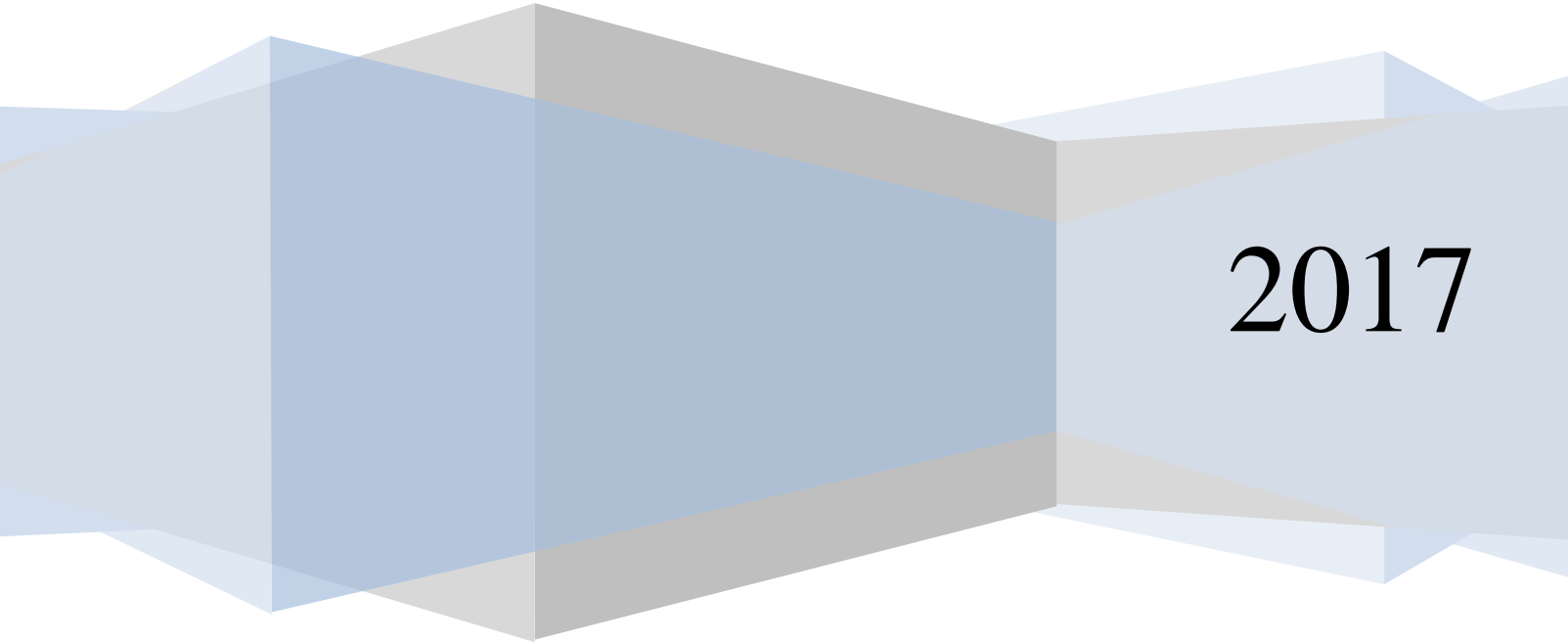


# Homeless Services RFP

City of Madison

Community Development Division



2017



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## RFP SUMMARY

<b>RFP NUMBER</b>	RFP # 8656																
<b>RFP TITLE</b>	Homeless Services																
<b>DEADLINE</b>	September 15 (Fri), 2017 at 5pm																
<b>FUNDS AVAILABLE</b>	\$769,869 (estimated)																
<b>REQUIRED APPLICATION MATERIALS</b>	<ul style="list-style-type: none"> <li>• RFP Application Form (Excel), including completed Agency Overview tab and Project Application tab(s)</li> <li>• Designation of Proprietary and Confidential Information</li> </ul>																
<b>EMAIL PROPOSALS TO</b>	<a href="mailto:CDDApplications@cityofmadison.com">CDDApplications@cityofmadison.com</a>																
<b>DIRECT INQUIRIES TO</b>	<p>Sarah Lim            Community Development Specialist-Homeless Services            City of Madison Community Development Division            Phone: (608) 261-9148            Email: <a href="mailto:slim@cityofmadison.com">slim@cityofmadison.com</a></p>																
<b>RFP CALENDAR</b>	<table border="1"> <tr> <td>RFP Release</td> <td>August 14 (Mon), 2017</td> </tr> <tr> <td>Information Session 1</td> <td>August 16 (Wed), 2017 2-4pm Villager Community Rm (2300 S. Park St)</td> </tr> <tr> <td>Information Session 2</td> <td>August 23 (Wed), 2017 10am-12pm Villager Community Rm (2300 S. Park St)</td> </tr> <tr> <td>Last Day to Submit Questions</td> <td>September 8 (Fri), 2017</td> </tr> <tr> <td>Application Deadline</td> <td>September 15 (Fri), 2017</td> </tr> <tr> <td>Agency Presentations to the CDBG Committee</td> <td>To be Determined</td> </tr> <tr> <td>Planned Award Notification</td> <td>November 22 (Tue), 2017</td> </tr> <tr> <td>Contract Start Date</td> <td>January 1, 2018</td> </tr> </table>	RFP Release	August 14 (Mon), 2017	Information Session 1	August 16 (Wed), 2017 2-4pm Villager Community Rm (2300 S. Park St)	Information Session 2	August 23 (Wed), 2017 10am-12pm Villager Community Rm (2300 S. Park St)	Last Day to Submit Questions	September 8 (Fri), 2017	Application Deadline	September 15 (Fri), 2017	Agency Presentations to the CDBG Committee	To be Determined	Planned Award Notification	November 22 (Tue), 2017	Contract Start Date	January 1, 2018
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## SECTION I: OVERVIEW

