



Older Adult Services PART 1 – ORGANIZATION NARRATIVE FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4pm July 1st, 2024

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

The intent of this application and subsequent contract is for all organizations to present a set of opportunities within the umbrella of one contracted program for each service area, i.e. Case Management services, Culturally Relevant services, Information, Outreach and Referral services and Independent Living Support services. Only programs that involve different participants for that service area, separate staff, a different schedule and are not an activity occurring during or as part of another program should be considered a stand-alone program with a separate application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to Part 1 - Organization Narrative, Part 2 - Program Narrative(s) and Part 3 - Budget Narrative will not be considered in the evaluation of this proposal. *Do not attempt to unlock/alter this form.* Font should be no less than 11 pt.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Garrett Tusler, Community Development Specialist gtusler@cityofmadison.com. We are committed to assisting interested organizations understand and work through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Garrett Tusler, gtusler@cityofmadison.com

A NOTE REGARDING APPLICANT TYPE

Every agency applying for funding must submit an organizational history narrative per program detailing their agency's background, mission, and vision. If your agency is applying for multiple programs, each program application must be submitted separately with all the required submission documents (See RFP Guidelines 1.2 Required Information and Content of Proposals)

Joint/Multi-agency Applicants

For those choosing to submit a joint/multi-agency proposal, only the designated 'lead agency' is required to complete and submit responses to questions 5-9 pertaining to partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships. All other agencies participating in the joint application, listed in application as 'joint/partner agency', are still required to submit their organizational history narrative, as stated above.

Legal Name of Organization:	Bayview Foundation	Total Amount Requested:	\$ 46,600
All program(s) connected to your organization:	Program Name: Bayview Healthy Aging Applicant Type: Single Agency Application Program Type: Culturally Relevant Services List Program Partner(s) (if applicable): Choose an item., , Choose an item., , Choose an item.	Amount Requested: \$ 26,600	
	Program Name: Older Adult Support and Case Management Services Applicant Type: Single Agency Application Program Type: Case Management Services List Program Partner(s) (if applicable): , Choose an item., , Choose an item., , Choose an item.	Amount Requested: \$ 20,000	
	Program Name: Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable): Choose an item., Choose an item., Choose an item., Choose an item.	Amount Requested: \$	
	Program Name: Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable): Choose an item., Choose an item., Choose an item.	Amount Requested: \$	
	➤ <i>If you are applying for more than four programs please contact Garrett Tusler gtusler@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):	Nate Schorr	Email: nateschorr@baviewfoundation.org	
Organization Address:	103 La Mariposa Lane	Telephone:	(608) 256-7808
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if no)	

Organizational Qualifications – All Applicants:

1. Organization History and Mission Statement

1. Bayview Foundation, Inc. is a nonprofit organization that provides affordable housing and supportive services to low income residents. Bayview is made up of Bayview Townhouses, a Section 8 project based development and a

comprehensive community center that serves the entire neighborhood. The mission of Bayview Foundation is to support culturally diverse, low-income families in realizing their aspirations by providing affordable housing, fostering cultural pride, and building community through the arts, education, and recreation.

2. Describe your organization's experience implementing programming described in the Older Adult Services Policy Paper and Older Adult RFP Guidelines relevant to the programs you propose in this application. List all current older adult programs with their inception date.

Bayview's older adult programming has long been dedicated to ensuring people have what they need to avoid disease and disability, maintain high cognitive and physical function and live as independently as possible in the community of their choice with high engagement. We've provided culturally relevant services since 2014. Informal Resource navigation has been provided informally for decades, and formal bilingual navigation has been offered since 2022.

Older adult programs at Bayview have evolved from weekly BINGO that started in 2014, expanding activities in 2017 to include Bayview Walks and Tea & Talk with support from the Emerging Opportunity Grant. Senior programming expanded greatly in 2020 and 2021 to meet basic needs during the years of pandemic isolation. Added were meal deliveries, a significant monthly grocery delivery, weekly drop-in computer/tech support (to help people stay connected through the pandemic), vaccine and health clinics, and ongoing arts programming. In the last two years, Bayview has added wellness and exercise classes (Tai Chi, yoga, etc.), gentle massage, weekly fine arts programming, field trips and regular senior community meals.

3. Describe any significant changes or shifts at your agency since 2022 or anticipated changes in the next two years. For example, changes in leadership, turnover of management positions, strategic planning processes, expansion or loss of funding. What, if any affects have or will these changes make regarding the agency's ability to provide proposed services? If there are no changes, write "No changes".

In January of 2024, Bayview opened the doors of a new, larger community center – as part of a complete redevelopment of the aging community – that allows for expansion of its vital programming to serve residents of the surrounding community.

At 11,500 square feet, the new center is more than twice the size of the original center and features over 3,000 square feet of programming spaces. The building includes a teaching kitchen with commercial grade equipment, accessible food pantry with dry and cooler goods, and a fitness room. Arts and cultural programming flourish with a maker space/STEAM hub, and art classroom. A senior lounge provides a dedicated space where people can connect and enjoy social time regardless of programming.

