

4.0 RESPONSE TO GENERAL REQUIREMENTS

4.1 INTRODUCTION OF VENDOR

12/7/2015

Pete Patten
Purchasing Agent
Dane County Purchasing Division
Room 425 City-County Building
210 Martin Luther King Jr. Blvd.
Madison, WI 53703-3345

Dear Mr. Patten,

It is with great interest that we are submitting our proposal to you for consideration of operation of the new day resource center. As the operators of Bethel Homeless Support Services, we bring a combined ten years of experience in homeless services and day center management. In the absence of a permanent day resource center, BHSS modified and adapted its program to meet the needs of the community and created a highly respected and effective model for aiding individuals experiencing homelessness.


The BHSS model is founded on dignity, hospitality, and community. Interaction with guests is based on building relationships through trust and respect and honoring an individual's unique experiences and self-determination. Central to the services of BHSS is collaboration and cooperation with service providers and community stakeholders to provide the most comprehensive and effective services possible.

In 2014, BHSS served over 1,300 unduplicated individuals and welcomed 20,000 visits from individuals experiencing homelessness. BHSS is also on track to have provided almost 2,500 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 except for showers and laundries. 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.

We hope that you consider our request for this exciting opportunity. Should you have any further questions regarding our current programming or how it would transition to the operation of a fully comprehensive day center, please do not hesitate to contact Mark Wilson (p. 608-214-8533; e. mwilsonbethelsupport@gmail.com), Conner Wild (p. 920-810-0972; e. conner.r.wild@gmail.com), and Skyler Van De Weerd (p. 715-571-4492; e. vandeweerd22@gmail.com).



Mark Wilson



Conner Wild



Skyler Van De Weerd

4.2 STAFF QUALIFICATIONS

Full Time Operations Director – Karen Andro

- Bachelors+ education or 4+ years professional experience in business or non-profit management
- 2 years experience in non-profit management
- 2 years experience in homeless services
- Demonstrated experience in fundraising and marketing
- The Operations Director is responsible for exploring and recruiting outside services beneficial to the community, coordinating with these service providers and monitoring their case management, financial recordkeeping, managing operations costs (rent, water, electricity, snow removal, trash, etc.), fundraising and grant writing, and building relationships with program participants.

Karen Andro has more than ten years of experience in non-profit administration with an emphasis on service leadership. She brings a high level of integrity, dedication and energy to her work in homeless supportive services and outreach. Andro earned her Bachelor's of Business Administration (BBA) from Edgewood College – Madison. She served as Chair of the Homeless Services Consortium of Dane County in 2015, and has been instrumental in bringing service providers together to break down barriers and build collaborative partnerships. Andro initiated overflow shelter for homeless children and families partnering with The Salvation Army while supporting overflow emergency shelter for single men with Porchlight, Inc.

She has been instrumental in sharing resources and building supportive relationships with fellow service providers and grass roots organizations. One example of this is forming and coordinating a Safety Plan for the homeless collaborating with policing teams, emergency management, social workers shelters and street outreach teams. Andro is a licensed food manager and oversees the commercial kitchen, food pantry and meal programs at First United Methodist Church. She served on the Board of Directors for PEPartnership, Inc. (2013-15) and is a dedicated volunteer at the House of Mercy Homeless Center in Janesville where she serves evening and overnight shifts. Andro brings practical experience in delivery of homeless services, non-profit management, and community relationship building.

Full Time Administrative Director – Skyler Van De Weerd

- Bachelor Degree
- 1+ year administrative experience
- 1+ year experience in data records management
- 1+ year professional experience in social services industry
- The Administrative Director is responsible for daily coordination of staff, creating schedules and tracking hours, day-to-day record keeping, intake, mail, messages, monthly and annual reporting to the county and/or other entities, supply orders, taking inventory reports from custodian and prep-cook, coordinating/hiring/supervising/training volunteers, relationship building, website management and design, and preparing promotional materials.

As a graduate of the University of Wisconsin-Madison with bachelor's degrees in Psychology and Spanish, Skyler Van De Weerd has been working in the social service industry for the past four years. The bulk of her experience has come from volunteering with Briarpatch Youth Services as a Lead Crisis Counselor and working with Bethel Homeless Support Services as their Associate Coordinator. She has explored specializing with several different populations including children, teens, families, and single adult males and females, which is ideal for an individual coordinating the new homeless day center.

In her role at Briarpatch Youth Services, Skyler interacts with clients via phone (24/7 crisis hotline) and structured intake sessions. In her capacity as a Lead Crisis Counselor, Skyler implements harm-reduction techniques with teens and families to promote conflict resolution. Skyler's duties at BHSS encompass everything that the operation of a non-profit homeless program might entail; namely program development and client interaction. As far as program development goes, Skyler has experience maintaining financial records, managing contracts with the county, public relations, social media/website management, fundraising/grant writing, macro-level funding negotiations, volunteer supervision/organization/management, meeting consumer reporting requirements with tracking referrals and service usage data, attending community meetings (Homeless Services Consortium), tracking inventory, and submitting donation requests.

On the interpersonal side of the spectrum, Skyler utilizes a model of trauma informed care and harm reduction in offering emotional, referral, and tangible support to individuals experiencing homelessness or who are at risk of losing housing, providing informal counseling/peer support, building relationships, assisting with document recovery (IDs, birth certificates, social security cards, etc.), offering assistance and referrals for clients in need of access to healthcare/mental health services/AODA treatment, maintaining crowd control, rule enforcement, and suspensions when necessary, as well as facilitating support groups and social justice discussion groups. Event-planning also falls heavily on Skyler's shoulders, and she has organized/supervised planned retreats for participants of BHSS. With having already existing relationships with Madison's homeless population, Skyler would transition fluidly into the role of helping to operate the permanent day center.