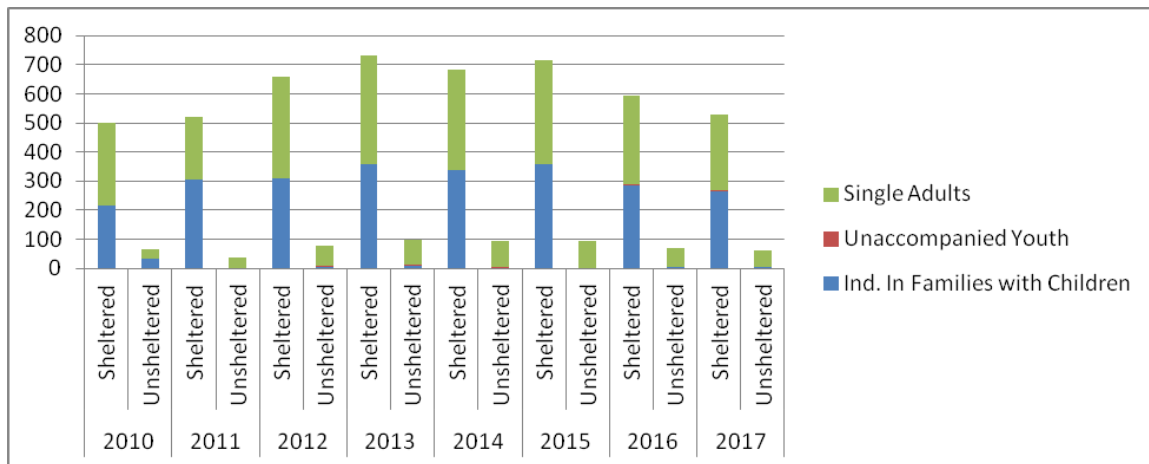
### 1. Purpose

The City of Madison Community Development Division (CDD) seeks program and project proposals that aim to prevent and end homelessness in the Madison, Wisconsin area. This process is open to all nonprofit organizations. Proposals are due by 5p.m., Friday September 15, 2017.

### 2. Need

The need for homeless-focused programs and projects is borne out by the twice annual local Point in Time count that provides a snap shot view of the number of people experiencing homelessness in our community on a given night. The 2017 January Point in Time count identified 585 people experiencing homeless in Madison. This included 85 families (101 adults and 164 children), 317 singles, and three unaccompanied youth. Of the total, 524 were staying at emergency shelters or transitional housing and 61 were unsheltered, sleeping in tents, vehicles, or on the street.

Another measure of homelessness indicated that in the course of the prior year, 2016, 2,859 unduplicated persons stayed at least one night at emergency shelters. An additional 309 stayed in transitional housing<sup>1</sup>. Of those who stayed at emergency shelters or transitional housing, 1,915 (67%) were first time homeless. In addition, many households were doubled up, staying at motels, or at risk of becoming homeless largely due to lack of affordable housing and income insecurity.



January Point in Time Count 2010-2017

<sup>1</sup> Data from Annual Homeless Assessment Report and Homeless Management Information System

### 3. Vision

In 2015, Madison Mayor Paul Soglin accepted the *Mayors Challenge* to end veteran and chronic homelessness in our community. Since then, the City has partnered with Dane County, United Way, Veterans Administration, and Madison/Dane County Continuum of Care (CoC) in the national *Zero Initiative* and made significant progress toward reducing veteran and chronic homelessness. In fact, our community celebrated ending chronic veteran homelessness in February of 2017 and has continued to maintain “functional zero” status for the chronic veteran homeless population.