The new center and surrounding outdoor features allow Bayview to make possible the addition of new programming, expanded hours, and additional services and amenities. These new facilities will give people appropriately designed and programmed places to learn, to access recreational activities, social-emotional support, educational support, healthy food, arts and expand senior programming that responds to their needs and creates opportunities for them to give back to the community and pass on cultural traditions.

4. Describe your organization's experience, education and training requirements for management and older adult services program staff. Include how you support these requirements and other professional development opportunities.

Bayview makes a point of hiring people who share the lived experience and identities of those living in the community or accessing center services. The diversity of staff means each is able to amplify and respond to varying cultural perspectives and to connect in Bayview's many languages. All program staff are required to have a high school diploma and be up to date on their CPR Certification.

Bayview hiring practices ensure that staff working with residents and community members have the necessary educational, professional and/or lived experience to fulfill their work responsibilities. Communication, compassion and relationship building skills are non-negotiable, especially in the roles of social workers and program coordinators. Staff professional development and organizational change and development are important, ongoing elements of Bayview's work. Supervisors work with each staff member to evaluate and design a balanced and meaningful development plan, and Bayview has steadily increased its professional development and training budgets for staff and board members to ensure they have the tools to be effective in their roles. As a component to our professional development work, Bayview requires that white staff members participate in a monthly Unlearning White Privilege Group and BIPOC staff members can participate in an optional monthly BIPOC Affinity Group. In addition, Bayview continually provides training on topics such as trauma-informed care, cross-cultural communication, Plain English, supportive housing models and community asset building.

Older adult services and case management staff is implemented by staff with very specific qualifications and credentials. This includes a bachelor's degree in social services or a related field and at least five years of experience working with older adults. Pa Der Lor, Bayview's Adult and Senior Program Coordinator, has 14 years of experience working with older adults in programming roles and is bilingual in English and Hmong. She has been planning, implementing and evaluation programming at Bayview since 2021 and already built deep relationships with all of the current program participants. Bayview is also in the process of hiring a social worker, where the requirement is to have a bachelor's degree in social work or a related field and five years of experience working in social services and be bilingual in English and Spanish.

JOINT/MULTI-AGENCY APPLICATIONS ONLY – Lead Agency Applicant responses

Program name:

Program type: Choose an item.

List All Joint/Partner Applicants for this Program:

5. Provide a brief overview of your partnership history with the collaborating agency/agencies. When and how did this partnership begin, and what collaborative initiatives have you undertaken together in the past?
6. Explain the rationale behind choosing to partner with the specific agency/agencies identified in this application. What unique strengths or resources does each organization bring to the partnership, and how do these complement one another?
7. Describe the division of roles and responsibilities between your organization and the collaborating agency within the proposed program. How will each partner contribute to program design, implementation, and evaluation?
8. Outline any challenges or barriers you anticipate encountering as a result of the partnership, and how you plan to address these collaboratively.
9. Detail any previous collaborations or partnerships with other organizations serving older adults, if applicable. What lessons or insights have you gained from these experiences that will inform your approach to this partnership?



Older Adult Services 2024 Request for Proposals PART 2 - Program Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30 p.m. (CDT) on July 1st

Official submission date and time will be based on the time stamp from the CDD

Applications inbox. Late applications will not be accepted

Part 2 – Program Narrative Form MUST be completed for EACH PROGRAM for which you are asking for funds.

Responses to this RFP should be complete but succinct. Materials submitted in addition to Part 1 - Organization Narrative, Part 2 - Program Narrative(s) and Part 3 - Budget Narrative will not be considered in the evaluation of this proposal. *Do not attempt to unlock/alter this form.* Font should be no less than 11 pt.

Joint/Multi-Agency Applicants

Only the designated 'lead agency' is required to submit the Program Narrative form on behalf of all identified partners listed in the application for applicants choosing to apply through a joint application.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Garrett Tusler, Community Development Specialist gtusler@cityofmadison.com. We are committed to assisting interested organizations understand and work through this application and funding process.

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Program Name:	Older Adult Support and Case Management Services	Total Amount Requested for this Program:	\$ 20,000		
Legal Name of Organization:	Bayview Foundation	Total amount Requested for Lead/Single Applicant	\$ 20,000		
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$		
		Total Amount Requested for Partner 2:	\$		
		Total Amount Requested for Partner 3*:	\$		
Program Contact:	Nate Schorr, Program Director	Email:	nateschorr@bayviewfoundation.org	Phone:	608-256-7808
Program Type: Select ONE Program Type for this form.					
<input checked="" type="checkbox"/> Case Management Services <input type="checkbox"/> Culturally Relevant Services <input type="checkbox"/> Independent Living Support Services <input type="checkbox"/> Outreach, Information, and Referral Services					
<p>PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.</p>					

*Click or tap here to enter text.

1. PROGRAM OVERVIEW

- A. **Need:** Briefly describe the need in the City of Madison for the programs included in this application, including the source of the data used in your response.

From the 2023 Older Adult Survey conducted by Equity by Design, we know that generally the needs of BIPOC older adults in Madison are not being met. With the barriers of limited financial resources, few options for transportation, language challenges, and cultural differences, many of these seniors struggle to access case management and resource navigation assistance.

