



## Proposal for RFP # 8511-0-2016-SM Community Development Division Street Outreach Team

Submit application to [CDDapplications@cityofmadison.com](mailto:CDDapplications@cityofmadison.com)

**Deadline: 12:00 pm (noon) on Wednesday, January 27, 2016**  
**PROPOSALS RECEIVED AFTER 12:00 NOON WILL NOT BE ACCEPTED.**

Please limit your proposal and responses to the form provided. Any materials submitted in addition to this application form will not be considered in the evaluation of the proposal. *Do not attempt to unlock or alter this form.*

Applicant Organization:	Tellurian, Inc.		
Contact Person:	Sarah Lim, Director of Homeless Services		
Address:	300 Femrite Dr. Monona, WI 53716		
E-Mail:	slim@tellurian.org		
Website:	www.tellurian.org	Telephone:	(608)222-7311 x 106
Federal EIN	39-1482987		
Legal Status:	<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Sole Proprietor <input checked="" type="checkbox"/> 501 (c) 3	<input type="checkbox"/> Limited Liability Company <input type="checkbox"/> Unincorporated Association	<input type="checkbox"/> General Partnership <input type="checkbox"/> Other: _____

### Required Proposal Narrative

1. Please provide a detailed description of the proposed project team. Be sure to address the following issues in your response.
  - a. Respondents must propose use of a street outreach team that includes at least one licensed social worker with two to three years of experience working with persons with behavioral health issues. Preference will be given to proposals that include:
  - b. At least one team member with lived experience dealing with homelessness and substance abuse or mental health issues;
  - c. At least one team member with working knowledge of the local homeless services network.

Tellurian has been operating a successful homeless outreach project, ReachOut, for the past 10 years with funds from the Substance Abuse and Mental Health Services Administration (SAMHSA) and the State of Wisconsin. With the existing funds, Tellurian’s 3.0 FTE outreach staff engages approximately 220 homeless individuals and provides case management services to approximately 100 individuals a year. The goal of the program is to secure permanent housing and ongoing community support. In 2015, during which only a handful of Housing First units were available, 50% of our clients obtained stable housing and 77% engaged in on-going community mental health treatment.

In this proposal, Tellurian aims to expand the existing program by adding additional 1.9 FTEs. This expansion will allow Tellurian to fill the following unmet needs:

1) Outreach staff specializing in substance use disorders: Tellurian's current funder requires all program clients to have serious and persistent mental illness and documentation on file to prove it. Since Tellurian's Housing First Programs started using the community's Housing Priority List, Tellurian learned that majority of the individuals high on the list have significant substance use disorders. For example, all eight clients admitted to the Tellurian's new Housing First program units in the last six month who were on top of the Housing Priority List have serious substance use disorder as their primary diagnosis. Only two had diagnosed mental illness upon admission.

2) Post-housing placement follow-up services based on harm reduction model: Tellurian's current funder only allows two months of follow-up services after a client is housed. Community Support Programs (CSPs) and targeted management are scarce resources in our community. While the community is now fortunate to have the Comprehensive Community Services (CCS) resources, CCS requires client's voluntary participation and self-direction which would exclude many of the chronically homeless individuals on the street. In order to ensure long-term housing stability, follow-up supportive services are needed for those who do fit in the existing community resource eligibilities.

Tellurian welcomes the opportunity to respond to this RFP, and plans to allocate the following staff resources, if granted:

- Sarah Lim, MSW, CAPSW, Director of Homeless Services (0.1 FTE): Sarah will provide direct supervision for the staff. Sarah holds a Master's degree in social work from UW-Madison with mental health and substance abuse concentration and is licensed as a Certified Advanced Practice Social Worker (CAPSW). Sarah's desire to work with the homeless started from her visit to Chicago's Housing First programs during her graduate program. She is firmly committed to the Housing First model's implementation. Sarah worked with homeless individuals with mental illness and/or substance use disorders as a social worker for several years at Tellurian's Transitional Housing Program and currently supervises a homeless outreach program and Tellurian's housing programs as the Director of Homeless Services. Sarah was a chair of the Dane County Homeless Consortium in 2008, served as a Dane County representative of the Wisconsin HMIS Steering Committee for four years, and is currently a member or co-chair of several CoC committees. Sarah has also worked with Tellurian's various substance use disorder and mental health treatment programs and is familiar with the local substance use and mental health resources including commitment and guardianship process.
- Kelly Knutowski, SACT (0.8 FTE): Kelly had a family and well-paying job as a manager in the manufacturing industry but lost everything due to untreated mental illness and cocaine and alcohol addiction. She found herself in homeless situations in many occasions. It has been many years since Kelly took the first step of recovery, and she is currently finishing up her last semester at MATC majoring in human services. She is a lifetime member of Phi Theta Kappa Honor Society for academic excellence and is a recipient of MATC Above and Beyond Award (2015). Kelly did a field internship with Tellurian's outreach program and was subsequently hired as an outreach specialist in 2014. She now holds a SACT (Substance Abuse Counselor-in training) license and will receive required supervision at Tellurian to obtain a full licensure in the next 2-3 years. Kelly recently took a position at a different agency with a better benefit package but decided to return to Tellurian in order to continue what she loves to do: being out there with the people who are hurting. Kelly is familiar with the community homeless and other resources and her practical knowledge and deep empathy make her a very effective outreach specialist. If awarded, Kelly's current position funded by SAMHSA will be filled with a new staff.
- To be hired (1.0 FTE): Bachelor's or Master's degree in social work or related field, with at least two years of experience working with persons with behavioral health issues.

Tellurian will leverage the existing outreach staff funded by SAMHSA:

- Liz Falk, Outreach Specialist (1.0 FTE): Liz has a Bachelor's degree in psychology and specializes in working with persons with significant trauma issues. She has previously worked as a mental health crisis

stabilization case manager and a supervisor for a crisis stabilization center. Liz has been with the program since 2006.

- Mary Maronek, Outreach Specialist (1.0 FTE): Mary has a Bachelor's degree in art and worked as a Coordinator for the Wisconsin Department of Public Instruction's homeless program for 9+ years. Mary has been in the team for the past three years and is known for effectively engaging chronically homeless individuals who have been resistant to the system. Many of her clients are referred by her previous clients who successfully worked with her.
- Karen Herro, CPS, RN (0.25FTE) Karen is a Certified Peer Specialist (CPS) and also holds a current Registered Nurse license. She has personal experience as a mental health consumer as well as extensive professional experience in working with persons with mental illness including as an RN for the Journey Mental Health Center's Community Support Program (CSP). Karen is also Executive Director of Cornucopia, a local non-profit agency working with persons with mental illness through art. She prefers to work as a peer specialist and has been with the team for over a year.

2. Please provide a detailed project plan. Be sure to address the following issues in your response:

- a. Respondents must describe both how they will utilize the community's PSH prioritization list and work with local non-profit service agencies in their plans to engage homeless persons.
- b. Plan includes strategies to engage homeless persons who are resistant to working with housing and homeless service providers.
- c. Proposal describes approach to developing a treatment/service plan designed to achieve long-term housing stability.
- d. Proposal describes how clients will be connected with long-term housing and needed supports.
- e. Respondents must identify specific performance outcome goals and how they will be measured.

a. How Tellurian will utilize the community's PSH prioritization list and work with local non-profit service agencies in order to engage homeless persons

Tellurian is fully on board with the community's coordinated entry effort. In fact, Tellurian's outreach team entered the first twelve clients placed on the PSH prioritization list, resulting in several successful permanent housing placements. Any new clients in need of permanent housing are added to the list as soon as possible. Tellurian also regularly monitors the prioritization list in order to update any incorrect information and to advocate for its clients to get permanent housing placement.