Full Time Services Director – Conner Wild

- Bachelor Degree
- 2+ years professional experience in homeless services
- Knowledge of Dane County homeless resources & programs
- Demonstrated ability to manage & create homeless programming
- Ability to supervise & manage several staff
- The Services Director is responsible for the enforcement of policies and procedures, building supervision, counseling, socialization, and relationship building, dispensing referrals, tracking referral data and submitting for county reports, service provider in-reach coordination, pseudo-case management, supervision of two Services Coordinators, and training.

Conner Wild graduated from UW-Madison in 2012 with a BA in History. Since arriving in Madison in 2008, Conner has been active in grassroots organizations and social justice issues at the community level. Throughout college, Conner was involved with F.H. King Students for Sustainable Agriculture which farmed locally-grown, organic produce and provided it free of cost to students and pantries. In addition, Conner was involved with the Street Pulse Homeless Newspaper. While beginning as a writer, he held various managerial positions including editor, vendor coordinator, and communications director. This experience was formative in that Conner began building relationships with members of the homeless community and also gained experience in building and operating a non-profit organization. During the summer of 2011, Conner interned with Public Health Madison-Dane County in establishing, implementing, and maintaining community gardens and urban beautification projects in low-income communities. This involved significant community outreach and education as well as cultural competency development. These experiences all contributed to Conner's ability to work in diverse, challenging populations and in low-income communities.

In November 2013, Bethel Homeless Support Services hired Conner to coordinate their newly expanded day center. Through the end of 2014, BHSS saw a fourfold increase in daily visits and a tenfold increase in annual visits. Conner was challenged not only in adapting the program to a dramatically increased number of consumers but was also required to assist in transitioning the program from a volunteer-run, grassroots effort into a formalized, functional non-profit. This involved developing organizational infrastructure including tracking demographics and referrals, coordinating in-reach services, implementing a meal program, creating reports and spreadsheets for monitoring income and expenses, revamping and crafting programming, and coordinating communications. In addition, Conner was responsible for conducting public relation efforts with the church congregation and surrounding businesses. These skills are what are critically needed in founding the day resource center, and with Conner's already established report with the homeless community, consumers would be entering a new facility with familiar faces.

Conner has been the recipient of the Citizen Assistance Citation Award given by the MPD. In addition, under his stewardship, the program has received letters of recognition and commendation from former Meriter HEALTH outreach nurse, Carlos Gonzalez, Detective Jeffery Pharo, Madison College Department of Human Services, UW-Madison Department of Social Work, and Dane County Executive Joe Parisi.

Services Coordinators (2 Full Time, 1 Part Time) – Mark Wilson + 2 To Be Hired

- Associate Degree
- 1 year paraprofessional experience in social services field
- Strong interpersonal skills, crisis management, and conflict resolution
- Personality-based position

Mark Wilson has 16 years of business management experience and 8 years of experience working with the homeless community. For 10 years, Wilson worked as Vice President of Shoreline Petroleum Marketers before accepting alternative employment with Taco Bell as general manager and regional trainer. In his six years at Taco Bell, he was able to turn a fledgling restaurant into a \$1,000,000 business.

After retiring, Wilson founded his own 501(c)(3) called Project Homeless Hope and spent one year as Business/Marketing Director of Street Pulse Newspaper before co-founding the homeless ministry at Bethel Lutheran Church. In his seven years as Director of Bethel Homeless Support Services, Wilson has developed the program from a once-per-week support group into a full 40-hour per week day center and support service office. In addition, Wilson has served on the Board of Directors for Friends of the State Street Family and was invited to participate in Mayor Paul Soglin's conferences to address chronic homelessness.

Part Time Custodians (2) – To Be Hired

- “In house” hiring – From within homeless community
- Ability to self-manage and prioritize custodial tasks
- 2 years experience in custodial field

Part Time Prep Cooks (2) – To Be Hired

- “In house” hiring – From within homeless community
- Ability to self-manage
- 2 years experience in food service

4.4 STATEMENT OF QUALIFICATIONS

It all started with Eric. On a bitter, winter night in 2009, Eric Manley, one of Madison's homeless, laid down on the steps of Bethel Lutheran Church and died. Following Eric's tragic death, close friend, Mark Wilson, and Bethel staff member, Pastor Laura Sutherland, came together to provide a funeral for Eric and to make a positive change in Madison's homeless community. What began in 2009 as a once-a-week homeless support group has now evolved into a homeless day center and support service office open five days a week.

Homeless Support Services are overseen by Coordinator Conner Wild, Associate Coordinator Skyler Van De Weerd, and Executive Director Mark Wilson. 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. All are welcome regardless of religious affiliation.

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, and much more.

In addition to the day-to-day operations of the program, each year, the group embarks on two spiritual retreats; a three day outing to Bethel Horizons in the fall and a day trip to Devil's Lake in the summer. These excursions offer Madison's homeless community the opportunity to seek respite from the daily struggles of homelessness, connect with nature through various activities, get to know one another, and find inner peace.

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 (with staffing costs \$125,000). 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, skills which will be essential in opening and operating the permanent day resource center. Proof of success can be found in the impeccable public opinion of BHSS both among individuals in the homeless community and among service providers.

