

APPLICATION FOR 2018 HOMELESS SERVICES FUNDS



1. AGENCY CONTACT INFORMATION

Legal Name of Organization	The Salvation Army of Dane County
Mailing Address	630 E Washigton Ave Madison, WI 53703
Telephone	(608)256-2321
FAX	(608)256-0569
Director	Gregory Voeller
Email Address	gregory.voeller@usc.salvationarmy.org
Additional Contact	Melissa Sorensen
Email Address	melissa.sorensen@usc.salvationarmy.org
Legal Status	Private: Non-Profit
Federal EIN:	36-2167910
DUNS #:	150777253
SAM Registration:	

2. PROPOSED PROGRAMS

Program Name	Letter	2018 Req New?	Proposed Strategy	Source of Funding
Emergency Family Shelter/Warming House	A	\$50,000	STRATEGY 4: EMERGENCY AND BASIC NEEDS	Either GPR or ESG
Contact: Melissa Sorensen Phone: (608)250-2237 Email: melissa.sorensen@usc.salvationarmy.org				
Single Women/Warming House Case Manager	B	\$70,000	STRATEGY 4: EMERGENCY AND BASIC NEEDS	Either GPR or ESG
Contact: Melissa Sorensen Phone: (608)250-2237 Email: melissa.sorensen@usc.salvationarmy.org				
Diversion Case Manager	C	\$55,000	STRATEGY 2: DIVERSION	Either GPR or ESG
Contact: Melissa Sorensen Phone: (608)250-2237 Email: melissa.sorensen@usc.salvationarmy.org				
Coordinated Entry Intake Coordinator	D	\$45,000	STRATEGY 4: EMERGENCY AND BASIC NEEDS	Either GPR or ESG
Contact: Melissa Sorensen Phone: (608)250-2237 Email: melissa.sorensen@usc.salvationarmy.org				
Program E	E	\$0	Select a Strategy from the Drop-Down	Select the source of funding from the drop-down menu
Contact: Phone: Email:				
Program F	F	\$0	Select a Priority Statement from the Drop-Down	Select the source of funding from the drop-down menu
<b>TOTAL REQUEST</b>		<b>\$220,000</b>		

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 [www.cityofmadison.com/dcr/aaForms.cfm](http://www.cityofmadison.com/dcr/aaForms.cfm).

LIVING WAGE ORDINANCE

If funded, applicant hereby agrees to comply with City of Madison Ordinance 4.20. This ordinance requires all employees paid under this contract be paid (at least) the Living Wage for 2018 as established by the City of Madison. In 2018 the Living Wage will be \$13.01 hourly.

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.

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

ORGANIZATION:	<b>The Salvation Army of Dane County</b>	REQUESTED AMOUNT:
PROGRAM/LETTER:	<b>A Emergency Family Shelter/Warming House</b>	50,000
STRATEGY:	<b>STRATEGY 4: EMERGENCY AND BASIC NEEDS</b>	

1. NEEDS STATEMENT: Describe the community needs this program will address.

Emergency Family Shelter (Warming House) serves as the community's current strategy to ensure homeless families with minor children are sheltered and safe. Emergency Family Shelter provides short-term, emergent shelter. Emergency Family Shelter was originally available in the winter months-only, but high demand/need for an emergency place for families to sleep while attempting to secure housing became undeniable. As such, Emergency Family Shelter is available year-round, and within the last year has expanded into the previous 90 day family shelter space, and serves as the only such emergency shelter in the community. The need for an emergency response to homeless families is evident: In 2015, Emergency Family Shelter served approximately 1748 families and 6021 individuals, in 2016 served 2950 families and 10,236 individuals. In the first 8 months of 2017, Emergency Family Shelter served approximately 18,675 individuals and 5197 families.

2. TARGET POPULATION: Describe the target population including household type, homeless status, racial and cultural background, gender, disabilities, and housing and service needs based on a common assessment tool (i.e. VI-SPDAT score range).

Each family utilizing Emergency Family Shelter is categorized as literally homeless. Families are comprised of at least one adult and one minor child. In 2016, Emergency Family Shelter housed 495 children; 234 children were under the age of 5 and 2017 is projected to serve significantly more. Because Emergency Family Shelter is the only place in our community providing homeless families emergency shelter, Shelter works to meet the needs of all people, including those with disabilities, to the best of our ability and resources. All families utilizing shelter are encouraged to complete the VI-SPDAT with The Salvation Army's intake coordinator.

3. PROGRAM DESCRIPTION: Describe key components of program. Include key aspects of program design, program structure, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

In addition to basic shelter, families are offered a myriad of services. Working in collaboration with families, case managers help families prioritize goals and access community resources so as to reduce or eliminate their need for emergency shelter. The ultimate objective is to meet identified goals and secure permanent housing. Families in Emergency Family Shelter are provided with dinner, evening snack and breakfast. Families have access to many resources including, but not limited to, case management (as mentioned above); child recreation activities; homework assistance; connection to Madison Metropolitan School District-Transition Education Program, which provides homeless children transportation to/from school; primary medical care, which is provided on-site and at no charge by UW MEDIC clinic; dental care, which is provided on-site and at no charge by More Smiles Wisconsin; shower, hygiene, diapers; and spiritual support. During the day, families are welcome to access The Road Home, which serves as a daytime shelter. There, families are offered similar services, including case management. The Salvation Army of Dane County case management staff work in concert with The Road Home staff to coordinate services, avoid duplication of services and increase families' network of advocates. Emergency Family Shelter operates to serve a basic need: shelter. We work to, not only meet short-term basic needs, but remedy a host of barriers to housing.

ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	A Emergency Family Shelter/Warming House

4. BEST PRACTICES: Describe how the services will be delivered in a manner consistent with industry standards or best practices. Refer to Attachment A for examples of best practices within each of the seven identified strategies.

The Salvation Army (TSA) of Dane County is the sole provider of emergency shelter for homeless families in our community. All guests are treated with respect and dignity by all staff. Everyone is offered basic needs including but not limited to: a safe place to sleep, dinner, breakfast, and a snack, clothing, any needed personal hygiene items including diapers and necessities for babies, and access to showers. If an imminent need arises laundry facilities are available. Families are also offered a minimal area that can be used for storage of belongings. Rules are implemented solely to provide safety for all guests and staff alike. The rules are minimal and any suspension for more than one night would result from a serious infraction, and is discussed at a supervisors meeting to determine outcome. If a suspension is longer than one night the guest is offered notification of appeal process and offered assistance to develop an alternative plan. Case management is offered for all guest residing in shelter but is not mandatory. When a family enters into the shelter, they are offered an appointment to complete a VI-SPDAT and referred to the community wide prioritization list. This may assist with accessing housing. TSA abides by the community's Written Standards and is a member on the committee.

5. SUPPORT SERVICES: If the program design involves provision of case management, describe how the program will connect participants to long-term community-based support services such as Comprehensive Community Services (CCS) and Targeted Case Management.

All single women and families accessing emergency shelter will be offered housing focused case management. This is characterized by advocacy, communication, and resource management. The case manager is working with the guest to eliminate housing barriers while offering services that include, but not limited to: developing an individualized housing/service plan, assistance with obtaining and maintaining housing, counseling, employment referrals, education, referral and coordination of services, accessing mainstream benefits, and coordinating with schools. Once housing has been secured, the case manager may refer the participant to a community based support service if it is deemed necessary to continue needed support.

6. PROPOSED SERVICE TARGETS: Include the total number of unduplicated clients the agency expects to serve by the proposed program regardless of the funding source.

The Salvation Army of Dane County proposes that we serve 1000 unduplicated clients in the Emergency Family Shelter in 2017.

7. PERFORMANCE OUTCOMES: Select applicable measures from the drop down. Refer to Attachment A for the CDD targets.

Outcome #1:

Exit to Permanent Housing

Outcome #2

Length of Stay

Outcome #3

Utilization Rate

Specify your agency's proposed outcomes. If the proposed outcome is lower than the CDD target, provide explanation.

Exits to permanent housing target has not been met in the past for Emergency Family Shelter. With an additional case manager (CM), this target is more achievable. All guests will be offered intensive case management & will no longer need to be placed on a waitlist. The time that guests wait for a CM will become void, therefore decreasing the length of stay (LOS) & increasing those exiting to permanent housing. TSA will be increasing its capacity in the rapid rehousing programs adding more housing opportunities, therefore decreasing LOS.

