRAM BUDGET 2008 ESTIMATED OPERATING BUDGET and 2009 Proposed Budget** (You may change row headings to make them applicable to your organization.)

ACCOUNT CATEGORY Source	2008 REVENUE SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	TOTAL
DANE CO HUMAN SERV	5,400	5,400	0	0	5,400
DANE CO CDBG	-	-	-	-	-
MADISON COMM SERV	-	-	-	-	-
MADISON CDBG	19,786	9,388	8,066	2,332	19,786
UNITED WAY ALLOC	-	-	-	-	-
UNITED WAY DESIG	-	-	-	-	-
OTHER GOVT	-	-	-	-	-
FUND RAISING	5,578	5,578	0	0	5,578
USER FEES	-	-	-	-	-
OTHER	-	-	-	-	-
TOTAL	30,764	20,366	8,066	2,332	30,764

ACCOUNT CATEGORY Source	2009 REVENUE SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	TOTAL
DANE CO HUMAN SERV	5,000	5,000	0	0	5,000
DANE CO CDBG	-	-	-	-	-
MADISON COMM SERV	-	-	-	-	-
MADISON CDBG	23,700	11,799	9,569	2,332	23,700
UNITED WAY ALLOC	-	-	-	-	-
UNITED WAY DESIG	-	-	-	-	-
OTHER GOVT	-	-	-	-	-
FUND RAISING	9,758	9,758	0	0	9,758
USER FEES	-	-	-	-	-
OTHER	-	-	-	-	-
TOTAL	38,458	26,557	9,569	2,332	38,458

G. **2009 COST EXPLANATION** (Complete only if significant financial changes are anticipated between 2008 and 2009.) Explain specifically, by revenue source and/or account category, any noteworthy change in the 2009 request. For example, unusual cost increase, program expansion, Living Wage requirements, or loss of revenue.

Due to the funding losses mentioned in the Organizational Profile, Question #2, we are requesting funding at a level that is needed to maintain our current level of services without further reductions, and that more accurately reflects the cost of the program. We have also greatly increased fundraising and donations.

PROGRAM: Housing Mediation Service
(Submit only to relevant revenue sources.)

PROGRAM LETTER: C

H. **PARTICIPANT COST** This chart requests unit and participant/client costs for this program only. For column 4) divide column 2) by column 3). For column 6) divide column 2) by column 5).

	2) TOTAL COST OF PROGRAM	3) UNDUPLICATED PARTICIPANTS	4) COST PER PARTICIPANT	5) UNITS PROVIDED	6) UNIT COST
2007 ACTUAL	\$26,004	996	\$26.11	638	\$40.76
2008 BUDGETED	\$30,764	450	\$68.36	450	\$68.36
2009 PROPOSED	\$38,458	450	\$85.46	450	\$85.46

I. **SERVICE UNITS** Define the 2009 Proposed Units Provided in column 5) in the Unit Cost table above. Wherever possible use the unit of service requested by a revenue source.

A service unit is a mediation session.

J. **UNDUPLICATED PARTICIPANT** How does your agency define an unduplicated participant in this program (e.g., a youth who enrolls in a 4-week summer program, or a senior who receives care management services during the year, or a monthly visitor to a neighborhood center)?

An unduplicated participant is a tenant participating in a mediation session. (Many mediation sessions involve only one tenant, but could involve several. If more than one tenant participated in a mediation session, then the cost per participant, as proposed above, would go down.)

2010 SECOND YEAR FUNDING SUPPLEMENT

USE only if applying to City of Madison OCS or City of Madison CDBG

If you are requesting only a COLA increase in 2010, indicate by check the box on the left and skip sections K, L and M. If you are requesting increased funding beyond a COLA, complete Sections K through M.

K. **PROGRAM UPDATE** 1) Describe any major changes being proposed for the program/service in 2010, i.e., expansions or narrowing in target population, scope and level of services, geographic area to be served, etc.).

L. **2010 PROPOSED BUDGET**

2010 PROPOSED BUDGET					
ACCOUNT CATEGORY	2010 PROPOSED BUDGET TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SERV					
DANE CO CDBG					
MADISON COMM SERV					
MADISON CDBG					
UNITED WAY ALLOC					
UNITED WAY DESIG					
OTHER GOVT					
FUND RAISING					
USER FEES					
OTHER					
TOTAL					

M. **2010 COST EXPLANATION** Explain specifically, by revenue source, any financial changes that you anticipate between 2009 and 2010.