Tellurian's commitment to the coordinate entry extends beyond utilization of the PSH prioritization list. In order to maximize the existing outreach resources and respond to the goals of the Zero 2016 Initiative, Tellurian initiated a joint outreach team meeting with Porchlight in 2015. Now the Tellurian and Porchlight outreach teams meet monthly to problem solve, collaborate, and deduplicate services. The group also discusses ways to house chronically homeless individuals who are too ill to consent to the assessment and be on the list. These individuals often have strong delusions and do not believe they need to be on the list. The outreach teams have initiated collaborations among the police, Dane County Human Services, housing providers, and other faith-based and grass root organizations. Such collaboration resulted in many successful housing placements of chronically homeless individuals into permanent supportive housing units operated by various agencies. When the Housing Placement Committee starts meeting, Tellurian intends to become an active partner.

b. Strategies to engage homeless persons who are resistant to working with housing and homeless service providers

Tellurian's outreach staff is trained in evidenced-based practices for effective outreach such as trauma informed care, stages of change, and motivational interviewing. The team's current funder, the State of Wisconsin, holds mandatory training twice a year to keep all of the outreach staff up to date with the best

practices. Tellurian staff can also request to attend other trainings and are often encouraged to do so. For instance, all Tellurian outreach staff attended the Housing First training In November 2015. Since opening its first Housing First permanent housing program in 2015, Tellurian has witnessed that there are few who would not jump to get into a permanent housing opportunity that does not require sobriety or mental health treatment. When you can present a housing option based on the harm reduction model, engagement becomes much easier. Tellurian recently housed one individual notorious for his challenging behaviors in shelters and streets, frequent police calls, and ER visits, in an apartment in Stoughton. Both Tellurian and Porchlight outreach staff were skeptical that he would agree to such an inconvenient location. He had been resistant to working with any housing providers in the past. But he met with Tellurian's housing staff at Bethel in the morning, went to see the apartment in the afternoon, and wanted to move in that very day, which was promptly arranged. The challenge has been more on how to keep them housed.

Still, there are individuals with strong resistance toward the system due to bad past experience or delusions who would not engage even when housing options are presented. In addition to staff training in best practices, Tellurian's strategies to engage such individuals follow:

- 1) Success stories: Tellurian's outreach clients who have obtained housing have been willing to share their stories with other homeless individuals and encourage engagement. Such testimonials seem to carry more weight than any persuasion by the outreach staff.
- 2) Creative solutions through collaboration: There is an individual who refused to take an offer for a one-bedroom apartment run by the housing first model. This individual has a strong delusion that her spouse is purchasing a house and that her attorney does not want her to take any apartments. Tellurian's outreach team has engaged an attorney from Legal Action to see if she would take advice from an attorney and even had a payee send a check to the apartment. Recently she admitted to a faith-based service provider that her attorney would only agree to a room, not an apartment. Tellurian saw this as a rare opportunity and is exploring options to secure a room for this individual.
- 3) Present multiple options: The Housing First model emphasizes providing clients with choices. Whenever possible, different housing and service options will be presented.
- 4) Explore the commitment or guardianship options: For those who refuse housing due to strong delusions, dementia or substance disorders, the commitment or guardianship process is explored. For example, Tellurian is currently partnering with the police to explore a commitment process for the above mentioned individual with strong delusions.

#### c. Approach to developing a treatment/service plan designed to achieve long-term housing stability

Once chronically homeless individuals are housed, lots of changes are required for them to stay housed. They need to learn how to be good tenant and learn new coping skills. They often need to establish a new support network. This cannot happen overnight, thus a service plan needs to be carefully developed and regularly updated with the client's full participation. The Stages of Change framework, Motivational Interviewing techniques, and Harm Reduction approach are keys to developing and maintaining successful service plans.