The City’s action was, in part, a response to HUD’s 2015 amendment of its Strategic Plan to Prevent and End Homelessness. The amended national plan was centered around the belief that “no one should experience homelessness, no one should be without a safe, stable place to call home”.

Recent progress made in our community, as well as others across the nation, has affirmed that ending homelessness is an achievable goal. An end to homelessness does not mean that no one will ever experience a housing crisis again. Changing economic realities, the unpredictability of life events, and unsafe or unwelcoming family environments may create situations where individuals, families or youth could experience, re-experience, or be at risk of homelessness. (*Opening Doors, Federal Strategic Plan to Prevent and End Homelessness, 2015*)

The goal of ending homelessness means that our community will have a systematic response in place that ensures homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.

Through this RFP process, the City intends to identify community partners who will work toward building a coordinated homeless services system with the capacity to:

- Quickly identify and engage people at risk of experiencing homelessness or currently experiencing homelessness.
- Intervene to prevent the loss of housing and diverting people from entering the homelessness services system.
- Provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured.
- When homelessness does occur, quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve and maintain stable housing.

## 4. Funds Available

Approximately \$769,869 is available through this Request for Proposal from the following sources:

<i>Fund Source</i>	<i>Amount</i>
City of Madison General Purpose Revenue	\$610,275
Emergency Solutions Grant (ESG)	\$159,594

Awarded funds will be secured by a 12 month contract expected to begin on January 1, 2018 and renewable for the 2019 calendar year.

## SECTION II: SCOPE OF WORK

### 1. Primary Goal and Objectives

The City of Madison's approved 2015-2019 Consolidated Plan, which articulates the community development goals on which the City intends to focus its federal entitlement funds (CDBG/HOME/ESG), is the foundation upon which this funding process was developed. The City of Madison, Community Development Division Goals and Objectives, as adopted by the Common Council on April 29, 2014, outlines specific goals and objectives intended to guide the use of identified financial resources administered by CDD. This RFP focuses on the following approved Goal and Objective:

- *Goal Area 1. Affordable Housing:* Provide decent, safe, sanitary and affordable housing opportunities for low-and moderate-income households in order to enhance household, neighborhood and community stability.
  - *Objective 1.2(2) Housing Assistance (Homeless and Special Needs Populations):* Improve housing stability for homebuyers, renters, homeless and special needs populations.

### 2. Priorities and Strategies

The City of Madison Community Development Division has identified three primary homeless priorities and seven strategies for its 2017 homeless services funding process. They were developed, in part, as a response to the Madison/Dane County Continuum of Care's 2017 Community Plan to Prevent and End Homelessness, the amended 2015 Federal Strategic Plan to Prevent and End homelessness, and the City of Madison's 2016 Funding Process Study. Appendix A provides further information on target populations, eligibility requirements, eligible uses of funds, recommended staff roles, best practices, and performance indicators for each of the strategies:



<b>Priority Area 1: Prevent Homelessness</b>
Strategy 1 Homeless Prevention Strategy 2 Diversion
<b>Priority Area 2: Support Persons and Families Experiencing Homelessness</b>
Strategy 3 Emergency and Basic Needs Strategy 4 Outreach and Engagement
<b>Priority Area 3: End Homelessness</b>
Strategy 5 Permanent Supportive Housing Strategy 6 Rapid Re-Housing Strategy 7 Other Permanent Housing Support

During the 2017 funding cycle, the City anticipates making funding allocations that reflect a decision to place greater emphasis on projects in Priority Area 3 (ending homelessness). HUD and national research and advocacy institutes such as the National Alliance to End Homeless (NAEH) have urged communities to shift their focus from managing homelessness to ending homelessness. New evidence-based best practices around how to most effectively end homelessness have also helped shape the focus of this RFP. Community feedback received during development of the Community’s Plan to Prevent and End Homelessness and other community engagement meetings conducted by CDD in the past two years were important as well. The call for increased investment in activities designed to end homelessness was an overarching theme in much of that feedback.

### 3. Performance Goals

The City of Madison Community Development Division plays an integral part in the Madison/Dane County CoC and, therefore, intends to continue partnering with the CoC and the community in improving system performance measures emphasized by HUD. Given this, all proposals should address the alignment of proposed programs with at least one of the following system performance goals:

- Reduce the number of persons who become homeless
- Reduce the length of time persons remain homeless
- Increase successful placement in permanent housing
- Reduce recurrence to homelessness after placement in permanent housing
- End all veteran and chronic homelessness

More information on the HUD system performance measures can be found at: <https://www.hudexchange.info/resources/documents/System-Performance-Measures-Introductory-Guide.pdf>.