4.5 PROJECT APPROACH AND TIMELINE

1. *Methods, Operations, and Implementation*

Operational Philosophy and Management:

The permanent day resource center will be operated according to the model established through Bethel Homeless Support Services. This model includes both program philosophy developed through direct experience providing services as well as current evidence-based practices.

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, 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.

Within all spaces of the day center, guests will be expected to adhere to several basic principles that will be adopted from existing rules of Bethel Homeless Support Services (see Appendices B and C). These rules are rooted in the basic principle of mutual respect and restorative justice, which in turn work towards the goal of building community and support amongst one another. Suspensions are always followed up by a conversation with the individual. The intention of suspensions is not to punish the individual but to work towards highlighting, addressing, and resolving anti-social behaviors that do not contribute to the well-being of those around them. BHSS is extremely proud that 80% of suspensions result in reinstatements through remediation. The ultimate goal is to encourage change and self-awareness, not to further alienate or exclude an already disenfranchised population. Under this concept, the BHSS model does not have

“permanent” suspensions but “indefinite” suspensions with reinstatement requirements and the understanding that the responsibility and possibility for reinstatement lies with the individual. Furthermore, by tempering compassion with reasonable expectations, the BHSS model is able to get the best out of individuals.

Under the BHSS model, consumption and possession of drugs and alcohol is not tolerated, however, intoxication is acceptable as long as behavior remains within the expectations set forth in the rules. This is in line with 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.

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.

Lastly, to further develop self-esteem, belonging, ownership, and respect, the BHSS model emphasizes the necessity for individuals utilizing services to participate in all levels of operations and management.

Method for Providing Services:

Day-to-day operations and management of the day center will be the responsibility of employed staff. Directors will be responsible for the management end of the day center and coordinators, other staff, and volunteers will assist with operations. Management will include inventory, public relations, fundraising, service coordination, data collection and reporting, negotiating contracts, and setting behavioral policies. Operations will include socialization, referrals, general assistance, meal preparation and service, beverage service, enforcing behavioral expectations, monitoring the premises, maintaining a welcome and organized environment, and scheduling for access to basic needs services.

A Board of Directors with nine members will be established to oversee management and operations of the day center. Three of the board members will be individuals currently experiencing homelessness in order to represent the interests of and provide insight from the homeless community. One board member will be selected from the surrounding neighborhood to represent neighborhood interests. The remaining five board members will be drawn from other service providers and community stakeholders.

Individuals seeking redress for grievances will be able to request a grievance hearing by the Board of Directors. If still unsatisfied with the results, individuals will be referred and assisted in filing a third-party grievance through Dane County Human Services.

Timeline of Implementation:

Timeline presented is based on the assumption that the date of award for contract is February 1, 2015. Implementation of timeline may vary depending on completion of facility renovations and any unforeseen legal, fiscal, or political complications.

January 2016

- Await feedback from RFP process.
- Establish and confirm participation of members for the day center's Board of Directors
- Apply for independent 501(c)(3) status
 - Prepare to eventually separate from MUM's 501(c)(3)
- Determine organization name for the permanent day resource center

February 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Operations Director will meet independently with community stakeholders.
- Operations Director will develop fundraising and publicity strategies.
- Directors will meet with DCDHS and Dorschner regarding designs and renovations.
- Services Director will explore equipment and furnishings as well as researching service contracts.

March 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Directors will continue to work alongside DCDHS and Dorschner to influence designs and renovations
- Operations Director will seek out fundraising opportunities (grants, events, etc.)

April 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Operations Director will continue to fundraise
- Directors will continue to work alongside DCDHS and Dorschner to influence designs and renovations
- The center will begin accepting donations (clothing, hygiene, basic needs items, medical supplies, etc.)
 - This includes building partnerships that will work to establish donor networks

May 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- All Directors to meet and discuss job descriptions of additional staff and volunteers
 - Plan sensitivity training criteria and timeline
 - Prepare presentation materials
- Operations Director will continue to fundraise
- Administrative Director will prepare documents to be used to meet consumer reporting requirements
 - Tracking referrals, service usage data, and inventory
- The center will continue accepting donations

June 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Administrative Director will prepare/order promotional materials relevant to the operation of the day center (website, brochure, business cards, fold-over informational cards, etc.)
- Operations Director will continue to fundraise
- The center will continue accepting donations

July 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Services Director will order kitchen(ette)/laundry appliances, computers, telephones, office equipment, and furnishings.
- Administrative Director will begin advertising and marketing for opening of the day center
 - This will include reaching out to local media (social, print, radio, TV)
- Operations Director will continue to fundraise
- The center will continue accepting donations

August 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Post job descriptions for Services Coordinators, Cooks, and Custodians.
 - Begin accepting applications, resumes, and cover letters.
- Services Coordinator will contact service providers and groups to set in-reach schedule.
- Plant perennials for garden spaces/landscaping.
- Finalize service policies (showers, laundry, resting rooms, etc.) and create/order signage
- The center will continue accepting donations

September 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Renovations completed.
- Move in equipment and furnishings.
- Have appliances, computers, and telephones installed.
- Interview and hire Services Coordinators, Cooks, Custodians, Interns, and Volunteers
 - Initial staff and volunteer sensitivity and practical training
 - Administrative Director will create scheduling and distribute to employees, interns, and volunteers
- Administrative Director will order necessary supplies and establish contracts where needed.
- Services Director will reconfirm with service providers and groups for in-reach schedule.
- Operations Director will continue to pursue private funding sources and meet with community stakeholders.