Bayview's older residents primarily came to the United States as refugees, have lived here many years and want to age in place. Placed-based services and supports are key to successfully aging here independently. And now, with our new larger community center, Bayview has the capacity to expand its vital programming to include culturally-relevant case management and resource navigation services to older adults in the community.

Bayview will expand on the services and programs provided to older adults to include case management that offers comprehensive relationship-building and trust-based supports. Bayview's intake and ongoing management services will include a commitment to personal agency, independence/interdependence, natural supports, healthy relationships and individualized goal setting.

B. Goal Statement: What is the goal of your program and how does it align with the scope of work described in the RFP guidelines?

This program will ensure that participants will have equitable and easy access to the services, supports and resources that are needed to stabilize and ensure older adults can comfortably age in place and create a more equitable Madison. Goals include:

- Increase stability in housing by ensuring that older adults have access to the resources, services and programs that reduce economic, emotional/mental, physical stressors and tensions; ensure older adults can age in the community of their choice
- Enable people to manage their personal finances (pay bills, navigate insurance, etc.) by offering culturally and linguistically relevant financial planning that addresses economic stressors, reduces debt and promotes saving money
- Ensure that older adults feel safe within their homes and community
- Reduce barriers to accessing community resources and services by helping people navigate complex institutional systems so that people know where to go to get the help they need
- Establish and meet personal goals toward living independently/interdependently

C. Program Summary (3-5 sentences):

This initiative will be focused on developing deep personal relationships with older adult community members to assess, understand and address their challenges with mental health, social isolation, family relationships, economic insecurity, systems navigation, AODA, food security, immigration, among others. The case management staff in this role will connect people to the resources and services they need in order to attain stability as well as personal and family goals. The focus will be on ensuring personal agency and providing natural support and services that enhance quality of life and overall wellbeing for older adults.

2. POPULATION SERVED

A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how this population was involved in the development of this program proposal.

Bayview was established in 1971 and provides affordable housing and an array of services and programs to a highly diverse community of 277 low-income residents in the heart of Madison's historic downtown Triangle Neighborhood. Twenty-five percent of Bayview residents are seniors ages 55 years and older, the majority of whom are immigrants and refugees (53.1% are Hmong, 28.1 % Laotian, Vietnamese or Cambodian, 12.5% Hispanic, 4.7% African or African American), and have come to find Bayview their home and wish to age in place here. Most are Supplemental Security Income (SSI) recipients with annual incomes averaging \$9,500 (60% below poverty level).

By the end of the summer, the final phase of Bayview's three year redevelopment will be complete, adding 44 townhouse units to the housing development. New residents will start moving in in September and housing staff estimates that roughly 25% will be over 55 years old.

The Bayview community center serves the entire Monona Bay/Triangle neighborhood, including residents of the adjacent Community Development Authority (CDA) housing. CDA's current 400 households (mostly individuals) include many seniors and others with mobility issues that make it difficult for them to access outside services. Additionally, with CDA's redevelopment, their population is expected to quadruple within the next 8-10 years, with an increase in seniors anticipated.

Resident engagement forms all of Bayview's programs. We conduct regular community needs assessments, meet with residents to review needs, and collect feedback from participants during programming. The programs outlined in this proposal were developed based on all these forms of resident input.

B. 2023 Participant Demographics (if applicable):

Race	# of Participants	% of Total Participants
White/Caucasian	7	11
Black/African American	6	10
Asian	26	43
American Indian/Alaskan Native		
Native Hawaiian/Other Pacific Islander		
Multi-Racial		
Balance/Other	22	36
Total:		
Ethnicity		
Hispanic or Latino	16	26
Not Hispanic or Latino	45	74
Total:		
Gender		
Man	14	23
Woman	45	77
Non-binary/GenderQueer		
Prefer Not to Say		
Total:	61	

Comments (optional):

C. Language Access and Cultural Relevance: Please describe how the proposed program will serve non-English speaking older adults. Describe how the proposed program will be culturally relevant to the population served.

A. The majority of Bayview’s adult and senior residents are non-native English speakers and/or bilingual. Bayview’s services and programs reflect the population served and involved and cultural relevance and sensitivity to language is at the heart of what we do.

Approximately half of Bayview’s 17 staff members are bilingual with English, Spanish, Hmong, Lao, and French all being spoken fluently by at least one staff member. Bayview also utilizes a recurring group of interpreters for other languages and to better serve bigger events with larger groups of people. Additionally, Bayview makes a point of hiring people who share the lived experience and identities of those living in the community or accessing center services. Of Bayview’s 17staff, a majority are BIPOC, and roughly 25% are current or former residents of the community. The diversity of staff means each is able to amplify and respond to varying cultural perspectives and to connect in Bayview’s many languages.

Staff are available to support families in need of interpretation and translation services. Interpretation in Hmong and Spanish is provided at all meetings and events. In addition, program materials, including flyers, letters, notices, etc., are evaluated for use of Plain English and pictorial representations are utilized as much as possible in addition to text. All programs and services are evaluated through a lens of cultural and linguistic relevance and sensitivity. Bayview staff provide detailed information and support to project partners to increase their awareness and competencies in working with such a diverse group.