## **4. Requirements**

### **1) Housing First and Low Barrier**

All projects, including non-housing projects, must operate with the housing first and low barrier approaches. Housing first is an approach that quickly and successfully connects households experiencing homelessness to permanent housing without preconditions or other barriers to entry. Supportive services are offered to maximize housing stability and prevent returns to homelessness. Treatment plans and goals are addressed following housing placement rather than prior to it.

### **2) Partnerships and Collaboration/Improved Coordination of Services**

A systemic response to homelessness involves more than having quality individual programs and projects available. Essential to success is an easily accessible, clear and well coordinated system of programs and projects. CDD encourages partnerships and collaborations that contribute to increasing access to services (expanding hours, adding locations, etc.), strengthening culturally competent services, and improving housing outcomes. CDD is particularly interested in partnerships that are designed jointly and formalized through subcontract arrangements. Partnerships should reflect strategic and equitable allocations of funding, a focus on strengthening the capacity of partners, a commitment to collecting and using data, and leveraging of investments from other public and private organizations.

### **3) Participation in Coordinated Entry**

Coordinated Entry (CE) is a system designed to ensure that all people experiencing a housing crisis have fair and equal access to housing assistance, and are quickly identified, assessed for, and connected to housing and homeless assistance based on their strengths and needs. It uses standardized tools and practices, incorporates a system-wide housing first approach, and coordinates assistance so that those with the most severe service needs are prioritized. This approach has been adopted locally, and is guided by the U.S. Office of Housing and Urban Development's (HUD) Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. Participation in Dane County's Coordinated Entry system will be required during the contract period. Projects funded through this RFP process will also be expected to participate in elements of the CE system that are applicable to proposed program including:

- Following the CE policies to fill housing vacancies, unless an exception is granted in accordance with the Written Standards;
- Following the CE policies to provide diversion and prevention services and disperse financial assistance;
- Coordinating with CE to ensure effective, person-centered services;
- Participation with service providers, funders, consumers and other stakeholders in CE's continuous improvement efforts

#### **4) Best Practices and Demonstrated Success**

Projects should be designed to assist families, individuals, youth, and young adults to obtain and/or maintain stable permanent housing, and should reflect the best practices described in Appendix A. Data analysis and project evaluation should be included in the project design to improve performance and ensure that outcomes will be achieved.

#### **5) Written Standards**

All funded projects must comply with applicable sections of the Madison/Dane County CoC Written Standards.

#### **6) Data and Reporting**

Agencies must be able to collect and report participant-level demographic and service data as described in any resulting contract. Agencies must implement policies and procedures to ensure privacy and confidentiality of participant records for both paper files and electronic databases. Agencies must enter data and adhere to data quality procedures as stipulated in the Dane County Homeless Management Information System (HMIS) Standard Operating Procedures. As a condition of receiving funding, agencies will be required to report participant-level data, project services/activities, numbers of households assisted, and project outcomes utilizing HMIS. Direct data entry will be required in all cases.

#### **7) Emergency Solutions Grant (ESG)**

Projects seeking federal ESG funding must comply with the Code of Federal Regulations (CFR) 24 CFR 576. These regulations include, but are not limited to, the following: eligible recipients, program design, documentation standards and match requirements.

### **SECTION III: PROPOSAL SUBMISSION REQUIREMENTS**

#### **1. Response Format**

The Homeless Services Application is divided into two sections. The Agency Overview section includes narrative questions about the applicant's capacity and experience, partnerships, cultural competency, and more, at an organizational level. The Project Application section includes narrative questions about project design, performance goals, budget detail, and more, about each requested project. Proposals must be submitted to [CDDApplications@cityofmadison.com](mailto:CDDApplications@cityofmadison.com) via email.

## **2. Required Information and Content of Proposals**

Please include all required submittals specified below:

- RFP Application Form (Excel), including completed Agency Overview tab and Project Application tab(s)
- Designation of Proprietary and Confidential Information

## **SECTION IV: GENERAL ADMINISTRATIVE INFORMATION**

### **1. Point of Contact**

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of successful proposers.

Sarah Lim  
Community Development Specialist-Homeless Services  
City of Madison Community Development Division  
Phone: (608) 261-9148  
Email: [slim@cityofmadison.com](mailto:slim@cityofmadison.com)

### **2. Inquiries and Clarification of Specifications**

Proposers shall carefully examine RFP and contract documents and then develop their proposals in conformance with RFP specifications, exercising their own judgment as to the nature and scope of the work required. Potential applicants should consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work. The CDD Funding Opportunities portion of the Department's website may be consulted as a resource.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy, omission or other deficiency they have concerning the RFP document. Failure to do so will be at proposer's own risk.

This RFP will serve as the basis for, and may become part of any resulting contract agreement. No plea of ignorance of conditions or difficulties that exist, or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the proposer to fulfill the requirements of the contract.