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

A Emergency Family Shelter/Warming House

8. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2016. Indicate the number and percentage for the following characteristics. For new programs, include best estimates.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %	MADISON*		
					GEN %	POV %	R/POV**
<b>RACE</b>							
WHITE/CAUCASIAN	199	22%	12	52%	80%	67%	16%
BLACK/AFRICAN AMERICAN	696	75%	10	43%	7%	15%	39%
ASIAN	4	0%	1	4%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATI	5	1%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	3	0%	0	0%	3%	4%	26%
BALANCE/OTHER	18	2%	0	0%	1%	2%	28%
TOTAL RACE	925	100%	23	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	92	10%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	833	90%	23	100%	93%	81%	74%
TOTAL ETHNICITY	925	100%	23	100%			
<b>AGE</b>							
<2	0	0%					
2 - 5	288	31%					
6 - 12	181	20%					
13 - 17	67	7%					
18 - 29	226	24%					
30 - 59	161	17%					
60 - 74	2	0%					
75 & UP	0	0%					
TOTAL AGE	925	100%					
<b>PERSONS WITH DISABILITIES</b>	122	13%					
<b>RESIDENCY</b>							
CITY OF MADISON	925	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	925	100%					
<b>TOTAL</b>	925	100%					
MALE	372	40%					
FEMALE	553	60%					
UNKNOWN/OTHER		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.

9. PROGRAM STAFF: Record the Full Time Equivalent (FTE) program hours of each employee supporting this program as well as their total FTE hours worked for the agency. For seasonal employees, record the number of weeks per year worked at the specified FTE.

Staff Title (one employee per line)	FTE in Program Choose Year Round or Seasonal		For Seasonal only: wks/yr employed	Total FTE in Agency	Program Duties Such as administration, direct service, supervision, teaching/ training or recruitment	Hourly Wage
	Year Round Position FTE	Seasonal Position FTE				
Shelter Staff	0.5			5	direct service,	13.01
Shelter Staff	0.5			5	direct service,	13.01
Shelter Staff	0.5			5	direct service,	13.01
Shelter Staff	0.5			5	direct service,	13.01
Shelter Staff	0.5			5	direct service,	13.01
Shelter Supervisor	0.5			3	Supervision	18
Shelter Supervisor	0.5			3	Supervision	18
Shelter Supervisor	0.5			3	supervision	18
Housing Coordinator	0.5			1	Supervision	21
Social Services Director	0.1			1	Administration	28

ORGANIZATION:	<b>The Salvation Army of Dane County</b>
PROGRAM/LETTER:	<b>A Emergency Family Shelter/Warming House</b>

10. STAFF EXPERIENCE: Describe how the experience and qualifications of your program staff will contribute to the success of the proposed program.

The Salvation Army (TSA) of Dane County has been providing basic needs assistance in our community for over 125 years. TSA acts as the point of entry for all families entering the family shelter system, which streamlines the process for families in crisis. Emergency Family Shelter (EFS) is in its 9th year of providing year-round services; prior, services were only available in the winter months. Year-round services have proved to be valuable as EFS consistently reaches, and exceeds, capacity. TSA has made a commitment to staff development and is proud to employ staff members with advanced degrees and varied professional experiences in the social services field. TSA understands that families using EFS are a highly dynamic group spanning all ages, abilities/disabilities and cultures, with one defining commonality: poverty. TSA continues to provide opportunities for staff development both internally and within the community.

11. STAFF DIVERSITY: Does the staffing of the program reflect the racial and cultural diversity of the participants who will be served? If not, describe how your agency plans to address this mis-match.

The staffing does not reflect the racial and cultural diversity of the participants who are served. The Salvation Army staff attend ongoing cultural competency trainings, and the YWCA's racial justice summit in an attempt to address this mis-match. Our recruitment process also reflects that we are an equal opportunity hiring agency. TSA's staff attempt to connect participants with resources that closer match participant's cultural experiences if requested.

12. ACCESSIBILITY AND MARKETING: Describe how your organization will ensure that a diverse client base will find the program accessible, culturally responsive, welcoming and effective in achieving increased participant well-being and safety. Describe how the agency uses, or will use marketing and outreach strategies with the intended service population.

The Salvation Army ensures that all guests accessing the program feel welcome and understand that The Salvation Army's mission is to serve without discrimination. The guests also know that there is no tolerance for any hate language and that if it is used to make any other guest feel unsafe that it will not be tolerated. We take it very seriously and want to ensure everyone feels safe within our shelter and in our programs. TSA has an active presence on Facebook and other social media getting awareness to the public as well as any participants wanting to access services. TSA works hard to achieve awareness in the community for outreach letting them know what we do and who we serve so if they meet someone needing services to refer them to the TSA.

ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	A Emergency Family Shelter/Warming House

PROGRAM BUDGET

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	50,000	0	50,000	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	50,000	0	50,000	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>

\*OTHER GOVT 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

ORGANIZATION:	The Salvation Army of Dane County	REQUESTED AMOUNT:
PROGRAM/LETTER:	B Single Women/Warming House Case Manager	70,000
PRIORITY STATEMENT:	STRATEGY 4: EMERGENCY AND BASIC NEEDS	

1. NEEDS STATEMENT: Describe the community needs this program will address.

The Salvation Army (TSA) operates our community's only single women's & Emergency Family Shelter (EFS). Besides meeting basic needs, TSA is committed to transitioning them from homelessness to housing. As such, a large component of the sheltering program is devoted to housing focused case management (CM) for which they can participate for the duration of their shelter stay (often beyond, if necessary). Without such a program, women & families experiencing homelessness (largely) do not have the support to help navigate community resources & eliminate barriers to housing. TSA staff work diligently to partner & coordinate with providers offering holistic care & housing focused CM; efforts are not duplicated if a client is already receiving such a service. In 2016, TSA increased capacity of the women's shelter from 30 to 45 & EFS from 18 to 91 to manage the need. Since this expansion we have served a significantly larger amount of people creating a need to add an additional case manager.

2. TARGET POPULATION: Describe the target population including household type, homeless status, racial and cultural background, gender, disabilities, and housing and service needs based on a common assessment tool (i.e. VI-SPDAT score range).

Each single woman utilizing shelter is categorized as literally homeless. Families are comprised of at least one adult & one minor child & self-identify their family dynamic. In 2016, Emergency Family Shelter housed 495 children; 234 children were under the age of 5, & 2017 is projected to serve significantly more. The women's shelter are 18 & older & do not have a child in their custody for that evening. In 2016, 441 women accessed shelter, of which 30% self-identified as disabled, 42% were observed/disclosed having a mental illness, 11% reported current substance use, 48% described a history of domestic violence and 11% were chronically homeless. Case managers work to meet the needs of all people to the best of our ability & resources. TSA provides services to all free of discrimination. The women's shelter is open to any individual who identifies as a woman including transgender women. All clients are offered case management services upon entry & to complete a VI-SPDAT

3. PROGRAM DESCRIPTION: Describe key components of program. Include key aspects of program design, program structure, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

As a characteristic of their shelter stay, homeless single women and families in Dane County may voluntarily participate in housing focused case management. Clients may participate in case management for the entire duration of their shelter stay (up to 90 nights for women and unlimited for families) and, in some cases, beyond their stay at the shelter. This program employs 3 FTE case managers; combined, they carry an average client caseload of 70 people. The case managers meet with clients weekly and sometimes more frequently if needed. Clients and case managers work to meet their primary goal: obtain and maintain housing so as to reduce/eradicate future homeless episodes. Case managers work with clients to eliminate a host of housing-related barriers, which are related, but not limited, to: increasing income, money management and/or mainstream benefits maintenance skills, vocational objectives, transportation, communication skills and adequate medical/mental health care, including substance abuse. Clients are also provided transportation assistance (i.e bus tickets), toiletry and basic need supplies when necessary. Case managers maintain a working knowledge of available community resources so as to most successfully refer, coordinate and/or partner. The program is client-centered and emphasizes client self-determination. A majority of the clients served are affected by mental illness, substance use disorders, physical disabilities, limited education/work skills and/or chronic homelessness; all complex barriers to permanent housing. The Salvation Army intake coordinator and/or case managers complete VI-SPDATS and refer clients to the community wide prioritization list.



ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	B Single Women/Warming House Case Manager

4. BEST PRACTICES: Describe how the services will be delivered in a manner consistent with industry standards or best practices. Refer to Attachment A for examples of best practices within each of the seven identified strategies.