October 2016

- Opening of permanent day resource center 10/01/2015.
- Implementation of services, policies, and data collection.
- Evaluate and adjust programming and physical environment through experience and consumer feedback.
- Host community forum.
- Continue staff training “on-the-job”
- Make contact with neighborhood stakeholders to receive input.
- Prepare for winter weather by collecting winter clothing gear.
- Participate in Dane County Homeless Services Consortium.

December 2016

- Host community forum.
- Participate in Dane County Homeless Services Consortium.
- Reevaluate service policies (showers, laundry, resting rooms, etc.)
- Evaluate and adjust programming and physical environment through experience and consumer feedback.

2. Service Elements

Check-In Desk: The check-in desk will be the first point of contact for guests and the sole entry and exit for the day center. Guests will sign in with their name and demographic information as required by funding sources (see Appendix A). This will be done either in paper form or by utilizing an app-service that tracks intake. The check-in desk serves not only as a greeting point for guests, but also as an informational kiosk with day center announcements, brochures, and pamphlets of relevant resources. This station will be staffed by a volunteer who will warmly welcome individuals to the program and also direct them to the appropriate resources within the building.

Day Room: The day room will serve as a large space for guests to relax, socialize, and spend their time. This space will largely consist of tables and chairs and the primary goal will be to provide engaging activities that allow staff to build relationships and establish a sense of community. Recreational materials, such as games, cards, and books will be available for check-out. Guests will be expected to maintain cleanliness and organization within this space, which will be supplemented by staffed custodians.

Private Offices: Ideally, renovations permitting, there would be three private offices for the Operations Director, Administrative Director, and Services Director. These will be used for administrative duties, confidential conversations, staff meetings, etc. This is also where confidential client materials will be stored.

Meetings Rooms: Two separate meeting rooms will be available for guests to work independently on tasks, meet privately with in-reach workers that the day center will collaborate with, or hold confidential meetings. Schedules for the meeting rooms will be determined by in-reach service provider schedules (e.g. Foodshare specialist from Second Harvest reserves the room for 10am-12pm every Thursday). The rooms can be reserved by individuals around the service provider schedules. When not in use, these spaces will be locked.

- **Conference Room:** One larger meeting room will be available for group activities, meetings, support groups, and trainings for new staff, volunteers, and interns.

Multi-Purpose Rooms:

- **Clothing/Hygiene Pantry:** This room will operate three times a week on Mondays, Wednesdays, and Fridays from 1:00 to 4:00pm to allow guests to access clothing and critical hygiene products. The best way to ensure fairness and order when dispensing these supplies is to maintain a sign-up list that individuals can add their name to the morning of operation. When operation begins, names will be called and depending on space, two to four guests will be able to “shop” at a time. Several volunteers will be responsible for organizing this space, rotating donations, and tracking the items that individuals take (to ensure this resource is not being overly used or abused).

- **Computer Lab:** Ten guest computers and a volunteer computer lab assistant (with access to a staff computer) will be available to help guests with independent research, employment/housing searches, document recovery, etc. Headphones will be available for check-out. There will be a printer/copier/fax machine located within the computer room, which the volunteer computer lab assistant will be trained to troubleshoot if the need arises. Staff will collaborate with Mad City Techs to ensure proper parameters are installed on the computers to prevent misuse and virus susceptibility. If these measures are breached, consequences will be based on a one-warning rule, with the second incident resulting in a suspension of computer access.
- **Telephone Kiosk:** Phone access is an important resource for individuals experiencing homelessness. For that reason, there will be a room consisting of three separate cubicles in which guests can make semi-private local or long distance calls. Booths will be stocked with phonebooks, service provider directories, and information regarding free cell phone providers (e.g. Safelink).
- **Donation Storage:** For items that are not being used in the clothing/hygiene pantry, have not been sorted yet, or are being seasonally rotated out, there will be a storage room consisting of primary shelving units. Responsibility for sorting, organizing, and rotating clothing/hygiene items will fall to volunteers with supervision from Services Coordinator
- **Recreation Room:** Stress is a major source of problems for individuals experiencing homelessness. By providing opportunities for exercise and recreation, individuals will have proactive avenues for reducing stress. The recreation room could include any combination of the following: treadmill, stationary bicycle, weight machine, billiards table, ping-pong table, free weights, yoga mats, punching bag, etc.

Storage for Personal Items: Both long term and short term storage will be offered to guests. This room will be locked at all times and individuals are only permitted to access storage while accompanied by a staff or intern. For long term storage, guests will be permitted to leave one bin's worth of personal belongings for an indefinite amount of time, but must check-in at least once per week. This will be monitored by a sign-in sheet that guests add their name to every time they access their belongings. Permanent storage will be accessible from 9:00 – 10:00am daily. Short-term storage will always be accessible. All items will be labeled with the guest's full name and date of initial storage. Rules will be posted, stating the check-in policy, food items will not be stored, and clothing must be washed prior to storage.

Quiet Room: This lounge-type space will include couches, recliners, desks, tables, low lighting/lamps, and a calming atmosphere. Several individuals should be able to comfortably share this space.

Resting Rooms: Two small, private rooms would be available on a single occupancy basis for participants to reserve when they need alone time or to sleep. These rooms will have a welcoming, calming atmosphere with a recliner and a twin sized bed. Sheets will be turned over between each guest who utilizes this space and scheduling will be based on how the need develops. The premise of these rooms will be for primarily extreme circumstances (i.e. illness, mental health, individuals who work 3rd shift and can't access the shelter, etc.)