### **3. Contracting Agency**

The contract resulting from this RFP will be administered by Community Development Division, City of Madison.

### **4. Addenda / Official Communication**

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the Community Development Division Funding Opportunities Website. The City will post notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda, and include their appropriate provisions in proposer responses, may result in proposals being disqualified.

### **5. Oral Presentations / Site Visits / Pre-Award Meetings**

Proposers may be asked to attend pre-award meetings, make oral presentations, or make their facilities available for site inspections as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

### **6. Acceptance/Rejection of Proposals**

The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s). The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

### **7. Incurring Costs**

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

## **8. Proposer Qualifications**

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

## **9. Proposal Content**

Evaluation and selection of Contractors will be based on the information submitted in the vendor's proposal plus any additional required information. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

## **10. Withdrawal or Revision of Proposals**

A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact. Proposals may not be modified or altered after the deadline.

## **11. Multiple Proposals**

Multiple proposals from proposers are permitted; however, each must fully conform to the requirements for bid submission. Alternate pricing proposals do not constitute multiple proposals.

## **12. Designation of Proprietary Information**

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public

inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.

Requests shall use the following process:

- Email or phone the RFP contact to discuss your concern.
- Any information to be considered confidential or proprietary must clearly be stated on the attached “Designation of Confidential and Proprietary Information” form. (RFP Form E).
- Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
- Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.

Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.

Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.

The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorneys fees, awarded to the requestor and ordered to paid by the City, in any such legal action.

To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

### **13. Sample Contract for Purchase of Services**

Proposers are responsible for reviewing the Sample Contract for Purchase of Services attachment prior to submission of proposals. The sample contract shall serve as the basis of the contract resulting from this RFP. Its terms shall become contractual obligations following the award of funds. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

### **14. City of Madison Additional Standard Terms and Conditions**

Proposers are responsible for reviewing this attachment prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

### **15. Proposal Evaluation and Award**

#### **1) Preliminary Evaluation**

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined non-responsive and removed from further consideration. To be considered complete, proposals shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

#### **2) Proposal Evaluations, Interviews and/or Site Visits**

The City's designated RFP Selection Committee will make the final selection and recommendation following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the Selection Committee may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews.

#### **3) Best and Final Offer**

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award, for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions



may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria and then scored and ranked. The City reserves the right to negotiate the terms of any contract, including the award amount, with selected proposers prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

#### **4) Clarification of Proposals**

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses; reject proposals which contain errors; or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

#### **5) Price and/or Cost Analysis**

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.

#### **6) Negotiation**

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.

#### **7) Process**

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

#### **8) Communication with Selection Committee**

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

#### **9) Right to Reject Proposals and Negotiate Contract Terms**

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.

# **Appendix A**

## **Homeless Services RFP**

### **PRIORITIES & STRATEGIES**

This appendix provides detailed information regarding the five items listed below. The information correlates directly with the three priority areas and seven strategies as described in the RFP.

- Eligible participants
- Eligible uses of funds
- Recommended staff roles
- Best practices
- Performance indicators for each strategy

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## STRATEGY 1: HOMELESS PREVENTION

Homelessness Prevention aims to reduce the number of people who experience homelessness through financial assistance and case management supports that keep people in housing from experiencing homelessness.

<b>Eligible Participants</b>	<p>Prevention resources must be used to assist those who are housed but at imminent risk of becoming homeless if they do not receive prevention supports. Targeting prevention resources is critical to ensuring the most effective use of funding to reduce the number of people newly becoming homeless. Projects must serve a target population identified in the Dane County Written Standards.</p>
<b>Eligible Use of Funds</b>	<ul style="list-style-type: none"> <li>• Short-term or one-time rental assistance</li> <li>• Rental/utility arrears</li> <li>• Utility assistance</li> <li>• Personnel and training</li> </ul>
<b>Recommended Staff Roles and Staffing Levels</b>	<p>Case managers need to perform the following tasks:</p> <ul style="list-style-type: none"> <li>• Assess for level and type of assistance needed</li> <li>• Create Housing Stability Plans</li> <li>• Assist with household budgeting</li> <li>• Make connections and referrals</li> <li>• Work directly with landlords</li> </ul>
<b>Core Components/Best Practices</b>	<p>Key principles for effective prevention include:</p> <ul style="list-style-type: none"> <li>• Crisis resolution/mediation</li> <li>• Participant choice and empowerment</li> <li>• Progressive engagement</li> <li>• Connection with mainstream services</li> <li>• Effective targeting strategies</li> </ul>
<b>CDD Service Level Performance Targets</b>	<ul style="list-style-type: none"> <li>• Exit to Permanent Housing: 95%</li> <li>• Return to Homelessness : 5%</li> </ul>

## STRATEGY 2: DIVERSION

Diversion is a flexible short-term intervention that assists households experiencing homelessness with innovative solutions to overcome their housing crisis and avoid entering the shelter system whenever possible, moving quickly from homelessness to housing. Diversion is typically offered at the point households are seeking shelter or emergency housing options.