The Salvation Army (TSA) of Dane County is the sole provider of emergency shelter for homeless families and single women in our community. Case management is offered for all guest residing in shelter but is not mandatory. The frequency of the case management services will vary based on the participants need. When a family enters into the shelter, they are offered an appointment to complete a V-SPDAT and referred to the community wide prioritization list. This may assist with accessing housing. All guests are treated with respect and dignity by all staff. While residing in shelter all guests are offered basic needs including but not limited to: a safe place to sleep, dinner, breakfast, and a snack, clothing, any needed personal hygiene items including diapers and necessities for babies, and access to showers. If an imminent need arises laundry facilities are available. They are also offered a minimal area that can be used for storage of belongings. Rules are implemented solely to provide safety for all guests and staff alike. The rules are minimal and any suspension for more than one night would result from a serious infraction, and is discussed at a supervisors meeting to determine outcome. If a suspension is longer than one night the guest is offered notification of appeal process and offered assistance to develop an alternative plan. TSA abides by the community's Written Standards and is a member on the committee.

5. SUPPORT SERVICES: If the program design involves provision of case management, describe how the program will connect participants community-based support services such as Comprehensive Community Services (CCS) and Targeted Case Management.

All single women and families accessing emergency shelter will be offered housing focused case management. This is characterized by advocacy, communication, and resource management. The case manager is working with the guest to eliminate housing barriers while offering services that include, but not limited to: developing an individualized housing/service plan, assistance with obtaining and maintaining housing, counseling, employment referrals, education, referral and coordination of services, accessing mainstream benefits, and coordinating with schools. Once housing has been secured, the case manager may refer the participant to a community based support service if it is deemed necessary to continue needed support.

6. PROPOSED SERVICE TARGETS: Include the total number of unduplicated clients the agency expects to serve by the proposed program of the funding source.

The Salvation Army of Dane County proposes that we will serve 450 single women and 1000 unduplicated in the Emergency Family shelter, totalling 1450 people in 2017.

7. PERFORMANCE OUTCOMES: Select applicable measures from the drop down. Refer to Attachment A for the CDD targets.

Outcome #1:

Exit to Permanent Housing

Outcome #2

Length of Stay

Outcome #3

Utilization Rate

Specify your agency's proposed outcomes. If the proposed outcome is lower than the CDD target, provide explanation.

Exits to permanent housing target has not been met in the past for either single women or families. With an additional case manager (CM), these targets are more achievable. All guests will be offered intensive CM & will no longer need to be placed on a waitlist. The time that guests wait for a CM will become void, therefore decrease the length of stay & increase number exiting to permanent housing. The single women having limited days in shelter & few housing programs available. TSA recently started a rapid rehousing program, therefore creating opportunities to obtain permanent housing.

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

B Single Women/Warming House Case Manager

8. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2016. Indicate the number and percentage for the following characteristics. For new programs, include best estimates.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %	MADISON*		
					GEN %	POV %	R/POV**
<b>RACE</b>							
WHITE/CAUCASIAN	397	29%	4	80%	80%	67%	16%
BLACK/AFRICAN AMERICAN	916	67%	0	0%	7%	15%	39%
ASIAN	10	1%	1	20%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIV	12	1%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC	1	0%	0	0%	0%	0%	0%
MULTI-RACIAL	4	0%	0	0%	3%	4%	26%
BALANCE/OTHER	26	2%	0	0%	1%	2%	28%
TOTAL RACE	1366	100%	5	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	111	8%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	1255	92%	5	100%	93%	81%	74%
TOTAL ETHNICITY	1366	100%	5	100%			
<b>AGE</b>							
<2	0	0%					
2 - 5	288	21%					
6 - 12	181	13%					
13 - 17	67	5%					
18 - 29	337	25%					
30 - 59	470	34%					
60 - 74	23	2%					
75 & UP	0	0%					
TOTAL AGE	1366	100%					
PERSONS WITH DISABILITIES	312	23%					
<b>RESIDENCY</b>							
CITY OF MADISON	1366	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	1366	100%					
<b>TOTAL</b>	1366	100%					
MALE	372	27%					
FEMALE	989	72%					
UNKNOWN/OTHER	5	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.

9. PROGRAM STAFF: Record the Full Time Equivalent (FTE) program hours of each employee supporting this program as well as their total FTE hours worked for the agency. For seasonal employees, record the number of weeks per year worked at the specified FTE.

Staff Title (one employee per line)	FTE in Program Choose Year Round or Seasonal		For Seasonal only: wks/yr employed	Total FTE in Agency	Program Duties Such as administration, direct service, supervision, teaching/ training or recruitment	Hourly Wage
	Year Round Position FTE	Seasonal Position FTE				
Shelter Case Manager	1			10	direct service,	18
Shelter Case Manager	1			10	direct service,	18
Shelter Case Manager	1			10	direct service,	18
Services Coordinator	0.1			1	supervision, teaching/	21
Social Services Director	0.1			1	administration	28

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

B Single Women/Warming House Case Manager

10. STAFF EXPERIENCE: Describe how the experience and qualifications of your program staff will contribute to the success of the proposed program.

The Salvation Army (TSA) has been providing basic needs assistance in our community for over 125 years. TSA is committed to not only sheltering those in need but walking alongside them on their journey towards housing. Active housing focused case management is an integral program component that sets TSA shelters apart. TSA has also made a commitment to staff development and is proud to employ staff members with advanced degrees and varied professional experiences in the social services field. TSA understands that the clients who access shelter are a highly dynamic group spanning all adult ages, abilities and cultures, with one defining commonality: poverty. TSA continues to provide opportunities for staff development both internally and within the community. Program staff regularly meet for staff meetings which include presentations, case consultations and educational workshops so as to ensure staff have adequate support needed to effectively work and problem-solve.

11. STAFF DIVERSITY: Does the staffing of the program reflect the racial and cultural diversity of the participants who will be served? If not, describe how your agency plans to address this mis-match.

The staffing does not reflect the racial and cultural diversity of the participants who are served. The Salvation Army staff attend ongoing cultural competency trainings, and the YWCA's racial justice summit in an attempt to address this mis-match. Our recruitment process also reflects that we are an equal opportunity hiring agency. TSA's staff attempt to connect participants with resources that closer match participant's cultural experiences if requested.

12. ACCESSIBILITY AND MARKETING: Describe how your organization will ensure that a diverse client base will find the program accessible, culturally responsive, welcoming and effective in achieving increased participant well-being and safety. Describe how the agency uses, or will use marketing and outreach strategies with the intended service population.

The Salvation Army ensures that all guests accessing the program feel welcome and understand that The Salvation Army's mission is to serve without discrimination. The guests also know that there is no tolerance for any hate language and that if it is used to make any other guest feel unsafe that it will not be tolerated. We take it very seriously and want to ensure everyone feels safe within our shelter and in our programs. TSA has an active presence on Facebook and other social media getting awareness to the public as well as any participants wanting to access services. TSA works hard to achieve awareness in the community for outreach letting them know what we do and who we serve so if they meet someone needing services to refer them to the TSA.

ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	B Single Women/Warming House Case Manager

PROGRAM BUDGET

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	70,000	70,000	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
TOTAL REVENUE	70,000	70,000	0	0	0

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	70,000	70,000	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
TOTAL REVENUE	70,000	70,000	0	0	0

\*OTHER GOVT 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

\*\*OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

ORGANIZATION:	The Salvation Army of Dane County	REQUESTED AMOUNT:
PROGRAM/LETTER:	C Diversion Case Manager	55,000
PRIORITY STATEMENT:	STRATEGY 2: DIVERSION	

1. NEEDS STATEMENT: Describe the community needs this program will address.

According to the National Alliance to Ending Homelessness, diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of families becoming homeless, the demand for shelter beds, and the size of program wait lists. Currently our community does not have any formal diversion programs in place. The project would address an unmet need in the community's crisis response system. With the large demand of families attempting to access shelter and the limited capacity within the shelter system this program would alleviate the burden on the shelter system and provide safety and stability for many families. In 2016, 2626 individuals and 737 families were denied shelter due to capacity reasons.

2. TARGET POPULATION: Describe the target population including household type, homeless status, racial and cultural background, gender, disabilities, and housing and service needs based on a common assessment tool (i.e. VI-SPDAT score range).

Each family accessing Emergency Family Shelter is categorized at imminent risk of losing housing (precariously housed and not yet homeless). Once they utilize shelter they are identified as literally homeless. The target population would be those families that are requesting housing at the "front door" of the shelter system. Families are comprised of at least one adult and one minor child and vary regarding racial and cultural background, gender and disabilities.

