



APPLICATION Request for Proposals Seeking Collaboration of Service Providers for Tree Lane Apartments

The Request for Proposals seeking collaboration of service providers for Tree Lane Apartments requires the following elements be included in the response. Applications must be submitted electronically to the City of Madison Community Development Division by **noon (CST) on June 7, 2019**. Email to: CDDapplications@cityofmadison.com

APPLICANT INFORMATION

Name of Lead Applicant:	<u>The Salvation Army</u>		
Mailing Address:	<u>630 East Washington Ave Madison WI 53703</u>		
Telephone:	<u>608-250-2237</u>	Fax:	<u>608-256-0569</u>
Project Contact:	<u>Melissa Sorensen</u>	Email Address:	<u>Melissa_Sorensen@usc.salvationarmy.org</u>
Federal EIN:	<u>36-2167910</u>	DUNS #:	<u>150777253</u>

AFFIRMATIVE ACTION

If selected, applicant hereby agrees to comply with the 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 <http://www.cityofmadison.com/dcr/aaFormsID.cfm>.

LOBBYING REGULATED

Notice regarding lobbying ordinance: If you are seeking approval of a development that has over 40,000 gross square feet of non-residential space, or a residential development of over 10 dwelling units, or if you are seeking assistance from the City with a value of over \$10,000 (this includes grants, loans, TIF, or similar assistance), then you likely are subject to Madison’s lobbying ordinance, sec. 2.40, MGO. You are required to register and report your lobbying. Please consult the City Clerk for more information. Failure to comply with the lobbying ordinance may result in fines of \$1,000 to \$5,000.

CITY OF MADISON CONTRACTS

If selected, 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 (608) 266-6520.

The City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

SIGNATURE OF APPLICANT

Enter Name: Steven Merritt

By entering your initials in this box you are electronically signing your name as the submitter of the application and agree to the terms listed above.

Date: 6/7/19



A. LEAD AGENCY QUALIFICATIONS

1. Agency Mission Statement

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

2. Describe your organization’s history and general administrative capacity to be the lead entity for this project. Include any examples of effectively managing various service partnership in order to serve your clients.

The Salvation Army of Dane County (TSA) has been providing essential services to the residents of Dane County for almost 130 years. TSA operates the only emergency family and single women’s homeless shelter as well as one of the largest family rapid rehousing programs in Dane County amongst a myriad of other homeless housing programs. TSA collaborates with both The Road Home and The YWCA on three different family housing programs, one of which TSA operates as the lead organization.

TSA is one of the largest providers in the community and has a vast structure for managing programs. TSA has also been managing the State Subsidy Shelter Grant (SSSG) with Porchlight, YWCA, and TSA a for over 10 years. This grant is dispersed to TSA and 39% goes to Porchlightis and 11% to the YWCA. TSA distributes the funds, applies for the application annually and submits the annual report .

TSA is the lead entity and coordinates with The Road Home to operate a HUD funded program called RISE (Rehousing into Stable Environments. This is a Rapid Rehousing program for families where a rental subsidy is provided along with intensive housing focused case management. This program is very successful with a 95% success rate. TSA applies for the funding and is the lead agency that recieves and dispurses the funds to The Road Home.

TSA partners with a local private landlord to operate a rapid rehousing program. This progarm is truly a housing first rapid rehousing program. The landlord almost exclusivly rents to the DAWNS program and has served over 125 families since 11/16. TSA meets with the landlord monthly to coordinate services.

3. Describe your agency’s qualification to be the core case management services provider. Include your agency’s experience in working with families experiencing homelessness and providing services that are trauma informed and based on housing first and harm reduction philosophy.



The Salvation Army of Dane County (TSA) has been providing services for families and individuals experiencing homelessness for many years. Through our low barrier shelter and housing programs for families and single women, we have demonstrated our ability to serve the most vulnerable members of our community and be an active part of the solution to end homelessness in Dane County. The following paragraphs further elaborate on TSA's qualifications to be the core case management service provider at Tree Lane Apartments by: highlighting our current housing programs and case management services, explaining how we aim to provide services that are trauma informed, and emphasizing how we incorporate housing first and harm reduction philosophies into every day practice.