<p><b>Eligible Participants</b></p>	<p>Eligible households are currently homeless and <u>seeking entry into shelter</u> or housing and have not yet accessed homeless services. This includes individuals who are temporarily staying with friends or family, individuals sleeping outside or in a place not meant for human habitation, and persons actively fleeing domestic violence (DV) who are not connected with a domestic violence emergency shelter system.</p>
<p><b>Eligible Use of Funds</b></p>	<p>Diversion funds can be used flexibly in a variety of ways, provided they result directly in a housing solution. Eligible financial assistance includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Payment for background and credit checks</li> <li>• Costs associated with moving</li> <li>• Utility assistance</li> <li>• Rental/utility arrears for purpose of accessing new housing</li> <li>• Transportation</li> <li>• Grocery cards</li> <li>• Fees for securing documentation or certifications</li> <li>• Work or education related assistance</li> <li>• Personnel and training</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Crisis resolution is an essential component of diversion. Proposed staffing ratios need to support case management that focuses on partnering with participants to creatively problem- solve their housing situation. Problem-solving includes referrals to mainstream resources, and assisting participants with housing-related mediation and conflict resolution.</p>
<p><b>Core Components/Best Practices</b></p>	<ul style="list-style-type: none"> <li>• Services are flexible and tailored to the unique needs of each household.</li> <li>• Diversion assists with identifying immediate, alternative housing arrangements and, if necessary, provides short-term services and assistance to help secure housing.</li> <li>• Households are connected with safe, stable, creative housing solutions outside of the homeless housing and shelter system.</li> <li>• Diversion relies on participant choice, respect, and empowerment and utilizes crisis resolution and mediation to navigate stable housing options.</li> </ul>
<p><b>CDD Service Level Performance Targets</b></p>	<ul style="list-style-type: none"> <li>• Exit to Permanent Housing: 40%</li> </ul>

## STRATEGY 3: OUTREACH & ENGAGEMENT

Outreach & Engagement services are coordinated, person centered, and persistent, bringing services directly to people experiencing homelessness who might not seek out services and connecting them to permanent housing and necessary supports.

<p><b>Eligible Participants</b></p>	<p>Outreach and Engagement services will support families, individuals, youth, and young adults who are experiencing homelessness. The focus is on those experiencing unsheltered homelessness.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>• Personnel and training</li> <li>• Transportation</li> <li>• Supplies</li> <li>• Minimal costs associated with obtaining housing</li> <li>• (Security deposit and rent assistance are specifically excluded costs.)</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Staffing ratios needs to support relationship development and housing-focused services. Case management services should be tailored to meet the needs of people where they are, both their level of need and geographically. The role of outreach staff is to develop relationships, engage in creative solutions to identify housing opportunities, and support movement to stable housing.</p>
<p><b>Core Components/Best Practices</b></p>	<p><u>Assessment and Service Provision Competency:</u></p> <ul style="list-style-type: none"> <li>• Able to establish a trusting relationship with the individual experiencing homelessness</li> <li>• Qualified to conduct and document a reliable needs assessment which includes: behavioral health; substance use treatment status; physical health; disability; housing; employment; household composition; and geographic considerations</li> <li>• Establish connections to community services that meet their needs, including providing intensive and ongoing support to navigate processes and systems that are often complex</li> <li>• Dedicate adequate resources to ensure staff can walk with participants through the referral process, as needed, including following up on referrals to confirm a successful connection and ensure the participant is receiving appropriate services. Secure shelter/housing services based on what the participant wants, without prerequisites such as sobriety, project completion, or medication compliance</li> </ul> <p><u>Housing System Competency:</u></p> <ul style="list-style-type: none"> <li>• Ability to access the housing system in order to support participants to exit homelessness</li> <li>• Housing First; Coordinated Entry; Housing Placement Group coordination</li> <li>• Housing navigation/Case management services</li> </ul>