- 1) Stages of Change framework: Changes typically go through the stages of pre-contemplation, contemplation, preparation, action, and maintenance. A person can have different stages of change in different areas of their lives. For example, one might be in the pre-contemplation stage for learning how to decline an old homeless friend's request to stay awhile against the lease agreement. But the same person might be in the action stage for reducing alcohol use. A person's stage of change needs to be used to decide which strategies are most appropriate to promote or maintain change. In each domain of the service plan, staff will explore strategies to help clients move into the next level of change.
- 2) Motivational Interviewing: Motivation is the vehicle for moving from one stage of change to the next. Staff will be trained in the following processes by Miller (1983) : 1) engaging - used to involve the client in talking about issues, concerns and hopes, and to establish a trusting relationship; 2) focusing - used to

narrow the conversation to habits or patterns that clients want to change; 3) evoking - used to elicit client motivation for change by increasing clients' sense of the importance of change, their confidence about change, and their readiness to change; 4) planning - used to develop the practical steps clients want to use to implement the changes they desire.

3) Harm Reduction: Staff will function as a non-judgmental partner in the change process and will develop and offer a wide range of options and choices to facilitate positive change, aiming at harm reduction. Staff will maintain a trusting relationship with clients even if they continue to engage in high-risk behaviors.

#### d. How clients will be connected with long term housing and needed supports

In order to secure housing, Tellurian's outreach team will have active participation in the Housing Placement Committee. This committee will regularly meet and review individuals placed high on the PSH prioritization list and brainstorm how to connect them to long term housing and needed supports. All HUD and City funded permanent supportive housing beds will be available for them. In the absence of such units, the group will explore private housing options.

Tellurian will also leverage all existing supportive services in the community. Tellurian's staff is familiar with the eligibility criteria and application processes for the following resources: Community Support Programs (CSPs) at Journey Mental Health Center, targeted case management programs at Tellurian and SOAR, various Comprehensive Community Services (CCS) providers, Aging and Disability Resource Center (ADRC), healthcare provider resources, and senior coalition case management. Staff will make appropriate referrals and provide follow-up to ensure clients get connected with these resources. Tellurian's outreach team will limit long term support to those who cannot be connected to such resources or those who need additional support to achieve long term housing stability.

Tellurian's staff will also work on increasing clients' income and help to maximize their ability to live independently in the community. A first step toward increasing income is assessment and application for disability and other mainstream benefits such as food stamps and Medicaid. Staff will refer clients to benefit specialists at Employment Resources, Inc. or Aging and Disability Resource Center to complete social security disability benefit applications, if needed. A second step is employment. Employment is not just a source of income, but to many it is a means to increased self-respect and pride. The approach toward employment will be to encourage participants to explore the possibilities and provide culturally competent and practical services which reduce stigma and fear. Staff will present and explore vocational rehabilitation services, job training and volunteer opportunities as an option for all clients regardless of the individual's sobriety or participation in treatment and other services. Department of Vocational Rehabilitation (DVR) will be a good source of assistance.

#### e. Performance Outcome Goals

1) 70 individuals will be outreached: Tellurian will provide outreach to the first 60 individuals who are high on the PSH Housing Priority List. Additional 10 individuals who have not been screened but deemed highly vulnerable will be outreached and added to the list. All outreach contact will be documented in client records and HMIS.

2) 60 individuals' chronic homeless status will be verified and documented: In order to be eligible for the HUD-funded Housing First units, chronic homeless status must be documented. This often requires making and attending medical appointments, obtaining formal diagnoses and a disability verification letter by a medical professional, as well as documenting all homeless episodes and breaks between the episodes. The process can be complicated for those who do not have existing medical providers or do not stay in shelters. Tellurian staff will help individuals obtain such documentation in preparation for the Housing First unit openings. Individuals who have obtained all necessary documentation will be flagged in the HMIS. Such documents can be uploaded to the HMIS with client's consent, or provided directly to the housing providers with opening upon request.

3) 50 chronically homeless individuals will secure permanent housing: Changes in the client housing status will be documented in client records and HMIS. HMIS reports will be run monthly to monitor progress.