In the past 20 years, TSA has been increasing its capacity to provide more comprehensive, housing focused services for our families and single women. We have responded to the needs of the community by creating our own programs and partnering with other homeless services agencies to serve those at imminent risk of homelessness, literally homeless, and recently exiting homeless. Our shelter for families and single women has eliminated numerous barriers to entry, driven by the desire to be a safe, inclusive environment. Today, TSA operates the only drop-in shelter for families and single women experiencing homelessness in Dane County. Progressive changes were also initiated in the early 2000's when TSA started the Family Stabilization Program to provide limited financial assistance and case management services for families at risk of homelessness. This pilot program has since evolved into three Rapid Re-housing programs and one Permanent Supportive Housing program for families. Both Rapid Re-housing and Permanent Supportive Housing programs follow evidence based research and are considered best practice interventions for families and individuals experiencing homelessness by the Department of Housing and Urban Development (HUD).

TSA's housing programs are designed to help families exit homelessness as quickly as possible and provide time-limited, individualized supports to promote stabilization. Utilizing city and county funding, TSA's DAWNS Rapid Re-housing program uses a progressive engagement model and has housed 129 families since its establishment in late 2016. 87 percent of the families housed through DAWNS were still housed after 2 years and did not return to homelessness. Similar numbers are shared by our RISE Rapid Re-housing program which is federally funded through HUD. RISE has helped house 80 families since 2014 with 95 percent of families stability housed after 2 years. TSA's two additional family housing programs are a collaborative effort with The Road Home of Dane County and the YWCA Madison. With funding support from the United Way of Dane County and additional funding from HUD.

All of TSA's housing programs emphasize Housing First as the primary intervention to end homelessness. TSA believes all individuals and families deserve housing regardless of income, criminal history, substance use, gender identity, housing history, credit, or sexual preference. TSA understands that past mistakes do not dictate future successes. A family does not need to have all of their problems solved before searching for housing or entering our housing programs; rather housing is the first step in a family's journey towards independence and stabilization. As evident by our successful program outcomes, a family with the support of ongoing TSA case management is able to stabilize relatively quickly once safe, private, constant housing is attained.

Our current model of providing case management services revolves around meeting the unique needs of the individual and family, being trauma informed, and practicing harm reduction. Housing focused case management services are offered immediately upon entry into shelter and follow families into their newly attained housing. Services are client-driven, voluntary, and assessed through the systems perspective. Services are strengths based and value personal choice. Case managers work with clients to formulate individualized goals and empower families to reach their full potential. Goals must be housing focused, but in reality, TSA understands everything may relate back to housing. If TSA is not able to meet an individual need, we have developed relationships with other community resources which will eliminate gaps in service.

TSA's case management services and housing programs were developed with the knowledge that our families are the most vulnerable members of our community. Homelessness can be a scary,



misunderstood, traumatic experience for a family, so TSA understands that providing effective services for our families means providing trauma informed services. As explained in the previous paragraph, client choice and collaboration drive our case management services which are also key tenants of trauma informed services. Trauma informed services recognize how past trauma and experiences shape an individual's behavior and choices. TSA case managers and shelter staff strive to create a non-judgmental, safe environment where feelings are valid and opinions are valued. TSA also understands how speech, body language, and physical space can impact those with past trauma. Coupled with trauma informed services is the implementation of the harm reduction philosophy and strategies to enhance safety and well-being. As a low barrier shelter and housing program coordinator, TSA works with individual substance use rather than condemning or ignoring the behavior. Abstinence from alcohol or other drugs is not a prerequisite for housing, nor is it a determinant of success in that housing. TSA values personal choice and works with clients to prioritize safety and minimize the harmful effects of drug use.

TSA has demonstrated its ability to provide effective evidence based and trauma informed services for families experiencing homeless through our shelter services, housing programs, and case management. This experience has prepared TSA to be the lead case management services provider at Tree Lane and implement innovative, progressive services which empower families to thrive in their new housing.

4. Describe how you integrate, or will integrate, both community and stakeholder input into your agency's operations and program planning (e.g., input or involvement in the creation, design, implementation, and feedback for services).

Involving community members, stakeholders and organizations into TSA's operations and program planning, not only enhances the understanding of and by the target population, but is fundamental to identifying the best way to meet the community's needs as well as the needs of the families residing at Tree Lane.

5. Describe the proposed organizational structure for your agency's team including their roles, reporting responsibilities, and interface with Heartland, United Way, and the City.

TSA's organizational structure consists of Social Services Executive Director and Housing Services Director that will oversee all operations. They will be heavily involved along with the supervisor at tree lane for collaboration with Heartland, United Way and The City of Madison. The Contracts Manager and Housing Services Director will oversee the reporting and distribution of funds.

6. Describe your agency's experience in leveraging various sources of non-governmental funding such as private fundraising and Medicaid billing.