D. Recruitment, Engagement, Intake and Assessment: Describe your plan to recruit, engage and address barriers to participation for the identified service population. Explain the intake and/or assessment procedure you will use for this program.

Bayview staff have close relationships with the older adults living at Bayview through many touches both in housing support and through programming that takes place in the center. For this new program to build off of that sense of closeness, Bayview will likely hold a reception to introduce the case worker to older adults in the community, and begin to create some familiarity with them and the role they are here to fill. After that, the

caseworker will begin proactively reaching out to each of the sixty 55+ year-old residents in the community, inviting them (by phone/email/flyer) in for a meeting.

This meeting will serve as an initial intake/care assessment, which includes an evaluation of health status, social support network, and financial resources. Many will have family nearby or other existing supports, or are living fairly independently without many needs for support.

There will likely be 15-20 though who either have needs for support that are beyond what available family members can provide, or are vulnerable to abuse or neglect, and need to enroll in a case management program. For those, the case worker will develop a service plan, working with the older adult and their family to apply for suitable services and programs. These 15-20 higher need residents will also receive periodic check-ins from the caseworker.

3. PROGRAM DESCRIPTION AND STRUCTURE

- A. Activities: Describe your proposed program activities. If applicable, describe any evidence, research, proven curriculum, standards, or documentation of promising practice that supports the programming or service proposed.

This initiative will be focused on developing deep personal relationships with community members to assess, understand and address challenges with mental health, family systems, social isolation, domestic violence, economic insecurity, systems navigation, AODA, food security, immigration, among others. The individual activities for each participant will be as follows:

- Intake/Screening Process - A case manager will meet with all older adults residents of Bayview, as well as every other community member who is referred to the program. This initial meeting will involve getting to know them, working through an intake assessment, discerning program alignment/fit, and initial identification of needs. with the goal of identifying specific needs, concerns, and gaps in services.
- Relationship Building - For older adults in need of case management services, case managers will hold 2-3 subsequent meetings to build rapport and establish a foundation for a working relationship.
- Care Plan/Goal Development: Based on information from intake and relationship building meetings, the case manager and the participant will work together to establish four goals that aim to support health and well-being, community connection, independent living, and financial/housing stability.
- Check-In Meetings - Monthly meetings between participants and their case manager will be held to check in on progress and daily living, quality of life; On going check-in meetings will identify new/missed barriers and areas of concern.
- Assessment - After 6 months of regular meeting followed by a formal assessment of goal progression, the participant and their case manager will assess the need for continuation of case management services. If at least 50% of goals have not been met, or additional pressing needs have arisen, participants will re-enroll for another 6 months of case management. If there is mutual agreement between both parties to end case management at that point for any reason, a participant will be disenrolled and an exit interview will be conducted.
- Ongoing assessment - After disenrollment, all clients will be sent an bi-annual survey in order to gather data on follow up

Given that Bayview is a neighborhood center, our charter is to provide wraparound services and support to individuals and families. These case management services would be directly supported by the wide array of programming happening on-site and a number of trusted partnerships and resources that staff work with on a regular basis. As participants are enrolled in the program, they will be easily connected to culturally relevant programs and services at Bayview's community center, such as adaptive yoga, ESL classes, and conversations. Additionally, Bayview's housing administration resides in the community center, so staff will be able to easily bridge gaps and help develop solutions for participants. With 54% of respondents in the 2023 EQT Older Adult Report

stating a need for transportation assistance, this will easily eliminate a significant barrier for a number of participants.

- B. Program/Service Schedule: If you are proposing to provide a program at more than one location and the program schedule is the same for all locations, please list all of the locations in the “Location(s)” cell in Table 1 below. If the program schedules vary amongst locations, please complete Table 2 and the question following the tables.

Table 1

Day of the Week	Start Time	End Time
Monday	8:30 AM	5:30 PM
Tuesday	8:30 AM	5:30 PM
Wednesday	8:30 AM	5:30 PM
Thursday	8:30 AM	5:30 PM
Friday	8:30 AM	5:30 PM
Saturday		
Sunday		

Table 2 (optional)

Day of the Week	Start Time	End Time
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

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

4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. Family Engagement: Describe how your program will engage caregivers, guardians, and/or family of participants in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

The initial face-to-face intake meeting with each resident will include an evaluation of health status, social support network, and financial resources. The resident will identify specific people in their life that are involved in their daily living, social/emotional supports, transportation, medical/health concerns, and other service needs. This will include family members, friends and caregivers so that a wide net of support can be established as part of the long term care plan.

This approach is in keeping with Bayview's model, which makes family engagement both natural as well as a truly integral part of the program. The community center's comprehensive programming provides support to whole families in such a way that the support systems for older adults are seamlessly integrated with the support systems for their children, grandchildren, and caregivers. As resident voice is prioritized at Bayview, this core organizational value plays out in how families are engaged deeply through a variety of approaches.