3. PROGRAM DESCRIPTION: Describe key components of program. Include key aspects of program design, program structure, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

The Salvation Army is the point of entry for all families experiencing or at risk of homelessness. If a family needs to utilize shelter they will call the coordinated entry number the day that they need shelter to reserve a bed for the night. During this call the Diversion case manager would complete an assessment to determine what housing needs they have start housing planning, both for immediate housing and permanent. If they are able to problem solve an immediate solution the case manager would offer services to help maintain that housing option and also find a permanent housing solution without having to access shelter. If an immediate solution is not viable the family would be welcomed into shelter. The Diversion case manager would offer to meet with the participant at least weekly to obtain permanent housing. Flexible funding would also be available. This may be used to get them back into their former housing, to enable them to stay a bit longer in a doubled up situation while they look for permanent housing, to unify them with family members, or to help them move quickly into a new housing unit. This may consist of gas cards, grocery cards, utility bills, application fees, etc. The case manager would work with the families until they were able to locate permanent housing.

ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	C Diversion Case Manager

4. BEST PRACTICES: Describe how the services will be delivered in a manner consistent with industry standards or best practices. Refer to Attachment A for examples of best practices within each of the seven identified strategies.

The Salvation Army (TSA) of Dane County is the sole provider of emergency shelter for homeless families in our community. TSA's services are always flexible, client centered and tailored to the needs of the participants it serves. The Diversion program will be no different. All guests are to be treated with respect and dignity by all staff. The Diversion program will assist families with identifying immediate, alternative housing arrangements and will provide short-term assistance to secure housing. The Case manager will assist to connect families to safe and creative housing solutions outside of the shelter system. TSA abides by the community's Written Standards and is a member on the committee.

5. SUPPORT SERVICES: If the program design involves provision of case management, describe how the program will connect participants community-based support services such as Comprehensive Community Services (CCS) and Targeted Case Management.

All families who are successfully diverted from the shelter system will be offered housing focused case management. This is characterized by advocacy, communication, and resource management. The case manager is working with the participant to eliminate housing barriers while offering services that include, but not limited to: developing an individualized housing/service plan, assistance with obtaining and maintaining housing, counseling, employment referrals, education, referral and coordination of services, accessing mainstream benefits, and coordinating with schools. Once housing has been secured, the case manager may refer the participant to a community based support service if it is deemed necessary to continue needed support.

6. PROPOSED SERVICE TARGETS: Include the total number of unduplicated clients the agency expects to serve by the proposed program of the funding source.

The Salvation Army expects to divert 500 guests with this funding source and will actively provide case management to 25%, or 41 families.

7. PERFORMANCE OUTCOMES: Select applicable measures from the drop down. Refer to Attachment A for the CDD targets.

Outcome #1:

Exit to Permanent Housing

Outcome #2

Select a Measure from the Drop-Down

Outcome #3

Select a Measure from the Drop-Down

Specify your agency's proposed outcomes. If the proposed outcome is lower than the CDD target, provide explanation.

Even though this will be a pilot program, The Salvation Army projects the outcomes of this program will meet the CDD target of 40% of families working with the case manager will exit into Permanent Housing.

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

C Diversion Case Manager

8. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2016. Indicate the number and percentage for the following characteristics. For new programs, include best estimates.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %	MADISON*		
					GEN %	POV %	R/POV**
<b>RACE</b>							
WHITE/CAUCASIAN	145	29%	3	100%	80%	67%	16%
BLACK/AFRICAN AMERICAN	332	66%	0	0%	7%	15%	39%
ASIAN	5	1%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	5	1%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISL	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	7	1%	0	0%	3%	4%	26%
BALANCE/OTHER	6	1%	0	0%	1%	2%	28%
TOTAL RACE	500	100%	3	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	50	10%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	450	90%	3	100%	93%	81%	74%
TOTAL ETHNICITY	500	100%	3	100%			
<b>AGE</b>							
<2	0	0%					
2 - 5	155	31%					
6 - 12	103	21%					
13 - 17	35	7%					
18 - 29	120	24%					
30 - 59	85	17%					
60 - 74	2	0%					
75 & UP	0	0%					
TOTAL AGE	500	100%					
PERSONS WITH DISABILITIES	0	0%					
<b>RESIDENCY</b>							
CITY OF MADISON	500	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	500	100%					
<b>TOTAL</b>	500	100%					
MALE	200	40%					
FEMALE	300	60%					
UNKNOWN/OTHER	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.

9. PROGRAM STAFF: Record the Full Time Equivalent (FTE) program hours of each employee supporting this program as well as their total FTE hours worked for the agency. For seasonal employees, record the number of weeks per year worked at the specified FTE.

Staff Title (one employee per line)	FTE in Program Choose Year Round or Seasonal		For Seasonal only: wks/yr employed	Total FTE in Agency	Program Duties Such as administration, direct service, supervision, teaching/ training or recruitment	Hourly Wage
	Year Round Position FTE	Seasonal Position FTE				
Diversion Case Manager	1			1	direct service,	18
Services Coordinator	0.1			1	supervision,	21
Director of Social Services	0.1			1	admiistration	28

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

C Diversion Case Manager

10. STAFF EXPERIENCE: Describe how the experience and qualifications of your program staff will contribute to the success of the proposed program.

The Salvation Army (TSA) has been providing basic needs assistance in our community for over 125 years. TSA is committed to not only sheltering those in need but walking alongside them on their journey towards housing. TSA was granted an EOP grant this year to provide diversion services to families attempting to access the shelter. For the last 3 months, staff have been implementing these with very minimal case management services. Since June 2017, TSA has been able to successfully divert 122 people from shelter, 113 have not returned within 10 days, and 113 have not returned after 60 days. TSA has also made a commitment to staff development and is proud to employ staff members with advanced degrees and varied professional experiences in the social services field. TSA continues to provide opportunities for staff development both internally and within the community.

11. STAFF DIVERSITY: Does the staffing of the program reflect the racial and cultural diversity of the participants who will be served? If not, describe how your agency plans to address this mis-match.

The staffing does not reflect the racial and cultural diversity of the participants who are served. The Salvation Army staff attend ongoing cultural competency trainings, and the YWCA's racial justice summit in an attempt to address this mis-match. Our recruitment process also reflects that we are an equal opportunity hiring agency. TSA's staff attempt to connect participants with resources that closer match participant's cultural experiences if requested.

12. ACCESSIBILITY AND MARKETING: Describe how your organization will ensure that a diverse client base will find the program accessible, culturally responsive, welcoming and effective in achieving increased participant well-being and safety. Describe how the agency uses, or will use marketing and outreach strategies with the intended service population.

The Salvation Army ensures that all guests accessing the program feel welcome and understand that The Salvation Army's mission is to serve without discrimination. The guests also know that there is no tolerance for any hate language and that if it is used to make any other guest feel unsafe that it will not be tolerated. We take it very seriously and want to ensure everyone feels safe within our shelter and in our programs. TSA has an active presence on Facebook and other social media getting awareness to the public as well as any participants wanting to access services. TSA works hard to achieve awareness in the community for outreach letting them know what we do and who we serve so if they meet someone needing services to refer them to the TSA.



ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	C Diversion Case Manager

PROGRAM BUDGET

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	55,000	45,000	10,000	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>55,000</b>	<b>45,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	55,000	45,000	10,000	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>55,000</b>	<b>45,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>

\*OTHER GOVT 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

ORGANIZATION:	The Salvation Army of Dane County	REQUESTED AMOUNT:
PROGRAM/LETTER:	D Coordinated Entry Intake Coordinator	45,000
PRIORITY STATEMENT:	STRATEGY 4: EMERGENCY AND BASIC NEEDS	

1. NEEDS STATEMENT: Describe the community needs this program will address.

Dane County operates a coordinated entry (CE) system for people experiencing homelessness in our community. This offers standardized access & assessment, meaning all entry locations and methods offer the same assessment approach & referrals to the community prioritization list. The assessment tool that is used is the VI-SPDAT. Every family & single who are HUD definition of literally homeless will complete this assessment & be added to the prioritization list. Housing programs will take names from the list and assist with housing. The Salvation Army is the entry point for any family or single woman experiencing homelessness. Every guest accessing shelter is offered to complete a VI-SPDAT with our intake coordinator. From 9/16-8/17, our intake coordinator completed and referred 263 of the 405 VI-SPDATS completed by CE. The intake coordinator assigns shelter beds in the Emergency family shelter nightly. This position is an imminent need to continue to operate CE.