Besides governmental funding, private donations and fundrasing is TSA's largest source of revenue. TSA's largest private fundraiser is ringing bells, which is executed twice a year. About 40% of TSA's annual budget is from private donations.



7. List all paid staff that will be working on the proposed project.



Title of Staff Position Include only One Employee per Line	FTE		For Part-Time only: # of Hours per Week Employed	<u>Duties</u>	Proposed Hourly Wage ¹	2019 Wage and Fringe		2020 Wage and Fringe	
	FTE	PTE				CDD Funds	Total Cost	CDD Funds	Total Cost



Tree Lane Program Coordinator/S upervisor	1			The Program Coordin ator is responsi ble for overseei ng all support services provided to families residing in perman ent supporti ve housing at Tree Lane Apartme nts. The Program Coordin ator will train, develop and supervis e staff, develop and impleme nt program policies and procedu res and develop and maintain relations hips with property manage ment staff and commun	\$	\$34363	\$34363	\$76129	\$76129
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Title of Staff Position Include only One Employee per Line	FTE		For Part-Time only: # of Hours per Week Employed	Duties	Proposed Hourly Wage ¹	2019 Wage and Fringe		2020 Wage and Fringe	
	FTE	PTE				CDD Funds	Total Cost	CDD Funds	Total Cost
				ity members and other service providers as necessary.					



Housing Case Manager	1			The Housing Case Manager is a member of the TSA Housing Department and is responsible for providing on-site, direct services to families residing in the Tree Lane Apartments. Service is provided in the areas of maintaining housing, case planning, referrals, connecting to medical services and behavioral health, advocacy, and practical	\$	\$28067	\$28067	\$61997	\$61997
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Title of Staff Position Include only One Employee per Line	FTE		For Part-Time only: # of Hours per Week Employed	Duties	Proposed Hourly Wage ¹	2019 Wage and Fringe		2020 Wage and Fringe	
	FTE	PTE				CDD Funds	Total Cost	CDD Funds	Total Cost
				<p>assistance. The Housing Case Manager will maintain an active caseload of participants residing in the Tree Lane Apartments. The Housing Case Manager will provide culturally inclusive, trauma informed services and will incorporate best practice techniques into the program.</p>					



Housing Case Manager	1			The Housing Case Manager is a member of the TSA Housing Department and is responsible for providing on-site, direct services to families residing in the Tree Lane Apartments. Service is provided in the areas of maintaining housing, case planning, referrals, connection to medical services and behavioral health, advocacy, and practical	\$	\$28067	\$28067	\$61997	\$61997
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Title of Staff Position Include only One Employee per Line	FTE		For Part-Time only: # of Hours per Week Employed	Duties	Proposed Hourly Wage ¹	2019 Wage and Fringe		2020 Wage and Fringe	
	FTE	PTE				CDD Funds	Total Cost	CDD Funds	Total Cost
				<p>assistance. The Housing Case Manager will maintain an active caseload of participants residing in the Tree Lane Apartments. The Housing Case Manager will provide culturally inclusive, trauma informed services and will incorporate best practice techniques into the program.</p>					



Youth Coordinator	1			The Youth Coordinator is a member of the TSA Housing Department and is responsible for providing on-site, direct services to families residing in the Tree Lane Apartments. The Youth Coordinator with Coordinate youth services and programming opportunities for youth at Tree Lane. The Youth Coordinator with present as the primary liaison between families and	\$	\$27028	\$28067	\$61997	\$61997
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Title of Staff Position Include only One Employee per Line	FTE		For Part-Time only: # of Hours per Week Employed	Duties	Proposed Hourly Wage ¹	2019 Wage and Fringe		2020 Wage and Fringe	
	FTE	PTE				CDD Funds	Total Cost	CDD Funds	Total Cost
				commun it partners such as MMSD, commun ity centers, youth focused mental health servies and other youth focused partners .					
					\$	\$	\$	\$	\$
					\$	\$	\$	\$	\$
					\$	\$	\$	\$	\$
TOTAL						\$11752 5	\$11856 4	\$26212 0	\$26212 0

*FTE = Full Time Equivalent (1.00, .75, .50, etc.) 2080 hours = 1.00 FTE

B. LEAD AGENCY PROJECT PLAN

- Describe the services that your agency proposes to provide. Include key aspects of service design, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

Key components of the program would include two on site housing case managers that would be available for all of the residents. This would be a drop-in model, with families having a point person or a constant case manager if need be. One Youth Coordinator who would have an emphasis on children and youth and would focus on youth programming, school collaboration, developmental activities etc. There would also be a supervisor who would facilitate the coordination and collaboration with outside providers, Heartland Property Management staff, tenants, neighborhood, police, etc. Some key goals that the case manager would work with families on are developing individual service plans focusing on increasing income, education, health and behavioral health, tenant/landlord relationship, community engagement, budgeting, children’s needs and maintaining permanent housing.