Staff engage other family members, such as children and grandchildren, through other program areas like youth and adult programming. Through this, more well-rounded pictures of entire family structures become more clear. This is especially true in the high number of multi-generational households at Bayview. Bayview also engages entire family units through a high number of community events, like Family Fun Nights, seasonal celebrations, and Open House events. These programs facilitate more seamless and comfortable communication between all parties associated with Bayview's Community Center.

Bayview's Housing apparatus also provides a number of opportunities to engage families, especially through the annual recertification process. The required annual recertification process involves an in-person meeting with each family, and requires a detailed exchange of information. As program staff become more and more involved in that process, it becomes easier to adapt programming to meet the needs of the community, integrate new participants in the programs, and assess their impact through a holistic lens.

- B. Neighborhood/Community Engagement: Describe how your program will engage neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Older adults who participate in wellness and other programming give direct feedback to the program staff and are comfortable asking for programming that meets their needs. In informal environments, older adults share what they like and don't like, comment on ailments and discomforts due to aging; ask staff and facilitators about new programs or needs. Staff then take this information and generate programming ideas, new partnerships and, ultimately, initiate new programs.

In terms of formal feedback and input, Bayview conducts regular needs assessments, including one-to-one surveys -- by language -- that have the residents evaluate satisfaction related to: housing, resource access, food access, youth programming, early childhood, adult and senior programming, health and wellness, financial and digital literacy, and art and culture. Housing staff meet in person with each household on an annual basis at minimum to review household make-up, finances and current needs. Ongoing assessment is part of each Bayview program, and we conduct surveys to evaluate them annually. Goals and outcomes are built into each program, and results are measured against them.

- C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

Note: Agencies listing a partner/collaborator below in addition to any ‘joint/partner applicant’ (if applicable) for their program should include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Community Development Authority	Referrals and housing support	Stephanie McCarty	No
Joining Forces for Families	Specialized resource navigation	Ron Chance	No
Anesis	Process referrals, mental health support	Myra McNair	No
Area Agency on Aging of Dane County	Resource	Claire Purkis	No
Family Self Sufficiency Program	Program enrollment and coordination	Susan Taylor	No
Salvation Army	Rapid rehousing transition assistance	Melissa Sorenson	Yes

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

Community Action Coalition, supportive housing coordination, Meghan Mietchen
 Sun Financial Solutions, Medicare enrollment support, Maria Sundsted
 Literacy Network, ESL Classes, Bex Fabrizio
 Yoga for All, adaptive yoga services
 Zumba, class instructions, Kristin Fernandez
 Southeast Asian Healing Center, suicide prevention programming, Yee Lor
 River Food Pantry, clothing donations, Amanda Prusak

How do these partnerships enhance this proposal?

Bayview partners with many local organizations to better support participants with a variety of resources. Our partners have philosophy and mission that align with Bayview. Some of our partners offered services, some offered tangible resources, and some served as educators and/or connectors to other resources. Partnerships allow for unique and rewarding program enhancements and enables staff to support the program as a whole, while the partners focus on specific content areas. The diverse array of partnerships not only increases the number of offerings in order to support more community members more deeply, but also reaches them in a way that’s authentic to their needs, identities, and preferred modalities. A great example of this is how partnerships with a number of massage therapists, Bayview is able to provide on-site massage therapy each week for residents. This partnership was initiated through the Be Well Collective as a direct response to a number of community members sharing their preferences for more holistic forms of healthcare that are otherwise unavailable to them.

What are the decision-making agreements with each partner?

Bayview’s staff provide space, travel, and support our partners in any way to be successful in providing holistic experiences for participants. Prior to new partnerships being established, Bayview’s Program Director and Program Coordinators meet with potential partners to determine if their core values and pedagogical approach align with Bayview’s values and philosophies. Additionally, the primary staff who will be facilitating programming come to the program to build rapport with participants. This happens before the program partnership is established in order for partners to get to know participants and their interests, and allows them to be more intentional about how they plan and implement programming at Bayview. In addition, participants are more likely to engage and participate in these programs due to their familiarity with the facilitator, which leads to greater impact. Program staff always look over lesson plans and discuss any modification needed to better fit Bayview. This is always done side by side with our partners through

dialogue and co-designing. Our partnerships are based on mutual initiative and passion for BIPOC participant's advancement.

- D. Resource Linkage and Coordination: What resources are provided to participants and their families/loved ones by your proposed program/service? How does the program coordinate and link participants to these resources?

Given that Bayview is a neighborhood center, our charter is to provide wraparound services and support to individuals and families. Bayview takes great pride in being a community space where people can easily get information about an array of community services and referrals. Because Housing staff meet in person with each household on an annual basis at minimum to review household make-up, finances and current needs, Bayview has a deep understanding of the challenges and needs of every resident. Staff support residents through preventative work, case management, and crisis intervention. This includes, but is not limited to, support around apartment hygiene and housekeeping, benefits counseling, food access, financial assistance, and social isolation.