Meals: In terms of breakfast, basic items will always be available (e.g. cereal, milk, oatmeal, toast, peanut butter, jelly, butter). Lunch will be served daily and will be prepared by two alternating part-time prep cooks as well as volunteers. Staff cooks will be responsible for inventory, planning meals, and procuring supplies from Community Action Coalition's donation center. We intend to develop relationships with Second Harvest Food Bank of Wisconsin and local grocery stores to supplement our food inventory and ability to reliably serve meals. Guests will be responsible for post-meal cleanup, including dishes.

- **Kitchen and Food Storage:** A large-scale kitchen will be necessary to allow for the mass-production of meals. This will require an industrial dishwasher, stove, oven, dry storage, walk-in cooler, and freezer. The kitchen will be stocked with appropriate dishware and cookware. The staffed prep cooks will be responsible for supervising this space.
- **Kitchenette:** A small-scale kitchen will be accessible to guests – located adjacent to the Day Room. This is where coffee, tea, water and basic breakfast items will be at all times of day. This space will also have a sink, snack and soda vending machines, microwave, toaster, toaster oven, and refrigerator (for condiment storage, not personal items). Coffee will likely be supplied through collaboration with Madison Coffee and Vending Inc., as Bethel Homeless Support Services has assessed that they are the most affordable coffee service in Madison. Guests are responsible for keeping this space clean and sanitary.

Laundry: The laundry facility will be equipped with four locking washers and four locking dryers, which will be regulated by designated volunteers. Availability will be limited to two loads per person per week. This will be tracked in a log. Detergent and dryer sheets will be provided.

Showers: Ideally, the architecture of the shower structure would be four single capacity shower bathrooms that can accommodate all individuals regardless of gender, mobility/accessibility, age, etc. This model maximizes privacy with accessibility. To regulate safety and privacy, these bathrooms will be locked at all times, with staff checking guests in and out. Time limits will be 25 minutes per person – Ideally a token system will be used where one token will be given at the entrance to the shower (to avoid it becoming currency outside of the day center) and will activate the water to dispense for 15 minutes. To ensure cleanliness, a Scrubbing Bubbles automatic cleaner will be mounted to rinse the shower between guests. Shower bathrooms will be deep cleaned nightly by custodial staff.

Children's Area/Childcare: There will not be a child-specific space provided. Alternatively, as to not duplicate resources, we will collaborate with existing agencies, such as the Respite Center and, ideally, Tenney Nursery and Parent Center to provide child care. This will minimize the issue of children and sex-offenders sharing the same space, which is a reality of the chronically homeless population. Families will be welcome, but must be aware of the realities of co-existing in this space. The day center will not be liable should an issue arise, as it is the responsibility of the parent/guardian to supervise their child(ren) and accompany them to bathrooms, shower facilities, and multi-purpose rooms. That being said, child-appropriate games and recreational activities will be supplied alongside the adult games that are provided.

Mail/Message Center: Mail will be sorted and distributed by the Administrative Director only. This ensures confidentiality and minimizes the risk of misplaced or breached items. The Administrative Director will also be responsible for accessing and relaying client phone or fax messages.

Haircuts: Ideally, the day center will recruit a reliable volunteer stylist to come either bi-weekly or monthly to provide free haircuts. Depending on the layout of the space, this stylist (or guest) will set up a station either near one of the private shower bathrooms.

Garden: To maximize the aesthetics of the property, garden beds and landscaping will be installed as space allows. These spaces will be established by collaborating with local landscaping companies, garden supply stores, Community GroundWorks, and local farmers. There would be at least one outdoor space dedicated to greenery where there would be walking paths, swings, and seating. Future opportunities dependent on funding and resources could include various iterations of urban agricultural practices including community garden plots for guests, therapy gardens, gardens to supply fresh produce to the kitchen, rooftop gardens, or a CSA. These spaces will be maintained by volunteers and overseen by the Services Coordinator.

Outdoor Area: There will be a designated smoking shelter a minimum of 20 ft. from the nearest entrance. Additionally, there will be a picnic table (at least 20 ft. separate from the smoking shelter) to accommodate for non-smoking individuals to enjoy the outdoor space. The outdoor area should be remodeled to eliminate any hidden spaces that might allow for nefarious behaviors to occur. Ideally, to quell neighborhood concerns, this would involve a solid fence around the three sides of the building that are adjacent to other businesses. Bicycle racks will be available.

3. Methods of Collaboration

Fundamental to the success of the day resource center will be staff's ability to coordinate an effective system for in-reach and referrals. Precedents set through Bethel Homeless Support Services placed strong emphasis on collaboration with agencies to provide the most comprehensive services possible and to ensure that consumers were receiving the most appropriate and experienced help. By emphasizing collaboration, BHSS staff was able to develop and foster critical and reciprocal relationships with numerous providers and social workers in the community. Coordinating and communicating services inter-organizationally has been one of the keystones of success for the program. In-reach and referral services will be overseen by the Services Coordinator.

Legal Services: Staff will be trained and educated in assisting with legal document recovery, and when necessary, provide direct transport, advocacy, and financial assistance in acquiring these documents (e.g. birth certificate, identification, social security card). In addition, Federal Defender Services of Wisconsin, Inc. and Legal Action of Wisconsin will be invited to provide advisory and advocacy legal services via outreach. Precedent has already been set at Bethel Homeless Support Services with Federal Defender Services in having lawyers volunteering on a rotational basis. Access to other legal services will be referral base, and informational legal resources will be made available to guests.