The case management team would have a daily presence and would meet with families weekly or as needed determined by the families. The duration of the participant contact would be available as long as the tenant lives at Tree Lane. The Salvation Army also offers an after care program called Pathway of Hope that is available for families who have transitioned out of the housing programs but still want additional case management. TSA would be able to offer this form of after care services to any tenant if they chose to move out of Tree Lane into alternative housing.

TSA understands that permanent supportive housing requires wraparound services and plans to incorporate community services both within the community and at Tree Lane. TSA prides themselves on developing and maintaining relationships with community partners and has an already established and plans to expand that network to provide those services. Some examples of extended services may be early childhood, food pantries, credit support, employment services, benefits, school collaborations, health needs, etc.

2. Describe the industry standards or best practices your agency will adopt in order to achieve the supportive housing indicators of success identified in the RFP.

Housing first and housing focused case management will be utilized in obtaining and maintaining tenant housing stability.

Holistic case management services will be provided to improve and increase physical and mental health and income.

Trauma informed care, Harm reduction, and Cultural competency services will help with tenant satisfaction,

Peer support services and facilitating tenant advocacy groups will assist tenants to develop connections in the community and increase their social support networks.

3. Describe how your agency will actively engage with the Tree Lane tenants to provide proposed services.

TSA will work with The Road Home to have a smooth transition of current services. TSA plans to proactively engage the tenants by introducing the staff and what services are available. TSA will offer consistent on-site case management services with flexible staff schedules ranging from early morning to evening services to meet the needs of all households. Drop in case management services will be offered to allow access to services as soon as a household needs it or by appointment if tenant prefers. Events/groups held inviting staff and households to get to know each other or participate in the onsite community events together. Continuation of tenant advocacy group will allow tenants and staff to voice success or concerns with services and property.

4. Describe your agency's efforts to improve service qualities and outcomes for the proposed program.

Frequent team meetings with property management staff. Actively engage households and transparency with community, neighbors and funders.

C. PROVIDER COLLABORATION



List the proposed project team and partnering agencies below. If your agency identified service components to be provided through partnership but has not identified the partnering agencies, note that partner agency is to be determined.

Partner Agency Name	Anesis Center for Therapy
Contact Name	Myra McNair
Contact Email	Myra@anesistherapy.com
Contact Phone	(608)709-1744
Type of Service To Be Provided (e.g. mental health, youth programming, peer support etc.)	Mental Health Services
Brief Description of Service, including staff title, FTE, frequency of service, location of service Include experience in Housing First, trauma informed care, and providing culturally competent services	<p>Anesis provides Individual and family mental health services specializing in depression, anxiety, trauma, substance abuse and cultural interventions.</p> <p>Trauma Focused CBT therapy would be done weekly at Tree Lane unless families wanted to come to the Odana office location. Other services offered would be parent group, social emotional group for youth focusing on Bullying and child trauma</p> <p>1.5 therapists</p>
2019 Proposed Budget Amount	\$68,000
2020 Proposed Budget Amount	\$105,000

Partner Agency Name	
Contact Name	
Contact Email	
Contact Phone	
Type of Service To Be Provided (e.g. mental health, youth programming, peer support etc.)	
Brief Description of Service, including staff title, FTE, frequency of service, location of service Include experience in Housing First, trauma informed care, and providing culturally competent services	



2019 Proposed Budget Amount	
2020 Proposed Budget Amount	

Partner Agency Name	
Contact Name	
Contact Email	
Contact Phone	
Type of Service To Be Provided (e.g. mental health, youth programming, peer support etc.)	
Brief Description of Service, including staff title, FTE, frequency of service, location of service Include experience in Housing First, trauma informed care, and providing culturally competent services	
2019 Proposed Budget Amount	
2020 Proposed Budget Amount	

Partner Agency Name	
Contact Name	
Contact Email	
Contact Phone	
Type of Service To Be Provided (e.g. mental health, youth programming, peer support etc.)	
Brief Description of Service, including staff title, FTE, frequency of service, location of service Include experience in Housing First, trauma informed care, and providing culturally competent services	
2019 Proposed Budget Amount	
2020 Proposed Budget Amount	



June 4, 2019

To whom it may concern,

It is with great pleasure that I write this letter of support for The Salvation Army of Dane County, WI. For the past nearly 10 years More Smiles Wisconsin has been housed inside The Salvation Army building on Madison's east side providing dental care to shelter residents.