Bayview is also in the early stages of implementing and expanding its new Family Support Program. This initiative includes critical programs and services, including housing stabilization case workers to develop deep personal relationships with community members in order to assess, understand and address challenges with housing stabilization, mental health, family systems, domestic violence, economic insecurity, systems navigation, AODA, food security, immigration, among others. This work will be rooted in preventive measures (conducting annual intake assessments with residents to address any issues that could contribute to housing instability, providing resources and referral to programs and services that address needs, and periodic education about budgeting, maintaining an apartment, and communication), general case management (conducting home visits, providing mental health and supportive services to residents with hoarding and housekeeping issues) and crisis intervention (de-escalating domestic or neighbor-to-neighbor conflicts, interfacing with police, CPS, ICE and other entities, assisting in the creation of a restorative justice program, co-creating events and programs to break down barriers between residents with a focus on anti-racism.)

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs - Unduplicated Older Adults and/or Program Hours

Total Annual Unduplicated Older Adults served through proposed program/service: 22

Total program/service hours annually: 360

- B. Program Outcomes

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

From the 2023 Older Adult Survey conducted by Equity by Design, some of the key issues for older adults were accessibility, awareness, relationships, and proximity. In particular, 66% of older adults disagreed that programming was responsive to their needs. That's why, with these outcome measurements, it was important to make sure that an overwhelming majority felt that it was not only relevant and responsive to their needs, but actually having a positive impact on their lives. In particular, access to information, resources, and communication was a common theme that emerged from this report, which is why it is critical for these outcomes to measure whether or not the program is having a clear impact on bridging that gap for participants.

Using the drop-down menu, please select the Program Outcome #2 for your proposed program(s), listed under each respective funding priority found in RFP Guidelines 1.6 Measurements of Success, that you will track and measure. Complete the table(s) below.

Outcome Objective #1: 75% of clients/participants report that the services/assistance they receive help them achieve the quality of life that they desire.				
Performance Standard	Targeted Percent	75%	Targeted Number	16
Measurement Tool(s) and Comments:				

Outcome Objective #2: Case Management Services Outcome - At least 75% of clients receiving case management services will access two or more of the resources identified in their Individual Service Plan (ISP).				
Performance Standard	Targeted Percent	75%	Targeted Number	16
Measurement Tool(s) and Comments:				

Outcome Objective #3 (optional):				
Performance Standard	Targeted Percent		Targeted Number	
Measurement Tool(s) and Comments:				

If necessary, add additional outcome objectives, performance standards, targeted percent, targeted number, and measurement tools:

- C. **Data Tracking:** What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures and expenses?
 Bayview is committed to ensuring we accurately track data in order to assess and evaluate successes and gaps in programing and services provided. We use data to document outcomes and unexpected highlights and lessons. The following tools are currently in place or will be in place starting 2025:
- Monthly housing reports through OneSite for household data and demographics of Bayview residents
 - Most Information System (MIS) to track program attendance, program hours, and survey data
 - Monthly Food Access reports through Second Harvest
 - Quarterly Service Reports
 - Quarterly Expense Reports
 - Bayview is evaluating several case management software solutions, and will have one selected, installed, and in use by January of 2025. This software will allow Bayview to systematically input case management notes, goals, objectives, benchmarks and timelines; All notes and summaries will be included in the same database for easy reference, tracking and reporting.

All reporting systems, tools and report documents are only accessible to Bayview staff. Demographic information is kept absolutely confidential and all staff and volunteers are required to sign the organization’s Confidentiality/Non-Disclosure Agreement on an annual basis. All program files that include demographic and/or sensitive information are kept in locked filing cabinets. Client conversations that include sensitive information are held in private offices and meeting rooms and information is shared with other staff on a strict, need-to-know basis.

6. PROGRAM LOCATION

- A. Address(es) of the site where programs/services will occur:

- B. Drawing upon the insights outlined in RFP Guidelines 1.5 Equity Priority Areas, please elaborate on your agency's strategies for integrating this information into the development of your proposed program/service. Furthermore, please explain on how your program/service will effectively reach and support individuals residing within or in close proximity to Equity Priority Areas. If applicable, please list any collaborations with existing agencies dedicated to serving and/or operating within the identified areas.

Bayview’s Community Center is located in the Downtown Priority Area in the historic Triangle neighborhood. The Bayview community is adjacent to the Monona Bay neighborhood and next door to Brittingham Apartments. The Triangle area is home to a high concentration of low income families and individuals. And, with the current redevelopment projects underway, including Bayview’s creation of 130 housing units and CDA’s anticipated creation of 1,200 units, this neighborhood will become even more dense and diverse.

Bayview has established long term, trusting relationships with older adult residents living at Bayview and in the surrounding public and Section 8 housing. A large portion of these residents already regularly participate in Bayview programming and we are seeing a growing and steady participation among CDA residents, primarily residents living at Brittingham apartments.

Bayview housing and program staff have established positive relationships and partnerships with Triangle Community Ministry and CDA administration and service staff. The partnership with CDA will continue to grow as the community center services expand and outreach expands. Bayview promotes programs and meals through CDA service coordinator, but word of mouth among the residents reaches the most new participants.

Bayview is well connected to the Monona Bay Neighborhood Association, as well, and promotes programs and services to the community on a regular basis. Staff are in contact with housing managers at the neighboring affordable housing project on West Main St. owned and operated Madison Development Corporation.

7. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, AmeriCorps Senior members and Interns with direct program implementation responsibilities. FTE = % of 40 hours per week.