	<p><u>Behavioral and Physical Health Competency</u></p> <ul style="list-style-type: none"> <li>• Directly refer participants to licensed behavioral health and/or physical health care services, and coordinate care with any existing provider working with the individual.</li> <li>• Trained in harm reduction practices including: providing information on rights related to drug overdose (e.g. Good Samaritan Law); drug treatment options, including Medication Assisted Treatment (Suboxone, Vivitrol, and Methadone); and focusing on minimizing physical, social, and legal harms. Street based outreach project staff should have additional training on Narcan administration.</li> <li>• Execute harm reduction practices where needed and in accordance with the standards set forth by the National Health Care for the Homeless Council</li> </ul> <p><u>Training, Supervision and Safety Competency:</u></p> <ul style="list-style-type: none"> <li>• Trained in best practices, including: Engaging in person-centered approach, trauma informed care, motivational interviewing, skill based assessments, stages of change/engagement, Coordinated Entry assessment, housing first, harm reduction</li> <li>• Trained in self-care practices related to secondary trauma and burn out</li> <li>• Trained in racial equity principles and practices</li> </ul>
<p><b>CDD Service Level Performance Targets</b></p>	<p>Exit to Permanent Housing: 50%</p> <p>Additionally, tracking outcomes on the following measures may be required: number of people whose chronic homeless documentation was completed; number of people enrolled who had been identified by police as frequent utilizers of police and detox. The number of people connected to Medicaid-funded case management programs will be tracked.</p>

## STRATEGY 4: EMERGENCY AND BASIC NEEDS

Emergency and Basic Needs projects provide immediate and low barrier access to shelter and other resources until participants move into more stable housing. These include overnight and daytime shelter as well as other resources such as storage and transportation assistance.

<p><b>Participant Eligibility</b></p>	<p>Emergency shelters will be open to all who seek shelter, while the primary focus should be people experiencing unsheltered homelessness.</p> <p>Basic needs services such as storage and transportation assistance will serve people who are literally homeless. Reasonable efforts should be made to ensure that these limited resources are targeted to people who are experiencing homelessness.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>• Shelter operations</li> <li>• Personnel and training</li> <li>• Emergency and basic needs services</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<ul style="list-style-type: none"> <li>• Basic operations staffing, to ensure safety</li> <li>• Case management: Services appropriate to support rapid transitions to housing</li> <li>• Housing Navigation: Facilitate housing search and placement, either directly or in partnership with another housing project (such as RRH), appropriate to the level of participant need.</li> </ul>
<p><b>Core Components/Best Practices</b></p>	<ul style="list-style-type: none"> <li>• Basic health and safety needs are addressed including food, clothing, and personal hygiene. In addition, some level of amenities such as storage, access to kitchen facilities, showers, and laundry are provided.</li> <li>• Rules are minimal and are designed to promote the physical and emotional safety of participants and staff in the least restrictive manner possible. When rules are not followed, participants are offered additional support to adjust their behavior and be successful in the program.</li> <li>• Participation in services is not required, but housing-focused services are provided, connecting participants with Coordinated Entry and alternative housing options as appropriate and assisting individuals with gathering needed documentation to assist with access to housing.</li> <li>• Projects should have a clear vision around how they fit within the homeless service system, including where participants come from prior to entry, where they will exit, and what supportive services are needed while in shelter. This includes how projects will coordinate with other service providers (such as RRH) to coordinate care for participants, avoid duplication of services, and support exits to permanent housing.</li> </ul>



**CDD Service Level  
Performance Targets**

**Service Level Targets for Emergency Shelter**

- Exit to Permanent Housing: 50%
- Length of Stay: 30 days
- Utilization Rate: 90%

Since there are no applicable system performance measures, service level targets for Basic Needs services must be proposed by the applicant based on the project design. Outcome measures will be negotiated at the point of contract.

## STRATEGY 5: RAPID REHOUSING

Rapid Re-Housing (RRH) is designed to help households quickly exit homelessness and return to permanent housing. The core components of RRH are 1) Housing identification, 2) Move-in and rental assistance, and 3) Case management services and supports. RRH projects should view all households as ‘housing ready’ immediately upon entry into the project and not require sobriety, employment, mental health stability or any other pre-condition to housing search and placement.

<p><b>Participant Eligibility</b></p>	<p>Households must meet the HUD definition of literal homelessness. People who score 4-7 (for singles) and 4-8 (for families) on VI-SPDAT are appropriate for RRH, but projects may serve people with higher VI-SPDAT scores.</p>
<p><b>Eligible Use of Funds</b></p>	<p>RRH costs include the costs of case management supports and direct financial assistance. Allowable financial assistance may include:</p> <ul style="list-style-type: none"> <li>• Moving expenses</li> <li>• Deposits and application fees</li> <li>• Rental assistance</li> <li>• Utility assistance</li> <li>• Rental/utility arrears</li> </ul> <p>Financial assistance is based on a progressive engagement approach of initially offering the minimum amount of assistance needed to achieve housing stability and increasing incrementally if necessary.</p>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Intensive case management is essential to RRH. Services should be home-based and tailored to the needs of each household. Staffing supports housing-focused services such as assisting in gathering documentation, removing barriers to housing, housing search, and negotiating and mediating with landlords to support successful housing placement.</p> <p>Case management may continue up to 60 days after financial assistance ends.</p>
<p><b>Core Components/Best Practices</b></p>	<p>The three core components of RRH are:</p> <ul style="list-style-type: none"> <li>• Case management services and supports</li> <li>• Housing identification</li> <li>• Move-in and rental assistance</li> </ul> <p>Best practices include:</p> <ul style="list-style-type: none"> <li>• Low barrier, housing first intervention offered with no preconditions to enrollment other than homeless status</li> <li>• Services and financial support tailored to the unique needs of the household through a progressive engagement approach where the minimum amount of service is provided before increasing support to meet the needs of the household</li> </ul>