3. Please describe the qualifications of the application organization. Be sure to address the following issues in your response:

- a. Working knowledge of and experience implementing a Housing First approach.
- b. Ability to collaborate with housing and service providers in order to help chronically homeless persons achieve long-term housing stability.
- c. Proficiency in using HMIS and related HUD data systems.
- d. Demonstrated history of effective organizational and fiscal management, including timely and accurate reporting.
- e. Commitment to principles of human rights, self determination and a service philosophy dedicated to treating all persons with dignity and respect.

a. Working knowledge of and experience implementing a Housing First approach

Tellurian is committed to advancing the housing first model and harm reduction strategies in order to best engage and reintegrate chronically homeless individuals. Tellurian took its official first step in 2015 with the newly HUD funded HOPE project in its eight units. Tellurian's other 25 permanent supportive housing units are following suit with the turnover beds.

b. Ability to collaborate with housing and service providers in order to help chronically homeless persons achieve long term housing stability

Tellurian is experienced in partnering with other agencies to achieve the best possible outcomes for the clients we serve. Tellurian's Community Intervention Team (CIIT) has been providing targeted case management and crisis stabilization services to many of the Housing Initiatives' clients. Tellurian HOPE project started a partnership with Housing Initiatives as well, where Housing Initiatives provides three housing units and Tellurian provides supportive services. In the 2015 CoC application, Tellurian partnered with Housing Initiatives in the bonus project as well. If awarded, Tellurian will subcontract with Housing Initiatives to provide supportive services based on the housing first and harm reduction approach for the units, which Housing Initiatives plans to acquire.

Tellurian also operated a joint homeless outreach program for individuals with severe mental illness with Porchlight for several years (2005-2012). While Porchlight decided to transfer their portion of the funding to Tellurian and start a new outreach program to serve broader homeless population, the two organizations' collaboration has continued. Porchlight expressed their support for Tellurian's proposal in response to this RFP.

c. Proficiency in using HMIS and related HUD data systems

All Tellurian's homeless programs have used the Homeless Management Information System (HMIS) since the system's rollout in 2005 and staff is trained and proficient in using the system. All homeless program reports are generated through the HMIS.

d. Demonstrated history of effective service provision, organizational and fiscal management

Tellurian has over 30 years of experience in providing homeless services and is well equipped to administer the proposed project successfully. Tellurian was part of the small group of initial applicants from Madison/Dane County CoC that applied and received the HUD Supportive Housing Program funds. Since

then, Tellurian has operated a continuum of homeless services including emergency shelter, transitional housing, permanent supportive housing, and street outreach programs, with funds from federal agencies such as HUD and SAMHSA. Tellurian has satisfactorily met all reporting and accounting standards of the federal, state and local funders with no unresolved issues and conditions.

Tellurian is also Wisconsin's prominent provider of substance use and mental health treatment and supportive services, with locations in Dane, Sauk, and LaCrosse counties. Tellurian's family of services includes prevention, detoxification, residential, intensive outpatient and outpatient treatment programs specializing in dual diagnosis, Suboxone clinic for opioid dependence, mental health clinic, targeted case management and Comprehensive Community Services (CCS) programs, and mental health crisis stabilization facilities. 17 Wisconsin counties contract with Tellurian for these services, and most services are billed to public and private health insurances.

e. Mission and service philosophy

Tellurian's mission is to "make recovery a reality". The staff and management of Tellurian are firmly committed to the belief that every person with an addiction or mental illness has the capacity for recovery. By offering compassion and understanding combined with evidence-based and best practices, Tellurian focuses on meeting the highly individualized needs of each client. Tellurian strives to reduce the barriers to treatment and overcoming the stigma associated with addiction, mental illness and homelessness.

4. Please provide a timeline of key activities.

- February 24, 2016: Notification of award
- February 25, 2016: Job posting of 1.0 FTE Outreach Specialist
- February 29, 2016: Anticipated contract start date
- March 1, 2016: existing staff (Kelly Knutowski, 0.8 FTE) orientation for program requirements, policies and procedures; outreach activity starts
- March 31, 2016: second staff (1.0 FTE) hired
- April 30, 2016: first monthly reporting submitted to the City

5. **Disclosures:**

**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 or City funded or potentially funded organizations, or with the City of Madison.