2. TARGET POPULATION: Describe the target population including household type, homeless status, racial and cultural background, gender, disabilities, and housing and service needs based on a common assessment tool (i.e. VI-SPDAT score range).

Each family accessing Emergency Family Shelter is categorized as literally homeless. Families are comprised of at least one adult and one minor child. In 2016, Emergency Family Shelter housed 266 families comprising of 925 people, and 441 single women with 2017 projected to serve significantly more. Because Emergency Family Shelter is the only place in our community providing homeless families and single women emergency shelter, Shelter works to meet the needs of all people, including those with disabilities, to the best of our ability and resources. All guest utilizing shelter are encouraged to complete the VI-SPDAT with The Salvation Army's intake coordinator.

3. PROGRAM DESCRIPTION: Describe key components of program. Include key aspects of program design, program structure, staffing structure, expected frequency of participant contact, duration of participant contact, etc.

The Salvation Army (TSA) of Dane County will be the access point for Coordinated Entry (CE) for all families and single women experiencing homelessness. Guest will be able to call TSA directly for shelter services and information and will be connected with the intake coordinator. TSA will fill the shelter beds in Emergency Family Shelter daily through the call in process. Once guests access shelter, they will be encouraged to make an appointment with the intake coordinator, usually within a few days to complete the CE standard assessment, the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT). They will then be entered into Service Point and referred to the community wide prioritization list by the intake coordinator. This list is how housing programs fill openings and assist participants to obtain housing. The intake coordinator will connect families and women with case management at TSA if they choose. The intake coordinator manages the waiting list for the family shelter at both the YWCA and The Road Home's 90 day family shelter. Once the Beacon is open the intake coordinator will have hours there to assist with VI-SPDATS as necessary.

ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	D Coordinated Entry Intake Coordinator

4. BEST PRACTICES: Describe how the services will be delivered in a manner consistent with industry standards or best practices. Refer to Attachment A for examples of best practices within each of the seven identified strategies.

The Salvation Army (TSA) of Dane County is the sole provider of emergency shelter for homeless families and single women in our community. When a family enters into the shelter, they are offered an appointment to complete a VI-SPDAT and referred to the community wide prioritization list. Guests are not mandated to complete a VI-SPDAT, but strongly encouraged. All guests are to be treated with respect and dignity by all staff. While residing in shelter all guests are offered basic needs including but not limited to: a safe place to sleep, dinner, breakfast, and a snack, clothing, any needed personal hygiene items including diapers and necessities for babies, and access to showers. If an imminent need arises laundry facilities are available. TSA abides by the community's Written Standards and is a member on the committee.

5. SUPPORT SERVICES: If the program design involves provision of case management, describe how the program will connect participants to long-term community-based support services such as Comprehensive Community Services (CCS) and Targeted Case Management.

All single women and families accessing emergency shelter will be offered housing focused case management. This will not be offered by the Coordinated Entry Intake Coordinator but will have a "warm hand off" to one of the shelter case managers. Case management is characterized by advocacy, communication, and resource management. The shelter case manager is working with the guest to eliminate housing barriers while offering services that include, but not limited to: developing an individualized housing/service plan, assistance with obtaining and maintaining housing, counseling, employment referrals, education, referral and coordination of services, accessing mainstream benefits, and coordinating with schools. Once housing has been secured, the case manager may refer the participant to a community based support service if it is deemed necessary to continue needed support.

6. PROPOSED SERVICE TARGETS: Include the total number of unduplicated clients the agency expects to serve by the proposed program regardless of the funding source.

The program expects to serve 2000 people with coordinated entry services.

7. PERFORMANCE OUTCOMES: Select applicable measures from the drop down. Refer to Attachment A for the CDD targets.

Outcome #1:

Return to Homelessness

Outcome #2

Length of Stay

Outcome #3

Utilization Rate

Specify your agency's proposed outcomes. If the proposed outcome is lower than the CDD target, provide explanation.

These performance outcomes do not directly correlate to the Coordinated Entry Intake Coordinator. Since this position will not directly be case managing or working with the participants for a long period of time, it will be hard to measure the outcomes. The participants will be referred to a shelter case manager who will work toward achieving these outcomes.

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

D Coordinated Entry Intake Coordinator

8. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2016. Indicate the number and percentage for the following characteristics. For new programs, include best estimates.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %	MADISON*		
					GEN %	POV %	R/POV**
<b>RACE</b>							
WHITE/CAUCASIAN	321	20%	3	100%	80%	67%	16%
BLACK/AFRICAN AMERICAN	1075	67%	0	0%	7%	15%	39%
ASIAN	16	1%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	16	1%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	77	5%	0	0%	3%	4%	26%
BALANCE/OTHER	100	6%	0	0%	1%	2%	28%
TOTAL RACE	1605	100%	3	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	160	10%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	1445	90%	3	100%	93%	81%	74%
TOTAL ETHNICITY	1605	100%	3	100%			
<b>AGE</b>							
<2	105	7%					
2 - 5	500	31%					
6 - 12	500	31%					
13 - 17	200	12%					
18 - 29	200	12%					
30 - 59	100	6%					
60 - 74	0	0%					
75 & UP	0	0%					
TOTAL AGE	1605	100%					
<b>PERSONS WITH DISABILITIES</b>	208	13%					
<b>RESIDENCY</b>							
CITY OF MADISON	1605	100%					
DANE COUNTY (NOT IN CITY)	0	0%					
OUTSIDE DANE COUNTY	0	0%					
TOTAL RESIDENCY	1605	100%					
<b>TOTAL</b>	1605	100%					
MALE	642	40%					
FEMALE	963	60%					
UNKNOWN/OTHER	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.

9. PROGRAM STAFF: Record the Full Time Equivalent (FTE) program hours of each employee supporting this program as well as their total FTE hours worked for the agency. For seasonal employees, record the number of weeks per year worked at the specified FTE.

Staff Title (one employee per line)	FTE in Program Choose Year Round or Seasonal		For Seasonal only: wks/yr employed	Total FTE in Agency	Program Duties Such as administration, direct service, supervision, teaching/ training or recruitment	Hourly Wage
	Year Round Position FTE	Seasonal Position FTE				
Intake Coordinator	1			1	Direct service,	18
Services Coordinator	0.1			1	Supervision	21
Director of Social Services	0.1			1	Administration	28

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM/LETTER:

D Coordinated Entry Intake Coordinator

10. STAFF EXPERIENCE: Describe how the experience and qualifications of your program staff will contribute to the success of the proposed program.

The Salvation Army (TSA) has been providing basic needs assistance in our community for over 125 years. TSA is committed to not only sheltering those in need but walking alongside them on their journey towards housing. TSA has been the point of entry for families, providing coordinated entry (CE) with The Road Home and YWCA for many years. TSA has also been a part of the official CE program with the City of Madison since the inception (2014). TSA has made a commitment to staff development and is proud to employ staff members with advanced degrees and varied professional experiences in the social services field. TSA understands that the clients who access shelter are a highly dynamic group spanning all adult ages, abilities and cultures, with one defining commonality: poverty. Program staff regularly meet for staff meetings which include presentations, case consultations and educational workshops so as to ensure staff have adequate support needed to effectively work and problem-solve.

11. STAFF DIVERSITY: Does the staffing of the program reflect the racial and cultural diversity of the participants who will be served? If not, describe how your agency plans to address this mis-match.

The staffing does not reflect the racial and cultural diversity of the participants who are served. The Salvation Army staff attend ongoing cultural competency trainings, and the YWCA's racial justice summit in an attempt to address this mis-match. Our recruitment process also reflects that we are an equal opportunity hiring agency. TSA's staff attempt to connect participants with resources that closer match participant's cultural experiences if requested.

12. ACCESSIBILITY AND MARKETING: Describe how your organization will ensure that a diverse client base will find the program accessible, culturally responsive, welcoming and effective in achieving increased participant well-being and safety. Describe how the agency uses, or will use marketing and outreach strategies with the intended service population.

The Salvation Army ensures that all guests accessing the program feel welcome and understand that The Salvation Army's mission is to serve without discrimination. The guests also know that there is no tolerance for any hate language and that if it is used to make any other guest feel unsafe that it will not be tolerated. We take it very seriously and want to ensure everyone feels safe within our shelter and in our programs. TSA has an active presence on Facebook and other social media getting awareness to the public as well as any participants wanting to access services. TSA works hard to achieve awareness in the community for outreach letting them know what we do and who we serve so if they meet someone needing services to refer them to the TSA.