**CDD Service Level  
Performance Targets**

- Exit to Permanent Housing: 85%
- Length of Stay: 120 days
- Return to Homelessness: 5%

## STRATEGY 6: PERMANENT SUPPORTIVE HOUSING

Permanent Supportive Housing (PSH) pairs non-time limited affordable housing with wrap-around supportive services, ensuring access to services designed to support behavioral health needs, connections with community-based health care, treatment, employment, independent living, and tenancy skills.

<b>Participant Eligibility</b>	<p>Chronically homeless households that have a condition or disability that create multiple and serious ongoing barriers to housing stability (i.e. mental illness, substance abuse, or chronic health condition).</p>
<b>Eligible Use of Funds</b>	<p>PSH costs include the cost of operations and case management and services.</p>
<b>Recommended Staff Roles and Staffing Levels</b>	<p>Case management/service coordination is the most widely used form of services in supportive housing. The case manager does not provide every service a tenant needs but helps broker relationships between the tenant and other service providers. Case management can include new tenant orientation, assisting the tenant in accessing services such as child care or mental health treatment, and supporting the tenant in meeting all obligations of tenancy.</p>
<b>Core Components/Best Practices</b>	<ul style="list-style-type: none"> <li>• Affordable housing, means the tenant pays no more than 30% of income towards rent</li> <li>• Tenants hold a lease, just as in non-supportive housing, with no limits on length of tenancy as long as lease terms and conditions are met</li> <li>• Proactive engagement with residents to offer a comprehensive array of flexible services which are NOT required as a condition of tenancy such as medical and wellness, mental health, substance abuse, vocational/employment, and life skills</li> <li>• Coordination with key partners to address issues resulting from substance use, mental health and other crises, focused on housing stability</li> <li>• Support tenants in connecting with community-based resources and activities while building strong social support networks</li> <li>• Staff is credentialed and trained for Medicaid billing such as CCS for case management and other supportive services</li> </ul>
<b>CDD Service Level Performance Targets</b>	<ul style="list-style-type: none"> <li>• Exit to or Retention of Permanent Housing: 90%</li> <li>• Return to Homelessness: 5%</li> <li>• Utilization Rate: 95%</li> </ul>

## STRATEGY 7: OTHER PERMANENT HOUSING<sup>1</sup> SUPPORT

<p><b>Participant Eligibility</b></p>	<p>Households must meet the HUD definition of literal homelessness. People who score 0-7 (for singles) and 0-8 (for families) on VI-SPDAT are appropriate for this level of service, but projects may serve people with higher VI-SPDAT scores. Current PSH participants whose VI-SPDAT scores were originally high upon admission but are appropriate for “move up” to non-supportive housing may also be appropriate for this level of service.</p>
<p><b>Eligible Use of Funds</b></p>	<ul style="list-style-type: none"> <li>• Personnel and training</li> <li>• Moving expenses</li> <li>• Security deposits and application fees</li> <li>• First month rent assistance</li> <li>• Utility assistance</li> <li>• Rental/utility arrears</li> </ul>
<p><b>Recommended Staff Roles and Staffing Levels</b></p>	<p>Limited term case management/service coordination can be used. The case manager does not provide every service a tenant needs but helps broker relationships between the tenant and other service providers. Case management can include new tenant orientation, assisting the tenant in accessing services such as child care or mental health treatment, and supporting the tenant in meeting all obligations of tenancy.</p>
<p><b>Core Components/Best Practices</b></p>	<p>Best practices include:</p> <ul style="list-style-type: none"> <li>• Low barrier, housing first intervention</li> <li>• Services tailored to the unique needs of the household through a progressive engagement approach where the minimum amount of services is provided before increasing support to meet the needs of the household</li> </ul>
<p><b>System Performance Targets</b></p>	<ul style="list-style-type: none"> <li>• Exit to or Retention of Permanent Housing : 90%</li> <li>• Return to Homelessness: 5%</li> </ul>

<sup>1</sup> Other Permanent Housing refers to non-PSH or RRH and may include subsidized public housing and market rent housing without built in supportive services.