



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

Submit application to 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:	Madison-Area Urban Ministry DBA Stepping Stones		
Contact Person:	Conner Wild		
Address:	2300 S. Park St. Suite #5		
E-Mail:	steppingstonesmadison@gmail.com		
Website:	www.bethel-madison.org/homeless-support-services (former website)	Telephone:	608-421-3127
Federal EIN	23-7298482		
Legal Status:	<input type="checkbox"/> Corporation <input type="checkbox"/> Limited Liability Company <input type="checkbox"/> General Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Unincorporated Association <input type="checkbox"/> Other: _____ <input checked="" type="checkbox"/> 501 (c) 3		

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.

The Stepping Stones project team will consist of two full-time street outreach workers. Both members of the team will be required to have a working knowledge of the local homeless services network and one member will be required to have lived experience dealing with homelessness and substance abuse or mental health issues.

One team member will be responsible for conducting in-reach with other homeless service providers (i.e. day centers, night shelters, clubhouses, etc.) and connecting with individuals already accustomed to accessing services. The other team member will be responsible for conducting street outreach to individuals alienated and/or disconnected from the homeless services system (i.e. streets, parks, outlying

areas, encampments). This team member will also be responsible for working with emergency services to intercept and respond to isolated and/or vulnerable individuals.

These staffing positions will be filled by the current staff of Bethel Homeless Support Services (BHSS) as they transition into an independent non-profit, Stepping Stones. While neither staff are licensed social workers, they have almost ten years combined experience working with Madison's homeless population. This includes the last two and half years operating a downtown day resource center that primarily served the chronically homeless. During this time, staff has developed significant relationships with many of these individuals meaning that the time-intensive effort of building relationships would already be established.

History and qualifications of staffing may be found below:

Skyler Van De Weerd

-BA Psychology and Spanish (UW-Madison)

-4 years experience working with homeless populations

*Briarpatch Youth Services - Lead Crisis Counselor (3.5 years)

*Bethel Homeless Support Services - Associate Coordinator, Administrator (1 year)

-Lived experience of homelessness and mental health issues

Conner Wild

-BA History (UW-Madison)

-6 years experience working with homeless and low-income populations

*Street Pulse - Writer, Editor, Vendor Coordinator, Director (4 years)

*Public Health Madison Dane County - Front Yard Gardens Project (6 months)

*Bethel Homeless Support Services - Coordinator (2.5 years)

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.

The Stepping Stones project team will base its engagement with the homeless on the model established through the BHSS day resource center. The foundation of the BHSS model is in building meaningful, personal relationships with individuals experiencing homelessness. This approach focuses on fostering acceptance and understanding of the individual for who they are and where they are in life. By beginning with acceptance and understanding, staff can cultivate and foster mutual respect and trust. Once this respect and trust is established, individuals demonstrate initiative and autonomy in addressing their barriers and will confide in staff to seek resolution of these barriers. Through this process, self-determination, self-esteem, and self-reliance are encouraged and are critical for any individual in developing a sense of belonging and agency.

The BHSS model firmly believes that every individual is unique because of their experiences and desires. Therefore, every individual requires their own unique approach and unique service plan. BHSS firmly rejects any one-size-fits-all program models or paths to success. The BHSS model aims to provide a social support network to assist individuals in discovering and achieving their goals as opposed to imposing expectations or goals on them.

Another key tenet in the BHSS model is in cultivating a sense of acceptance, belonging, and love. These emotional and psychological needs are essential to all individuals in working towards self-actualization and stability. The model highlights that these are often the most frequently unmet needs for individuals experiencing homelessness, especially the chronically homeless, and without nourishing these emotional and psychological needs, individuals stay rooted in self-destructive patterns of behavior. This concept is echoed in the following quote by E. E. Cummings:

"We do not believe in ourselves until someone reveals that deep inside us something is valuable, worth listening to, worth of our trust, sacred to our touch. Once we believe in ourselves, we can risk curiosity, wonder, spontaneous delight, or any experience that reveals the human spirit."

In addition, the BHSS model honors the principles of mutual respect and restorative justice. Many chronically homeless individuals have experience in public institutions that often times work to further alienate that individual from community and society. Instead, the ideal is to encourage behavioral change and fostering a sense of belonging to one's community through active participation and accepting responsibility for personal flaws and mistakes. By tempering compassion with reasonable expectations, the BHSS model is able to get the best out of individuals.

The BHSS model also practices harm-reduction techniques. Inherent in the concept of acceptance is understanding that recovery is not a linear but a cyclical process and that our responsibility lies not in judging self-destructive behaviors but in ensuring that those individuals are cared for in the best possible way. Moreover, change is the responsibility of the individual with encouragement and support from those around them.

In prioritizing relationship building, the BHSS model also enacts trauma-informed care techniques as staff works to understand the unique challenges, experiences, and barriers that each individual faces. These techniques are implemented with the utmost empathy, compassion, and awareness of how staff behavior and environments can replicate and reinforce trauma.

Staff will work to conduct VI-SPDATs with individuals not already on the PSH prioritization list and will assist in updating outdated information in the database. In addition, staff will rely on the list to determine which clients are of the greatest priority for connecting with services. BHSS has built crucial relationships with many service providers in the community and will continue to collaborate and utilize these relationships in acquiring clients, assessing needs, and connecting with services. In addition, staff will work to develop working relationships with landlords, housing providers, and Housing First programs to assure that highly vulnerable individuals are expedited into housing.