ORGANIZATION:	The Salvation Army of Dane County
PROGRAM/LETTER:	D Coordinated Entry Intake Coordinator

**PROGRAM BUDGET**

13. 2017 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	45,000	45,000	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>45,000</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

14. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0	0	0	0	0
DANE CO CDBG	0	0	0	0	0
MADISON-CDD	45,000	45,000	0	0	0
UNITED WAY ALLOC	0	0	0	0	0
UNITED WAY DESIG	0	0	0	0	0
OTHER GOVT*	0	0	0	0	0
FUNDRAISING DONATIONS	0	0	0	0	0
USER FEES	0	0	0	0	0
OTHER**	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>45,000</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*OTHER GOVT 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

\*\*OTHER 2018

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
<b>TOTAL</b>	<b>0</b>	

ORGANIZATION:

The Salvation Army of Dane County

PROGRAM BUDGET (See Instructions)

1. 2017 BUDGETED

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	803,002	641,672	76,130	41,200	44,000
DANE CO CDBG	118,872	92,184	7,914	0	18,774
UNITED WAY ALLOC	291,585	283,446	3,222	1,917	3,000
UNITED WAY DESIG	83,000	42,572	21,221	6,252	12,955
OTHER GOVT	360,184	152,591	78,456	0	129,137
FUNDRAISING DONATIONS	2,757,963	1,277,143	548,211	316,153	616,456
USER FEES	0	0	0	0	0
OTHER	640,001	102,585	241,134	15,064	281,218
<b>TOTAL REVENUE</b>	<b>5,054,607</b>	<b>2,592,193</b>	<b>976,288</b>	<b>380,586</b>	<b>1,105,540</b>

2. 2018 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	769,356	606,112	61,500	57,744	44,000
DANE CO CDBG	100,098	92,184	7,914	0	0
UNITED WAY ALLOC	291,585	283,446	3,222	1,917	3,000
UNITED WAY DESIG	68,821	35,300	17,595	5,184	10,742
OTHER GOVT*	360,623	150,849	85,352	4,000	120,422
FUNDRAISING DONATIONS	2,769,431	1,378,611	661,395	166,153	563,272
USER FEES	0	0	0	0	0
OTHER**	898,773	121,358	241,133	165,064	371,218
<b>TOTAL REVENUE</b>	<b>5,258,687</b>	<b>2,667,860</b>	<b>1,078,111</b>	<b>400,062</b>	<b>1,112,654</b>

\*OTHER GOVT 2018

Source	Amount	Terms
USDA - DPI	45,000	
SSSG GRANT - STATE	81,718	
FEMA	37,181	
HUD	196,724	
	0	
<b>TOTAL</b>	<b>360,623</b>	

\*\*OTHER 2018

Source	Amount	Terms
GIFTS IN KIND	530,000	
PROGRAM FEES	98,000	
DHQ & THQ ALLOCATIONS	270,773	
	0	
	0	
<b>TOTAL</b>	<b>898,773</b>	

ORGANIZATION:

The Salvation Army of Dane County

AGENCY ORGANIZATIONAL PROFILE

1. AGENCY MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. 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. AGENCY EXPERIENCE AND QUALIFICATIONS: Specifically describe how the agency is meeting or plans to meet the following guidelines/requirements as laid out in the RFP: 1) Housing First and Low Barrier approaches; 2) Partnership and Collaboration/ Improved Coordination of Services; 3) Participation in Coordinated Entry; 4) Best Practices and Demonstrated Success; 5) Written Standards; 6) Data and Reporting.

The Salvation Army (TSA) has been operating as a housing first/low barrier organization for a few years now. The shelter does not require documentation or screen anyone out from utilizing services unless they are a registered sex offender. This is required as there are children on site and strict supervision is not manageable. If someone was not allowed to access shelter because of this, staff work diligently to try to find an alternative solution. Case management services do not exclude sex offenders and operate as a housing first model. TSA has a strong collaboration within the Homeless Services Consortium. TSA has partnerships with and subcontracts with a few agencies, in particular, The Road Home, YWCA, and soon to be ICA. TSA collaborates closely with Tenant resource center for Rapid Rehousing programs. TSA has participated in Coordinated Entry (CE) from its inception. TSA is the entry point for both families and single women. All TSA housing programs follow the CE process to fill all housing vacancies. All programs are designed around a common goal, obtaining permanent housing. TSA follows all of the best practices stated in Attachment A and keeps accurate data which is used to drive the programs. TSA has agreed and follows the CoC Written standards and two staff members are members of the committee. TSA collects and enters all data into HMIS, and monthly reports are ran to maintain data quality. TSA has policies and procedures in place regarding confidentiality including HMIS. TSA has a staff member on the HMIS advisory board and is up to date on all standards.

3. AGENCY UPDATE: Describe any significant changes or shifts the agency has experienced in the last year, or anticipates it may experience in the next few years. Changes in leadership, significant turnover in staffing, strategic planning processes, expansions or loss of funding are among the kinds of changes the City wants to be aware of. What, if any, affects will these shifts have on the agency's ability to provide contracted services? If there have been no significant changes and none are anticipated, write "no changes" in box below.

The only significant changes in the last year have been a change with the services provided. On November 1, 2016 The Salvation Army converted the 90 day family shelter space into an expansion of the Emergency Family Shelter. Since this change, we have been able to serve almost double the amount of people we served in all of 2016 (10,232) in the first 8 months (19,021). The Salvation Army also increased capacity in the women's shelter from 30 to 45 to accommodate the need in 2016. There have been no other significant changes.



4. **COMMUNITY AND STAKEHOLDER ENGAGEMENT:** 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)? How will these efforts improve your services? Include specific strategies that you will use to address client, participant and community engagement.

The Salvation Army (TSA) is a member of the Homeless Services Consortium and many of the subcommittees. TSA looks to the CoC for guidance in programmatic operations and program planning. TSA has often been approached to fill gap services in the community due to its willingness to take on challenges and proven ability to be successful. TSA meets with funders and other community partners to best determine program need and implementation and is often the first organization to "step up to the plate". TSA asks for feedback from the participants in a way of an exit interview questionnaire and holds meetings with the guests to obtain feedback regarding the services. TSA takes the feedback from the guests and implements it in changes in programming to best fit the need.

5. **CAPACITY BUILDING:** Please help the City understand any capacity building needs that affect your agency's ability to provide quality services. Identify three such needs that, if addressed, would assist the agency in delivering quality services. How might the City help address these needs? (INFORMATION ONLY, NOT SCORED)

Capacity building activities are defined as intentional, coordinated and mission-driven efforts aimed at strengthening the management and governance of nonprofits to improve their performance and impact. Examples of capacity building activities:

- Programmatic: program evaluation, program best-practices/improvement
- Organizational: budgeting, strategic planning, collaborative planning and relationships, administrative functions, human resources functions
- Governance: Board development, operational investments, fund development
- Cultural competency and capacity: diversity of staff, board and volunteers, language access, overall cultural competency of organization

The Salvation Army (TSA) operates the only single women's shelter and Emergency family shelter in Dane County. One capacity building issue that TSA needs assistance with is the literal building. TSA operates the shelter out of an old school building that is no longer meeting the needs of the community. TSA's strategic plan is to obtain/build a new building that is designed for a shelter and has enough space to accommodate the need. As TSA strategic planning moves forward in this process, input and assistance from the City of Madison is strongly encouraged. TSA also continues to improve the agencies overall cultural competency, and assistance with trainings and suggestions are always welcomed.

6. BOARD-VOLUNTEER DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and volunteers. Refer to application instructions

for definitions. You will receive an "ERROR" until completing the demographic information.

DESCRIPTOR	BOARD		VOLUNTEER		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
	<b>TOTAL</b>	34	100%	16	100%		
<b>GENDER</b>							
MALE	25	74%	6	38%			
FEMALE	9	26%	10	63%			
UNKNOWN/OTHER	0	0%	0	0%			
TOTAL GENDER	34	100%	16	100%			
<b>AGE</b>							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	24	71%	12	75%			
60 AND OLDER	10	29%	4	25%			
TOTAL AGE	34	100%	16	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	33	97%	15	94%	80%	67%	16%
BLACK/AFRICAN AMERICAN	1	3%	1	6%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	34	100%	16	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	0	0%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	34	100%	16	100%	93%	81%	74%
TOTAL ETHNICITY	34	100%	16	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.