Position Title	Qualifications or Required Training	Location(s)
Program Director (1.0 FTE)	Bachelor’s degree in social services or related field and/or at least 7 years of experience working in community organizations; experience working in communities that are racially and ethnically diverse; bilingual preferred	Bayview Foundation
Family Support Program Coordinator (1.0 FTE)	Bachelor’s degree in social services or related field and/or at least five years of experience working with older adults; experience working in communities that are racially and ethnically diverse; bilingual preferred	Bayview Foundation

*Use one line per individual employee

Volunteers: If volunteers will have direct contact with program participants, how are they vetted, trained and supervised?

Program volunteers who have direct contact with Bayview participants are required to complete a volunteer application form that is submitted to Bayview staff. If the volunteer's interests, skills and availability match program needs, then an in-person meeting and/or orientation is scheduled. All volunteers who work directly with participants are required to undergo a background check. Once a volunteer is placed in a program, they are oriented and/or trained as needed by program staff. This involves tasks and responsibilities related to their specific roles, as well as a thorough orientation around cultural competency to ensure that volunteers are comfortable navigating racially and ethnically diverse spaces. Volunteers sign in and out, tracking their hours, via an online Google Form. Program staff monitor and supervise all volunteers and provide coaching and redirecting as needed. If volunteers come from UW, MATC and/or Edgewood, and receive class credit for their volunteer work, their progress is both monitored by Bayview as well as their individual professors. Bayview staff communicate with partner college and university staff and teachers, as needed, if issues arise.

B. Other program Resources/Inputs (such as program space, transportation or other resources necessary for the success of your program):

Bayview has two 15-passenger vans for field trips and other excursions. In January of 2024, Bayview opened the doors of its new 11,500 square foot community center, featuring over 3,000 square feet of classroom spaces, including upper and lower elementary, middle, high school, early childhood/family education and multipurpose classrooms, and a teaching kitchen. Arts and cultural programming will flourish with a Maker Space/STEAM hub, Art Classroom, and an Artist Residency Studio. The new center is designed to flexibly accommodate many different uses and to grow with the organization. The redeveloped Bayview also has a basketball court, and this fall will have a playground, community lawn and other gathering spaces to be used for programming.

8. BUDGET

A. The budget should be submitted with the proposal using the template provided in an Excel document or a PDF. There are five tabs within the Excel spreadsheet: Cover Page, Organization Overview and one sheet for the Program Budget for each program. The Cover Page, Organizations Overview and relevant Program Budgets must be submitted with this document for a proposal to be complete.

Joint/Multi-Agency Applications

B. All Joint/Partner Agencies listed on page 2 of this Program Narrative form must also complete a Budget Narrative form to be submitted alongside all required materials.

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

9. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

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

B. Disclosure of Contract Failures, Litigations

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

APPLICATION FOR 2024 OLDER ADULT SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Bayview Foundation
Mailing Address	103 La Mariposa Lane Madison, WI 53715
Telephone	608-256-7808
FAX	
Director	Alexis London
Email Address	alexislondon@bayviewfoundation.org
Additional Contact	Nate Schorr
Email Address	nateschorr@bayviewfoundation.org
Legal Status	Private: Non-Profit
Federal EIN:	39-6092644

2. PROPOSED PROGRAMS

	2025		If currently City funded	
Program Name:	Letter	Amount Requested	2024 Allocation	Joint/Multi Application - SELECT Y/N
Bayview Healthy Aging	A	\$26,600	\$0	No
Contact:	nateschorr@bayviewfoundation.org			
Older Adult Support and Case	B	\$20,000	\$0	No
Contact:	nateschorr@bayviewfoundation.org			
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
TOTAL REQUEST		\$46,600		

DEFINITION OF ACCOUNT CATEGORIES:

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

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency

3. SIGNATURE PAGE

AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

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5. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
TOTAL	12	100%	21	100%			
GENDER							
MAN	5	42%	6	29%			
WOMAN	7	58%	13	62%			
NON-BINARY/GENDERQUEER	0	0%	2	10%			
PREFER NOT TO SAY	0	0%	0	0%			
TOTAL GENDER	12	100%	21	100%			
AGE							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	8	67%	21	100%			
60 AND OLDER	4	33%	0	0%			
TOTAL AGE	12	100%	21	100%			
RACE							
WHITE/CAUCASIAN	8	67%	12	57%	80%	67%	16%
BLACK/AFRICAN AMERICAN	2	17%	5	24%	7%	15%	39%
ASIAN	2	17%	4	19%	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	12	100%	21	100%			
ETHNICITY							
HISPANIC OR LATINO	1	8%	3	14%	7%	9%	26%
NOT HISPANIC OR LATINO	11	92%	18	86%	93%	81%	74%
TOTAL ETHNICITY	12	100%	21	100%			
PERSONS WITH DISABILITIES	0	0%	0	0%			

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

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

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

6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents

you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

Yes. Bayview's staff and board represent the community served. More than 60% of Bayview's staff is BIPOC and more than 50% are bilingual or multilingual. Three of Bayview's 10 member board of directors are residents, as are five of seven members of the Housing Committee, a group that meets bimonthly to discuss housing related policies and issues. As an organization, Bayview is undertaking ongoing professional development and organizational change initiatives centered on equity and racial justice. With support, training and ongoing coaching from nINA Collective, the following efforts are underway: monthly affinity groups facilitated by staff, co-learning sessions for staff and board facilitated by nINA Collective, facilitation training sessions, executive leadership coaching, restorative justice training and personnel and board review and updates.