CITY-COUNTY CONSOLIDATED APPLICATION FOR 2009 & 2010 FUNDS

ORGANIZATIONAL PROFILE

ORGANIZATION Tenant Resource Center
(Submit to all revenue sources.)

AGENCY INFORMATION

1. **MISSION STATEMENT** Describe your agency's mission in the space provided.

The Tenant Resource Center is a non-profit, membership organization dedicated to promoting positive relations between rental housing consumers and providers throughout Wisconsin. By providing information and referrals, education about rental rights and responsibilities, and access to conflict resolution, we empower the community to obtain and maintain quality affordable housing.

2. **SERVICE IMPROVEMENT** Describe any recent initiatives or best practices, programmatically or administratively, that have improved your agency's ability to deliver services.

Unlike previous years, this past year there have been few service improvements. In fact, there have been temporary service reductions, as we struggle to maintain quality services with a much smaller staff as the result of two major funding losses in the past year. First, the UW-Madison Student Services Finance Committee (SSFC) changed their eligibility criteria and the Tenant Resource Center lost \$55,000 due to the loss of eligibility. Second, we were not funded by U.S. Dept. of Housing and Urban Development (HUD) to continue our toll-free hotline—we lost \$41,000.

These two losses have presented big challenges for the organization. We have had to nearly double our fundraising capacity and increase our grant writing at a time when we've had to cut back on program staff. We are working hard to make sustainable changes so that we can continue to provide these services and decrease the effort it will take to do more fundraising over time. While we have temporarily reduced office hours in the past, we anticipate that we can maintain regular office hours at current staff levels as long as we have no long-term illnesses or absences among the staff.

Our Board of Directors has a renewed commitment, with the help of a community advisory board, to find new, sustainable funding sources and new ways of doing business. We hope that in 2009 and 2010 we can make some innovative changes, once we stabilize the organization. One area that looks promising is strengthening our capacity to serve people through our website and other technology advances.

3. **EXPERIENCE AND QUALIFICATIONS** Describe (in the space provided) the experience and qualifications of your agency related to the proposed programs.

TRC has provided housing counseling, information and referrals to WI residents since 1980. Of the 13,034 clients served in 2007, 5,335 were counseled at our main office on Williamson St., with the remainder served through the Housing Help Desk in the Dane Co. Job Center, our statewide toll-free hotline (discontinued as a separate program as of October 1, 2007), and at community workshops and presentations. TRC's Housing Mediation Service began in 1995 as a joint project of TRC and the Apt. Assoc. of South Central WI to offer alternative dispute resolution for rental-housing related conflicts between tenants, landlords, roommates and neighbors. In 1997, services expanded to include a focus on eviction prevention by providing mediation services prior to, and at, eviction hearings. HMS provided assistance in 638 eviction cases during 2007. This constitutes 21% of residential evictions filed in 2007, up from 19% in 2005, 15% in 2003 and 10% in 2001.

4. **AGENCY GOVERNING BODY** How many Board meetings has your governing body or Board of Directors scheduled for 2008? 12

Please list your current Board of Directors or your agency's governing body. Include names, addresses, primary occupation and board office held. If you have more members, please copy this page.

Board President's Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Jennie Mauer 1333 Mound St, Madison (53715) Policy and Program Analyst N/A	Board Vice-President's Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Rudy Moore 1327 E Dayton #1, Madison (53703) Law student, Landlord N/A
Board Secretary's Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Kari Ehrhardt 2120 University Ave #414, Madison (53726) Legislative Aide N/A	Board Treasurer's Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Tim Castillo 1713 Droster Road, Madison (53716) Veterans Affairs, Property Manager N/A
Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Clare Campbell 905 Columbia Road, Madison (53705) Primary caregiver for children, Landlord N/A	Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Chris Laurent 5819 Gemini Drive, Madison (53718) Real Estate Developer N/A
Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Ron Luskin 615 W Main St, Madison (53703) Architecture / Consulting N/A	Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Robert Artis 2424 Chalet Gardens Ct #2, Fitchburg (53711) Outreach Coordinator N/A
Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	Ryan Estrella 5183 Nine Bark Dr, Fitchburg (53711) DCHS-JFF Social Worker N/A	Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	
Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08		Name Home Address Occupation Representing Term of Office: From 6/07 To 5/08	

STAFF-BOARD-VOLUNTEER DESCRIPTORS

5. **STAFF/BOARD/VOLUNTEERS DESCRIPTORS** For your agency's 2007 staff, board and volunteers, indicate by number and percentage the following characteristics.