Treatment and service plans will be developed once report with an individual has developed to a point where the individual is willing to accept services. These plans will be developed with direct input from the client and built around their priorities and concerns. Appropriate referrals and assistance will be provided in accessing services and resources including but not limited to transportation assistance, assistance with applications, advocacy, financial assistance, provision of informational resources, assistance with accessing public benefits, etc. Once clients are connected to appropriate housing and services, staff will continue to maintain contact with individuals to ensure effective transitions into permanent housing. Relationships developed by staff are personal, and staff understands that chronically homeless individuals who have come to trust and depend on staff will continue to need support even once housing is acquired.

Outcomes will be measured in four ways:

1. Number of unduplicated chronically homeless individuals engaged
2. Number of referrals/assistance provided to chronically homeless individuals
3. Number of chronically homeless individuals to acquire housing.
4. Length of time in housing once acquired

Staff will provide monthly reports to funders with this data in order to track and monitor progress. By the end of 2016, staff will strive to engage 100 chronically homeless individuals, provide 1000 referrals, assist 50 chronically homeless individuals in acquiring housing, and ensure a retention rate of 80%.

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.

Stepping Stones is the independent, non-affiliated non-profit that evolved from Bethel Homeless Support Services (BHSS). The experience and qualifications of BHSS is derived from offering seven years of homeless programming including most recently operating a weekday day resource center since November 2013. Operational management and service philosophies were developed through this experience and reflect current evidence-based practices revolving around issues of homelessness.

As a mission, BHSS strives to build meaningful relationships with homeless and at-risk individuals while fostering a safe, supportive, and accepting community that honors the dignity and self-respect of every person. Bethel Homeless Support Services is a place where homeless and at-risk individuals can find shelter, access resources, and engage in an encouraging, social setting. BHSS works to cultivate a social support network for Madison's most vulnerable, alienated, and disadvantaged residents while collaborating with other service providers to deliver comprehensive care.

The day center, open Monday-Friday 8am-4pm, offers unlimited computer use, a biweekly clothing room, bathrooms, telephone access, food and beverages, a limited financial assistance program, and in-reach by various service providers. BHSS also has staff and volunteers present to assist with referrals, advocacy, information on resources, employment searches, resumes, housing searches, applications, ID/Birth Certificate/Social Security Card recovery, accessing healthcare/mental health/AODA treatment, acquiring government benefits, etc.

In 2014, BHSS served over 1,300 unduplicated individuals and welcomed 20,000 visits from individuals experiencing homelessness. BHSS provided over 2,000 referrals to community resources in 2015. Our program has collaborated to provide in-reach services with Second Harvest, Meriter's HEALTH Program, VA Homeless Outreach, Tellurian ReachOut, Porchlight Street Outreach, Community Action Coalition, Recovery Dane, Safelink, DVR, Madison-area Urban Ministry, Briarpatch Youth Services, and DCDHS. This emphasis on collaboration along with providing basic needs services has allowed us to operate a day center that has been comprehensive. Services include daily meals, bathroom access, computer lab, telephone access, clothing/hygiene pantry, support group, resource referral, transportation assistance, financial assistance, and individual one-on-one sessions.

Throughout 2015, BHSS has assisted in Housing First efforts by not only conducting VI-SPDATs with individuals experiencing homelessness but also by collaborating with local Housing First programs operated by Tellurian, The Road Home, Salvation Army, YWCA, and Housing Initiatives. Staff affiliated with BHSS has attended trainings on the Housing First approach, HMIS and Service Point data entry, and participated in assisting implement the Zero:2016 effort in Madison.

All this is done on a limited budget, with program funding sourced directly from congregants and community members. In 2014, BHSS served over 1,300 unduplicated individuals and welcomed over 20,000 visits; all on a program budget of \$45,000. Staffing costs, which totaled around \$80,000, were acquired through contracting with Dane County Department of Human Services. In the absence of a permanent day resource center, BHSS expanded and adjusted its program model to meet the needs of individuals experiencing homelessness and the community. This major transition from a grassroots, volunteer-run program to a staffed, operational day center required the development of significant organizational infrastructure while maintaining quality, person-intensive services. Through this process of growth, staff gained invaluable experience in regards to program development, day center operations, fundraising, public relations, contracting with local government, stewarding public funds responsibly, collaborating with service providers, and non-profit management. Proof of success can be found in the impeccable public opinion of BHSS both among individuals in the homeless community and among service providers (see references).

4. Please provide a timeline of key activities.

- February 24: Notification of Award
- February 25-28: Preparations for beginning of street outreach
 - *begin establishing outreach schedule
 - *contact local agencies and service providers for collaboration
 - *develop promotional materials
 - *develop and gather necessary forms and applications
 - *plan and strategize for effective street outreach
- February 29: Contract start date and initiation of street outreach
- March 4: Completion of development of any additional forms necessary for street outreach
- March 11: In-reach schedule established and active; publicized to community
- April 8: First monthly progress report submitted
- May 23: 60-day review report
- December 31: 2016 annual report of services

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.

N/A

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.

N/A

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
A. Personnel Costs (Complete Personnel chart below)				
1. Salaries/Wages (show detail below)	70,000	70,000		
2. Fringe Benefits and Payroll Taxes	20,000	20,000		
B. Program Costs				
1. Program supplies and equipment	6,440	6,440		
2. Office Supplies	1,200	1,200		
3. Transportation	1,560	1,560		
4. Other (explain *)				
C. Space Costs				
5. Rent/Utilities/Telephone	3,200	800	2,400	Bethel
6. Other (explain):				
D. TOTAL (A + B + C)	102,400	100,000	2,400	

Explanation of "Other" expenses: (500 characters)

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
Street Outreach Worker	2080	\$16.83	Outreach Coordinator
Street Outreach Worker	2080	\$16.83	In-reach Director
		\$	
		\$	
		\$	
TOTAL	4160		

****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: Conner R. Wild

By entering your initials
in the box,

CRW

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

Date: 01/27/2016