Tellurian's outreach team currently receives funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) and the State of Wisconsin. However, Tellurian does not expect any conflict of interest. While the existing resources will be leveraged, the staff funded by the City of Madison will keep separate client caseloads and client records, and funds will be accounted separately as well.

**B. Disclosure of Contract Failures, Litigations.** Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three (3) years which involves your firm. List any contracts in which your firm and any subcontractor that has been found guilty or liable, or which may affect the performance of service to be rendered.

None

6. **Budget:**

Summarize the budget for this project budget by estimated costs.

BUDGET EXPENDITURES	TOTAL PROJECT COSTS	AMOUNT OF CITY \$ REQUESTED	AMOUNT OF NON-CITY REVENUE	SOURCE OF NON CITY FUNDED PORTION
<b>A. Personnel Costs (Complete Personnel chart below)</b>				
1. Salaries/Wages (show detail below)	68,848	68,848		
2. Fringe Benefits and Payroll Taxes	13,770	13,770		
<b>B. Program Costs</b>				
1. Program supplies and equipment	1,400	1,400		
2. Office Supplies	200	200		
3. Transportation	4,000	4,000		
4. Other (explain *)	1,000	1,000		
<b>C. Space Costs</b>				
5. Rent/Utilities/Telephone	3,782	3,782		
6. Other (explain):	7,000	7,000		
<b>D. TOTAL (A + B + C)</b>	100,000	100,000		

Explanation of "Other" expenses: (500 characters)

Professional Liability Insurance: \$1,000

Administrative Cost: \$7,000. 7% of the contract amount for wages, benefits and tax for administrative staff, administrative staff space cost, and audit

Please note: Wages/Stipends/Fringe costs for interns should not be included in the budget expenditures above. These expenses will be paid by each of the City Departments/Divisions that host an intern through the contract awarded through the Community Development Division.

7. **Personnel Chart:**

Identify and describe the role of key staff positions and affiliate partners who would become directly responsible for the various aspects of the contract, if awarded. For each position, please note if duties will be provided by a current staff position (no additional FTE), a new position, or expanded hours for a current staff position (additional FTE)

Title of Staff Position	Total Expected hours to be spent in this project	Proposed Hourly Wage*	Role With This Project
Outreach Specialist	40hrs/wk	\$17.00	a new position
Outreach Specialist	32hrs/wk	\$17.00	a new position taken by an existing staff
Supervisor	4hrs/wk	\$25.00	additional FTE
		\$	



Title of Staff Position	Total Expected hours to be spent in this project	Proposed Hourly Wage*	Role With This Project
		\$	
<b>TOTAL</b>	76 hrs/wk	<del> </del>	<del> </del>

***\*Note: All employees involved in programs receiving City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20. Effective January 1, 2016 – December 31, 2016, the Living Wage is \$12.83 per hour.***

**-SIGNATURE PAGE-**

1. 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 <http://www.cityofmadison.com/dcr/aaplans.cfm>.

2. Living Wage Ordinance:

All employees involved in programs supported by City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20 Effective January 1, 2016 through December 31, 2016, the Living Wage will be \$12.83 per hour. For more information on Living Wage requirements, go to <http://www.cityofmadison.com/finance/wage/>.

3. 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 is attached to the RFP Guidelines document. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

4. Acknowledgement

By entering signature below applicant acknowledges receipt of City of Madison Community Development Division # 8511-0-2016-SM RFP Guidelines and Requirements document.

5. Signature: ***(Any applications submitted without a signature will be considered incomplete and will not be considered.)***

Enter Name: Sarah Lim, Director of Homeless Services

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By entering your initials in the box,

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You are electronically signing your name and agreeing to the terms above.

Date: 1/26/16

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