7. Reflecting on the information provided in question “6”, describe to what degree the composition of the agency’s board composition and volunteer pool reflects the racial and cultural diversity of the residents the agency serves? If there is not a strong correlation, describe the agency’s plan to improve in this area.

The Salvation Army’s advisory does not reflect the racial and cultural diversity of the participants that it serves. The board is always trying to recruit a more diverse group of members and has made it a priority to bring someone onto the board who has lived experience with homelessness. As the advisory board understands the importance of diversity in a decision making role of the organization, it is a constant point of discussion and has been incorporated into the strategic plan.

8. AGENCY REVENUE DETAILED BY PROGRAM

REVENUE SOURCE	2016 ACTUAL	2017 BUDGET	2018 PROPOSED	2018 PROPOSED PROGRAMS			
				A	B	C	D
DANE CO HUMAN SVCS	785,809	803,002	769,356	0	0	0	0
DANE CO CDBG	131,903	118,872	100,098	0	0	0	0
MADISON-CDD		220,000	220,000	50,000	70,000	55,000	45,000
UNITED WAY ALLOC	161,150	291,585	291,585	0	0	0	0
UNITED WAY DESIG	68,821	83,000	68,821	0	0	0	0
OTHER GOVT	449,994	360,184	360,623	0	0	0	0
FUNDRAISING DONATIONS	3,002,102	2,757,963	2,769,431	0	0	0	0
USER FEES		0	0	0	0	0	0
OTHER	203,635	640,001	898,773	0	0	0	0
TOTAL REVENUE	4,803,414	5,274,607	5,478,687	50,000	70,000	55,000	45,000

REVENUE SOURCE	2018 PROPOSED PROGRAMS CONT.					
	E	F				NonApp
DANE CO HUMAN SVCS	0	0				769,356
DANE CO CDBG	0	0				100,098
MADISON-CDD	0	0				0
UNITED WAY ALLOC	0	0				291,585
UNITED WAY DESIG	0	0				68,821
OTHER GOVT	0	0				360,623
FUNDRAISING DONATIONS	0	0				2,769,431
USER FEES	0	0				0
OTHER	0	0				898,773
TOTAL REVENUE	0	0				5,258,687

## 9. AGENCY EXPENSE BUDGET

This chart describes your agency's total expense budget for 3 separate years.

Where possible, use audited figures for 2016 Actual. Budget and Proposed Subtotals will autofill from information you provided in the individual program budgets, Center Support and Non-City worksheets in this application.

You will receive an "ERROR" until the amounts equal the autofilled Budget and Proposed subtotals.

Account Description	2016 ACTUAL	2017 BUDGET	2018 PROPOSED
<b>A. PERSONNEL</b>			
Salary	1,971,718	2,091,012	2,156,332
Taxes	162,650	200,373	207,980
Benefits	429,808	460,808	463,548
<b>SUBTOTAL A.</b>	<b>2,564,176</b>	<b>2,752,193</b>	<b>2,827,860</b>
<b>B. OPERATING</b>			
All "Operating" Costs	763,020	1,036,288	1,138,111
<b>SUBTOTAL B.</b>	<b>763,020</b>	<b>1,036,288</b>	<b>1,138,111</b>
<b>C. SPACE</b>			
Rent/Utilities/Maintenance	326,753	346,586	369,562
Mortgage (P&I) / Depreciation / Taxes	21,475	34,000	30,500
<b>SUBTOTAL C.</b>	<b>348,228</b>	<b>380,586</b>	<b>400,062</b>
<b>D. SPECIAL COSTS</b>			
Assistance to Individuals	499,756	550,000	556,072
Subcontracts, etc.	82,497	85,540	83,082
Affiliation Dues	0	0	0
Capital Expenditure	0	0	0
Other:	443,610	470,000	473,500
<b>SUBTOTAL D.</b>	<b>1,025,863</b>	<b>1,105,540</b>	<b>1,112,654</b>
<b>SPECIAL COSTS LESS CAPITAL EXPENDITURE</b>	<b>1,025,863</b>	<b>1,105,540</b>	<b>1,112,654</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>4,701,287</b>	<b>5,274,607</b>	<b>5,478,687</b>
<b>E. TOTAL CAPITAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

10. AGENCY GOVERNING BODY

How many Board meetings were held in 2016?	11
How many Board meetings has your governing body or Board of Directors scheduled for 2017?	10
How many Board seats are indicated in your agency by-laws?	

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

<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy
<b>Name</b>	<b>Not All Board Members fit in this spreadsheet. Please see attachment</b>			
Home Address				
Occupation				
Representing				
Term of Office		From: mm/yyyy	To:	mm/yyyy

# The Salvation Army- Dane County Advisory Board Roster

	<u>Term End 2017</u>	<u>Board Committee</u>
Robert Courter, Realtor RL Courter Co. 8465 Mid Town Road Madison, WI 53715 608-845-7582 work <a href="mailto:rlcourter@rlcourter-co.com">rlcourter@rlcourter-co.com</a>	2017	Property
Dan Loichinger, President Loichinger Advantage LLC 4218 Savannah Court Middleton, WI 53562 608-354-3524 cell <a href="mailto:dan@loichingeradvantage.com">dan@loichingeradvantage.com</a>	2017	Program
Brian Schimming, Chief Operating Officer WHEDA 201 W. Washington Ave., Suite 700 Madison, WI 53701-1728 608-267-2307 work 608-220-7132 cell <a href="mailto:schimmingwins@yahoo.com">schimmingwins@yahoo.com</a>	2017	Past Board Chair

**Term End 2018**

**Board Committee**

Thomas Beckman, CEO  
28 Power Communications  
704 Pleasant Valley Pkwy.  
Waunakee, WI 53597  
608-577-0234

[tom.beckman@28powercommunications.com](mailto:tom.beckman@28powercommunications.com)

2018

CRD

Marc Flood, Owner  
Hausmann-Johnson Insurance, Inc.  
700 Regent Street  
Madison, WI 53703  
608-252-9657

[marc.flood@hausmann-johnson.com](mailto:marc.flood@hausmann-johnson.com)

2018

CRD

Sandy Gehler, Financial Advisor  
Robert W. Baird & Co., Inc.  
8000 Excelsior Drive, Suite 302  
Madison, WI 53717  
608-830-3526 work  
608-770-2006 cell  
[sgehler@rwbaird.com](mailto:sgehler@rwbaird.com)

2018

Board Secretary  
Executive  
Nominating  
CRD

Jill Genter, Manager  
Marketing and Community Relations  
WKOW/Channel 27  
5727 Tokay Blvd.  
Madison, WI 53719  
608-274-1234 work  
608-576-4476 cell  
[jgenter@wkow.com](mailto:jgenter@wkow.com)

2018

CRD

Tom Horky  
NW Mutual Wealth Management  
1600 Aspen Commons, Suite 800  
Middleton, WI 53562  
608-836-2073 work  
608-235-4202  
[Tom.horky@nmfn.com](mailto:Tom.horky@nmfn.com)

2018

Finance – Vice Chair

LaShell Lentz, Financial Advisor  
Morgan Stanley  
1241 John Q. Hammons Dr., Suite 100  
Madison, WI 53717  
608-829-4343 work  
608-347-0502 cell  
[lashlantz@gmail.com](mailto:lashlantz@gmail.com)

2018

CRD - Chair  
Executive  
Nominating

Gabrielle O'Brien  
O'Brien Education Services  
209 Lakewood Blvd.  
Madison, WI 53704  
608-444-3253 cell  
[gabrielle.h.obrien@gmail.com](mailto:gabrielle.h.obrien@gmail.com)

2018

Program

Dennis O'Loughlin, County Supervisor  
3934 Partridge Road  
DeForest, WI 53532  
608-846-1851 home  
608-225-6562 cell  
[dosonow2005@yahoo.com](mailto:dosonow2005@yahoo.com)

2018

Property

Mark Pent, Director  
UBS Financial Services  
8020 Excelsior Drive  
Madison, WI 53717  
608-831-8671 work  
937-416-2115 cell  
[mark.pent@ubs.com](mailto:mark.pent@ubs.com)

2018

CRD

Jim Pope, Senior Mortgage Consultant  
Wintrust Mortgage/Town Bank  
10 W. Mifflin St.  
Madison, WI 53703  
608-282-4821 work  
608-469-6000 cell  
[jpope@wintrustmortgage.com](mailto:jpope@wintrustmortgage.com)