AODA Services: Staff will take a "damp shelter" approach to AODA issues, having behavior-based repercussions rather than disallowing guests based solely on intoxication. Therefore, staff will be trained in evaluating intoxicated individuals for appropriate care and in harm reduction strategies. In addition, staff will use a Stages of Change model to understand recovery and to work from a place of acceptance with those struggling with addiction. Rides to Tellurian UCAN Inc.'s detoxification center will be made available every Monday for free assessments for individuals seeking access to treatment. Invitations will also be extended to support groups such as Alcoholics Anonymous, Narcotics Anonymous, and SmartRecovery. In-reach services from substance abuse counselors from Madison-area Urban Ministry will also be scheduled weekly. For individuals requiring long-term, residential treatment, precedent has been set with collaboration with Rockford Rescue Mission's Life Recovery Program as well as the Salvation Army's Adult Residential Services in Milwaukee.

Employment Services: Guests will have access to computers, internet, and telephone to use for finding employment or housing. Fax, copier, and office supplies will also be provided free of charge as will mail and messaging services. Resume and cover letter templates will be made available through resource racks. In addition, volunteers and staff will be available to assist individuals in any part of the employment seeking process including mock interviewing, developing a resume, filling out online applications, transportation to interviews, etc. Professional clothing and hygiene products will also be made available through the clothing and hygiene pantry. Financial assistance will be available to aid with acquiring clothing mandated by employers. This will be done in collaboration with Friends of the State Street Family and Madison Helping Hands. Staff will refer to and coordinate in-reach and workshops with other vocational service providers including Dane County Job Center, Forward Services Inc., Employment and Training Associates, Employment Resources Inc., Experience Works, and Chrysalis.

Housing Services: Staff, interns, and volunteers will be available to work with guests on housing applications, housing searches, and advocacy. These services will be focused on understanding an individual's barriers to housing first by checking credit history, housing history, and criminal background and then by making referrals to most appropriate housing options. In addition, in-reach services will be coordinated with Tenant Resource Center and Community Action Coalition to assist with tenant advocacy and VI-SPDAT intakes. In-reach will also be coordinated with Community Action Coalition, Porchlight Inc., and Tellurian UCAN Inc. ReachOut for housing case management and financial assistance. Assistance with security deposits and eviction prevention will be available as funding and circumstances allow.

Mental Health Services: Staff, interns, and volunteers will be required to complete Journey's Mental Health First Aid training to develop cultural competency and crisis de-escalation skills. In-reach services will be coordinated with Recovery Dane, Journey, Porchlight street outreach, and Tellurian UCAN's ReachOut program. Staff, interns, and volunteers will also be available to assist individuals in using their insurance to access mental health services through hospitals and clinics with behavioral health services. Support groups such as Schizophrenics Anonymous and Renegade Recovery will be invited to offer groups weekly. Workshops and circles can be organized to help educate guests on mental health. A model precedent has already been set through the Social Justice Discussion Series that ran at Bethel Homeless Support Services.

Health/Medical Services: First aid and OTC medical supplies will be made available to guests. Staff and volunteers will promote a model developed and implemented by former HEALTH outreach nurse, Carlos Gonzalez. This approach, rather than providing free clinics that only address immediate, short-term medical needs, focuses on assisting individuals with acquiring appropriate health insurance and then working with them to get connected with hospitals and clinics. This allows for guests to receive comprehensive, long-term care and build a history and relationship with a primary care provider. In-reach services will be coordinated with Meriter HEALTH, Group Health Cooperative's Bridge to Access, and Dane County Human Services. Clinics and educational workshops will still be organized and encouraged.

Strategies for Community Buy-In: Incoming staff has significant experience in working with populations concerned with or adverse to the presence of homeless individuals in their community. Efforts will be made to reach out to community members and encourage feedback and participation in planning and operations. Monthly forums will be hosted at the day center to educate community members on issues of homelessness as well as offer a venue for questions and concerns. The Operations Director will be responsible for conducting community outreach and doing monthly check-ins with area businesses and residents. The Services Director intends to collaborate with the Tenney Nursery and Parent Center to provide childcare for guests. A request will be made of Madison Metro to move the bus stop in front of the day center to avoid the perception of loitering by guests in front of businesses. Building renovations and grounds development will work from an approach of deterrence through environmental design which focuses on awareness of physical space and creating physical environments that discourage nefarious behaviors. Services Coordinators and volunteers will be responsible for patrolling the outside of the building to ensure appropriate conduct. Incoming staff has an excellent report with MPD and will request officer drop-ins visits to build relationships with guests. The Operations Director and Services Coordinator will work to create community improvement projects carried out by guests that will encourage interaction with neighbors and improve public relations.

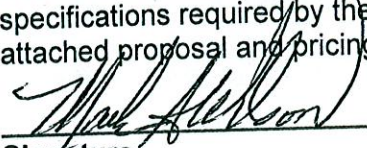
COST ESTIMATE

Staff Costs	
Position	Annual Cost
Operations Director (1.0)	50,000
Administrative Director (1.0)	40,000
Services Director (1.0)	40,000
Services Coordinator (2 at 1.0)	55,000
Services Coordinator (0.5)	15,000
Custodian (2 at 0.5)	31,200
Cook (2 at 0.5)	15,000
Benefits (5.0 FTE)	50,000
Total:	296,200
Non-Staff Costs	
Item/Service	Annual Cost
Liability Insurance	5,000
Office Equipment/Furniture	10,000
Office Supplies	10,000
Telephone	8,400
Training	2,600
Custodial Equipment/Supplies	3,800
Auto Allowance	4,800
Laundry/Shower Supplies	13,500
Kitchen Equipment*	20,000
Food/Beverage Service	32,500
Financial Assistance	22,500
Programming/Events	20,100
* Assuming kitchen appliances are included in renovations and paid for by DCDHS	
Total:	153,200
Total Staff & Non-Staff Costs:	449,400

RFP COVER PAGE SIGNATURE AFFIDAVIT	
NAME OF FIRM:	Stepping Stones

In signing this proposal, we also certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this proposal hereby agrees with all the terms, conditions, and specifications required by the County in this Request for Proposal, and declares that the attached proposal and pricing are in conformity therewith.