DESCRIPTOR	STAFF		BOARD		VOLUNTEER	
	Number	Percent	Number	Percent	Number	Percent
TOTAL	5	100%	9	100%	20	100%
GENDER						
MALE	1	20%	6	67%	4	20%
FEMALE	4	80%	3	33%	16	80%
AGE						
LESS THAN 18 YRS	0	0%	0	0%	0	0%
18 – 59 YRS	5	100%	9	100%	15	75%
60 AND OLDER	0	0%	0	0%	5	25%
RACE						
WHITE	5	100%	7	78%	16	80%
BLACK	0	0%	1	11%	1	5%
NATIVE AMERICAN	0	0%	0	0%	0	0%
ASIAN/PACIFIC ISLE	0	0%	1	11%	1	5%
MULTI-RACIAL	0	0%	0	0%	2	10%
ETHNICITY						
HISPANIC	0	0%	0	0%	0	0%
NON-HISPANIC	5	100%	9	100%	20	100%
HANDICAPPED* (Persons with Disabilities)	1	20%	0	0%	1	5%

* Refer to definitions on page 3 of the instructions.

BUDGET TOTAL OPERATING EXPENSES

6. **AGENCY EXPENSE BUDGET** This chart describes your agency's total expense budget for 3 separate years. Where possible, use audited figures for 2007 Actual. Use current budget projections for 2008 Budget.

ACCOUNT DESCRIPTION	2007 ACTUAL	2008 BUDGET	2009 PROPOSED
A. PERSONNEL			
Salary	181,591	145,237	162,285
Taxes	14,681	11,831	13,794
Benefits	22,352	21,395	24,150
SUBTOTAL A:	218,624	178,463	200,229
B. OPERATING			
All "Operating" Costs	83,695	88,400	94,629
SUBTOTAL B	83,695	88,400	94,629
C. SPACE			
Rent/Utilities/Maintenance	16,537	17,940	18,000
Mortgage (P&I)/Depreciation/Taxes	0	0	0
SUBTOTAL C	16,537	17,940	18,000
D. SPECIAL COSTS			
Assistance to Individuals	-	-	-
Subcontracts, etc.	-	-	-
Affiliation Dues	-	-	-
SUBTOTAL D	-	-	-
TOTAL OPERATING EXPENSES A-D	318,856	284,803	312,858
E. TOTAL CAPITAL EXPENDITURES	-	-	-

7. **PERSONNEL SCHEDULE**

- Column 1) each individual staff position by title.
- Columns 2) and 4) indicate the number of Full Time Equivalents (FTEs) in each staff position.
- Columns 3) and 5) indicate the total salaries for all FTEs in that staff position. Do not include payroll taxes or benefits in this table.
- Columns A-K distribute column 4) (2008 FTEs) across all agency programs.

PLEASE NOTE COLUMNS A-K are FTEs, NOT dollar amounts.

Continue on page 6 if you have more than five (A-E) programs.

1) STAFF POSITION/ CATEGORY	2008 ESTIMATED		2009 PROPOSED		2009 PROPOSED FTE'S DISTRIBUTED BY PROGRAM				
	2) FTE	3) TOTAL SALARY	4) FTE	5) TOTAL SALARY	A	B	C	D	E
Executive Director	1	\$41,200	1	\$43,260	.50	.25	.10	.15	-
Program Director	1	\$36,100	1	\$37,905	.75	0	.15	.10	-
Housing Counselors	2	\$50,540	2	\$55,120	.70	1.00	.30	0	-
Office Manager	1	\$17,397	1	\$26,000	.63	.18	.11	.08	-
TOTAL	5	\$145,237	5	\$162,285	2.58	1.43	.66	.33	-

8. **LIST PERCENT OF STAFF TURNOVER** 33% Divide the number of resignations or terminations in calendar year 2007 by the total number of budgeted positions. Do not include seasonal positions. Explain if you had a 20% or more turnover rate in a certain staff position/category. Discuss any other noteworthy staff retention issues, or policies to reduce staff turnover.

ACTUAL "TURNOVERS": During 2007, of six full-time positions, there were two resignations. These staff people were replaced. [2/6 = 33%] This is a typical rate of turnover for the Housing Resource Specialist position for a number of reasons: high rate of burnout among frontline workers, relatively low pay, many often go on to graduate school or other positions.

POSITIONS ELIMINATED: As of June 30, 2007, two .3 FTE Campus Coordinator positions were eliminated due to the loss of UW-SSFC funding mentioned in the Organizational Profile Question #2. On September 30, 2007, one full-time Housing Resource Specialist position was eliminated as a result of the loss of HUD funding.