2018

Board Treasurer  
Executive  
Nominating  
Finance - Chair

Carole Schaeffer, President  
Schaeffer Consulting, LLC  
701 E. Washington Ave.  
Madison, WI 53703  
608-729-5921 work  
608-212-5869 cell  
[Carole@schaefferconsult.com](mailto:Carole@schaefferconsult.com)

2018

Property

Scott Schmitt  
MG&E  
133 S. Blair St.  
Madison, WI 53718  
608-252-7083 work  
608-843-2016 cell  
[sschmitt@mge.com](mailto:sschmitt@mge.com)

2018

Finance



2018

Property - Chair  
Executive  
Nominating

Tod Sloan  
Administration  
Epic  
1979 Milky Way  
Verona, WI 53593  
608-271-9000  
[tod@epic.com](mailto:tod@epic.com)

2018

Board - Chair  
Executive

Brad Zeman,  
Thomas Bradley Insurance  
1057 North Edge Trail  
Verona, WI 53593  
608-845-7979 work  
608-220-6153 cell  
[bzeman@thomasbradleyinsurance.com](mailto:bzeman@thomasbradleyinsurance.com)

**Term End 2019**

**Board Committee**

2019

CRD

Gary Bennett, Special Assistant/Director  
University of Wisconsin System Administration  
1220 Linden Drive  
Madison, WI 53706  
310-228-8310 cell  
[gbennett@wisc.edu](mailto:gbennett@wisc.edu) work  
[WISCOgary@gmail.com](mailto:WISCOgary@gmail.com)

2019

Program

Brian Brugger, Exec. Vice President  
WPS Health Solutions  
1707 West Broadway  
Madison, WI 53713  
608-301-2440 work  
608-513-4454 cell  
[Brian.Brugger@wpsic.com](mailto:Brian.Brugger@wpsic.com)

2019

CRD

Chris Eigenberger, General Manager  
Adams Outdoor Advertising  
102 E. Badger Road  
Madison, WI 53713  
608-443-4293 work  
608-220-0126 cell  
[ceigenberger@adamsoverdoor.com](mailto:ceigenberger@adamsoverdoor.com)

2019

Program

Jamie Fuller, Owner  
Chik-Fil-A Restaurant  
430 S. Gammon Rd.  
Madison, WI 53719  
608-833-3344 work  
608-852-0127 cell  
[jamie.fuller@cfafanchisee.com](mailto:jamie.fuller@cfafanchisee.com)

2019

Finance

William Greiter, Corporate Finance Director  
American Family Insurance  
6000 American Parkway  
Madison, WI 53783  
608-242-4100, Ext. 34897 work  
608-371-3366 cell  
917-593-3141 home  
[wgreiter@amfam.com](mailto:wgreiter@amfam.com)

2019

Board Vice Chair  
Executive  
Nominating

Michael Hanson, Sales Manager  
Guardian Life Insurance Company  
8010 Excelsior Drive, Suite 200  
Madison, WI 53717  
608-662-8757 work  
608-354-5054 cell  
[michael\\_hanson@glc.com](mailto:michael_hanson@glc.com)

Jon Konarske, Publisher

2019

CRD

In Business  
200 River Place, Suite 250  
Madison, WI 53716  
608-204-9655, Ext. 27 work  
608-354-9352 cell  
[jon@ibmadison.com](mailto:jon@ibmadison.com)

Josh Marron, First Vice President  
Park Bank

2019

Property

2275 Deming Way  
Middleton, WI 53708  
608-662-9403 work  
608-720-8524 cell  
[jmarron@parkbank.com](mailto:jmarron@parkbank.com)

Police Officer Gary Pihlaja, 4227

2019

Darbo Worthington Neighborhood Officer  
City of Madison Police Department – East District  
809 S. Thompson Dr.  
Madison, WI 53714  
608-228-1452 cell  
[gpihlaja@cityofmadison.com](mailto:gpihlaja@cityofmadison.com)

Gordon Renschler

2019

Property

7410 Cedar Creek Trail  
Madison, WI 53717  
608-833-2020  
[gordon72@outlook.com](mailto:gordon72@outlook.com)

Jeff Sorenson, VP Federal Programs

2019

Property

Mead & Hunt, Inc.  
2440 Deming Way  
Middleton, WI 53562  
608-443-0583  
[Jeff.Sorenson@meadhunt.com](mailto:Jeff.Sorenson@meadhunt.com)

Kayla Thomas, Marketing & Communications Mgr.

2019

CRD

Wisconsin Women's Health Foundation  
2503 Todd Drive  
Madison, WI 53713  
608-251-1675 x112  
[kthomas@wwhf.org](mailto:kthomas@wwhf.org)

**Term – Other**

**Board Committee**

Mary Brennan, Community Volunteer  
5514 Comanche Way  
Madison, WI 53704  
608-249-1848 home  
[mjbrennan@charter.net](mailto:mjbrennan@charter.net)

Life

Program  
Holly House – Chair

Kent Carnell, Attorney  
Lawton & Cates, S.C.  
345 W. Washington Ave., Suite 201  
Madison, WI 53701-2965  
608-282-6211 work  
608-630-9596 home  
608-347-6421 cell  
[kcarnell@lawtoncates.com](mailto:kcarnell@lawtoncates.com)

Life

Property

Verona Morgan, Community Volunteer  
618 Jupiter Drive, Unit 3010  
Madison, WI 53718  
608-234-0899  
[vmorgan117@sbcglobal.net](mailto:vmorgan117@sbcglobal.net)

Life

Holly House

Carol von Elbe  
3305 Topping Road  
Madison, WI 53705  
608-233-9312  
[ivoneibe@wisc.edu](mailto:ivoneibe@wisc.edu)

Life

Finance

James St. Vincent, Vice President  
Human Resources  
American Family Insurance  
6000 American Parkway  
Madison, WI 53783  
608-242-4100, Ext. 38244 work  
608-234-7669 cell  
[istvince@amfam.com](mailto:istvince@amfam.com)

Emeritus

Program - Chair  
Executive  
Nominating

**Executive Committee**

**Board Committees**

Chair: Brad Zeman  
Past Chair: Brian Schimming  
Vice Chair: Mike Hanson  
Secretary: Sandy Gehler  
Treasurer: Jim Pope

CRD – first Tuesday of month, 8:00a.m. at Egg & I  
Finance – third Tuesday of month, 7:30a.m. at Egg and I  
Program – second Friday of month, 11:00a.m., TSA  
Property – 11:00a.m. at Darbo Dr. day of board meeting

## **Dane County Officers and Staff**

**Dane County Corps/Community Center**  
3030 Darbo Drive  
Madison, WI 53704  
608-256-2321 – Main Number

**Staff – 630 E. Washington Ave. 53703**  
Melissa Sorensen  
608-250-2237  
[Melissa\\_Sorensen@usc.salvationarmy.org](mailto:Melissa_Sorensen@usc.salvationarmy.org)

**Officers**  
Major Greg Voeller  
Dane County Coordinator/Madison Temple Corps Officer  
608-250-2220 work  
608-513-5226 cell  
[Greg\\_Voeller@usc.salvationarmy.org](mailto:Greg_Voeller@usc.salvationarmy.org)

**Staff – Darbo Drive**  
Deb Del Ciello  
Human Resource Manager/Administrative Assistant DCC  
608-250-2225 work  
[Deborah\\_DelCiello@usc.salvationarmy.org](mailto:Deborah_DelCiello@usc.salvationarmy.org)

Major Carla Voeller  
Director, Special Services/Madison Temple Corp Officer  
608-250-2261 work  
608-513-5225 cell  
[Carla\\_Voeller@usc.salvationarmy.org](mailto:Carla_Voeller@usc.salvationarmy.org)

Larry Peterson  
Director, Property and Security  
608-250-2217 work  
608-333-9848 cell  
[Larry\\_Peterson@usc.salvationarmy.org](mailto:Larry_Peterson@usc.salvationarmy.org)

Captain Amanda Hellstrom  
Assistant Officer-Madison Temple Corps  
608-250-2263 work  
608-513-2650 cell  
[Amanda\\_Hellstrom@usc.salvationarmy.org](mailto:Amanda_Hellstrom@usc.salvationarmy.org)

Steve Heck  
Development Director  
608-250-2248 work  
[Steve\\_Heck@usc.salvationarmy.org](mailto:Steve_Heck@usc.salvationarmy.org)

Major Betty Keobounhom  
608-250-2265 work  
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