Signature

Co-Founder

Title

Mark Wilson

Name (type or print)

12/18/15

Date

Addendums -This firm hereby acknowledges receipt / review of the following addendum(s) (If any)

Addendum # 1 Addendum # 2 Addendum # 3 Addendum # 4

VENDOR REGISTRATION CERTIFICATION

Per Dane County Ordinance, Section 62.15, "Any person desiring to bid on any county contract must register with the purchasing manager and pay an annual registration fee of \$20."

Your completed Vendor Registration Form and Registration Fee must be received for your bid to be considered for an award. Your bid/proposal may not be evaluated for failure to comply with this provision.

Complete a registration form online by visiting our web site at www.danepurchasing.com. You will be prompted to create a username and a password and you will receive a confirmation message, then log back in and complete the registration. Once your registration is complete you will receive a second confirmation. Retain your user name and password for ease of re-registration in future years.

Payment may be made via credit card on-line or by check in the mail or in person at the Purchasing Division office. If paying by check make check payable to Dane County Treasurer and indicate your federal identification number (FIN) on the subject line.

CERTIFICATION

The undersigned, for and on behalf of the **PROPOSER, BIDDER OR APPLICANT** named herein, certifies as follows:

- This firm is a paid, registered vendor with Dane County in accordance with the bid terms and conditions.

Vendor Number #4805

Paid until 12/18/16

Date Signed: 12/18/15



Officer or Authorized Agent

Madison-Area Urban Ministry DBA Stepping Stones

Business Name

4.3 PROPOSER REFERENCES – Attachment C

Meriter Hospital Medicine

202 S. Park St. 8T
Madison, WI 53715

- Dr. Cate Ranheim
Founder/Director of HEALTH Program
(608) 215-8605

Madison Police Department – Central District

211 S. Carroll St.
Madison, WI 53703

- Chief Michael Koval
(608) 266-4022
- Officer Jeffrey Pharo
(608) 266-4149
- Officer Andrew Naylor
(608) 206-7220
- Officer Susan Krause
(608) 261-9694

Tellurian UCAN, Inc.

300 Femrite Dr.
Madison, WI 53716

- Sarah Lim
ReachOut Program Supervisor
(608) 222-7311 ext. 106
- Mary Maronek
ReachOut Staff
(608) 279-3176

Porchlight, Inc.

306 N. Brooks St.
Madison, WI 53715

- Glenn Ruiz
Shelter/Street Outreach Worker
(608) 206-6261

DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION		
The attached material submitted in response to this Proposal includes proprietary and confidential information which qualifies as a trade secret, as provided in Sect 19.36(5), Wisconsin State Statutes, or is otherwise material that can be kept confidential under the Wisconsin Open Records law. As such, we ask that certain pages, as indicated below, of this proposal response be treated as confidential material and not be released without our written approval. Attach additional sheets if needed.		
Section	Page Number	Topic

Check mark : X This firm is not designating any information as proprietary and confidential which qualifies as trade secret.

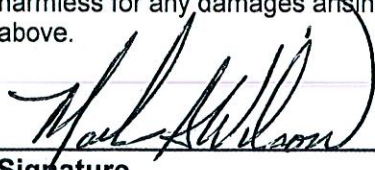
Prices always become public information when proposals are opened, and therefore cannot be designated as confidential.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in Sect. 134(80)(1)(c) Wis. State Statutes, as follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

In the event the Designation of Confidentiality of this information is challenged, the undersigned hereby agrees to provide legal counsel or other necessary assistance to defend the Designation of Confidentiality.

Failure to include this form in the proposal response may mean that all information provided as part of the proposal response will be open to examination or copying. The County considers other markings of confidential in the proposal document to be insufficient. The undersigned agree to hold the County harmless for any damages arising out of the release of any material unless they are specifically identified above.



Signature

Mark Wilson

Name (type or print)

Co-Founder

Title

12/18/15

Date

**FAIR LABOR PRACTICES CERTIFICATION
Dane County Ordinance 25.11(28)**

The undersigned, for and on behalf of the PROPOSER, BIDDER OR APPLICANT named herein, certifies as follows:

1. That he or she is an officer or duly authorized agent of the above-referenced PROPOSER, BIDDER OR APPLICANT, which has submitted a proposal, bid or application for a contract with the county of Dane.

That PROPOSER, BIDDER OR APPLICANT has: (Check One)

X not been found by the National Labor Relations Board ("NLRB") or the Wisconsin Employment Relations Commission ("WERC") to have violated any statute or regulation regarding labor standards or relations in the seven years prior to the date this Certification is signed.

_____ been found by the National Labor Relations Board ("NLRB") or the Wisconsin Employment Relations Commission ("WERC") to have violated any statute or regulation regarding labor standards or relations in the seven years prior to the date this Certification is signed

Date Signed: 12/18/15



Officer or Authorized Agent

Stepping Stones
Business Name

NOTE: You can find information regarding the violations described above at:
www.nlr.gov and <http://werc.wi.gov>.