The formation of this partnership nearly a decade ago was both cutting edge and forward thinking for the times. The Salvation Army recognized that access to quality dental care for their homeless residents was nearly impossible to find. The formation of this partnership has resulted in not only The Salvation Army being able to provide this much needed service to its clients, but it has also shown to improve health outcomes for our community as a whole.

Not only does The Salvation Army house our dental clinic inside their building, but our long standing partnership has resulted in a seamless referral process to the clinic and immediate access to care for the clients served by the shelter.

Together, we have worked towards improving the lives of those in need by filling a gap in our community. More Smiles Wisconsin is proud to be a partner of The Salvation Army and we look forward to continuing this partnership long in to the future.

Sincerely,

A handwritten signature in black ink that reads "Stacy Nehmer".

Stacy Nehmer
Executive Operations Director
More Smiles Wisconsin

June 5, 2019

To Whom It May Concern:

This letter is written as a positive reference for The Salvation Army of Dane County in regards to applying for the current RFP titled Tree Lane Apartments Service Providers.

The Salvation Army has been a local presence in our community working with families experiencing homelessness for almost 130 years. The Road Home Dane County has partnered with The Salvation Army for twenty years, working to support the same families without duplicating services. We formally partner with them in two Rapid Rehousing programs and one Permanent Supportive Housing program. We informally partner through our collective work within the Continuum of Care to decrease family homelessness.

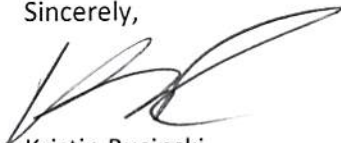
The staff at The Salvation Army are familiar with the strengths and barriers that are likely to be seen in residents living at Tree Lane Apartments. Over the years, The Salvation Army has increased their case management support in housing programs, so they understand the local resources and community agencies that can help families maintain housing when needed (increasing income, wellness, etc.). They operate the largest family shelter in Dane County as well, so have an opportunity to start building relationships with families in shelter who might exit shelter to live at Tree Lane Apartments.

The Road Home has been providing interim support services at Tree Lane Apartments the past few months, so we are very familiar with the opportunities and challenges within and around this property. I believe The Salvation Army is in a unique position to be the lead housing agency providing supportive services at Tree Lane Apartments along the entire process – including but not limited to using our community's housing priority list to help fill vacant units, providing services to families living there, working closely with property management, helping to build community, helping families successfully move from Tree Lane Apartments when they're ready and using HMIS to provide timely reports as needed to funders.

The Road Home is committed to helping with a smooth transition to the next support service provider at Tree Lane Apartments regardless of who is selected in your process. We believe this transition can be even smoother given the partnership and relationship we already have with The Salvation Army.

If I can be of any further assistance as you make your decision, please do not hesitate to contact me at (608)294-7998 ex. 302 or kristinr@trhome.org. Thank you for your commitment to support services at Tree Lane Apartments.

Sincerely,



Kristin Rucinski
Executive Director





June 4, 2019

To Whom It May Concern:

Porchlight, Inc. is pleased to submit this letter of support for The Salvation Army's (TSA) application for the lead agency for Tree Lane RFP.

TSA and Porchlight have a long history of collaboration. We work with many of the same individuals and families struggling with homelessness in Dane County. TSA has provided critical resources to individuals and families experiencing homelessness in our community for decades. They have helped many homeless citizens gain hope and independence. TSA has been the lead agency for the State Shelter Subsidy Grant for many years and done an excellent job.

TSA has been a leader in Madison regarding homeless issues and has collaborated with many organizations including the YWCA and the Road Home to provide affordable housing and supportive services to families in need.

TSA is one of the few organizations in Dane County with the expertise and experience to provide the leadership needed at Tree Lane. We enthusiastically support their application for this project, they have the capacity and grasp of the challenges facing families, people who have been involved with the criminal justice system and people who have experienced addictions and/or mental health challenges.

TSA not only provides quality supportive services; they are committed to serving our community.

Sincerely,

A handwritten signature in black ink that reads "Karla Thennes".