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2023	9
How many Board meetings has your governing body or Board of Directors scheduled for 2024?	9
How many Board seats are indicated in your agency by-laws?	12

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

Name	Mary Berryman Agard, President				
Home Address	133 S. Brittingham Place, Madison WI 53715				
Occupation	Consultant in arts and cultural planning, non-profit management, and education				
Representing					
Term of Office		From:	01/2022	To:	12/2024
Name	Craig Stanley, Vice President				
Home Address	2631 University Ave. 106, Madison WI 53703				
Occupation	Founding Principal, Broadwing Advisors				
Representing					
Term of Office		From:	01/2022	To:	12/2024
Name	Scott Thornton, Treasurer				
Home Address	1104 Jenifer St. Madison WI 53713				
Occupation	Controller, Wisconsin Department of Transportation				
Representing					
Term of Office		From:	01/2022	To:	12/2024
Name	Assita Diarra, Co-Secretary				
Home Address	116 Bayview, Madison WI 53715				
Occupation	Healthcare				
Representing					
Term of Office		From:	01/2022	To:	12/2024
Name	Jean Berg, Co-Secretary				
Home Address	4817 Onyx Lane, Madison WI 53714				
Occupation	Retired teacher and community volunteer				
Representing					
Term of Office		From:	01/2022	To:	12/2024
Name	Tag Evers				
Home Address	2329 Keyes Ave Madison WI 53711				
Occupation	District 13 Alder Madison Common Council; live music promoter				
Representing	*term coincides with elected office appointment				
Term of Office		From:	04/2018	To:	length of elected office
Name	Xong Vang				
Home Address	315 Bayview Madison WI 53715				
Occupation	Housing coordinator, Bayview				
Representing					
Term of Office		From:	01/2022	To:	12/2025
Name	Ken Axe				
Home Address	2190 Colladay Point Dr. Stoughton WI 53589				
Occupation	Retired lawyer				
Representing					
Term of Office		From:	01/2022	To:	12/2025

AGENCY GOVERNING BODY cont.

Name	James Corona				
Home Address	523 Bayview Madison WI 53715				
Occupation	523 Bayview Madison WI 53715				
Representing					
Term of Office		From:	01/2022	To:	12/2025
Name	Craig Schmidt				
Home Address	108 N. Main St. Verona, WI 53598				
Occupation	Business relationship banker				
Representing					
Term of Office		From:	04/2023	To:	03/2026
Name	Angela Jones				
Home Address	3832 Dolphin Dr. Madison WI 53719				
Occupation	Community Impact Director, United Way Dane County				
Representing					
Term of Office		From:	05/2023	To:	04/2026
Name	Dan Gartzke, Legal Counsel (non voting)				
Home Address	1 S. Pinckney Madiosn WI 53701				
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name	Mai Chao Chang, Legal Counsel (non voting)				
Home Address	1 S. Pinckney Madiosn WI 53701				
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy

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

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

REVENUE SOURCE	AGENCY 2025	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	56,951	0	0				56,951
UNITED WAY DANE CO	0	0	0				
CITY CDD (This Application)	46,600	26,600	20,000				
City CDD (Not this Application)	301,197	0	0				301,197
OTHER GOVT*	0	0	0				0
FUNDRAISING DONATIONS**	911,601	83,994	62,439				765,168
USER FEES	0	0	0				
TOTAL REVENUE	1,316,349	110,594	82,439	0	0	0	1,123,316

*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

**FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

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

Title of Staff Position*	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
Adult Program Coordinator	0.65	0.10				0.75	52,103	8,879	60,982	25.05	11,250
Outreach Program Leader	0.25	0.10				0.35	42,723	7,142	49,865	20.54	5,250
Family Support Program Coordin	0.00	0.50				0.50	56,160	12,453	68,613	27.00	9,450
Program Director	0.10	0.10				0.20	70,844	17,254	88,098	34.06	5,650
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
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						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	1.00	0.80	0.00	0.00	0.00	1.80	221830.00	45728.00	267558.00	106.65	31600.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

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

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

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

	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
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						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	1.00	0.80	0.00	0.00	0.00	1.80	221830.00	45728.00	267558.00	106.65	31600.00

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

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

Program Summary

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

Pgm Letter	Program Name	Program Expenses	2025 City Request
A	Bayview Healthy Aging	PERSONNEL	17,600
		OTHER OPERATING	4,000
		SPACE	0
		SPECIAL COSTS	5,000
		TOTAL	26,600
B	Older Adult Support and Case Management Services	PERSONNEL	14,000
		OTHER OPERATING	2,000
		SPACE	0
		SPECIAL COSTS	4,000
		TOTAL	20,000
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			46,600