For Reference Dane County Ord. 28.11 (28) is as follows:

(28) BIDDER RESPONSIBILITY. (a) Any bid, application or proposal for any contract with the county, including public works contracts regulated under chapter 40, shall include a certification indicating whether the bidder has been found by the National Labor Relations Board (NLRB) or the Wisconsin Employment Relations Committee (WERC) to have violated any statute or regulation regarding labor standards or relations within the last seven years. The purchasing manager shall investigate any such finding and make a recommendation to the committee, which shall determine whether the conduct resulting in the finding affects the bidder's responsibility to perform the contract.

If you indicated that you have been found by the NLRB or WERC to have such a violation, you must include a copy of any relevant information regarding such violation with your proposal, bid or application.

VENDOR DATA SHEET / LOCAL PURCHASING PROVISIONS

This address will be used to determine local purchasing preference and the mailing address where County purchase orders/contracts will be mailed:

1. Company Name: Stepping Stones

ADDRESS: 2300 S. Park St. Suite #5

CITY: Madison

COUNTY: Dane

STATE: Wisconsin

ZIP+4: 53713-2022

TEL: 608-256-0906

TOLL FREE TEL:

FAX: 608-256-4387

2. Contact person in the event there are questions about your bid/proposal

NAME Mark Wilson

TITLE: Co-Founder

TEL 608-214-8533

TOLL FREE TEL

FAX

E-MAIL steppingstonesmadison@gmail.com

3. Local Vendor:

Are you claiming a local purchasing preference under DCO 25.11(8) based on your response to section 1 of this form?

No – continue on to the next page

Yes – complete the remainder of this form

Indicate if your firm/company has an established place of business located in any of the following Wisconsin Counties. An established place of business means a physical office, plant or other facility. A post office box address does not qualify a vendor as a Local Vendor. DCO 25.04(7h)

Select one:

We are claiming a preference as a Dane County Business

Dane County

We are claiming a preference as a business located in a county adjacent to Dane County

Columbia County

Dodge County

Green County

Iowa County

Jefferson County

Rock County

Sauk County

REVISED 9/12

COST ESTIMATE

Staff Costs	
Position	Annual Cost
Operations Director (1.0)	50,000
Administrative Director (1.0)	40,000
Services Director (1.0)	40,000
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Financial Assistance	22,500
Programming/Events	20,100
* Assuming kitchen appliances are included in renovations and paid for by DCDHS	
Total:	153,200
Total Staff & Non-Staff Costs:	449,400

WELCOME

TO HOMELESS SUPPORT SERVICES

RESPECT yourself, this space, and others. This is a family.

BE IN CONTROL This is a church.

BE THE BEST version of yourself. This is a stepping stone.

REMEMBER:

1. No drugs or alcohol.
2. Aggressive and abusive language or behavior will not be tolerated.
3. No food or beverages in the computer room or outside.
4. Smoke only in the designated smoking area.
5. No panhandling.
6. Keep this space clean.
7. You are responsible for your belongings. Bethel is not liable for lost, stolen, or damaged property.
8. Support Services occur only in the Pentecost Room. Enter and exit through the ramp door.

SUSPENSION OF SERVICES:

- Disregarding expectations will result in suspension of services. Suspensions will be determined by staff.
- Suspensions may include a reinstatement process. If the process is not honored, suspensions may continue indefinitely.
- If you wish to challenge a suspension, please request a ban review by the Board of Directors. If you wish to pursue a third-party grievance process, please contact the county Ombudsman at 608-242-6477.

HOMELESS SUPPORT SERVICES
www.bethelmadison.org/homeless-support-services



BETHEL
LUTHERAN CHURCH



This is a place of
peace, **wellness**,
and **respite**.

WE DO NOT ALLOW:

- Alcohol
- Drugs
- Weapons
- Violence or Aggression
- Loud or Abusive Language

HOMELESS SUPPORT SERVICES
www.bethelmadison.org/homeless-support-services



STAFF ONLY:

Date: _____

Daily Total

Gender

- Male
- Female
- Other
- Refuse

Race

- White
- Black
- American Indian
- Asian/Pacific Islander
- Hispanic
- Refuse

Veteran Status

- Yes
- No

SIGN-IN: PLEASE PRINT YOUR NAME

By signing in, you acknowledge that you have read and understand the rules and expectations.
 If you refuse to sign in, you are not ineligible for services from Bethel Homeless Support Services.

Your information is kept confidential and anonymous.
 Data is only used for funding purposes.

Date _____

Total _____

	Name	Gender (Check one)	Race (Check all that apply)	Veteran? (Check one)
1		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
2		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
3		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
4		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
5		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
6		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
7		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
8		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
9		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
10		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
11		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No
12		<input type="checkbox"/> Male <input type="checkbox"/> Other <input type="checkbox"/> Female <input type="checkbox"/> Refuse	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> Asian/Pacific Islander	<input type="checkbox"/> Yes <input type="checkbox"/> No



December 8, 2015

Dane County Human Services
1202 Northport Dr.
Madison, WI 53704

To Whom It May Concern:

This letter affirms that Madison-area Urban Ministry has agreed to serve as the Fiscal Agent for Bethel Homeless Support Services (BHSS). As the Fiscal Agent operations shall occur under our 501 c 3 status, as well as our WI Charitable Organization license. If necessary, the program shall also be included under our insurance policies and coverage.

We are pleased to support BHSS's RFP response for operations of the proposed day resource center. In addition, we pledge to work cooperatively in the provision of reentry services on site at the day resource center.

Should you have additional questions, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Linda Ketcham", with a stylized flourish at the end.

Linda Ketcham, M.S.
Executive Director