Karla Thennes, MSSW
Executive Director
Porchlight, Inc.

PORCHLIGHT, INC.

306 N. BROOKS STREET

MADISON, WI 53715

608.257.2534

FAX 608.257.2507



1. AGENCY OVERVIEW

This chart describes your agency's total budget for 3 separate years. Where possible, use audited figures for 2018 Actual.

Account Description	2018 Actual	2019 Current Budget	2020 Proposed
A. PERSONNEL			
Salary (including benefits)	2,720,440	2,963,163	
Taxes	182,830	182,039	
Subtotal A	2,903,270	3,145,202	-
B. OPERATING			
All "Operating" Costs	2,063,525	1,630,160	
Subtotal B	2,063,525	1,630,160	-
C. SPACE			
Rent/Utilities/Maintenance	366,727	216,928	
Mortgage/Depreciation/Taxes	41,044	41,044	
Subtotal C	407,772	257,972	-
D. SPECIAL COSTS			
Subcontracts			
Deposits to Reserves			
Debt Service (Excl Mortgage)			
Other: (Specify)			
Subtotal D	-	-	-
Total Operating Expenses:	5,374,567	5,033,334	-
REVENUE			
Direct Public Grants	1,789,380	1,981,269	
Direct Public Support	2,555,988	2,448,700	
Indirect Public Support	261,035	301,368	
Miscellaneous Revenue	706,368	303,800	
Restricted Funds Released	52,394	17,000	
Program Income			
Total Income	5,365,164	5,052,137	-
Net Income	(9,403)	18,803	-

AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program:

The Salvation Army of Dane County

ACCOUNT CATEGORY	CDD FUNDED PROGRAM	CDD FUNDED ADMIN	2019 TOTAL CDD BUDGET
A. PERSONNEL			
Salary	117,525		79,000
Taxes/Benefits			39,562
Subtotal A.	117,525	0	118,562
B. OTHER OPERATING			
Insurance			0
Professional Fees			0
Audit			0
Postage/Office and Program Supplies			0
Equipment/Furnishings/Depreciation			0
Telephone			0
Training/Conferences			0
Food/Household Supplies			0
Auto Allowance/Travel			0
Vehicle Costs/Depreciation			0
Other (Specify):	30,000		30,000
Subtotal B.	30,000	0	30,000
C. SPACE			
Rent			0
Utilities			0
Maintenance			0
Mortgage Principal/Interest/Depreciation			0
Property Taxes			0
Subtotal C.	0	0	0
D. SPECIAL COSTS			
Rent Assistance (Rent Arrears, Security Deposit, Application Fee)			0
Utility Assistance			0
Assistance to Individuals (Non-Rent or Utility)	68,000		68,000
Service/Program Subcontracts			
Service/Program Subcontracts			
Service/Program Subcontracts			
Service/Program Subcontracts			
Service/Program Subcontracts			0
Other (Specify):			0
Subtotal D.	68,000	0	68,000
TOTAL (A.-D.)	215,525	0	216,562

NOTES:

AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program:

The Salvation Army of Dane County

ACCOUNT CATEGORY	CDD FUNDED PROGRAM	CDD FUNDED ADMIN	2020 TOTAL CDD BUDGET
A. PERSONNEL			
Salary	156,000	5,000	158,000
Taxes/Benefits	105,293	5,000	104,120
Subtotal A.	261,293	10,000	272,120
B. OTHER OPERATING			
Insurance			0
Professional Fees	13,880		13,880
Audit			0
Postage/Office and Program Supplies			0
Equipment/Furnishings/Depreciation			0
Telephone			0
Training/Conferences			0
Food/Household Supplies			0
Auto Allowance/Travel			0
Vehicle Costs/Depreciation			0
Other (Specify):	60,000		60,000
Subtotal B.	73,880	0	73,880
C. SPACE			
Rent			0
Utilities			0
Maintenance			0
Mortgage Principal/Interest/Depreciation			0
Property Taxes			0
Subtotal C.	0	0	0
D. SPECIAL COSTS			
Rent Assistance (Rent Arrears, Security Deposit, Application Fee)			0
Utility Assistance			0
Assistance to Individuals (Non-Rent or Utility)	105,000		105,000
Service/Program Subcontracts			
Service/Program Subcontracts			
Service/Program Subcontracts			
Service/Program Subcontracts			
Service/Program Subcontracts			0
Other (Specify):			0
Subtotal D.	105,000	0	105,000
TOTAL (A.-D.)	440,173	10,000	451,000

NOTES: