



MAYOR LORI LIGHTFOOT

2022-2023

**COMMUNITY DEVELOPMENT GRANT APPLICATION (CDGA)
REQUEST FOR PROPOSAL (RFP)**

**FOR SOCIAL SERVICE, HOUSING, AND ECONOMIC DEVELOPMENT PROGRAMS FUNDED WITH:
CITY OF CHICAGO LOCAL FUNDS, COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG),
EMERGENCY SOLUTIONS GRANT (ESG), COMMUNITY SERVICES BLOCK GRANT (CSBG), AND
STATE OF ILLINOIS FORECLOSURE PREVENTION AND EMERGENCY AND TRANSITIONAL HOUSING
FUNDS**

CITY OF CHICAGO

OFFICE OF BUDGET AND MANAGEMENT (OBM)

APPLICATIONS MUST BE ENTERED AND SUBMITTED ONLINE AT:

[HTTP://WWW.CITYOFCHICAGO.ORG/EPROCUREMENT\(ISUPPLIER\)](http://www.cityofchicago.org/eprocurement(isupplier))

PAPER APPLICATIONS WILL NOT BE ACCEPTED

SYSTEM WILL OPEN AT 9AM (CT), MONDAY, MAY 3, 2021

APPLICATIONS ARE DUE AT 12:00 PM (CT), THURSDAY, JUNE 17,

2021

*The City of Chicago will host a series of virtual
technical assistance (TA) sessions*

April 19 – April 21, 2021

10:00am – 5:00pm**

Links to each workshop can be found at

www.cityofchicago.org/grants

*****The timing of each session varies depending on department and may not last the full allotted time. Please
check the website for detailed information.***

To register for CDGA TA Sessions, go to: <https://www.eventbrite.com/x/community-development-grant-application-virtual-ta-workshops-tickets-149181113727>

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GENERAL INFORMATION

Purpose of this RFP

The Office of Budget and Management (“OBM”) is releasing this Request for Proposal (“RFP”), on behalf of the Department of Family and Support Services (DFSS), Mayor’s Office for People with Disabilities (MOPD), Department of Housing (DOH), and the Chicago Department of Public Health (CDPH). The RFP’s included in this package will fund programs addressing social service, housing and economic development for fiscal years 2022 and 2023. OBM and the various departments will host a series of technical assistance (TA) sessions to provide information and guidance for applicants interested in applying for funding under the programs listed in this RFP as well as training for the City of Chicago’s (City) online grant system application, eProcurement(iSupplier).

Submittal of an application does not ensure that you will receive an award. The City assumes no liability for costs incurred in submitting this application or for costs incurred in anticipation of receiving an award. If you receive an award, the award will not be final until your organization and the City have fully negotiated and signed a grant agreement. All payments of funds, as well as the terms and conditions of the grant agreement, will be subject to the appropriation and availability of funds as well as the terms and conditions of the grant agreement. The City may, in its sole discretion, reduce the compensation payable under the grant agreement. The grant agreement will terminate on the earliest to occur of (a) the last day of the fiscal period for which sufficient appropriation was made, (b) the date when funds appropriated for payment under the grant agreement are exhausted, or (c) such other date as provided under the grant agreement.

Applicants must follow the directions of this RFP and all responses must be complete, legible, and coherent. Applicants’ conformity to the RFP instructions will facilitate the evaluation of all proposals. Non-responsiveness or incomplete responses to this RFP may be cause for the proposal to be disqualified from further consideration. The City reserves the right to accept any proposal or any part or parts thereof and reject any or all proposals. In this RFP, "respondent", "applicant" and "you" mean the entity submitting a response to this RFP.

Eligibility Requirements

This is a competitive process open to not-for-profit community-based organizations (unless specifically stated otherwise in the “Program Description” section of this document). Applicants must provide their 501(c)(3) tax-exempt designation and State of Illinois articles of incorporation as verification of their not-for-profit status. Applicants are required to deliver services within the city of Chicago and to Chicago residents only.

Applicants with existing contracts with the City that are not in good standing will not be considered for new funding. In addition, applicants that have had a City contract terminated for default, are currently debarred, or have been issued a final determination by a City, State, or Federal agency for performance of a criminal act, or abridgement of human rights or illegal/fraudulent practices will not be considered for new funding.

Funding Sources

Funding for each contract executed under this RFP is subject to the availability of funds and their appropriation by the City Council of the City, State and/or Federal authorities, if applicable. No payments will be made or due to you under the terms of any contract executed under this RFP, beyond those amounts appropriated and budgeted by the City to fund payments under the terms of such contract. The City's obligations under such contract shall cease immediately, without penalty or further payment being required, if the City Council of the City, the Illinois General Assembly and/or federal funding source(s) fails to make an appropriation sufficient to fund terms of such contract.

The city reserves the right to use additional funding sources. For more information about the various rules and regulations that may govern the use of these funding sources, visit the specific web site referenced by each funding source.

- City of Chicago Local Funds www.cityofchicago.org/budget
- U.S. Department of Housing and Urban Development (HUD): Community Development Block Grant (CDBG) and the Emergency Solutions Grant (ESG)
 - (http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs)
- Illinois Housing Development Authority (IHDA): Foreclosure Prevention Funds
 - (<http://www.ihda.org/>)
- Illinois Department of Commerce and Economic Development: Community Services Block Grant (CSBG)
 - (<https://www.illinois.gov/dceo/CommunityServices/HousingAssistance/CSBG/Pages/default.aspx>)
- Illinois Department of Human Services (IDHS): Emergency and Transitional Housing Funds
 - (<http://www.dhs.state.il.us/page.aspx?>)

Anticipated Term of Contract and Funding Source

The initial contract period anticipated to start on January 1, 2022 through December 31, 2022, with up to two extensions, each not to exceed one year, at the discretion of the City based on the availability of funds, the need to extend services, and the respondent's performance. Programs may be funded with a combination of federal, state, or local funds with each funding source representing a separate contract. Final awards are contingent on the appropriation and availability of funds from the various sources identified above.

Compliance

Applicants must comply with all applicable federal, state, and City requirements necessary to execute and perform services under a contract funded by this application.

CDGA TECHNICAL ASSISTANCE (TA) SESSION (“PRE-BIDDERS CONFERENCE”)

The Office of Budget & Management (OBM) and the other City departments included in this RFP will host a series of virtual technical assistance (TA) sessions, also known as the Pre-Bidders Conference, which will include a brief overview of the HUD-funded programs and an overview of the online eProcurement (iSupplier) system. Staff from City departments that oversee the various programs included in this RFP will be in attendance to host informational sessions, respond to questions, and offer any other assistance needed. All applications must be submitted on the City’s eProcurement (iSupplier) system at: <http://www.cityofchicago.org/eprocurement>. Training sessions will be available to assist in navigating the eProcurement system. **Participation in the TA sessions is strongly encouraged.**

To sign up and register for the TA session please visit*:

<https://www.eventbrite.com/x/community-development-grant-application-virtual-ta-workshops-tickets-149181113727>

**All links can also be found at cityofchicago.org/grants*

RFP, PROGRAM SPECIFIC, AND EPROCUREMENT/ISUPPLIER QUESTIONS

Technical Application and General Content of the RFP

For all eProcurement/Supplier Technical issues, please contact customersupport@cityofchicago.org or [312-744-4357](tel:312-744-4357). The Customer Support Service Center response time is typically within three business days.

Program Specific

Program specific questions must be submitted using the eProcurement (iSupplier) system Online Discussion feature, this function will be covered at the virtual TA sessions.

HIGHLIGHTS AND KEY DATES ON THE CDGA CALENDAR

CDGA RFP Release	April 12, 2021
Technical Assistance Sessions	April 19-21, 2021
2022 CDGA Application Opens	May 3, 2021 at 9:00 AM CT
2022 CDGA Application Closes	June 17, 2021 at 12:00 PM CT
Award Notifications Sent to Respondents	June-December 2021*
Program Year Begins	January 1, 2022
Sub-grantee Agreements Executed	January 1, 2022*

*Dates are tentative and based on FY2022 Budget cycle

EVALUATION AND SELECTION CRITERIA

Each lead department administering the programs listed in this RFP will evaluate and score all proposals based upon the criteria identified in the Program Description. During the evaluation process, lead departments reserve the right to consult with community advisory groups or committees, external experts, other City departments, and public and private funders.

The Applicant must show to the complete satisfaction of the lead department that it has the necessary facilities, ability, staffing, and financial resources to provide the services specified in the Program Descriptions in a satisfactory manner. The lead department may make reasonable investigations deemed necessary and proper to determine the ability of the Applicant to perform the work and the Applicant shall furnish to the lead department all information that may be requested. The lead department reserves the right to reject any application if the materials or information provided by the Applicant fail to satisfy the lead department that the Applicant is properly qualified to carry out the obligations of the contract and to complete the work described in the Program Description.

Evaluation of the Applicants qualifications shall include:

- The ability, capacity, skill, and the financial and other necessary resources to perform the work or provide the service required.
- The ability to perform the work or provide the service promptly or within the time specified, without delay or interference.
- The experience and efficiency of the agency.
- The quality of work and performance of previous contracts or services, as applicable.

Once submitted and RFP is closed, no proposal may be amended or substituted, unless an addendum is issued by the City. The City, at its sole discretion, reserves the right to contact an applicant if additional information or clarification is required.

The table on the following page lists the maximum score an applicant can receive, along with examples of the review criteria for each section. Lead departments may incorporate additional criteria for specific program models.

APPLICATION REVIEW CRITERIA

The maximum points an application can receive is 100. There are additional requirements identified in the Program Descriptions section of this document. Some departments may adjust this criteria based on their program's requirements and have included an amended rubric in that individual RFP.

Points	CRITERIA
25	<p>Organizational Capacity</p> <ul style="list-style-type: none"> • The Applicant identifies qualified staff responsible for program oversight, management, fiscal oversight, and evaluation and performance management methods. • The Applicant provides evidence of successful past program performance or success in initiating, maintaining, and completing a similar program, and consistently meeting program goals.
25	<p>Proposed Program</p> <ul style="list-style-type: none"> • The Applicant serves a high need community area (defined as an area of 51% low to moderate income residents); an area with a service gap; and/or serves an under or unserved population. • The Applicant clearly demonstrates quality experience and accomplishments in providing services to target population. • The Applicant clearly defines the activities to be undertaken or the services to be provided. • The Applicant's proposed goals and service delivery is appropriate based on agency capacity and past experience.
20	<p>Reasonable Costs, Budget Justification, and Leverage of Funds</p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. • Overall, the Applicant is fiscally sound, as evidenced by the financial history and record of the organization, as well as audited financial statements (or the equivalent) from the current fiscal year. • The Applicant proposes a reasonable cost per person or per unit and provides justification for the level of funding requested. • The Applicant leverages other non-local funds to support total program cost.
20	<p>Program Quality and Impact</p> <ul style="list-style-type: none"> • The Applicant has documented collaborations or partnerships with other public and private agencies that support or enhance resources for the target population.
10	<p>Overall Responsiveness</p> <ul style="list-style-type: none"> • The Applicant completed the application in an accurate manner, answers all questions with sufficient detail to demonstrate knowledge and capacity to carry out the proposed program(s), and submits all necessary information or documentation.

COMPLIANCE WITH LAWS, STATUTES, ORDINANCES, AND EXECUTIVE ORDERS

Grant awards will not be final until the City of Chicago and the applicant have fully negotiated and executed a grant agreement. All payments under Agreements are subject to appropriation and availability of funds. The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the applicant in anticipation of a grant agreement. As a condition of a grant award, applicants must comply with the following and with each provision of the grant agreement:

1. Conflict of Interest Clause: No member of the governing body of the City or other unit of government and no other officer, employee, or agent of the City or other government unit who exercises any functions or responsibilities in connection with the carrying out of the project shall have any personal interest, direct or indirect, in the grant agreement.

The applicant covenants that he/she presently has no interest, and shall not acquire any interest, direct, or indirect, in the project to which the grant agreement pertains which would conflict in any manner or degree with the performance of his/her work hereunder. The applicant further covenants that in the performance of the grant agreement no person having any such interest shall be employed.

2. Governmental Ethics Ordinance, Chapter 2-156: All applicants agree to comply with the Governmental Ethics Ordinance, Chapter 2-156 which includes the following provisions: a) a representation by the applicant that he/she has not procured the grant agreement in violation of this order; and b) a provision that any grant agreement which the applicant has negotiated, entered into, or performed in violation of any of the provisions of [Governmental Ethics Ordinance, Chapter 2-156] shall be voidable by the City.
3. Drug-free Workplace: Selected applicants shall establish procedures and policies to promote a Drug-free Workplace. The selected applicant shall notify employees of its policy for maintaining a drug-free workplace and the penalties that may be imposed for drug abuse violations occurring in the workplace. The selected applicant shall notify the City if any of its employees are convicted of a criminal offense in the workplace no later than ten days after such conviction.
4. Business Relationships with Elected Officials: Pursuant to Section 2-156-030(b) of the Municipal Code of Chicago as amended (Municipal Code), it is illegal for any elected official of the City, or any person acting at the direction of such official, to contact, either orally or in writing, any other City official or employee with respect to any matter involving any person with whom the elected official has a business relationship, or to participate in any discussion in any City Council committee hearing or in any City Council meeting or to vote on any matter involving the person with whom an elected official has a business relationship. Violation of Section 2-156-030(b) by any elected official with respect to the Agreement shall be grounds for termination of the Agreement. The term business relationship is defined as set forth in Section 2-156-080 of the Municipal Code.

Section 2-156-080 defines a "business relationship" as any contractual or other private business dealing of an official, or his or her spouse or domestic partner, or of any entity in which an official or his or her spouse or domestic partner has a financial interest, with a person or entity which entitles an official to compensation or payment in the amount of \$2,500 or more in a calendar year; provided, however, a financial interest shall not include: (i) any ownership through purchase at fair market value or inheritance of less than one percent of the share of a corporation, or any corporate subsidiary, parent or affiliate thereof, regardless of the

value of or dividends on such shares, if such shares are registered on a securities exchange pursuant to the Securities Exchange Act of 1934, as amended; (ii) the authorized compensation paid to an official or employee for his office or employment; (iii) any economic benefit provided equally to all residents of the City; (iv) a time or demand deposit in a financial institution; or (v) an endowment or insurance policy or annuity contract purchased from an insurance company. A “contractual or other private business dealing” shall not include any employment relationship of an official’s spouse or domestic partner with an entity when such spouse or domestic partner has no discretion concerning or input relating to the relationship between that entity and the City.

5. Legal Compliance: Compliance with Federal, State of Illinois and City of Chicago regulations, ordinances, policies, procedures, rules, executive orders and requirements, including: Disclosure of Ownership Interests Ordinance (Chapter 2-154 of the Municipal Code); the State of Illinois - Certification Affidavit Statute (Illinois Criminal Code); State Tax Delinquencies (65ILCS 5/11-42.1-1); Governmental Ethics Ordinance (Chapter 2-156 of the Municipal Code); Office of the Inspector General Ordinance (Chapter 2-56 of the Municipal Code); Child Support Arrearage Ordinance (Section 2-92-380 of the Municipal Code); and Landscape Ordinance (Chapters 32 and 194A of the Municipal Code).
6. Economic Disclosure Statement: If selected for grant award, applicants are required to (a) execute the Economic Disclosure Statement and Affidavit and (b) indemnify the City as described in the Agreement between the City and the successful applicants.
7. Prohibition on Certain Contributions, Mayoral Executive Order 2011-4: Neither you nor any person or entity who directly or indirectly has an ownership or beneficial interest in you of more than 7.5% (Owners), spouses and domestic partners of such Owners, your Subcontractors, any person or entity who directly or indirectly has an ownership or beneficial interest in any Subcontractor of more than 7.5% (Sub-owners) and spouses and domestic partners of such Sub-owners (you and all the other preceding classes of persons and entities are together, the Identified Parties), shall make a contribution of any amount to the Mayor of the City of Chicago (the Mayor) or to his political fundraising committee during (i) the bid or other solicitation process for the grant agreement or Other Contract, including while the grant agreement or Other Contract is executory, (ii) the term of the grant agreement or any Other Contract between City and you, and/or (iii) any period in which an extension of the grant agreement or Other Contract with the City is being sought or negotiated.

You represent and warrant that since the date of public advertisement of the specification, request for qualifications, RFP or request for information (or any combination of those requests) or, if not competitively procured, from the date the City approached you or the date you approached the City, as applicable, regarding the formulation of the grant agreement, no Identified Parties have made a contribution of any amount to the Mayor or to his political fundraising committee.

You shall not: (a) coerce, compel or intimidate your employees to make a contribution of any amount to the Mayor or to the Mayor’s political fundraising committee; (b) reimburse your employees for a contribution of any amount made to the Mayor or to the Mayor’s political fundraising committee; or (c) bundle or solicit others to bundle contributions to the Mayor or to his political fundraising committee.

The Identified Parties must not engage in any conduct whatsoever designed to intentionally violate this provision or Mayoral Executive Order No. 2011-4 or to entice, direct or solicit others to intentionally violate this provision or Mayoral Executive Order No. 2011-4.

Violation of, non-compliance with, misrepresentation with respect to, or breach of any covenant or warranty under this provision or violation of Mayoral Executive Order No. 2011-4 constitutes a breach and default under the grant agreement, and under any Other Contract for which no opportunity to cure will be granted. Such breach and default entitles the City to all remedies (including without limitation termination for default) under the grant agreement, under any Other Contract, at law and in equity. This provision amends any Other Contract and supersedes any inconsistent provision contained therein.

If you violate this provision or Mayoral Executive Order No. 2011-4 prior to award of the Agreement resulting from this specification, the Commissioner may reject your bid.

For purposes of this provision:

- “Other Contract” means any agreement entered into between you and the City that is (i) formed under the authority of Municipal Code Ch. 2-92; (ii) for the purchase, sale or lease of real or personal property; or (iii) for materials, supplies, equipment or services which are approved and/or authorized by the City Council.
- “Contribution” means a “political contribution” as defined in Municipal Code Ch. 2-156, as amended.
- “Political fundraising committee” means a “political fundraising committee” as defined in Municipal Code Ch. 2-156, as amended.

8. Hiring Practices:

- a) The City is subject to the June 24, 2011 “City of Chicago Hiring Plan” (the “2011 City Hiring Plan”) entered in *Shakman v. Democratic Organization of Cook County*, Case No 69 C 2145 (United States District Court for the Northern District of Illinois). Among other things, the 2011 City Hiring Plan prohibits the City from hiring persons as governmental employees in non-exempt positions on the basis of political reasons or factors.
- b) You are aware that City policy prohibits City employees from directing any individual to apply for a position with you, either as an employee or as a subcontractor, and from directing you to hire an individual as an employee or as a subcontractor. Accordingly, you must follow your own hiring and contracting procedures, without being influenced by City employees. Any and all personnel provided by you under the grant agreement are employees or subcontractors of you, not employees of the City of Chicago. The grant agreement is not intended to and does not constitute, create, give rise to, or otherwise recognize an employer-employee relationship of any kind between the City and any personnel provided by you.
- c) You will not condition, base, or knowingly prejudice or affect any term or aspect of the employment of any personnel provided under the grant agreement, or offer employment to any individual to provide services under the grant agreement, based upon or because of any political reason or factor, including, without limitation, any individual's political affiliation, membership in a political organization or party, political support or activity, political financial contributions, promises of such political support, activity or financial contributions, or such individual's political sponsorship or recommendation. For purposes

of the grant agreement, a political organization or party is an identifiable group or entity that has as its primary purpose the support of or opposition to candidates for elected public office. Individual political activities are the activities of individual persons in support of or in opposition to political organizations or parties or candidates for elected public office.

- d) In the event of any communication to you by a City employee or City official in violation of paragraph (b) above, or advocating a violation of paragraph (c) above, you will, as soon as is reasonably practicable, report such communication to the Hiring Oversight Section of the City's Office of the Inspector General ("IGO Hiring Oversight"), and also to the head of the Department. You will also cooperate with any inquiries by IGO Hiring Oversight related to this Agreement.

INSURANCE REQUIREMENTS

Insurance requirements are applicable at the time of contract execution.

A) Required Insurance –The kinds and amounts of insurance required are as follows:

- 1) Workers Compensation and Employers Liability: Workers Compensation as prescribed by applicable law covering all employees who are to provide services under a grant agreement and Employers Liability coverage with limits of not less than \$100,000 each accident, illness, or disease.
- 2) Commercial General Liability (Primary and Umbrella): Commercial General Liability Insurance or equivalent with limits of not less than \$500,000 per occurrence for bodily injury, personal injury, and property damage liability. Coverage must include the following: all premises and operations, products/completed operations, separation of insureds, defense, and contractual liability (not to include Endorsement CG 21 39 or equivalent). The City is to be named as an additional insured on a primary, non-contributory basis for any liability arising directly or indirectly from the work or services.
- 3) Automobile Liability (Primary and Umbrella): When any motor vehicles (owned, non-owned and hired) are used in connection with work or services to be performed, Sub-grantee must provide Automobile Liability Insurance with limits of not less than \$300,000 per occurrence for bodily injury and property damage.
- 4) Professional Liability: When any professional consultants perform work or services in connection with a grant agreement, Professional Liability Insurance covering errors, omissions, or negligent acts, must be maintained with limits of not less than \$500,000. When policies are renewed or replaced, the policy retroactive date must coincide with, or precede start of work or services on a grant agreement. A claims-made policy which is not renewed or replaced must have an extended reporting period of 2 years.
- 5) Medical/Professional Liability: When any medical services are performed in connection with a grant agreement, Medical/Professional Liability Insurance must be provided to include coverage for errors, omissions and negligent acts related to the rendering or failure to render professional, medical or health services with limits of not less than \$1,000,000. When policies are renewed or replaced, the policy retroactive date must coincide with or precede the start of work or services on the grant agreement. A claims-made policy which is not renewed or replaced must have an extended reporting period of 2 years.
- 6) Builders Risk: When any Sub-grantee performs any construction, including improvement, betterments, and/or repairs, Sub-grantee must provide All Risk Builders Insurance to cover materials, supplies, equipment, machinery and fixtures that are part of the structure.

B) Related Requirements

- 1) If coverage has an expiration or renewal date occurring during the time for performance of the grant agreement, Sub-grantee must furnish renewal certificates to the Federal Funds Insurance Unit at the address listed in Section 2.5 of the grant agreement. The receipt of any certificate does not constitute agreement by the City that the insurance requirements in the grant agreement have been fully met or that the insurance policies indicated on the certificate are in compliance with all Agreement requirements. The failure of the City to obtain certificates or other insurance evidence from Sub-grantee is not a waiver by the City of any requirements for

sub-grantee to obtain and maintain specified coverage. Sub-grantee must advise all insurers of the grant agreement provisions regarding insurance. Non-conforming insurance does not relieve sub-grantee of your obligation to provide insurance as specified here. Nonfulfillment of the insurance conditions may constitute a violation of the grant agreement, and the City retains the right to stop work or services or terminate the grant agreement until proper evidence of insurance is provided.

- 2) The sub-grantee must provide for 30 days prior written notice to be given to the City in the event coverage is substantially changed, canceled or non-renewed.
 - 3) All deductibles or self-insured retentions on referenced insurance coverage must be borne by sub-grantee.
 - 4) Sub-grantee will waive and agree to require their insurers to waive their rights of subrogation against the City, its employees, elected officials, agents or representatives.
 - 5) The coverage and limit furnished by sub-grantee in no way limits sub-grantee's liabilities and responsibilities specified within the grant agreement or by law.
 - 6) Any insurance or self-insurance programs maintained by the City do not contribute to the insurance provided by sub-grantee under the grant agreement.
 - 7) The required insurance to be carried is not limited by any limitations expressed in the indemnification language in the grant agreement or any limitation placed on the indemnity in the grant agreement given as a matter of law.
 - 8) If sub-grantee is a joint venture or limited liability company, the insurance policies must name the joint venture or limited liability company as a named insured.
 - 9) Sub-grantee must require all subcontractors to provide the insurance required in the grant agreement or sub-grantee may provide the coverage for sub-contractors. All subcontractors are subject to the same insurance requirements of sub-grantee unless otherwise specified in the grant agreement.
 - 10) If sub-grantee or sub-contractors desire additional coverage, the party desiring additional coverage is responsible for the acquisition and cost of such additional protection.
 - 11) Notwithstanding any provisions in the grant agreement, the City maintains the right to modify, delete, alter, or change these requirements.
- C) If you need additional information related to insurance, please call the Department of Finance (Finance) at (312) 744-7923.

SECTION 3

Section 3 is a provision of the Housing and Urban Development Act of 1968, as amended by the Housing and Community Development Act of 1992, with implementing regulations at 24 CFR Part 135. The legislation requires that employment, training and contracting opportunities generated by HUD financial assistance for housing and community development must, to the greatest extent feasible, be given to low- and very low-income persons, i.e., those under 80% of area median income (Section 3 residents). Section 3 applies to those projects (Section 3 projects) financed by the City in whole or in part with HUD funds and which involve housing construction, housing rehabilitation or other publicly-funded construction. There are minimum dollar thresholds for determining whether a Section 3 project is subject to Section 3 requirements. In order to demonstrate compliance with Section 3, recipients, contractors and subcontractors must meet specific hiring and contracting goals. Under these goals, there are resident and business preferences that dictate the order in which Section 3 residents and businesses are to be hired.

DOLLAR THRESHOLDS

If a project receives more than \$200,000 in HUD assistance, the developer must comply with Section 3. All of a developer's HUD-funded Section 3 projects with the City will be counted in determining whether the Section 3 threshold is met; if so, Section 3 applies to the Section 3 project causing the threshold to be exceeded and not to the earlier projects. In addition, if on the same Section 3 project there are contracts and subcontracts in excess of \$100,000, Section 3 applies to the contractor and those subcontractors. If the developer also acts as general contractor, the amount of assistance need only exceed \$100,000 for Section 3 to apply to the developer. If the dollar thresholds are met, Section 3 applies to the entire Section 3 project, regardless of whether the Section 3 project is fully or partially funded with HUD assistance.

NUMERICAL GOALS

Hiring: HUD has devised numerical standards for recipients of Section 3-covered housing and community development assistance, and for their contractors and subcontractors, to demonstrate compliance. For housing assistance, contractors and subcontractors can show compliance by committing to employ Section 3 residents as 10% of the total number of new hires needed to complete a particular project. For community development assistance, contractors and subcontractors must commit to employ Section 3 residents as 30% of the total number of new hires needed to complete the project. Recipients of the assistance have the responsibility of ensuring compliance in the operations of their contractors and subcontractors. These hiring goals also apply to entities that own or manage at least 500 units located in the Chicago metropolitan area that receive housing assistance from HUD.

Contracting: Numerical goals also exist for contracting activities. Section 3 business concerns must receive a minimum percentage (10% for building trades work; 3% for non-building trades such as architecture or engineering) or the total dollar amount of all contracts awarded in connection with Section 3 projects. A "Section 3 business concern" is defined as a business:

1. That is at least 51% owned by Section 3 residents;
2. Whose permanent, full-time employees include persons, at least 30% of whom are, or were within 3 years of the date of first employment with the business, Section 3 residents; or
3. That provides evidence of a commitment to subcontract more than 25% of the dollar amount of all subcontracts to be awarded to businesses that satisfy (1) or (2) above.

Training: Section 3 does not require recipients or contractors to create training programs. However, where training opportunities exist in connection with Section 3 projects, they must be in part directed to Section 3 residents.

PREFERENCES

Hiring: Hiring opportunities must be provided where feasible in the following order of priority:

1. Section 3 residents residing in the Section 3 project's service area;
2. Participants in HUD Youth-build programs; and
3. All other Section 3 residents

For Section 3 projects receiving assistance under the Stewart McKinney Homeless Assistance Act, homeless persons residing in the Section 3 project's service area must receive the highest priority.

Contracting: Contracting opportunities must be provided where feasible in the following order of priority:

1. Section 3 business concerns that provide economic opportunities for Section 3 residents in the Section 3 project's service areas;
2. Applicants selected to carry out HUD Youth-build programs; and
3. All other Section 3 business concerns.

SUB-RECIPIENT FINANCIAL ACCOUNTABILITY IN FEDERALLY FUNDED PROGRAMS

CDBG sub-recipients/ “Delegate Agencies” are an indispensable part of the CDBG program. Delegate Agencies provide the City and HUD with assurances that the diverse communities, groups, and individuals whom the CDBG program is intended to serve are in fact reached by the program. HUD and the City count on sub-recipients to make sure that needed services are delivered in a cost-effective manner. In the past, some sub-recipients have encountered administrative problems in achieving their mission. The following are key regulations defining Federal administrative requirements for nonprofit sub-recipients:

In 2013, the Federal Office of Management and Budget (OMB) issued final guidance on administrative requirements, cost principles and audit requirements for federal awards (which includes research grant awards). This final guidance supersedes and streamlines requirements from OMB Circulars A-21, A-87, A-110 and A-122 (which have been placed in 2 CFR Parts 220, 225, 215 and 230): Circulars A-89, A-102 and A-133; and the guidance in Circular A-50 on Single Audit Act follow-up

Copies of the OMB Circulars that are superseded by this guidance are available on OMB’s Website at https://www.whitehouse.gov/omb/grants_circulars. The final guidance consolidates the guidance previously contained in the aforementioned citations into a streamlined format that aims to improve both the clarity and accessibility. This final guidance is located in Title 2 of the Code of Federal Regulations.

The following is a more detailed explanation of audits that might be required in connection with Subpart F of 2 CFR Part 200, Sections 200.500 through 200.512.

If the sub-recipient is a nonprofit corporation and is expending federal funds totaling \$750,000 or more during its fiscal year, it must submit under Subpart F section 200.501 a single audit in accordance with section 200.514 or a program-specific audit in accordance with the provisions of Subpart F section 501c and 200.507.

If the sub-recipient is a nonprofit corporation and is expending federal funds under this and other agreements totaling less than \$750,000 during its fiscal year, then the sub-recipient, under Subpart F section 200.501 is exempt from federal audit requirements for that year, except as noted in section 200.503 Relation to other audit requirements. However, records must be available for review or audit by appropriate officials of the Federal agency, pass-through entity, and Government Accountability Office.

The audit must cover the time period specified by Subpart F section 200.507 for program-specific audits. In addition to the audit opinion, reports, and schedules required by, section 507 the program-specific audit shall include the following financial statements: (1) Statement of Financial Position (Balance Sheet) (if applicable) and (2) Statement of Activities (Revenue and Expenses). The City may perform, or cause to be performed, various monitoring procedures relating to the sub-recipient’s award(s) of federal funds, including, but not limited to, “limited scope audits” of specific compliance areas. The sub-recipients must submit the audit reports within 6 months after the end of the audit period. The sub-recipient will submit the audit, within this time frame, to their lead department and to Finance’s Internal Audit Division.

If a Single audit is required, the sub-recipient will also send a copy of the audit, within the time frame indicated in Subpart F section 200.512, to the Federal Audit Clearinghouse. Further, the sub-recipient must submit, with the audit, a report that comments on the findings and recommendations in the audit, including corrective action planned or taken. If no action is planned or taken, an explanation must be included. Copies of written communications on non-material compliance findings will be submitted to

the sub-recipient's lead department and Finance's Internal Audit Division. The City also retains its right to independently audit the sub-recipient. If the sub-recipient is found in non-compliance with these audit requirements, by either the City or any federal agency, the sub-recipient may be required to refund financial assistance received from the City or any federal agency or agencies.

The City may in its sole discretion audit the records of sub-recipients or its subcontractors, or both, at any time during the term of the grant agreement or within 5 years after the City, and, if applicable, the federal government determines that sub-recipients have met all closeout requirements for the grant agreement in connection with the goods, work, or services provided under the grant agreement. Each calendar year or partial calendar year is considered an "audited period." If, as a result of such an audit, it is determined that the sub-recipient or any of its subcontractors has overcharged the City in the audited period, the City will notify sub-recipient. The sub-recipient must then promptly reimburse the City for any amounts the City has paid sub-recipient due to the overcharges and also some or all of the cost of the audit.

PROGRAM DESCRIPTIONS

Below is a list of all the programs that will be funded under this RFP. A detailed description of each program, including program requirements, performance measures or outcomes, and program-specific selection criteria follows on the ensuing pages.

Mayor's Office for People with Disabilities

- HomeMod (7978)
- Independent Living Program (7977)
- Personal Assistance (7973)

Department of Housing

- Foreclosure Prevention & Housing Counseling Services (7889)
- Housing Technical Assistance and Support (HTAS), Community Based (TACOM) (7970 & 7969)
- Neighborhood Lending Program (7888)
- Small Accessible Repairs for Seniors (SARFS) (7971)
- Community Housing Development Organization (CHDO) (8017)
- Troubled Building Initiative (7938)
- Housing Technical Assistance and Support (HTAS) – Citywide (TACIT)(7970)

Department of Public Health

- Crisis Intervention: Bullying and Suicide Prevention Project (7980)
- Chicago Health Adolescents & Teens (CHAT Program) (7982)
- Violence Prevention Initiative (7981)
- Mental Health Services for Children and Adolescent Victims of Sexual Assault (CSA) (7995)

Department of Family and Support Services

Senior Services

- Intensive Case Advocacy and Support for Vulnerable Older Adults (ICAS) (7961)
- Case Advocacy and Support for Vulnerable Older Adults (CAS) (7959)
- Home Delivered Meals (7960)

Human Services

- Emergency Food Assistance for At-Risk Populations and optional Senior Food Box Program Model (7901)
- Public Benefits, Outreach, and Enrollment (PBOE) (7905)

Workforce Services

- Community Re-Entry Support Centers (CRSC) (7962)
- Employment Preparation and Placement (EPP) (7963)

- Industry-Specific Training and Placement (ISTP) (7964)
- Transitional Jobs Program (TJP) (7965)

Domestic Violence Services

- Counseling and Advocacy Services for Victims of Domestic Violence (7918)
- Legal Services for Victims of Domestic Violence (7906)
- Multi-Disciplinary Team Services for Victims of Domestic Violence (7908)
- Resource and Information Advocacy Services for Victims of Domestic Violence (7917)
- Supervised Visitation and Safe Exchange for Domestic Violence (7916)

Homeless Services

- Coordinated Entry: System Facilitator (7947)
- Engagement Services (7948)
- Frequent Users Service Engagement (FUSE) (7949)
- Homeless Prevention Assistance Program (7950)
- Shelters (7954)
- Permanent Supportive Housing Support Services including Safe Havens (7955)
- Rapid Re-housing Program Coordinator (7956)
- Rental Assistance Program Manager (7957)
- Youth Transitional Housing (7958)

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES ("MOPD")

GENERAL INFORMATION

The goal of the Mayor's Office for People with Disabilities (MOPD) is to foster accessibility, full participation, and equal opportunities for people with disabilities, in all aspects of life, through systemic change, information and referral, education and training, public policy, and direct services. MOPD works to ensure that the rights of the disability community are equitably represented in all City services, programs, initiatives, and policies. MOPD is striving to make Chicago a world-class, disability-friendly city.

The City of Chicago welcomes all City residents and nearly 60 million visitors annually, many who have disabilities. Due to the disability community being undercounted in the U.S. Census, the number of people with disabilities served by the City of Chicago and MOPD greatly exceeds the 300,000 people recorded in the U.S. Census.

MOPD Program: HomeMod
RFP# 7978

PROGRAM CONTACTS:

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Website: www.cityofchicago.org/MOPD

PROGRAM DESCRIPTION:

The HomeMod Program will allow people with disabilities, under the age of sixty, to receive home modifications that make their living environment accessible. Services will be performed in accordance with federal, state, and municipal accessibility requirements.

- Areas of modifications and priorities under this program will include, but are not limited to: kitchen and bathroom modifications; ramps; exterior vertical platform lifts; and interior lifts.
- Specific modifications include, but are not limited to: installing grab bars and railings; lowering cabinets; re-hanging doors; widening doorways; and installing sinks and toilets.
- Subsequent work may include, but is not limited to: plumbing; electrical; carpentry; masonry; dry walling; and tiling and painting.

The service provider must have expertise in accessibility rehabilitation, see the last bullet under Selection Criteria. The service provider will conduct in-home assessments of the client's home environment to determine what accessibility features will enhance the person's independence and safety. Renters as well as homeowners are eligible for this program.

Households whose income does not exceed HUD's current (last updated) low to moderate income threshold for the Chicago area may qualify for a full grant.

Tenants will be required to receive written permission for the provision of modifications from their landlords. MOPD's contractor will assist clients with this process.

PROGRAM PROCESS:

- After a preliminary screening of the clients' application has been conducted by MOPD's representative and the household has passed all necessary clearances the client will be referred to a service provider.
- The service provider conducts a preliminary in-home assessment of the client. This report gives job specifications, general information regarding the client and the stated accessibility modifications needed. The service provider will assist the client to complete any documentation needed for the HomeMod program.
- The outcome of the assessments determines eligibility for the HomeMod program.

- The service provider will draft specifications, as well as provide plans, measurements, and pictures when necessary within 14 days of receiving the referral.
- MOPD will make a determination of whether or not the Contractor's proposal is approved.

DIRECT AND INDIRECT PROGRAM BENEFITS:

- Allows people with disabilities to achieve maximum level of independence.
- Provides a safe and suitable living environment for people with disabilities.
- Enhances the independence of people with disabilities. With an accessible living environment one has greater opportunity to participate and become independent in other aspects of life such as employment, recreation, and education.
- Increases the housing stock for people with disabilities. Making apartments and single family homes accessible will help ensure that people with disabilities will have appropriate and safe housing. People without disabilities may also take advantage of accessible housing.

CLEARANCES THAT ARE SOUGHT:

- Environmental: MOPD submits the client's information to the City of Chicago Department of Assets, Information and Services for environmental clearance.
- Scofflaw: MOPD submits the client's name to various City departments and to the county to determine whether or not the applicant owes the City any money; the main area reported on is property tax
- Lead Base Hazard: MOPD's licensed Lead Inspector conducts a preliminary visual inspection of all painted surfaces on all anticipated jobs. The visual inspection will be conducted before the Contractor conducts its assessment. A visual inspection report is produced to determine exactly what work is needed to make the home lead safe. MOPD will cite areas of concern and indicate what type of remediation is needed to correct any hazardous conditions. MOPD will conduct a final inspection on all work performed and submit to the Department of Public Health.
- MOPD Contractor Assessment: This assessment is done to determine how the modifications will increase the client's level of independence, if the client actually needs home modifications, or if the client only needs assistive technology.

PROGRAM REQUIREMENTS:

All program specific questions, requirements, forms, or templates that applicants must answer or complete will be available on the City of Chicago eProcurement (iSupplier) site.

PERFORMANCE MEASURES:

The service provider must:

- Ensure that home modifications comply with the City of Chicago Building Code, Illinois Accessibility Code, and any other applicable codes and standards;
- Have the capacity to provide home modifications for a minimum of 50 homes and or rental units per year;
- Submit accurate voucher reimbursement requests to MOPD's representative in a timely manner as jobs are completed.
- Submit appropriate staff credentials including: resumes, licensures, job descriptions, organizational structure reflective of program plan, staff training and supervision plan, pre-employment screening procedures, etc.

SELECTION CRITERIA:

- Not-for-profit as well as for-profit agencies may apply.
- The service provider must demonstrate the capacity to serve Chicago residents with disabilities, including non-English speaking clients.
- The agency must demonstrate the ability to perform or manage the performance of home modifications for accessibility.
 - Programmatic expertise is demonstrated through the provider’s ability to meet or exceed the following program objectives:
 - Experience in providing proposed service including past performance and relevant experience;
 - Implement the program as per the program process and objectives;
 - Collaborate with other service providers when necessary to provide additional services;
 - Be appropriately and adequately staffed to provide services;
 - Maintain sufficient hours of operation;
 - Serve clients within time frame specified by MOPD;
 - Perform client evaluations on services rendered;
 - Serve a minimum of 50 individuals within one year;
 - Serve the public with advertised hours and in an accessible easy-to-reach location; and
 - Serve Chicago residents in all neighborhoods.
 - Administrative expertise is demonstrated by fiscal competency, ability to leverage other funds to support the program, and a sound budget.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

CDBG

Applications received:	2
Projects funded:	2
Range of funding:	\$680,000 - \$1,100,000
Total funding:	\$1,100,000

Corporate

Applications received:	2
Projects funded:	2
Range of funding:	\$200,000 - \$400,000
Total funding:	\$400,000

CHA

Applications received:	1
Projects funded:	1
Range of funding:	\$92,000 - \$184,000
Total funding:	\$184,000

MOPD Program: Independent Living Program (ILP)
RFP# 7977

PROGRAM CONTACTS:

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Website: www.cityofchicago.org/MOPD

PROGRAM DESCRIPTION:

The Independent Living Program (ILP) is a comprehensive program that offers case management, training in daily living skills, assistive technology and other services either combined or separately with the objective of assisting people with disabilities achieve the maximum level of independence.

- Case Management empowers individuals by teaching skills and providing support services to assist individuals in attaining their highest level of independence. The Case Management staff mobilizes, coordinates, and monitors the efforts of a variety of formal and informal service providers. Individuals are assessed and aided in obtaining and maintaining social services such as home-delivered meals, transportation, housing education, employment, recreation, mental health counseling, and financial education assistance.
- Daily Living Skills Training provides clients skills that assist them in achieving the highest level of independence possible. Training sessions are offered on a one-on-one basis and take place in the client's home or community setting and may include but are not limited to cooking, washing, and drying clothes, making, and keeping appointments, personal care, and washing dishes.
- Assistive Technology provides personal devices or equipment (not to exceed \$500), which will assist an individual to become more independent. Recommendations for Assistive Technology based on the individual characteristics of the person's disability and home environment.

Assessments must be conducted in the client's home by a team of professionals educated and experienced in determining the client's ability to perform daily living tasks, such as cleaning and personal care, as well as the client's need for assistive technology or social services or both. ILP staff must consist of evaluators who have experience in assessing the daily living skills of people with disabilities and case managers with a social service degree or professional background. ILP staff must be capable of responding to the training, social service, and assistive technology needs of the client.

PROGRAM REQUIREMENTS:

All program-specific questions, forms, or templates that applicants must answer or complete will be available on the City of Chicago eProcurement (iSupplier) site.

- Conduct in-home assessments to determine the client's level of functioning and the need for assistive technology, in-home daily living skills training, personal assistance, and case management

services.

- Develop a Service Plan and a Service Agreement with the client. The Service Agreement documents MOPD's and the client's obligation to adhere to plans designed to help the client achieve his or her highest level of independence.
- Document and maintain current client demographic information and service delivery status using standardized forms, Enterprise Case Management (ECM) and a Microsoft compatible database, as appropriate.
- Refer clients to appropriate services and programs, including deciding on behalf of the client and providing follow-up to assure service delivery.
- Provide information, assistance, advocacy, and short-term counseling on services available to people with disabilities.
- Encourage participation in MOPD's employment training and other independent living programs, which offer alternatives to MOPD's in-home service programs.
- Recommend assistive technology – not to exceed \$500 – that will help the client achieve their highest level of independence.
- Deliver and implement assistive technology equipment to the client's place of residence.
- Train all clients and the clients' caregivers (e.g., family member(s) on the use of assistive technology on the day of implementation. Staff will follow-up with client one month after implementation.
- Train clients to perform daily living tasks and train caregivers to provide support and training to clients.
- ILP staff will monitor a client's progress through consistent case notes in Enterprise Case Management (ECM).
- Reassess current clients at least yearly to determine their continued need for assistance toward their goal of independence.
- Collaborate with MOPD vendors to manage services for optimal delivery of services.
- Increase the number of clients who, because of MOPD assistive technology or training services, no longer require in-home services.
- Use the City's Database System, Enterprise Case Management (ECM).
- Have high-speed internet capabilities. ECM requires high-speed internet for users to be able to fully access the database without issues such as the system timing out.
- Conduct an annual client satisfaction survey and provide results to MOPD.
- Program Manager will conduct supervisory assessments of program staff.
- Identify and provide staff support as instructed by MOPD during a City "State of Emergency" (i.e., well-being calls to current clients, referrals to appropriate City departments for well-being checks, and home visits as deemed necessary by MOPD).
- Ensure that staff is qualified, bonded, and experienced in providing independent living program services as described above.
- Present a budget for the proposed program that is reasonable and accurate, with minimal revisions.

STAFFING PLAN:

Minimum staff qualifications for positions funded under this RFP are:

- **Program Manager** - Master's in Social Work or related social services field degree and two years related social service and administrative experience. Education may be substituted with an equivalent combination of training and experience that equips the individual with the skills to manage the day-to-day operations of all components of this program: ADL training, Assistive Technology, and social service.

- **Case Manager** - Bachelor's degree in Social Work or related social services field degree and one year of related social service experience, or an equivalent combination of training and experience.
- **Evaluator** - Bachelor's degree in social services field and one year of experience conducting evaluations for services, including assistive devices, or an equivalent combination of training and experience.

PERFORMANCE GOALS:

- 100% of the client's stated needs identified and addressed via the Service Plan and documented during the initial assessment. Identified needs will be reviewed and revised as needed during subsequent reassessments.
- 100% of staff will serve Chicago residents throughout the city with all types of disabilities, as well as non-English-speaking clients.
- 100% of client files will include a completed and signed Service Agreement.
- 100% of all assessment and reassessment reports will document information about the client's living situation, service delivery status, level of functioning, and other observations related to the client's level of independence.
- At least 25% of clients who receive ILP services will maintain or show an increase in their level of functioning as evidenced by documentation of the client gaining employment, completing an increased number of daily living activities independently, or a reduction of or no additional need for MOPD's in-home services for the client.
- All client records (in ECM and/or hard file as stipulated by MOPD) will meet criteria standards at a minimum of 90% for all Program Service Delivery Evaluations conducted by MOPD. Criteria identified from the current year's Statement of Work.
- Vendor will submit correct voucher reimbursement requests to MOPD by the 8th of each month 100% of the time.
- Assistive Technology devices will be provided within 60 days of receiving approval.

SELECTION CRITERIA:

- Not-for-profit and for-profit agencies may apply.
- The applicant must show evidence of an extensive social service resource network system.
- The applicant must demonstrate the ability to serve Chicago residents in all neighborhoods, with advertised hours including those with limited or no public transportation access.
- The applicant must show evidence of the ability to help individuals for whom English is not their primary language.
- The applicant must show evidence of fiscal stability as evidenced by financial records.
- The applicant must demonstrate that it has a staffing pattern that includes appropriate management, supervisory staff and ILP workers to provide quality Independent Living Program services to at least 300 people and respond to referrals within 15 days for regular referrals and 1 business day for emergency referrals.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	1
Projects funded:	1
Range of funding:	\$290,000
Total funding:	\$290,000

MOPD Program: Personal Assistance
RFP# 7973

PROGRAM CONTACTS:

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PROGRAM DESCRIPTION:

Personal Assistance program offers services to people with disabilities who require assistance to maintain themselves and their homes. Personal Assistance services include personal assistance, home maintenance, and activities of daily living training all provided in the client's home and community to help the client achieve his or her maximum level of independence. Services may include but are not limited to cooking, washing/drying clothes, making and keeping appointments, personal care, and washing dishes. Additionally, assistance in completing errands outside the home as well by the personal assistant. Heavy-duty personal assistant services may be provided to people with disabilities to prevent eviction.

PROGRAM REQUIREMENTS:

All program specific questions, forms, or templates that applicants must answer or complete will be available on the City of Chicago eProcurement (iSupplier) site.

Successful applicants must be able to adequately offer the following services and comply with the following requirements:

- Provide Personal Assistance services to Chicago residents with disabilities, including but not limited to personal hygiene, bathing, toileting, grooming, and dressing; housekeeping; shopping; food preparation; guide and money management.
- Provide services as outlined in the client's Service Plan (SP) submitted by MOPD's Independent Living Program (ILP) staff.
- Provide MOPD in writing, the principal professional staff members assigned to serve MOPD's clients. The staff listing will include the employees' names, titles, and credentials.
- Staff personal assistants (PA) who will serve Chicago residents throughout the City with all types of disabilities and can assist non-English speaking clients.
- Maintain a staff-to-client ratio of one full-time PA/HM for every ten clients, given an average of four hours per week per client.
- Actively involve the client, as much as possible, in performing housekeeping and personal care tasks assigned to the personal assistant/homemaker.
- Receive referrals only from MOPD's ILP or authorized MOPD staff.
- Maintain client files of all MOPD clients receiving services.
- Must use the City's Enterprise Case Management (ECM) database system to track client demographics and services via this program.

- Must have high-speed internet capabilities. ECM requires high-speed internet for users to be able to fully access the database without issues such as the system timing out.
- Communicate with MOPD regarding service delivery complications, in the manner prescribed by MOPD staff.
- Identify and provide staff support as instructed by MOPD during a City “State of Emergency” (i.e., well-being calls to current clients, referrals to appropriate City departments for well-being checks, and home visits as deemed necessary by MOPD).
- Ensure that staff is qualified, bonded, and experienced in providing personal assistance program services as described above.
- Present a budget for the proposed program that is reasonable and accurate, with minimal revisions.

PERFORMANCE GOALS:

- Vendor will ensure that the occurrence of unscheduled absences and "no shows" of the PA are at less than 5% of the time the PA schedule to provide services at client's homes.
- All client records (ECM or hard file as stipulated by MOPD) will meet criteria standards at a minimum of 90% for all Program Service Delivery Evaluations conducted by MOPD. Criteria identified from the current year's Statement of Work.
- 100% of all client complaints are rectified in the manner and timeframe described in the current year’s Statement of Work.
- 100% of monthly client billing for service will be on time and accurate.
- Vendor will submit correct voucher reimbursement requests to MOPD by the 8th of each month 100% of the time.

SELECTION CRITERIA:

- Not-for-profit and for-profit agencies may apply.
- The applicant must provide evidence that demonstrates the ability to achieve the above performance requirements.
- The applicant must demonstrate the ability to serve Chicago residents in all neighborhoods, with advertised hours, including those with limited or no public transportation access.
- The applicant must show evidence of the ability to help individuals for whom English is not their primary language.
- The applicant must demonstrate the ability to serve a minimum of 70 individuals per week; each client should receive an average rate of four hours of assistance per week (assuming there are two successful applicants and available, total funding of \$470,000, plus the 10 % required of a successful respondent).
- The agency must have the ability to respond to referrals within five business days for a standard referral and 48 hours for an emergency referral.
- Program dollars must be for services rendered.

Applicant must pay personal assistants the current living wage rate (changes annually on July 1st, use the most recent living wage.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	6
Projects funded:	2
Range of funding:	\$150,000 - \$210,000
Total funding:	\$360,000
2019-20 reimbursement rate:	\$19/hr.

DEPARTMENT OF HOUSING

Mission

Chicago's Department of Housing expands access and choice for residents and protects their right to quality homes that are affordable, safe and healthy.

Vision

Equitable distribution of resources across all 77 communities so that every Chicagoan can choose and remain in quality housing that's affordable, safe and healthy.

Values

The work of the Chicago Department of Housing is to develop and promote quality, affordable, safe and healthy homes across all 77 communities, putting Chicagoans proximate to resources they need to thrive at every age.

This work is radical. It demands that we challenge systems. It requires our action and collaboration. It means fighting historically racist lending and investment policies, local resistance to progress and deeply rooted patterns of segregation in our city. It creates public stewards committed to building community wealth and housing as a human right.

Equitable: We prioritize housing equity for Chicagoans who are marginalized by race, ethnicity, citizenship, ability, sexual orientation, arrest or conviction record, or income.

Collaborative: This is our work, but we do not work alone. We are part of a public system – with health, safety, education, transit and others – that works strategically and transparently with advocates, developers and elected officials to address housing challenges toward making Chicago a racially equitable city of choice for current and future residents.

Dedicated: We celebrate when Chicagoans access quality, affordable, safe and healthy housing, and we fight for those who lack that stability. As empathetic professionals, we are compelled to use our collective knowledge across a full spectrum of housing types to care for and address residents' needs and community wealth building opportunities with every unit.

Resourceful: We use everything we have – our professional insights, hands-on experience and data-informed approaches – to influence our long-term planning and our ability to be nimble and responsive to Chicagoans, especially those whose housing stability is threatened

The Department of Housing is committed to expanding access and choice for residents and protecting their right to quality homes that are affordable, safe, and healthy. To demonstrate alignment, non-for-profit organizations must be proficient in or open to learning a racial justice and climate resiliency lens as well as capable of reaching marginalized communities, including but not limited to, survivors and victims of domestic violence, LGBTQ+, people with disabilities, people with arrest and conviction records, immigrants with mixed statuses and aging adults. More information on our Mission, Vision and Values can be found on our website.

DOH Program:
Foreclosure Prevention Program and Housing Counseling Centers Program
RFP# 7889

PROGRAM CONTACT

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PROGRAM DESCRIPTION:

HUD-Approved Housing Counseling Agencies provide information, advice, and assistance to current and potential homeowners. All housing counseling and education services may be rendered through one-on-one counseling, stand-alone courses, or a combination of both. Organizations will provide comprehensive housing counseling and education in the following topics: first-time homebuyer education, financial counseling, pre-purchase counseling, post-purchase counseling and foreclosure prevention counseling. Individuals served through these programs must be at or below 80% AMI.

Housing Counseling Centers Program (HCC) is funded with Community Development Block Grant (CDBG) and portion of the program is funded by The Illinois Foreclosure Prevention Program (FPP) established by the Illinois General Assembly and is a statewide program connecting families facing foreclosure with the resources they need to help them keep their homes. By statutory requirement (SB 3739, PA 096-1419). It's required that 51% of individuals served through this program must be at or below 80% AMI. Additionally, organizations must meet all of HUD, State and City of Chicago requirements:

- **FIRST-TIME HOMEBUYER CLASS:** Provide the 8-hour homebuyer education certificate course required for first-time homebuyers purchasing a City of Chicago affordable unit or utilizing a down payment assistance program.
- **FINANCIAL COUNSELING:** Provide face-to-face housing counseling services consisting of financial analysis, budget and credit review, pre-qualification, and a personalized action plan to homebuyers.
- **PRE-PURCHASE COUNSELING:** Provide information on current down payment and closing cost assistance available for first-time homebuyers.
- **POST-PURCHASE COUNSELING:** Provide post-purchase education to homeowners regarding refinancing, foreclosure prevention, and resources available for home improvements and energy retrofits.
- **FORECLOSURE PREVENTION COUNSELING:** Provide face-to-face personalized foreclosure prevention on behalf of homeowners by making direct contact with their current lenders or servicers regarding loss mitigation.
- **POST-PURCHASE EDUCATION:** Provide through educational workshops information on refinancing, probate, wills and trusts, mortgage analysis, preventions for predatory lending, tax exemptions, home maintenance programs, and awareness of energy efficiency programs.
- **PERSONALIZED FORECLOSURE PREVENTION:** Provide intervention on behalf of homeowners to review available options to cure mortgage default and by making direct contact with their current lenders or servicers regarding loss mitigation.

DELEGATE AGENCY REQUIREMENTS:

- Located within the City of Chicago
- HUD-Approved Housing Counseling Agency
- Not charge foreclosure prevention counseling and education

- Not charge an application fee for the programs
- Adhere to HUD Housing Counseling Handbook 7610.1 REV-5
- Clients served must be residents of Chicago
- Promote existing DOH programs and services as opportunities arise and in language(s) spoken by Counseling Agency staff
- Network and participate in community meetings and outreach events sponsored by DOH and its affiliates
- Provide accommodations for non-English speakers and people with disabilities
- Ensure all housing counseling and education delivered in connection with this funding on or after August 1, 2021 is provided by a HUD-Certified Housing Counselor*

*HUD-Certified means they have passed the HUD Certification Exam and have had their employment verified through FHA Connection. Effective January 13, 2017, all Housing Counselors must be able to discuss the entire cycle of Homeownership and must distribute HUD Home Inspection Materials to clients. See Housing Counseling Certification Final Rule for compliance deadlines and HUD Housing Counseling Handbook 7610.1 REV-5, Chapter 3-5 for housing counseling requirements.

PROGRAM OPTIONS:

The RFP may address one or more of the program options listed below.

Option 1: Pre-Purchase Counseling and Education

All agencies under this category will be required to network and participate in community meetings and outreach events sponsored by DOH or its affiliates. All agencies must also provide comprehensive Pre-purchase Counseling and Pre-Purchase Education to residents in targeted areas, such as the Micro-Market Recovery Neighborhoods.

Pre-Purchase Counseling

- Collects necessary baseline information and related financial documents from client to verify budget and debt levels.
- Housing Counselor analyzes clients' budget and conducts a financial assessment to determine their available options as it relates to a home purchase.
- Housing Counselor develops a personalized action plan outlining clear steps client must take to achieve homeownership.
- Provides referrals for additional services as needed and promotes existing DOH program.
- Delivered face-to-face, online or via telephone.

Pre-Purchase Education (Homebuyer Education)

- Provided in a group education setting which covers the entire cycle of the home buying process.
- Must be a minimum of 8 hours of group homebuyer education or six hours of homebuyer education plus 2 hours of individualized pre-purchase counseling.
- Covers topics related to the purchase of a home, including affordability, budget & credit, loan types, the lending process, how to shop for a home, the different types of homes and owning types, predatory loans and DOH programs.
- Allowed formats include in-person, web-based or using HUD-Approved platforms eHome America or Framework.

Performance Measures

- To make this program successful, agencies must ensure that at least 75% of Pre-Purchase attendees complete the homebuyer education workshop, AND
- 50% pre-purchase attendees completing the homebuyer education workshop engage in a one-on-one counseling session AND
- 25% of one-on-one pre-purchase counseling clients become first-time homebuyers within the city of Chicago.
- Agencies must submit demographic data for all reported clients in accordance with DOH standards.
- Agencies must be able to provide documentation proving client workshop and/or counseling outcomes reported.

Option 2: Post-Purchase (non-delinquency) Counseling and Education

All agencies under this category will be required to network and participate in community meetings and outreach events sponsored by DOH or its affiliates.

All agencies must also provide comprehensive Post-Purchase Counseling and Post-Purchase Education to residents in targeted areas, such as the Micro-Market Recovery Neighborhoods. Clients served must reside in the city of Chicago only and counseling must be for primary residences only.

Post-Purchase Counseling

- Collects necessary baseline information and related financial documents from client to verify budget and debt levels.
- Housing Counselors analyze non-delinquent clients' budget and financial situation to determine their available options as it relates to a homeownership.
- Housing Counselor develops a personalized action plan outlining clear steps client must take to achieve or remedy their homeownership related goal.
- Delivered face-to-face, online or via telephone.
- Available to city of Chicago residents within city limits.

Post-Purchase Education

- Group education providing clients a variety of homeownership related topics including: Refinancing Options, Predatory Lending, Tax Exemptions, Homeowners Insurance, Probate, Estate, Wills, Energy Efficiency, Weatherization, Home Maintenance and Repairs, Reverse Mortgage and Financial Management for Homeowners.
- Delivered face-to-face, online or via telephone.
- Available to City of Chicago residents within City limits.

Performance Measures

- To make this program successful, DOH expects Post-Purchase Education attendees complete a minimum 1.5-hour curriculum per workshop.
- Agencies must provide a minimum of 4 post-purchase workshops.
- Agencies must serve a minimum of 100 individuals at or below 120% through post-purchase counseling or education.
- 50% of post-purchase counseling clients can connect to needed homeownership resource.
- Agencies must submit demographic data for all reported clients in accordance with DOH standards.
- Agencies must be able to provide documentation proving client workshop and/or counseling outcomes reported.

Option 3: Foreclosure Prevention Counseling and Education

All agencies under this category will be required to network and participate in community meetings and outreach events sponsored by DOH or its affiliates, and counsel and educate community or targeted areas, such as the Micro-Market Recovery Neighborhoods.

Foreclosure Prevention Counseling

- Collects necessary baseline information and related financial documents from client to verify budget and debt level.
- Housing Counselor analyzes clients' budget and conducts a financial assessment to determine available options which helps the homeowner avoid mortgage delinquency or foreclosure.
- Housing Counselor develops a personalized action plan outlining clear steps client must take to achieve housing related goal.
- Housing counselor guides client through the loss mitigation process, including connecting them to resources for non-retention options.
- When necessary, Housing Counselor helps by contacting lenders/ servicers directly to investigate available mortgage relief options and submits necessary documentation to the lender/ servicer to apply for available mortgage relief options.
- Provides referrals for additional services as needed.
- Delivered face-to-face, online or via telephone.
- Available to City of Chicago residents within city limits.

Foreclosure Education

- Group education providing clients an overall review of the loss mitigation process, different mortgage relief options, available resources in the area and/ or budgeting and credit to avoid delinquency.
- Delivered in person or online.
- Available to city of Chicago residents within city limits.

Performance Measures

- To make this program successful DOH expects a minimum of 20% of homeowners seeking foreclosure counseling to obtain an outcome avoiding foreclosure.
 - Secure loan modification (permanent or trial)
 - Obtain mortgage reinstatement
 - Obtain short sale
 - List property for sale
 - Obtain repayment plan
 - Obtain forbearance
 - Obtain Deed in Lieu
 - Obtain short-payoff or refinance
 - Obtain a Partial Claim
- Agencies must submit demographic data for all reported clients in accordance with DOH standards.
- Agencies must be able to provide documentation proving client workshop and/or counseling outcomes reported.

Option 4: Financial Counseling and Education

All agencies under this category will be required to network and participate in community meetings and outreach events sponsored by DOH or its affiliates and counsel and educate community or target areas, such as the Micro-Market Recovery Neighborhoods. Clients served must reside in the city of Chicago and either be existing homeowners or prospective homebuyers needing to address other financial concerns prior to being on a pre-purchase track.

Financial Counseling

- Housing counselors help clients improve financial health through personalized guidance on other financial topics separate from foreclosure prevention, post-purchase and pre-purchase counseling.
- Collects necessary baseline information and related financial documents from client to verify budget and debt levels.
- Housing Counselors analyze clients' budget and financial situation to determine their available options related to their housing goal.
- Housing Counselor develops a personalized action plan outlining clear steps client must take to achieve their housing related goal.
- Delivered face-to-face, online or via telephone.

Financial Education

- Group Education teaching clients' financial skills and knowledge on various topics such as: opening an account, reading a bank statement and other banking products, creating a budget, using credit, repairing credit.
- Delivered in person or online.
- Available to city of Chicago residents within city limits.

Performance Measures

- To make this program successful, DOH expects Financial Education attendees complete a minimum 1.5-hour curriculum per workshop.
- Agencies must provide a minimum of 4 post-purchase workshops.
- Agencies must submit demographic data for all reported clients in accordance with DOH standards.
- Agencies must be able to provide documentation proving client workshop and/or counseling outcomes reported.

SELECTION CRITERIA:

Delegate Agency must be:

- HUD-certified Housing Counseling Agency in current good standing and for at least two (2) years.
- Located in and serves residents of the City of Chicago.
- Multi-cultural and multi-racial competent.
- Support the Department of Housing's mission, vision and values.
- Capable of reaching vulnerable and marginalized populations where they are at.

Successful applicants must demonstrate the ability to deliver the services listed below:

- Agency has qualified staff responsible for program oversight, management, and service delivery.
- Agency can dedicate or identify a staff person to be trained on City of Chicago on FPHCS reporting requirements and any applicable online system.
- Agency must maintain and use a HUD compliant Client Management System.
- Agency has adequate Human Resources capacity to hire and manage staff.

- Agency prepares staff with ongoing trainings on serving the target population and has expertise in serving this population in an inclusive way.
- Satisfactory performance on current and prior delegate agency contracts (if applicable).
- Ability to clearly define activities and expected outcomes.
- Capacity to coordinate and network with other groups in their service area.
- Ability to carry out a work program within a one-year funding cycle.
- Administrative/Fiscal capacity and experience: Applicant must demonstrate that it has the resources and expertise to assume and meet all administrative and fiscal requirements. This includes: Applicant's fiscal (including financial management systems), technological, management, administrative and staff capabilities.
- Agency's cost per client served. Proposals will be evaluated based on their proposed budget request and the number of clients to be served.
- Agency substantially leverages other non-DOH public and private funding sources. (The intent of this Application is to fund a portion of a program's total annual budget, and not to be a program's sole funding source.)
- Competent Board of Directors and Staff responsive to Community served.

In addition, based on which program the applicant is applying for, it must have the ability to deliver the services listed below:

- Demonstrated knowledge and capacity to provide counseling and education services to currently underserved client groups, such as non-English speaking population.
- Agency's program experience and capacity, including long-term tenure as a HUD Housing Counseling Agency and experience serving those identified under the "Micro-Market Recovery Initiative" or other DOH funded programs with a long-term tenure of servicing areas in the City.

PRIOR FUNDING CYCLE STATISTICS:

Projects funded: 13
 Range of funding: \$35,000 - \$142,970
 Total funding: \$728,120

DOH Program:
Housing Technical Assistance and Support (HTAS), Community Based (TACOM)
RFP# 7970 & 7969

PROGRAM CONTACT:

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PROGRAM DESCRIPTION:

Technical Assistance-Community (TACOM) agencies provide housing-related information, problem solving, community events, workshops, and housing fairs to assist low- and moderate-income homeowners, renters, landlords, and in some cases, homeless persons. Funded by the Department of Housing, the agencies work together to provide assistance, comprehensive housing information, and referrals to clients.

These are typically community-based agencies in any location of the City. TACOM agencies generally focus on providing services to persons in the immediate and adjacent neighborhoods, although they may serve persons in other parts of the City as well.

PROGRAM DESIGN:

Services in this category will be community focused and target low-to moderate-income census tracts. Services will identify and address the needs of the community by providing education and access to resources and information. Agencies selected will promote the programs, overall services and resources of the City and DOH. Selected projects may include one or more of the following areas:

- Participate in the identification of problem buildings and coordinate efforts with DOH Troubled Building Initiative.
- Assist in the preservation of existing affordable housing by identifying and addressing concerns of both tenants and landlord.
- Assist special-needs populations, including seniors and persons with disabilities in gaining access to affordable housing and supportive services.
- Facilitate affordable housing development and preservation in their community and develop strategies to address affordable housing needs.
- Provide education/workshops and hands-on assistance to homeowners, tenants and landlords.
- Provide financial or other assistance to homeowners, tenants, and landlords who are at risk or losing their home/property.
- Provide food distribution events and other assistance to low-income persons who are experiencing continued job loss/related effects due to the COVID-19 pandemic.
- Participate as facilitators in affordable housing expansion and housing for homeless.
- Collaborate with DOH and DPD regarding Invest Southwest Corridors (where applicable).
- Coordinate housing activities with specific Homeless Service Provider and develop programs that facilitate the referral and placement of homeless individuals into suitable housing. If this activity is chosen, the funded activity and Homeless Service Provider must be specified in the RFP application.

Other Requirements

- Agencies will need to reach out to area Alderpersons/aldermanic staff on at least an annual basis to inform them of their agency's services and how alderpersons can refer constituents to their agency. These efforts can also include coordinating with alderpersons to provide assistance take referrals for

Illegal lockouts, Emergency Heating Program (City & County), Repairs for Seniors (City & State), Mortgage & Rental Assistance.

- All Agencies in this program must network with Technical Assistance-Citywide Agencies in providing specialized programming for their Community and its needs. Agencies should provide information for citywide agencies that they plan to formally network and coordinate with.
- Additionally, organizations must meet all of HUD and City of Chicago requirements and address affordable housing: Provide education, referrals, and assistance to expand affordable housing for persons of low- and moderate-incomes (LMI). Program is funded with Community Development Block Grant (CDBG), and all of these activities must fall under CDBG regulations.

SELECTION CRITERIA:

Program Evaluation

1. Demonstrate ability to provide direct service, community education, referrals and assistance to expand affordable housing for persons of low- and moderate-incomes (LMI).
2. Ability to carry out a work program within the funding cycle.
3. Ability to clearly define activities and expected outcomes.
4. Capacity to track and report on program activities in a timely manner in the Enterprise Case Management (ECM) system.
5. Indication of sufficient funds and in-kind contributions to support total program and administrative costs.
6. Available program staffing currently in place.
7. Create reasonable accommodations for non-English speakers and people with disabilities.
8. Expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group

Agency Evaluation

In addition to the CDGA general selection criteria, DOH will evaluate applicants on the following:

9. Support of the Department of Housing's mission, vision and values.
10. Competent Board of Directors and Staff responsive to community served/area of expertise.
11. Track record of multi-cultural and multi-racial competency.
12. Satisfactory performance on current and prior delegate agency contracts (if applicable).
13. Evidence of sound financial management, including, but not limited to, understanding of contract management and vouchering.
14. Satisfactory performance on current and prior delegate agency contracts (if applicable).
15. Ability to promote existing DOH programs and services as opportunities arise and in language(s) spoken in target area(s).
16. Network and participate in community meetings and outreach events sponsored by DOH and its affiliates, if applicable.

PRIOR FUNDING CYCLE STATISTICS:

Projects Funded: 23

Range of funding: \$15,000 - \$48,750

Total funding: \$593,875

**DOH Program:
Neighborhood Lending Program (NLP)
RFP# 7888**

PROGRAM CONTACT

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PROGRAM DESCRIPTION:

The Neighborhood Lending Program (NLP) provides loans for home purchase/rehab, home improvement and homeownership preservation to income-eligible homebuyers and homeowners of single-unit properties. The program is designed to access CDBG and Corporate funds to leverage additional loan capital from a pool financed by a consortium of private lending institutions identified and established by the selected agency. The combined funding from DOH and private lending institutions enables the program to serve participants who would otherwise not qualify for financing to purchase, rehab, or maintain ownership of their homes. NLP provides forgivable loans or grants covering closing costs, appraisal gaps, affordability assistance and certain rehabilitation costs for qualifying borrowers for eligible single-family properties (i.e. detached single-family homes, condominiums, town homes or duplex homes) and multi-family homes 2-4 units. DOH will select a qualifying not-for-profit organization to be responsible for the loan origination and packaging, construction monitoring and technical assistance to borrowers under the NLP program.

Respondent must demonstrate the fiscal capacity to support payment to contractors for repair and/or mitigation work performed, as payment from the City of Chicago will occur on a reimbursement basis. Must have successful experience executing a construction cost containment bid and contract award process. Other administrative obligations such as oversight of subcontractors, construction practices and performance, implementation and documentation of lead safe practices and lead abatement procedures, are set forth within this RFP.

PROGRAM DESIGN:

NLP provides loans and subsidies in the following program areas:

1. Home Improvement: NLP provides loans for improvements to single-family properties and 2–4-unit properties occupied by owners as their permanent residence.
2. Home Ownership Preservation: NLP provides affordable loans or refinancing, covering the costs of emergency repairs or essential home rehab to help at-risk homeowners remain in their homes. Homeowners receiving assistance cannot own another property at time of loan closing.
3. Home Purchase and Purchase-Rehab: NLP provides loans for first-time homebuyers to purchase or to purchase and rehab single-family and 2–4-unit properties. All borrowers must complete pre-purchase homebuyer counseling to qualify for participation in the program.

Typical structure of transaction for all three programs

- Forgivable loans (with minimum 4-year recapture period) at 0% interest for closing cost assistance.
- Deferred loans at 0% interest for appraisal gaps and affordability assistance.

Eligible uses

- Households with income up to 80% of AMI as determined by HUD.
- Owner must live in property as principal residence within City limits.
- Housing units must meet the established Housing Quality Standards upon construction completion.

Each NLP loan is made subject to eligibility criteria and underwriting guidelines approved by DPD and is secured by a first or subordinate mortgage on the property. Forgivable loans and grants cannot exceed \$50,000 per building. DOH may specify target areas for priority use of NLP loan funds according to neighborhood needs.

Private lenders provide capital for permanent loans under a multi-year Participation, Sale and Servicing Agreement (PSSA) with the selected Agency. All private loans utilizing NLP funds are made at affordable fixed-rate terms for up to 30 years. Prepayment penalties or PMI requirements are not allowed. The Agency will establish and maintain an Oversight Committee that reviews loans on a quarterly basis to monitor compliance with program requirements and ensure maximum leveraging of private loan funds.

MONITORING AND COMPLIANCE REQUIREMENTS:

Environmental Reviews

Delegate agencies may not begin physical work (alterations, rehabilitation, demolition, procurement of materials) until AIS has issued its site-specific environmental compliance certification memo/letter (i.e., “Environmental Clearance”) pursuant to the National Environmental Policy Act (NEPA) and 24 CFR 58.22. The Environmental Clearance may include specific conditions which must be met and appropriately documented (e.g., photos) by the delegate agency. Such conditions may include, but are not limited to, compliance with the National Historic Preservation Act, noise mitigation, and flood insurance. Delegate agencies and/or their subcontractors must abate any lead-based paint and asbestos containing materials which may be present, in accordance with all local, state, and federal regulations.

The selected respondent will be responsible for requesting an environment clearance from the City’s AIS Department for each project. Projects without an environmental clearance in place will not be eligible for reimbursement.

During Repair or Rehabilitation

Delegate agencies selects that subcontractor to perform the approved scope of work via a competitive bid process. The administrative service provider oversees subcontractor performance, construction site change orders, and addresses construction issues that may arise as well as performs quality control site visits ensuring construction subcontractor or subcontractors are producing quality work and if applicable are executing lead safe practices or remediation as stipulated as required by 24 CFR §35.1350 Safe work practices or lead abatement 24 CFR §35.1325 or §35.1320.

Lead Abatement Requirements

The Environmental Protection Agency’s (EPA)’s Lead Renovation, Repair and Painting Rule (RRP Rule) requires that firms performing renovation, repair, and painting projects that disturb lead-based paint in homes, childcare facilities and pre-schools built before 1978 have their firm certified by EPA (or an EPA authorized state), use certified renovators who are trained by EPA-approved training providers and follow lead-safe work practices. Respondents will need to track and provide the following information for HUD reporting purposes:

If lead testing is required, the homeowner and occupants will be notified about paint testing results and will receive a risk assessment and notification that lead is present. Homeowners and occupants will receive a description of interim controls and safe work practices that will be employed. Homeowners will also sign a verification of receipt of lead awareness forms and that they received the United States Environmental Protection Agencies’ *Protect Your Family from Lead in Your Home* brochure, provided by the vendor.

Applicable Lead Paint Requirement (for rehabilitation only)

	# Units
Housing constructed before 1978	[]
Exempt: housing constructed 1978 or later	[]
Exempt: No paint disturbed	[]
Otherwise exempt (Hard cost less than \$5,000)	[]
Total	0

Lead Hazard Remediation Actions (for rehabilitation only)

	# Units
Lead Safe Work Practices (24 CFR 35.930(b)) (Hard costs <= \$5,000)	[]
Interim Controls or Standard Practices (24 CFR 35.930(c)) (Hard costs \$5,000 - \$25,000)	[]
Abatement (24 CFR 35.930(d)) (Hard costs > \$25,000)	[]
Total	0

Rehabilitation

The Selected Respondent must ensure that the rehabilitation work is properly completed, by:

- Verifying that pre-rehabilitation inspections are conducted describing the deficiencies to be corrected.
- Ascertaining that the deficiencies to be corrected are incorporated into the rehabilitation contract.
- Verifying through a review of documentation that the grantee inspects the rehabilitation work upon completion to assure that it is carried out in accordance with contract specifications, and that CDBG projects were carried out in accordance with rehabilitation standards.

PERFORMANCE MEASURES:

The selected Agency will be expected to meet specific targets for number of loans originated and loan dollar volume utilizing public funds. The following performance measures must be used to report program success and effective programming:

- Number of households receiving forgivable loans or grants by race, ethnicity, and income level.
- Number of units served by loan category.
- Number of households receiving NLP loans utilizing only private funds.
- Loan dollar volumes by race, ethnicity, and income level.
- Outreach and networking events and activities to promote and recruit diverse residents.
- Ensure home repairs, modifications and lead comply with the City of Chicago Department of Building (DOB) Code, Illinois Code, and any other applicable codes and standards.
- Submit accurate invoice reimbursement requests through the City of Chicago iProcurement system in a timely manner as jobs are completed.

PERFORMANCE REQUIREMENTS:

All program specific questions, requirements, forms, or templates that applicants must answer or complete will be available on the application for this program.

SELECTION CRITERIA:

Applicant must be a not-for profit mortgage lender licensed in the State of Illinois. In addition to the CDGA general selection criteria, DOH will evaluate applicants on the following:

- Agency has qualified staff responsible for program oversight, management, and service delivery.
- Competent Board of Directors and Staff responsive to communities served.
- Track record of multi-cultural and multi-racial competency.
- Adequate Human Resources capacity to hire and manage staff.
- Provides staff with ongoing trainings on serving the target population through a racial equity and community wealth building framework.
- Adequate systems and processes to support monitoring program expenditures and fiscal controls.
- Satisfactory performance on current and prior delegate agency contracts.
- Clearly define activities and expected outcomes.
- In-house staff capacity for qualification of borrowers and origination of loans sufficient to meet lending targets.
- Ability to network and participate in community meetings and outreach events sponsored by DOH and its affiliates.
- Types of accommodations available for non-English speakers and people with disabilities
- Capacity to track and report on program activities in a timely manner in electronic format.
- Evidence of commitments from private lenders with the capacity to provide sufficient capital for permanent loans to support the full utilization of public funds under the program.
- Ability to incorporate climate resiliency practices.
- Agency has the fiscal capacity to implement proposed program and the ability to carry out work program within a one-year funding cycle.
- Evidence of sound financial management, including, but not limited to, understanding of contract management and vouchering.

PRIOR YEAR STATISTICS FOR THE PROGRAM:

Applications received: 1

Agencies funded: 1

Range of funding: \$3,551,520

Total funding: \$3,551,520

DOH Program:
Small Accessible Repairs for Seniors (SARFS)
RFP# 7971

PROGRAM CONTACT:

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PROGRAM DESCRIPTION:

Non-for-Profit Organizations must be proficient in or open to learning a racial justice and climate resiliency lens as well as capable of reaching marginalized communities that intersect with aging adults, including but not limited to, survivors and victims of domestic violence, people with records, LGBTQ, people with disabilities and immigrants with mixed statuses.

DOH seeks non-for-profit organizations as housing service partners (applicants) for the SARFS Program- Small Accessible Repairs for Seniors. Through this program, DOH's design is to provide senior residents and constituents with minor repairs and accessibility related improvements that will assist seniors with remaining in their homes.

Respondents must demonstrate the fiscal capacity to support payment to contractors and vendors for repair work performed, as payment from the City of Chicago will occur on a reimbursement basis.

Additionally, non-for-profit organizations must meet all of HUD and City of Chicago requirements:

- PROMOTE INDEPENDENT LIVING: Provide accessibility, safety, and security through upgrades such as grab bars, ramps, and other needed repairs that promote independent living.
- SUPPLY ENABLING DEVICES: Provide enabling devices such as railings, security doors, locks and handles, etc. to 1-to-4-unit residences occupied by low- and moderate-income (LMI) seniors who are at least 60 years of age.
- INSTALL RAMPS: Provide retrofits in buildings lacking ramps.

PROGRAM DESIGN:

SARFS (Small Accessible Repairs for Seniors) Agencies are authorized by DOH to provide enabling devices and limited home improvements, at no cost, to HUD income qualified Senior citizens throughout Chicago. Eligible projects under this category include accessibility-related improvements, as well as safety and security improvements for hazardous conditions. Improvements are available for income qualified Seniors 60 years of age and older. *Aesthetic and weatherization upgrades are not considered eligible activities under this program. Remodeling and renovation upgrade projects are also not considered eligible activities.* All work performed must adhere to the Uniform Federal Accessibility Standards (UFAS) in accordance with the Architectural Barriers Act, 42 U.S.C. 4151-4157.

Requirements for accessibility-related improvements

- Repairs for bathroom
- Repairs for kitchen
- Installation and/or repair of assistive devices
- Installation of ramps
- Miscellaneous small-scale modifications (aesthetic upgrades are not eligible)

Requirements for safety, security, hazardous condition repairs and/or replacements

- Replacement of exterior doors when the unit is damaged beyond repair and does not provide secure closure as assessed by the inspection; this excludes replacement of doors for aesthetic purposes
- Replacement of locks when the unit is damaged beyond repair and does not provide security as assessed by the inspection
- Miscellaneous small-scale repairs and /or replacements for safety conditions

Program structure options

- Option 1– Respondent uses in-house qualified construction staff for the repairs and improvements
- Option 2 – Respondent contracts with licensed subcontractors for the repairs and improvements
- Option 3 – Respondent contracts with licensed subcontractors for the building of ramps according to City Code and ADA Code.

PERFORMANCE REQUIREMENTS:

- Use of a DOH Housing and Home Safety Assessment Checklist to be submitted with applications
- Owner/renter must live in property as principal residence and be prescreened for age and income requirements, properly qualified by Delegate Agency.

Environmental Reviews

- Delegate agencies may not begin physical repair work until AIS has issued its site-specific environmental compliance certification memo/letter (i.e., “Environmental Clearance”) pursuant to the National environmental Policy Act (NEPA) and 24 CFR58.22. The Environmental Clearance may include specific conditions which must be met and appropriately documented (e.g., photos) by the delegate agency. Such conditions may include, but are not limited to, compliance with the National Historic Preservation Act, noise mitigation, and flood insurance.
- Application approval for applications submitted into the ECM (Enterprise Case Management) System **after** the receipt of the Environmental Clearance and with all additional required documentation.

Lead Abatement Requirements

- The Environmental Protection Agency’s (EPA’s) Lead Renovation, Repair and Painting Rule (RRP Rule) requires that firms performing renovation, repair and painting projects that disturb lead-based paint in homes, childcare facilities and pre-schools built before 1978 have their firm certified by EPA (or an EPA authorized state), use certified renovators who are trained by EPA-approved training providers and follow lead-safe work practices. Upon completion of a project, Delegate Agencies must submit a request, with the proper required documentation, for a lead clearance.
- For home built after 1978, residential properties able to document there is no child less than 6 residing at the unit are exempt.

Timely Vouchering

- Program budgets must reflect approved percentages (%) of Personnel/Administrative Costs to Professional Labor/Home Improvement Materials Costs

- Delegate agencies must submit Admin vouchers on a monthly basis.
- Job vouchers are to be submitted as completed and in receipt of the Lead Clearance.
- Job vouchers are to be submitted in compliance with the DOH Construction Division requirements.

SELECTION CRITERIA:

Program Evaluation

1. Capacity to (a) accept applications, (b) screen applicants for eligibility, (c) assess the eligibility of proposed repairs, (d) submit the complete application with Environmental Clearance into the ECM (Enterprise Case Management) System, (e) make the approved repairs, (f) obtain the required lead clearance.
2. Capacity to voucher in accordance with the DOH deadline of monthly Administrative vouchers and timely job vouchers.
3. Capacity to report on a monthly basis with Accomplishment Reports and Client Logs as required by DOH.
4. Capacity to monitor quality assurance, quality control and contractors in compliance with contract terms and DOH directives.
5. Processing and staffing currently in place for program oversight, management, service delivery and fiscal controls.
6. Ability to incorporate climate resiliency practices.
7. Capable of reaching vulnerable and marginalized residents.
8. Create reasonable accommodations for non-English speakers and people with disabilities.
9. Expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group.
10. Ability to clearly define activities and expected outcomes.
11. Leverages other funds to support total program and administrative cost (i.e., state, federal, etc.).
12. Demonstrates reasonable implementation costs and funding requests relative to its financial and human resources.

Agency Evaluation

13. Support of the Department of Housing's mission, vision and values.
14. Competent Board of Directors and Staff responsive to communities served
15. Satisfactory performance on current and prior delegate agency contracts (if applicable).
16. Ability to promote existing DOH programs and services as opportunities arise and in language(s) spoken in target area(s).
17. Track record of multi-cultural and multi-racial competency.
18. Network and participate in community meetings and outreach events sponsored by DOH and its affiliates, if applicable.
19. Evidence of sound financial management, including, but not limited to, understanding of contract management and vouchering; fiscal capacity to implement proposed program.
20. Appropriate completion of the RFP application, with proper scoring, showing a thorough understanding of the SARFS program, its requirements, design, capability and timely reporting and vouchering.

PRIOR YEAR STATISTICS FOR THE PROGRAM:

Applications received: 16

Projects funded: 14

Range of funding: \$76,000 - \$471,692

Total funding: \$2,011,065

**DOH Program:
Community Housing Development Organization (CHDO)
RFP# 8017**

PROGRAM CONTACT:

Leona Barth, Program Director
Phone: 312-744-0891_
Email: Leona.Barth@cityofchicago.org
Website: www.chicago.gov/housing

PROGRAM DESCRIPTION:

CHDO organizations with a proven track record of performance are invited to apply for CHDO Operating Assistance Grants to be utilized for administrative skill building support. At least 15 percent of HOME Investment Partnerships Program (HOME) funds must be earmarked for specific activities to be undertaken by CHDOs. A certified CHDO is a private non-profit, 501(c)(3) community-based organization that has obtained staff with the capacity to develop affordable housing for the communities it serves and has met all the requirements for CHDO status pertaining to their legal status, organizational structure, capacity and experience. (See below criteria for certification.) DOH receives HOME grant funds from the U.S. Department of Housing and Urban Development (HUD) which provides support to certified CHDOs for capacity building activities.

Anticipated Term of Contract and Available Funding

Respondents will be required to comply with all laws, regulations, policies and procedures imposed by HOME funds. Applications will need to explain activities or projects the CHDO will undertake for enhancing the development skills of its staff. Additionally, all delegate agencies must comply with the Single Audit Act where applicable, including OMB Circular A-133, (entitled "Audits of States, Local Governments and Non-Profit Organizations"), the compliance requirements set forth in OMB Compliance Supplement, and any additional testing and reporting required by the City, A-122, etc. Other City monitoring measures such as fiscal and programmatic site visits will apply.

The anticipated term of agreement executed under this RFP will run from 1/1/2022 through 12/31/2023. The City reserves the right to extend the initial term of the agreement by up to two additional periods, each period not to exceed one year, based on need and availability of funds, program regulations and successful performance outcomes. Should the Respondent's contract be terminated or relinquished for any reason, DOH reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

Approximately 10 awards will be given from HOME funds ranging from \$20,000 to \$50,000. A total of \$350,500 will be allocated for the entire program.

Funding Authority

This initiative is administered by DOH and HUD. Consequently, all guidelines and requirements of DOH, the City of Chicago, and HUD must be met. Additionally, all successful Respondents must comply with the Single Audit Act, if applicable.

Eligible Respondents

This is a competitive process open to all current certified non-profit CHDOs in good standing. Qualifying criteria for this RFP are listed below. Respondents must have a minimum of two years proven development track record and must serve residents of the city of Chicago. Applicants must also identify the particular

activity and/or project which will benefit from the administrative support for staff skill building and the deliverables resulting.

Current Certified CHDOs Qualifying Criteria for 2022 – 2023 Grants

Applicants must meet the following requirements according to HUD’s designation requirements pertaining to their:

1. Legal Status

You must be an organization in good standing with the State of Illinois. Your organization’s mission must have a provision for quality housing that is affordable to low-and moderate-income residents as evidenced in the:

- Charter
- Articles of Incorporation
- By-Laws – or
- Resolution of the Board of Directors
- 501(c)(3) Status
- NO ONE IN THE ORGANIZATION CAN PROFIT FROM CHDO EARNINGS

2. Organizational Structure

The certified CHDO Board must be composed as follows:

- At least one-third must be representatives of the low-income community.
- No more than one-third may be public officials or employees of the City of Chicago, Department of Planning and Development
- The balance is unrestricted
- Certified CHDO applicants should have established systems for community involvement in parts of their service areas where housing will be developed, such as special committees, advisory councils or open town meetings

3. Capacity and Experience

A certified CHDO applicant must also demonstrate that it has at least one year of experience serving the community where it intends to develop affordable housing:

- The year of service does not have to be directly related to housing.
- The Certified CHDO applicant must identify the particular activity and/or project which will benefit from the administrative support grant they are seeking for staff skill building and the deliverables resulting.

Certified CHDO applicants must demonstrate the capacity of their key staff to carry out the HOME-assisted activities they are planning:

- Experienced key staff who have successfully completed projects similar to those proposed by the Certified CHDO; or
- Key staff with limited experience who will be trained through planning with a consultant.
- Key staff demonstrating CHDO capacity cannot be municipal, county or state employees; or consultants (paid or volunteer) not for training or volunteers.

4. Financial Standards

Certified CHDO applicants must have financial accountability standards that conform to 24 CFR 84.21, “Standards for Financial Management Systems.”

Respondents proposed facility must meet minimum health and safety standards, and all applicable federal regulations, including A.D.A. compliant, compliant with building codes and federal regulations, minimum of

one private space for one-on-one counseling.

Any Respondent, whose existing contract with the City of Chicago is not in good standing, will not be considered for agreement. Other agencies not eligible include those that have had a City contract terminated for default; are currently debarred and/or have been issued a final determination by a City, State or Federal Agency for performance of a criminal act, abridgement of human rights or illegal/fraudulent practices.

SCOPE OF SERVICES:

Design Description

In applying for this general operating, administrative support for staff skill building grant. Respondent will provide a program description detailing the activity/project to be provided to staff for the enhancement of skills and the deliverables necessary to carry out the task, budget for skill building activities, plan describing the recent development/planned activities and/or projects which indicate the low-and moderate-income community being served/to be served and tenant involvement plan.

Deliverables

Respondent will be requested to provide quarterly reports on development skill building activity electronically. Respondent agrees to adhere to all DOH associated activities and reporting requirements.

EVALUATION AND SELECTION PROCEDURES:

Evaluation Process

This is a competitive process open to all certified non-profit CHDOs in good standing. Respondents must have a minimum of two-year proven development track record for the location of the Agency's focus and must serve residents of the City of Chicago. An evaluation committee selected by DOH will review and rate all proposals based on the criteria outlined below. It will be evaluated on the strengths of the proposal and the responsiveness to the criteria.

Failure to submit a complete proposal and/or to respond fully to all requirements may cause the proposal to be deemed unresponsive and, therefore, subject to rejection and disqualification.

- Respondent should demonstrate knowledge of the populations to be served or similar populations and in the way in which these populations should be served as evidenced by previous or current successful operations.
- Respondent will demonstrate the resources and expertise to meet all administrative and fiscal requirements.
- Respondent will demonstrate program and administrative design/capability.
- Multi-cultural and multi-racial competent.
- Support the Department of Housing's mission, vision and values.
- Capable of reaching vulnerable and marginalized populations where they are at.
- Network and participate in community meetings and outreach events sponsored by DOH and its affiliates.
- Consideration of prior performance (if applicable).
- Consideration of all DOH program and fiscal monitoring reports (if applicable).

Proposals will be rated within each program category based on criteria and consideration. The Commissioner, upon review of recommended agencies, may reject, deny or recommend agencies that have applied based on previous performance and/or are need.

The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the Respondent in anticipation of a fully executed contract.

DOH reserves the right to seek clarification of information submitted in response to this RFP and/or to request additional information during the evaluation process and make site visits and/or require Respondents to make an oral presentation or be interviewed by the review subcommittee, if necessary.

**DOH Program:
Troubled Building Initiative (TBI)
RFP# 7938**

PROGRAM CONTACT:

Paul Elue, Financial Planning Analyst
Phone: 312-744-0114
Email: Paul.Elue@cityofchicago.org
Website: www.cityofchicago.org/DOH

PROGRAM DESCRIPTION:

DOH's Troubled Buildings Initiative program develops viable urban communities by providing decent housing for persons of low- and moderate-income. DOH seeks not-for-profit organizations as housing services partners to support the following Troubled Building Initiative program objectives:

1. TBI (MF): Reclaim troubled and/or vacant, abandoned multi-family housing stock (+5 units)
2. TBI (SF): Reclaim troubled and/or vacant, abandoned single family (1-4) housing stock
3. TBI CONDO: Reclaim troubled and/or vacant, abandoned condo buildings

PROGRAM CATEGORIES:

Category 1: Troubled Building Initiative-Multi-Family [TBI MF]

The scope of the Program shall include placing Troubled Buildings into receivership, acquiring and managing liens or real estate positions needed to reclaim properties, providing financing for the acquisition and rehabilitation of Troubled Buildings.

The overall purposes of the Program are to:

- Reclaim vacant, abandoned or troubled multifamily (5+ units) housing stock
- Strengthen blocks and neighborhoods by eliminating the blighting effects of vacant and troubled buildings
- Preserve existing, affordable, multi-unit rental properties and condominiums
Improve the comfort and safety of residents living in rental properties by assisting or remediating code violations, health and safety issues and deferred maintenance
- Properties to be returned to or rehabbed as affordable housing
- In cooperation with the City, sub-recipient will employ targeted strategies to address troubled multi-unit properties (5+ units) that pose a threat to the community, including but not limited to:
 - Vacant and/or abandoned properties
 - Properties that have deteriorated to the extent that they threaten public health, safety and welfare
 - Disconnection of utilities that place residents at risk
 - Dangerous conditions caused by deferred maintenance and repairs
 - Properties that have been the site of criminal activity

The selected applicant is to facilitate the identification, acquisition and recovery of these troubled buildings in Chicago, and the conversion of those buildings into rental properties for low-and moderate- income families (primarily household incomes at 80% AMI or below) under new ownership.

The selected applicant is to employ strategies to include receivership, acquisition through donation, purchase, note or lien acquisition and to manage the disposition of the buildings to developers that will

rehabilitate and hold buildings as affordable rental, pursuant to regulatory agreements approved by the Department. Sub-recipient to provide loans and financing for the acquisition of troubled buildings.

The selected applicant will monitor and report activity to the DOH quarterly and as needed. Program activity is paid on a reimbursement basis.

Category 2: Troubled Building Initiative-Single-Family [TBI SF]

The scope of the Program shall include placing Troubled Buildings into receivership, acquiring and managing liens or real estate positions needed to reclaim properties, providing financing for the acquisition and rehabilitation of Troubled Buildings.

The overall purposes of the Program are to:

- Reclaim vacant, abandoned single-family (1-4 units) housing stock
- Strengthen blocks and neighborhoods by eliminating the blighting effects of vacant and troubled buildings
- Preserve existing, affordable, single family (1-4 units) rental properties and condominiums
- Improve the comfort and safety of residents living in rental properties by assisting or remediating code violations, health and safety issues and deferred maintenance
- Improve the comfort and safety of residents living in rental properties by assisting or remediating properties to be returned to or rehabbed as affordable housing

In cooperation with the City, the selected applicant will employ targeted strategies to address troubled, 1-4 unit properties that pose a threat to the community, including but not limited to:

- Vacant and/or abandoned properties
- Properties that have deteriorated to the extent that they threaten public health, safety, and welfare
- Disconnection of utilities that places residents at risk
- Dangerous conditions caused by deferred maintenance and repairs
- Properties that have been the site of criminal activity

The selected applicant is to facilitate the identification, acquisition and recovery of these troubled buildings in Chicago, and the conversion of those buildings into rental or homeownership properties for low-and moderate-income families (primarily household incomes at 80% or below) under new ownership

The selected applicant should employ strategies including receivership, acquisition through donation, purchase, note or lien acquisition and manage the disposition of the buildings to developers that will rehabilitate and hold buildings as affordable rental or for homeownership, pursuant to regulatory agreements approved by the DOH. The selected applicant will provide loans and financing for the acquisition of troubled buildings.

The selected applicant will monitor and report activity to the DOH quarterly and as needed. Program activity is paid on a reimbursement basis.

Category 3: Troubled Building Initiative-CONDO [TBI CONDO]

The scope of the Program shall include placing Troubled Condominium Buildings into receivership, acquiring and managing liens or real estate positions needed to reclaim condominium units and working with the courts to de-convert defunct condominium associations to return the building back to an affordable rental property.

The overall purposes of the Program are to:

- Reclaim vacant, abandoned and troubled condominium units and associations
- Strengthen blocks and neighborhoods by eliminating the blighting effects of vacant and troubled buildings
- Properties to be returned to or rehabbed as affordable housing

In cooperation with the City, the selected applicant will employ targeted strategies to address troubled condominium properties that pose a threat to the community, including but not limited to:

- Vacant and/or abandoned properties
- Properties that have deteriorated to the extent that they threaten public health, safety and welfare
- Dangerous conditions caused by deferred maintenance and repairs
- Properties that have been the site of criminal activity

The selected applicant is to facilitate the identification, acquisition and recovery of distressed condominium buildings in Chicago, and the conversion of those buildings into rental properties for low- and moderate-income families (primarily household incomes at 80% AMI or below) under new ownership.

The selected applicant is to employ strategies to acquire and secure all condominium units identified and targeted distressed condominium buildings, and to manage the deconversion of the condominiums and disposition of the buildings to developers who will rehabilitate and hold buildings as affordable rental, pursuant to regulatory agreements approved by DOH.

The selected applicant will monitor and report activity to DOH quarterly and as needed. Program expense will be paid on a reimbursement basis.

SELECTION CRITERIA:

Applications will be evaluated based on the following criteria:

Troubled Building Initiative–Multi-Family [TBI MF]:

Full capacity to:

- Determine economic feasibility of troubled or vacant multi-family properties
- Acquire and dispose of real estate assets and lien positions per program requirements
- Provide development loans
- Manage and oversee court related receivership activity
- Monitor quality assurance, quality control of program applicants and participating vendors
- Demonstrate improved results in acquiring, disposing and redeveloping troubled buildings

Troubled Building Initiative Single-Family [TBI SF]:

Full capacity to:

- Determine economic feasibility of troubled or vacant single-family properties
- Acquire and dispose of real estate assets and lien positions per program requirements
- Provide development loans
- Manage and oversee court related receivership activity
- Monitor quality assurance, quality control of program applicants and participating vendors
- Demonstrate improved results in acquiring, disposing and redeveloping troubled buildings

Troubled Building Initiative- CONDO [TBI CONDO]:

Full capacity to:

- Determine economic feasibility of troubled or vacant condominium units
- Acquire and dispose of real estate assets and lien positions per program requirements

- Manage and oversee court related receivership activity
- Monitor quality assurance, quality control of program applicants and participating vendors
- Demonstrate improved results in acquiring, disposing and redeveloping troubled buildings

AGENCY EVALUATION:

In addition to the CDGA general selection criteria, DOH will evaluate applicants on the following:

- Satisfactory performance on current and prior delegate agency contracts (if applicable)
- Ability to clearly define activities and expected outcomes
- Capacity to coordinate and network with other groups in their service area and city-wide
- Ability to carry out work program within a one-year funding cycle
- Capacity to track and report on program activities in a timely manner
- Evidence of sound financial management, including, but not limited to, understanding of contract management and vouchering
- Sufficient line of credit or funding currently in place
- Sufficient program staffing currently in place
- Competent Board of Directors and Staff responsive to community served

Applicants may submit a proposal for one or all categories listed.

DOH Program:
Housing Technical Assistance and Support (HTAS) – Citywide (TACIT)
RFP# 7970

PROGRAM CONTACT:

Laura Carroll, Project Coordinator

Phone: 312-744-4891

Email: laura.carroll@cityofchicago.org

Website: www.cityofchicago.org/DOH

PROGRAM DESCRIPTION::

Not-for-Profit Organizations must be proficient in or open to learning a racial justice and climate resiliency lens as well as capable of reaching marginalized communities, including but not limited to, survivors and victims of domestic violence, people with records, LGBTQ, people with disabilities, immigrants with mixed statuses and aging adults.

Additionally, organizations must demonstrate the following:

- Need of administrative support for their housing programs and plan for staff development.
- Plan for leveraging the funds of direct programs.
- Housing-related services built into existing programs.
- Address at least one of the following categories through programs or advocacy:
 - Tenant rights and responsibilities
 - Landlord counseling and training
 - Conflict resolution
 - Fair housing
 - Accessibility law
 - Senior housing
 - Multi-unit, single family, or single room property management
 - Preservation of affordable or subsidized housing
 - Single Room Occupancy (SRO) education to agencies and owners
 - Public education/community engagement

PROGRAM DESIGN:

This program provides funding to delegate agencies to provide training and technical assistance citywide under the different areas of expertise to non-profits, residents, and industry-related entities in low-to moderate-income areas and communities. The services and training programs under this program will be available citywide and will address at least one of the following areas listed below; however, other areas may be considered for funding.

- **Tenants** - Residential Landlord and Tenant Ordinance, rights and responsibilities, code compliance, safety, cleanliness, damages, repairs, utilities, inspections, emergencies, general conduct, remedies and conflict resolution and situations regarding foreclosure, legal assistance, provide counseling and coordination with other service agencies and City services for successful housing.
- **Landlords** – Residential Landlord and Tenant Ordinance, rights and responsibilities, code compliance, safety, cleanliness, damages, repairs, utilities, inspections, emergencies, general

conduct, remedies, and conflict resolution, provide counseling and coordination with other service agencies and City services for successful housing.

- **Fair Housing** – Assisting with targeted outreach efforts among protected classes.
- **Accessibility Laws and Practices** – Provide counseling, referrals, resources and coordinate with other service agencies to ensure individuals with disabilities are successful securing affordable housing and as advocates for accessibility.
- **Seniors** – Legal and program assistance for seniors to remain in their homes, document review, tax related and estate planning assistance.
- **Preserving Affordable Housing** – Multi-unit, single family, single room property management; assisting affordable condominium owners, start-ups, and condominium boards to succeed and preserve affordable housing; effectively address and provide education, technical assistance and resources for SRO agencies, SRO owners, buildings, managers, staff and tenants.
- **Serve as Referral Source/Reference for community-level housing agencies**— Work with community groups to provide informal and formal legal advice, training information, or other housing services for community groups and clients of community agencies.
- **Support Citywide Housing Related Strategies**—Collaborate with DOH and DPD regarding Invest Southwest Corridors or other citywide strategies.

SELECTION CRITERIA:

Program Evaluation

- 1) Evidence of an established program with comprehensive, up-to-date training materials and competent trainers and technical assistance providers.
- 2) Ability to demonstrate improved results in areas of expertise, service, training, etc.

Agency Evaluation

In addition to the CDGA general selection criteria, DOH will evaluate applicants on the following:

- Satisfactory performance on current and prior delegate agency contracts (if applicable)
- Ability to clearly define activities and expected outcomes.
- Capacity to coordinate and network with other groups in their service area.
- Ability to carry out a work program within the funding cycle.
- Capacity to track and report on program activities in a timely manner in the Enterprise Case Management (ECM) system
- Evidence of sound financial management, including, but not limited to, understanding of contract management and vouchering.
- Sufficient program staffing currently in place.
- Competent Board of Directors and Staff responsive to community served/area of expertise.
- Ability to serve non-English speaking persons (where applicable).

PRIOR FUNDING CYCLE STATISTICS FOR THIS PROGRAM:

Applications received:

Projects Funded: 18

Range of funding: \$15,000 - \$114,466

Total funding: \$877,281

DEPARTMENT OF PUBLIC HEALTH

Vision

A city of thriving communities where all residents are able to live healthy lives.

Mission

To promote and improve health by engaging residents, communities and partners in establishing and implementing policies and services that prioritize residents and communities with the greatest need.

Values:

- **Diversity:** We respect and appreciate our differences and affirm our range of experiences, values, traumas and strengths. We work to constantly improve our cultural competence and seek out underrepresented views.
- **Excellence:** We are a responsive workforce that strives to meet needs and exceed expectations. We deliver work with integrity and hold each other accountable for increasing health equity among Chicagoans.
- **Informed Decision Making:** We collect, analyze and disseminate data. In collaboration with community partners, we use data to inform program, policy and funding decisions.
- **Teamwork:** We work together, learning from and valuing staff and community partners. We aim to act responsibly, ensure effective communication and encourage each other to achieve our common goals

**DPH Program:
Crisis Intervention: Bullying and Suicide Prevention Project
RFP# 7980**

PROGRAM CONTACT:

Pamela Palmentera
Project Coordinator
312-745-0381

Pamela.palmentera@cityofchicago.org

Website: www.cityofchicago.org/cdph

PROGRAM DESCRIPTION:

The Chicago Department of Public Health (DPH) published its Healthy Chicago 2025 policy agenda which is Chicago's five-year community health improvement plan that commits to focus on racial and health equity to address the goal of reducing the Black-White life expectancy gap of 8.8 years, along with other disparities. HC 2025's vision of a city where all people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments and opportunities that promote optimal health and well-being. This initiative was both community informed and data-driven. As a citywide initiative, this RFP program will invite respondents to leverage existing community and risk data to target outreach, education and engagement in high need communities, (defined as areas with 51% low to moderate income residences; an area with service gap; and/or serves an under or unserved populations).

In addition to HC2025, this solicitation continues the work that was initiated in HC 2.0 (2016) namely to decrease incidence of victimization and exposure of violence, strengthen community protective factors, strengthen families to reduce the cycle of violence within families, and support the process of Chicago being a Trauma Informed (TI) city.

This Bullying and Suicide Prevention Project (BSP) aligned with several of the strategies calling for improved interventions, enhanced access to supports, and improved community, public and provider awareness of interventions that make a difference.

The Centers for Disease Control and Prevention (CDC) defines bullying as any "unwanted aggressive behaviors(s) by another person (youth, groups of youth, non-sibling, and non-dating partner) involving an actual or perceived power imbalance. These behaviors are repeated or thought to have the likelihood of being repeated. Bullying may occur in person or via the use of electronic media or devices." CDC reports that "youth who report frequently bullying others and youth who report being frequently bullied are at increased risk for suicide-related behavior. Youth who report *both* bullying others and youth who report being bullied (bully-victims) have the highest risk for suicide-related behavior of any groups that report involvement in bullying".

The national statistics rank suicide (i.e., death caused by injuring oneself) as the 10th cause of death in the United States at 14.5 deaths per 100,000. According to the Illinois Department of Public Health, suicide is the 3rd leading cause of death for adolescents, 10-19, in Illinois. IDPH also reports that youth who experience bullying, feel depressed, and experience dating violence (all three) are six times as likely to attempt suicide. The CDC and other violence prevention data indicate a relationship between these two serious public health problems with the goal of leveraging prevention efforts to reduce shared risk factors and increase protective factors.

This program hosts the Chicago Collaborative of Bullying and Suicide Prevention (CCBSP), which is a

group of professional, government, community and subject matter expert stakeholders who are routinely convened to guide the prevention and promotion activities of the initiative.

The Bullying and Suicide Prevention program is primarily focused on the following goals:

- To identify and promote best practices and coordinate existing programs that focus on bullying and/or suicide prevention and response.
- To identify and convene subject matter experts to inform citywide prevention opportunities.
- To raise awareness about bullying and suicide risk and prevention with community and professional audiences.

Program Objectives:

- To identify, convene and engage in action, relevant Chicago-serving providers and interested stakeholders to ensure that the CCBSPP is a rallying point for planning, service coordination, capacity building, training and collaborations that reduce bullying and suicide risk factors.
- Identify strategies that promote healing from individual trauma and promote resiliency across social and intergenerational relationships.
- To ensure youth and family leadership and engagement in this and other Bullying and Suicide prevention and response initiatives
- To maximize data sharing, technical assistance, leveraging emerging research, investigations, and community responsiveness to Bullying and Suicide in Chicago.
- To identify, adapt, and maximize the use of evidence informed materials and curricula for use in Chicago communities and with specific at-risk populations.
- To provide trainings to youth, family, providers, and emerging trainers reaching a diverse array of Chicago communities and constituencies that share high levels of vulnerabilities and unrealized capacity to reduce levels of bullying and suicide threats and occurrences.
- To expand public awareness (using social media and other experiential demonstrations) of ways that trauma informed interventions and practices by individuals and communities can bolster resilience factors.
- Provides increased access to mental health services and supports for those affected by bullying and/or suicide.

PROGRAM REQUIREMENTS:

All program specific questions, requirements, forms, or templates that applicants must answer or complete will be available on the eProcurement (iSupplier) application for this program. CDPH reserves the right to negotiate program deliverables, communities reached, and budget allocations.

To ensure that the CCBSPP is positioned to impact multiple high need communities and vulnerable populations, the applicant should convene and maintain an active leadership team with a defined strategic direction and implementation strategies. In addition to partnering with DPH’s Office of Violence Prevention and Behavioral Health, the awardee must also engage representatives from CDPH’s Lesbian, Gay, Bi-Sexual, Transgender, Questioning (LGBTQ) Health and Outreach program, and the Maternal, Infant, Child and Adolescent Health teams and partners from other city, county and state-wide departments. Beyond government and traditional Bullying and/or Suicide Prevention providers, the program should also engage evaluation, restorative practices, and partners in the trauma-informed and behavioral health subject matters experts (SME) to maximize synergies.

Our programs need to have the proven capacity to deliver bullying and suicide prevention and intervention training and to promote evidence-based practices. When needed, an applicant can elect to secure a content expert as a contracted partner to ensure all areas of expertise are represented in the application. This agreement must be detailed in the application and the signed hardcopy must be attached as a supplemental document. All work plans, budgets, and deliverables should be fully integrated into a single application.

PROGRAM MEASURES:

Describe the methods your agency will employ to evaluate the project's progress, document persons served and the key data to verify income and other eligibility, and record project accomplishments. Selected applicants will submit monthly reports and should have access to the internet and the ability to use Microsoft Excel spreadsheets. Applicants must routinely provide service documentation to demonstrate success and effectiveness and participate in DPH designated evaluation activities.

Applicants must detail a plan to collect data for and report on the following performance measures as a minimum (*additional measures may be added*):

Process

- Number of Bullying and Suicide focused trainings, presentations, and coaching sessions offered to youth, parents, community members, faith leaders, providers, and others (ensure ability to document demographics – race, gender, age group, income level)
- Number of individuals trained and coached to go on (as second generation trainers) to deliver designated training “services” to broaden the reach of the program (new trainers ensure your ability to document demographics – race, gender, age group, income level, where possible)
- Number of trainees who, once trained, go on to improve Bullying and/or Suicide Prevention “services” (ensure ability to document demographics – race, gender identity, age group, income level, of persons impacted by improved services, where possible)
- Number of persons participating on the Bullying and Suicide Speakers’ and the titles and sessions provided
- Number of persons reached in prevention public awareness activities – clustered by age (youth vs. adults) and other key indicators (mentioned above)
- Number of capacity building trainings to stakeholders/community organizations held (administrative and/or governance)
- Number of CCBSPP collaborative members (sectors represented)
- Number of collaborative/network meetings with community stakeholders and/or partners (and related outcomes)
- Number of social media promotion events and impressions across the contract term
- Number of on-time vouchering, reporting and percent of budget utilization submitted across the contract term
- Number of referral partners identified
- Number of persons referred to partners for clinical (or other) supports

Impact/Outcome

- Improve social relationships among persons, particularly intergenerational relations
- Improve social networks and sustained collaborations connected to bullying and suicide prevention and response
- Decrease social norms that promote or encourage bullying, violence and unhealthy behaviors
- Promote community-oriented positive social norms (help seeking and use of resources)

- Increase sense of collective efficacy and willingness to assist others
- Increase in knowledge of risk and protective factors for youth, adults, and stakeholders.
- % training participant satisfaction – targeting 85%
- % training participant prospective behavioral change, post training – targeting 70%
- % training participant knowledge gain, post training – targeting 70%

Deliverables:

- Develop and routinely convene the CCBSP with at least 5 (or more) stakeholders and at least one person representing the community perspective from the communities with the greatest need (they have been recommended). Note: CDPH reserves the right to work with the successful applicant to ensure that the program reaches the broadest array of communities disparately impacted by the burden of bullying and suicide.
- Adapt and/or develop (and submit) evidence-informed curricula that focus on Bullying Prevention, Suicide Prevention and Bullying and Suicide Prevention (3 curricula) that are adaptable for different sub-groups (youth and other vulnerable persons)
- Using available data and knowledge of the risk populations, the applicant will develop an annual calendar of training, detailing registration process, and recruitment plan for staff and community (partners and residents) to ensure the presence of outreach and training in communities and to populations with greatest needs (community stakeholders may refine the curriculum over the course of the contract, as needed). Note: the program should ensure that services are not limited to reach a few communities but instead represent a citywide outreach strategy
- End-user training: In each community, train (at a minimum): 200 youth, 200 adults, and 10 stakeholders in suicide and bullying prevention and increased resiliency (demonstrate outcomes)
- Speakers' Bureau: In each community, train (at a minimum): 10 youth, 10 adults, and 2 CCBSP stakeholders who are trained on and go on to deliver the 3 curricula developed by the program to a new group of residents and leaders (youth and adults) for bullying and suicide prevention (document the number of additional persons trained)
- Outreach: Ensure, at least quarterly, public awareness events (no less than 4) to reach 200 persons, total (beyond the training audience)
- Demonstrate participation in a collective impact effort where data is shared and co-reported at the community level and leveraged by city partners (DPH)
- Document the promotion of local citywide bullying and suicide prevention services as identified by the awardee and CCBSP

SELECTION CRITERIA:

Successful candidates must provide:

- Well detailed description of the population(s) to be served and demonstration of the communities to be prioritized
- Well detailed plan to conduct outreach and identify subject matter experts as CCBSP stakeholders and how each of the proposed communities will be strengthened by the program. Should demonstrate at least two years of experience doing this type of convening.
- Sufficient staffing to manage the program (roles must be defined); job descriptions and appropriate resumes of currently hired staff
- Description of the plan to adequately train program staff in titles including Trauma Informed Care, CDC coursework on Bullying/Suicide, Motivational Interviewing and related coursework to prepare the program staff to be successful. Should demonstrate at least two years of experience delivering bullying and suicide prevention training.

- Description of participation in an established collaborative or network (currently addressing bullying and/or suicide prevention with organizational partners who serve multiple high-risk communities to ensure competency, training, and effective training recruitment in multiple locations)
- Program design that reaches the intended audience and addresses the intended goals; work plan must be attached
- Describe the ability to train, coach, and support community members and stakeholders in Bullying and Suicide prevention to reduce risk factors, increase protective factors and promote resiliency
- Provide three (3) letters of support that document past experience in either delivering training on Bullying and/or Suicide prevention
 - Two letters should describe the organization’s experience in providing these training and the type of audience(s) in attendance.
 - One of the three letters of support should come from partner agency and detail the applicant’s experience and expertise in convening partnerships and achieving mutual goals.
- Detail a plan to promote Bullying and Suicide prevention in social media and at local events.
- Detail a commitment to establish, once funded, no less than five (5) Memoranda of Agreement (MOA) with agencies to participate on the CCBSP
- Demonstrate willingness to collaborate with HC 2.0/2025 and other CDPH and City funded initiatives and describe how your agency and/or programming aligns with the CDPH guiding principles:
 - Deconstructing racist systems – actively working to reframe and dismantle systems that perpetuate privilege,
 - Trauma prevention and trauma-informed services – ensuring services address trauma and healing,
 - Cultural responsiveness – ensuring services are culturally and linguistically appropriate; and,
 - Health equity in all communities – allocating resources and services to people and areas with the greatest need
- Detail a plan to conduct ongoing evaluation plan to ensure that the program is operating as designed and that there is a plan to collect and analyze city and program data for continuous quality improvement
- Detail a plan to sustain the program beyond the award period
- Describe and attach accurate and sufficiently detailed budget that denotes how expenses will be tracked and monitored for auditing and compliance (Administrative cost will not exceed 10% of total budget)
- Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization.
- Monthly and Quarterly reports as required and data sharing as agreed upon.
- A detailed Year End Report (to be defined by funder)
- Existing capacity to track, monitor, and report on program metrics, staff time and program materials and other purchases

APPLICATION REVIEW CRITERIA

The maximum points an application can receive is 100. There are additional requirements identified in the Program Descriptions section of this document.

Points	CRITERIA
20	<p>Organizational Capacity</p> <ul style="list-style-type: none"> • The Applicant identifies qualified staff responsible for program oversight, management, fiscal oversight, and evaluation and performance management methods. Provide job descriptions that require credentials and duties for all staff funded at 15% or more. Resumes are also attached for any role to be filled by existing hires. For open positions, organization describes a process to recruit locally and/or ensure all program staff is knowledgeable of the communities to be served. • The Applicant details titles and an annual training schedule to prepare program staff that includes a description of the plan to adequately train program staff for currently hired and newly hired staff. • The Applicant provides evidence of successful past program performance or success in initiating, maintaining, and completing a similar program, and consistently meeting program goals.
30	<p>Proposed Program</p> <ul style="list-style-type: none"> • The Applicant will provide a well detailed description of the population(s) to be served. • The Applicant clearly defines the activities to be undertaken or the services to be provided. • The Applicant describes its service location being within the proposed communities and experiences offering services in the proposed communities; history of serving the proposed communities . • The Applicant will provide a demonstrated need for the program to conduct outreach and identify stakeholders in each of the communities suggested in the program plan. • Provide a description of the program plan design that reaches the intended audiences and addresses the intended goals; work plan must be attached. • Sufficient staffing to manage the program (roles must be defined). • The Applicant demonstrates knowledge of the proposed communities to be served; describes a plan to reach and serve the key audiences for these services; describes how services will be offered to residents in a high need community area (defined as an area of 51% low to moderate income residents; an area with a service gap; and/or serves an under or unserved population. • The Applicant clearly describes accomplishments and quality outcomes in providing related services to target population(s). • Applicants must be able to train, coach and support participant and community members and stakeholders in RP practices and detail timeline to deliver trainings. • The Applicant’s proposed goals and service delivery is appropriate based on agency capacity, experience and proposed funding.

	<ul style="list-style-type: none"> • A plan to promote RP practices in social media and at local events. • Commitment to develop no less than four (4) Memoranda of Agreement (MOA) with partner agencies to demonstrate the applicants experience and expertise; one (1) MOA agreement should demonstrate collaboration and coordination with existing providers. • Detailed sustainability plan and grants seeking goals to ensure viability beyond the award period and/or city funding.
<p>20</p>	<p>Reasonable Costs, Budget Justification, and Leverage of Funds</p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs, funding requests relative to its financial, and human resources. The proposed budget supports the proposed scope of work or work plan. • Overall, the Applicant demonstrates being fiscally sound, as evidenced by the financial history and record of the organization, as well as audited financial statements (or the equivalent) from the current fiscal year; and capacity to operate the program on a 90-120 cash reserve. • The Applicant proposes a reasonable cost per person or per unit and provides justification for the level of funding requested. • The Applicant leverages other non-local funds to support total program cost. • Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization. • Ability to ensure Monthly and Quarterly reports as required and data sharing as agreed upon. • Existing capacity to track, monitor and report on program metrics.
<p>25</p>	<p>Program Quality and Impact</p> <ul style="list-style-type: none"> • The Applicant described collaborations with other public and private agencies that support or enhance resources for the target population. Document collaborations and provide three (3) letters of support from partner agencies that can speak to the applicant’s experience and expertise in convening partnerships and achieving goals. The letters should describe the collaborative experience including any projects or initiatives. These letters of support should specify training experience in RP practices, describing the organization’s experience in providing these trainings and the type of audience(s) in attendance. • The Applicant has included an evaluation plan that described how key data is collected and/or tracked during consumer/client contact and analyzed to respond to external monthly data reporting requirements and internal continuous quality improvement/quality assurance. Applicant describes how consumer/client satisfaction and progressive outcomes are assessed and documented. The evaluation plan is led by appropriately trained staff and addresses issues of security, confidentiality, and information sharing among community partners. • Willingness to collaborate with HC 2.0/2025 and other CDPH and City funded initiatives and describe how your agency and/or programming aligns with the CDPH guiding principles: <ul style="list-style-type: none"> • Deconstructing racist systems – actively working to reframe and dismantle systems that perpetuate privilege; • Trauma prevention and trauma-informed services – ensuring services

	<p>address trauma and healing;</p> <ul style="list-style-type: none"> • Cultural responsiveness – ensuring services are culturally and linguistically appropriate; and • Health equity in all communities – allocating resources and services to people and areas with the greatest need.
5	<p>Overall Responsiveness</p> <ul style="list-style-type: none"> • The Applicant completed the application in an accurate manner, answers all questions with sufficient detail to demonstrate knowledge and capacity to carry out the proposed program(s), and submits all necessary information or documentation.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Program model for 2022-2023

Applications received:	6
Projects funded:	2
Range of funding:	\$50,000-\$100,000
Total funding:	\$100,000

**DPH Program:
Chicago Health Adolescents & Teens (CHAT Program)
RFP# 7982**

PROGRAM CONTACT:

Sarah Parchem, Program Director

Phone: 312-747-9546

Email: sarah.parchem@cityofchicago.org

Website: www.chataboutit.org

PROGRAM DESCRIPTION:

Teen and young adults in Chicago are at significant risk of STI, including HIV, and unintended pregnancy. According to the most recent data available, adolescents aged 13-24 accounted for 57% of reported cases of chlamydia, 44.9% of reported cases of gonorrhea, and 21.9% of new HIV infections. In Chicago, the teen birth rate remains higher in the city of Chicago than the rest of the nation (21.5 per 1,000 females aged 15-19, compared the US rate of 18.8). Consequently, there is a need for innovative sexual and reproductive health initiatives to reach the youth of the city. The CHAT Program is one such initiative where sexual health education is followed by STI testing, primarily in a school setting, with the ability to reach a large number of youth in Chicago. DPH seeks applicants that demonstrate the ability to execute the education and screening services in schools in addition to the ability to partner with community organizations to serve specific high morbidity communities. DPH expects a minimum of 5,000 youth, aged 13-24 years, to be educated through this effort, with at least 2,000-being screened for STIs.

The education and screening efforts should take place in a variety of out-of-clinic settings, including youth-serving community based organizations, Chicago Public Schools (CPS) high schools, and City Colleges of Chicago. Applicants should also 1) have access to and/or a relationship with a lab that can provide screening kits as well as process test specimens, and 2) be capable of timely billing and capturing reimbursement with Medicaid Managed Care for STI/HIV screening and treatment services; 3) have services available for follow up health care services, including family planning, and 4) have policies and procedures in place for handling abnormal test results.

Funded agency will implement the CHAT Program on behalf of DPH. Educational presentation, program design, and materials will be provided to funded agency, along with a detailed program manual. All content is created by DPH, in partnership with and approved by CPS.

PROGRAM REQUIREMENTS:

All program specific questions, forms, or templates that applicants must answer or complete will be available on the City of Chicago eProcurement (iSupplier) site.

Reporting Requirement:

- Number of 13-24 year olds positive for Gonorrhea (GC), Chlamydia (CT) or HIV
- Number of 13-24 year olds screening positive for GC/CT treated for GC/CT
- Number of 13-24 year olds screening positive for GC/CT treated for GC/CT
- Number of 13-24 year olds screening positive for pregnancy provided with comprehensive, non-directive options counseling
- Number of 13-24 year olds with documented proof of treatment
- Number of 13-24 year olds receiving follow up services (and type of service provided)
- Percentage of claims billed and paid

- Percentage of accounts receivable claims greater than 30 days

PERFORMANCE MEASURES:

- Number of STI/HIV and pregnancy screenings
- Number of youth educated
- Percent of youth with positive tests that are treated within 30 days of lab receipt

SELECTION CRITERIA:

In evaluating proposals for the CHAT Program, DPH will use responses to the below criteria along with all requested documentation to determine a proposal's strength

- Ability to serve a minimum of 5,000 adolescents in 1 calendar year. Applicants who do not clearly demonstrate this ability in the application will not be considered.
- Ability to bill for STI/HIV services through Medicaid (Managed Care) or private insurance
- Seamless relationship with lab that is capable of processing STI/HIV, pregnancy, and other laboratory tests
- Ability to do CLIA waived rapid HIV testing
- Ability to provide timely demographic reporting, including information on race, ethnicity and income level
- Experience delivering services during COVID-19 pandemic, including adherence to enhanced sanitation practices, social distancing, and other recommendations
- Experience delivering STI/HIV screening and reproductive health education, including
- contraception, to youth and young adults
- Established policies and procedures around responding to sexual assault, violence, abuse, or neglect disclosures, and any staff training and experience related to mandated reporting requirements, particularly in a school setting.
- Experience providing culturally sensitive point of service care
- Experience working with CPS, including Central Office and individual schools
- Experience working with City Colleges of Chicago
- Experience working with youth-serving community-based organizations
- Experience working with academic partners, including clinical training programs, to provide program support as needed
- Experience working with School Based Health Centers and Mobile Health Units for delivery of student-centered clinical services
- Policies and procedures regarding abnormal labs
- Ability to provide expanded point of care services in future, such as STI treatment, additional testing (HIV, pregnancy, trichomoniasis etc.), HPV vaccine, and contraception
- Supplemental criteria: Ability to provide educational text push notifications to youth who desire information via this platform, as well as online appointment-making capabilities

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 3

Projects funded: 1

Range of funding: \$355,837

DPH Program:
Violence Prevention Initiative: Restorative Practices (VPI-RP)
RFP# 7981

PROGRAM CONTACT:

Pamela R. Palmentera

Project Coordinator

312-475-0381

Pamela.palmentera@cityofchicago.org

Website: www.cityofchicago.org/cdph

PROGRAM DESCRIPTION:

The Chicago Department of Public Health (DPH) published its Healthy Chicago 2025 policy agenda which is Chicago's five-year community health improvement plan that commits to focus on racial and health equity to address the goal of reducing the Black-white life expectancy gap of 8.8 years along with other disparities. HC 2025 envisions Chicago as a city where all people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments and opportunities that promote optimal health and well-being. This initiative was both community informed and data driven.

Healthy Chicago 2025 continues to build on the work of the Healthy Chicago (HC) 2.0 and its violence reduction goals that inform DPH's violence prevention efforts to: (1) Decrease incidence of victimization and exposure of violence and strengthen community protective factors, (2) Strengthen families to reduce the cycle of violence within families, (3) Support the process of Chicago being a Trauma Informed (TI) city. Each goal is further supported by actionable strategies. The Violence Prevention: Restorative Practices Initiative (RP) aligns with the strategies of "Building safer schools and communities through restorative practices that de-escalate conflicts, identify underlying issues that drive behavior problems, and reduce crime, violence and bullying" and "Promote and embed enforceable conflict resolution messages, experiences and resources in communities disproportionately affected by violence."

National research indicates that 60% of American youth are exposed to violence before the age of eighteen. Exposure to violent events (such as domestic violence or child abuse) are among the ten Adverse Childhood Experiences (occurring before age 18) that are potentially traumatizing and likely to have negative impacts on increase the likelihood of future psychological, social, academic, interpersonal, and even long-term physical health challenges. Beyond the effects on individual development, unresolved trauma and exposure to violence can also have a corrosive effect on family and communal life-threatening skills and expectations for communication, trust, and positive regard. This is only one of many pathways that lead to a concentration of violence, injury and threat in communities across Chicago. Grounded in the principles of Restorative Justice, Restorative Practice (RP) build skills and develop opportunities for meaningful dialogue, effective communication, crisis de-escalation, and earnest efforts to repair offense and restore integrity between persons. RP interventions interrupt the escalation of conflicts that can lead to violent, and potentially lethal, confrontations in schools, on public transit, in homes and among strangers.

Restorative Practices centers are located in various communities across Chicago to provide communities with consistent access to prosocial restorative resolutions where positive relationships are prioritized over a winning and losing approach to conflict. Through this Restorative Practices (RP) Community program, DPH is committed to expanding RP opportunities into 2 community clusters across the city; WEST: serving in the East Garfield Park/West Garfield/Austin communities or SOUTH: serving Roseland/Auburn-Gresham/Chatham communities. By directly funding RP work in the selected communities, DPH looks to build partnerships with other DPH, other city funded efforts, and community based funded efforts to bot to improve continuity of care for participants and residents; while and provider. Applicants may apply for to serve one cluster.

The VPI-RP program goals:

- Expands the RP training for residents, community leaders, and stakeholders to under resourced communities; WEST: serving in the East Garfield Park/West Garfield/Austin communities and SOUTH: serving Roseland/ Auburn-Gresham/Chatham communities
- Provides increased access to RP services and supports for those impacted by conflicts and potentially lethal violence
- Reduce unresolved conflicts and escalating violence and injury
- Increase community and other stakeholder awareness of and engagement in RP and related VP programs.

Overview and Benefits of RP in Community Settings:

Many communities are working to prevent violence and promote community safety and find that comprehensive, multi-sector actions are yielding progress. However, communities that experience high rates of violence continue to be plagued with persistently high rates of trauma. Trauma and its associated symptoms of mental and psychological illness are more prevalent in the U.S. than in most other countries around the world. Moreover, trauma unaddressed can be a barrier to the most successful implementation of healing and well-being strategies, including those to prevent violence. The impact of trauma extends beyond the individuals who directly witness or experience violence. Trauma is produced by structural violence, which prevents people and communities from meeting their basic needs. The result is both high levels of trauma across the population and a breakdown of social networks, social relationships, and positive social norms across the community—all of which could otherwise be protective against violence and other health outcomes.

Consistent with new models that are emerging to counter the effects of trauma, promote community healing, and foster community resilience, RP is an evolving framework that supports understanding, addressing, and preventing trauma at a community or population level and is a philosophy that integrates developments from a variety of disciplines and fields — including education, psychology, social work, criminology, sociology, organizational development and leadership — in order to build healthy communities, increase social capital, decrease crime and antisocial behavior, repair harm and restore relationships.

RP has its roots in restorative justice, a way of looking at criminal justice that emphasizes repairing the harm done to people and relationships rather than only punishing offenders. RP also includes the use of informal and formal processes that precede wrongdoing to proactively build and protect relationships and foster a sense of community to prevent conflict and wrongdoing. It offers communities opportunities to resolve conflicts and disputes before they escalate into criminal and abusive behavior and is an effective approach in dealing with antisocial behavior and neighbor disputes. It also enables one to understand the impact of their behavior on others. At its core, RP delivers effective outcomes that are owned by the local community and creates stable, positive community environments.

The RP framework includes a set of emerging strategies that hold great promise for promoting community healing and setting the stage for the development of safer, healthier, more resilient communities. Community healing strategies through RP include:

- Restorative justice programs that shift the norms around conflict resolution.
- Restorative policing where officers are trained to engage community through RP.
- Healing circles that both promote healing from individual trauma and strengthen intergenerational relationships.
- Collaborations that promote community-level strategies while rebuilding community social networks.
- Efforts to change the narrative about a community to reflect its assets and strengths.

The available research conducted both within the United States and internationally has found restorative justice is effective at reducing recidivism rates while improving victim satisfaction compared with traditional, adversarial court processes. For instance, a systematic review of programs in the United States, Australia, and the United Kingdom found restorative models decrease the risk of reoffending, especially for violent crimes. The researchers found restorative processes also benefit victims in multiple ways, including reducing post-traumatic stress symptoms, increasing satisfaction with the resolution of their case, and lessening the desire for violent revenge (Adler, 2011).

Allowable Restorative Practice activities for funding include, but are not limited to:

- RP training and capacity building
 - Restorative practice capacity building focused training for youth and adult residents and community stakeholders and agreements to expand the volume of practitioners;
- Direct provision of RP:
 - Victim/offender mediation training;
 - Peace/Healing circle facilitation;
 - Family group conferencing;
 - Citizen panels
 - Peer Juries
 - Other experiential demonstrations of ways that restorative practices by individuals and communities can bolster resilience factors

PROGRAM REQUIREMENTS:

All program specific questions, requirements, forms, or templates that applicants must answer or complete will be available on the City of Chicago eProcurement (iSupplier) site.

PROGRAM MEASURES:

Describe the methods your agency will employ to evaluate the project's progress and record project accomplishments. Selected applicants will submit monthly reports and should have access to the Internet and the ability to use Microsoft Excel spreadsheets. Applicants must routinely provide documentation to demonstrate success and effectiveness and participate in DPH designated evaluation activities.

Please show how you will collect data for and report on the following performance measures (*additional measures may be added*):

Process measures:

- Number of restorative practice trainings, workshops, and coaching sessions to community members (ensure ability to document demographics – race, gender, age group, income level)
- Number of individuals trained and coached who go on to deliver RP “services” (ensure ability to document demographics – race, gender, age group, income level, where possible)
- Number of people who, once trained, go on to deliver RP “services” (ensure ability to document demographics – race, gender, age group, income level, where possible)
- Number of persons participating in RP activities such as peace circles, peer juries, peer mediation by race, ethnicity, and income level – clustered by age (youth vs. adults)
- Number of peer juries held
- Number of peer mediation sessions held
- Number of capacity building trainings to stakeholders/community organizations held
- Number of collaborative/network meetings with community stakeholders and/or partners (and related outcomes)
- Number of social media promotion events and impressions across the contract term
- Number of on time vouchering, reporting and budget utilization_

Impact/Outcome

- Improve social relationships, particularly intergenerational relations
- Improve social networks and sustained collaborations
- Decrease social norms that promote or encourage violence and unhealthy behaviors
- Promote community-oriented positive social norms
- Increase sense of collective
- % reduction in youth violence – targeting 10% reduction
- % reduction in community violence- targeting 10% reduction
- % victim satisfaction – targeting 75% satisfaction
- % offender satisfaction– targeting 75% satisfaction
- % restitution compliance – targeting 75% compliance
- % recidivism – targeting 25% recidivism reduction

Deliverables:

- Provide a minimum of 8 trainings to external partners and residents
- Train end users: 200 youth, 200 adults, and 10 stakeholders in RP practices
- Provide RP services to (at a minimum): 100 youth, 150 adults, and 10 stakeholders in RP practices
- Develop and routinely convene a 5 or more stakeholders (from each community area)
- Demonstrate participation in a collective impact effort where data is shared and co-reported at the community level
- Deliver the range of RP services (detailed above)

SELECTION CRITERIA:

Successful candidates must provide:

- Well detailed description of the population to be served;
- Demonstrated need for the program in each of the communities to be served and currently providing related services in proposed communities
- The applicant proposes to expand RP opportunities into one of the two (2) community clusters across the city:
 - WEST: serving in the East Garfield Park/West Garfield/Austin communities or
 - SOUTH: serving Roseland/Auburn-Gresham/Chatham communities
- Applicant is currently providing RP services in at least one of the communities within the cluster to be served.
- Description of the plan to adequately train and maintain program staff; job descriptions and

appropriate resumes of currently hired staff

- Applicant must be able to train, coach and support community members and stakeholders in RP practices. Demonstrate 2 or more years of existing knowledge and credentials as RP practitioners, circle keepers, and RP trainers.
- Provide three (3) letters of support required that specify training experience in RP practices. The letters should describe the organization's experience in providing these trainings and the type of audience(s) in attendance. These letters should include a statement of support from partner agencies that can speak to the applicant's experience and expertise in convening partners and achieving goals.
- Description of participation in an established collaborative or network (currently addressing community and/or youth violence with at least four (4) organizational partners who are serving multiple high-risk communities to ensure RP training and service recruitment in multiple locations); one MOA agreement should demonstrate collaboration and coordination with existing RP providers
- Plan to promote RP in social medial and local events
- Commitment to develop, during the service term, no less than 4 Memoranda of Agreement (MOA) with partner agencies that demonstrate the applicant's experience and expertise;
- Willingness to collaborate with HC 2.0/2025 and other CDPH and City funded initiatives and describe how your agency and/or programming aligns with the CDPH guiding principles:
 - Deconstructing racist systems – actively working to reframe and dismantle systems that perpetuate privilege;
 - Trauma prevention and trauma-informed services – ensuring services address trauma and healing;
 - Cultural responsiveness – ensuring services are culturally and linguistically appropriate; and
 - Health equity in all communities – allocating resources and services to people and areas with the greatest need.
- Detailed quality assurance/evaluation plan
- Detailed sustainability plan and grants seeking goals to ensure viability beyond the award period
- Detailed and accurate budget that denotes distribution of funds across the partnership and how expenses will be tracked and monitored for auditing and compliance (Administrative cost will not exceed 10% of total budget)
- Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization
- Monthly and Quarterly reports as required and data sharing as agreed upon
- Existing capacity to track, monitor, and report on program metrics

APPLICATION REVIEW CRITERIA

The maximum points an application can receive is 100. There are additional requirements identified in the Program Descriptions section of this document.

Points	CRITERIA
20	<p>Organizational Capacity</p> <ul style="list-style-type: none"> • The Applicant identifies qualified staff responsible for program oversight, management, fiscal oversight, and evaluation and performance management methods. Provide job descriptions that require credentials and duties for all staff funded at 15% or more. Resumes are also attached for any role to be filled by existing hires. For open positions, organization describes a process to recruit locally and/or ensure all program staff is knowledgeable of the communities to be served. • The Applicant details titles and an annual training schedule to prepare program staff that includes a description of the plan to adequately train program staff for currently hired and newly hired staff. • The Applicant provides evidence of successful past program performance or success in initiating, maintaining, and completing a similar program, and consistently meeting program goals.
30	<p>Proposed Program</p> <ul style="list-style-type: none"> • The Applicant will provide a well detailed description of the population(s) to be served. • The Applicant clearly defines the activities to be undertaken or the services to be provided. • The Applicant describes its service location being within the proposed communities and experiences offering services in the proposed communities; history of serving the proposed communities . • The Applicant will provide a demonstrated need for the program to conduct outreach and identify stakeholders in each of the communities suggested in the program plan. • Provide a description of the program plan design that reaches the intended audiences and addresses the intended goals; work plan must be attached. • Sufficient staffing to manage the program (roles must be defined). • The Applicant demonstrates knowledge of the proposed communities to be served; describes a plan to reach and serve the key audiences for these services; describes how services will be offered to residents in a high need community area (defined as an area of 51% low to moderate income residents; an area with a service gap; and/or serves an under or unserved population. • The Applicant clearly describes accomplishments and quality outcomes in providing related services to target population(s). • Applicants must be able to train, coach and support participant and community members and stakeholders in RP practices and detail timeline to deliver trainings. • The Applicant’s proposed goals and service delivery is appropriate based on agency capacity, experience and proposed funding.

	<ul style="list-style-type: none"> • A plan to promote RP practices in social media and at local events. • Commitment to develop no less than four (4) Memoranda of Agreement (MOA) with partner agencies to demonstrate the applicants experience and expertise; one (1) MOA agreement should demonstrate collaboration and coordination with existing providers. • Detailed sustainability plan and grants seeking goals to ensure viability beyond the award period and/or city funding.
20	<p>Reasonable Costs, Budget Justification, and Leverage of Funds</p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs, funding requests relative to its financial, and human resources. The proposed budget supports the proposed scope of work or work plan. • Overall, the Applicant demonstrates being fiscally sound, as evidenced by the financial history and record of the organization, as well as audited financial statements (or the equivalent) from the current fiscal year; and capacity to operate the program on a 90-120 cash reserve. • The Applicant proposes a reasonable cost per person or per unit and provides justification for the level of funding requested. • The Applicant leverages other non-local funds to support total program cost. • Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization. • Ability to ensure Monthly and Quarterly reports as required and data sharing as agreed upon. • Existing capacity to track, monitor and report on program metrics.
25	<p>Program Quality and Impact</p> <ul style="list-style-type: none"> • The Applicant described collaborations with other public and private agencies that support or enhance resources for the target population. Document collaborations and provide three (3) letters of support from partner agencies that can speak to the applicant’s experience and expertise in convening partnerships and achieving goals. The letters should describe the collaborative experience including any projects or initiatives. These letters of support should specify training experience in RP practices, describing the organization’s experience in providing these trainings and the type of audience(s) in attendance. • The Applicant has included an evaluation plan that described how key data is collected and/or tracked during consumer/client contact and analyzed to respond to external monthly data reporting requirements and internal continuous quality improvement/quality assurance. Applicant describes how consumer/client satisfaction and progressive outcomes are assessed and documented. The evaluation plan is led by appropriately trained staff and addresses issues of security, confidentiality, and information sharing among community partners. • Willingness to collaborate with HC 2.0/2025 and other CDPH and City funded initiatives and describe how your agency and/or programming aligns with the CDPH guiding principles: <ul style="list-style-type: none"> • Deconstructing racist systems – actively working to reframe and dismantle systems that perpetuate privilege; • Trauma prevention and trauma-informed services – ensuring services address trauma and healing;

	<ul style="list-style-type: none"> • Cultural responsiveness – ensuring services are culturally and linguistically appropriate; and • Health equity in all communities – allocating resources and services to people and areas with the greatest need.
5	<p>Overall Responsiveness</p> <ul style="list-style-type: none"> • The Applicant completed the application in an accurate manner, answers all questions with sufficient detail to demonstrate knowledge and capacity to carry out the proposed program(s), and submits all necessary information or documentation.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

New program model for 2019-2020, prior year statistics not applicable.

Applications received: 4
Projects funded: 2
Range of funding: \$150,000 - \$250,000
Total funding: \$400,000

DPH Program:
Mental Health Services and Prevention Education for Children/Adolescent Victims of Sexual Assault
RFP# 7995

PROGRAM CONTACTS:

Pamela Palmentera
Project Coordinator
Office of Violence Prevention and Behavioral Health
Chicago Department of Public Health
312-745-0381

Pamela.palmentera@cityofchicago.org

Website: www.cityofchicago.org/cdph

PROGRAM DESCRIPTION:

The Chicago Department of Public Health (DPH) published its Healthy Chicago 2025 policy agenda which is Chicago's five-year community health improvement plan that commits to focus on racial and health equity to address the goal of reducing the Black-white life expectancy gap of 8.8 years along with other disparities. HC 2025's vision of a city where all people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments and opportunities that promote optimal health and well-being. This initiative was both community and data driven.

In addition to HC2025, this solicitation furthers work that was initiated in HC 2.0 (2016) to decrease incidence of victimization and exposure of violence and strengthen community protective factors, strengthen families to reduce the cycle of violence within families and support the process of Chicago being a Trauma Informed (TI) city. Our Mental Health Services and Prevention Education for Childhood Sexual Assault (CSA) Initiative aligns with the objective of "reducing sexual assault" and the strategy of "expand[ing] community and professional development on child abuse and neglect and child sexual assault prevention."

The goals of this program include:

- Expand clinical services for child and adolescent victims of sexual assault for youth across the city.
- Reduce service delays for non-English speaking families
- Expand child sexual assault (CSA) prevention education in high need communities.

According to the Centers for Disease Control (CDC), "national statistics reveal that child sexual abuse is a significant but preventable public health problem. Although estimates vary across studies, the data shows about 1 in 4 girls and 1 in 13 boys experience child sexual abuse at some point in childhood. The total lifetime economic burden of child sexual abuse in the United States was estimated to be at least \$9.3 billion".

The majority of children who are victims of sexual assault in Chicago are under the age of 12, of low-income, and have experienced two or more traumatic events. The provision of specialized mental health services that use evidence-based intervention has proven to help families recover more successfully when children are victims of sexual assault. The need for these services in Chicago outweighs what currently provided across the City. This means that too many victims of sexual assault must wait far too long to receive any services, increasing the likelihood that they do not end up engaging in care. In addition, many children and families face barriers such as language, proximity to services, inability to pay, stigma and

others in accessing these vital services. To ensure maximum access to treatment, DPH resources will support youth and family deemed to be at highest need for clinical intervention while also experiencing significant challenges to accessing and maintaining involvement in trauma informed, evidence based clinical care.

In response to the above need, DPH will identify one mental health agency to serve children and adolescents that are victims of sexual assault and their families. The mental health services should include brief interventions (6 months or less) across individual, family, and group therapeutic modalities; case management; and other supportive services that promote engagement in care. Mental health therapies proposed as part of this program should be currently practiced with demonstrated success within the applicant agency and include best practices and empirically validated practices whenever possible.

Given the tendency for victims often experience delays in CSA being reported and services being sought, this program will also include capacity building activities to encourage prevention and early reporting, when needed. The applicant will demonstrate having a proven track record of offering training in this subject area and be able to deliver child sexual assault prevention capacity building activities (including but not limited to training) in communities and with populations that are at highest risk for CSA. Applicants will introduce a training partnership (must be documented via a memorandum of understanding in this application). Whether directly or via contract, training will reach providers, from systems that often miss indicators of CSA, and persons across multiple communities - in small groups (versus single large conference settings). Applicant organizations will describe the evidence that supports the use of the preferred curricula, their approach to ensure cultural and linguistic receptivity, and their plan to build in program sustainability and community commitment to expand the use of their training materials. Program will utilize social media to promote prevention messages and advertise training opportunities.

To ensure that DPH funds are maximized, funded partners must describe in a sustainability plan, all steps to be taken to avoid supplanting of funds and ensure eligibility for third party payment for appropriate clinical support and grants seeking activities. The second year of the contract should show a planned increase in clinical deliverables in anticipation of enhanced capacity achieved through greater reimbursements.

Program Objectives (summary):

- To deliver time limited yet evidence-supported, trauma-informed clinical support to child victims of sexual assault and their families during periods of urgent need and ensure continuity of care during the period of transition to long term care.
- To increase family resilience, stability, while reducing clinical symptoms during sufficient to warrant a step down in treatment.
- To identify, convene and engage in action, relevant Chicago based providers and interested stakeholders that ensure collaborations that promote community-level strategies and social networks to reduce child sexual assault and promoting factors to mitigate risk
- Identify strategies that promote healing from individual trauma and strengthen resiliency and intergenerational relationships. To ensure youth and family leadership and engagement in this and other mental health services, education, prevention, and response initiatives
- To maximize data sharing, technical assistance, leveraging emerging research, investigations, and community responsiveness to child sexual assault in Chicago.
- To identify, adapt, and maximize the use of evidence informed materials and curricula for use in Chicago communities and with specific at-risk populations.
- To provide trainings to expand public awareness and provider competency to support youth and families with related concerns through training and technical assistance.
- Provides increased access to mental health services and supports for those affected by child sexual assault.
- To ensure that communities with the highest need have expanded access to content and trainers

regarding risk factors, protective strategies to reduce child sexual risk.

PROGRAM REQUIREMENTS:

All program specific questions, forms, or templates that applicants must answer or complete will be available on the City of Chicago eProcurement (iSupplier) site. CDPH reserves the right to negotiate program deliverables, communities reached and budget allocations with awarded providers.

Successful applicant must provide the following:

Clinical

- Evidence informed/best practices and whenever possible, empirically supported mental health/clinical therapies for children and adolescents of CSA.
- Tandem services to family members and siblings of child victims of sexual abuse.
- Ongoing relevant case management services.
- Access to health services for other forms of trauma for victims of sexual assault, such as children or adolescents who have experienced multiple traumas and those who are experiencing complex psychological conditions.
- Culturally competent and trauma informed services to clients in its service area, understanding of the needs of those specific communities, and familiarity with any barriers faced by the communities when seeking services for child victims of sexual assault.
- Expanded service coverage outside of regular business hours.

Training and Process

Expand effective, action-oriented CSA prevention training and capacity building in communities and populations with the highest needs.

- Increase the number of persons engaged in CSA education, prevention, and early response.
- Number of people who, once trained, go on to deliver CSA “services” (ensure ability to document demographics – race, gender, age group, income level, where possible)
- Number of persons participating in CSA activities as defined by best practice.
- Number of capacity building trainings to stakeholders/community organizations held.
- Number of collaborative/network meetings with community stakeholders and/or partners (and related outcomes)
- Number of social media promotion events and impressions across the contract term
- Number of on time vouchering, reporting and budget utilization.

Impact/Outcome

- Improve social relationships, particularly intergenerational relations.
- Improve social networks and sustained collaborations.
- Decrease social norms that reinforce CSA risk factors and encourage unhealthy behaviors.
- Promote community-oriented positive social norms.
- Increase sense of collective political and social efficacy.

PERFORMANCE MEASURES:

Describe methods your agency will employ to evaluate the program’s progress and record program accomplishments. Applicants must routinely provide documentation to demonstrate success and effectiveness and participate in CDPH designated evaluation activities. Selected applicants will submit monthly reports and should have access to the internet and the ability to use Microsoft Excel spreadsheets. Applicants must detail a plan to collect data for and report on the following performance measures as a _____

minimum (*additional measures may be added*):

Process

- Number of referrals received for specialized mental health treatment and ongoing services.
- Length of time from referral to engagement in services.
- Number of referrals made to other necessary mental health, social services, or other treatment or other treatment provided
- Number of persons served (unduplicated) to children/adolescents - up to age 17 (categorized by age, primary language, race, ethnicity, income, insurance status level, and service type) and their families.
- Document treatment modalities should include individual and family, and group therapies where appropriate.
- Number of unduplicated family members and/or siblings of child/adolescent clients served; categorized by age, primary language, race, ethnicity, income, insurance status, and service type.
- Total number of service units and hours provided to children/adolescents.
- Total number of services units and hours provided to family members.
- Number of clients/families reporting reductions in clinical symptoms.
- Number of clients/families discharged from services and reason for discharge (demonstrate attempts to reengage clients who leave before meeting treatment goals).
- Number of children or adolescents currently on a waitlist for mental health services.
- Number of on time vouchering, reporting and percentage of budget utilization.
- Number of trainings held and participant count per event (with key demographics for participants).
- Ensure event locations reach multiple high need communities (track by zip code, community area and ward)
- Process to analyze survey measurements and how it will be applied for program improvement(s) and related outcomes.
- Number of collaborative/network meetings with community stakeholders/community organizations (and related outcomes)
- Number of social media promotion and impressions for CSA prevention across the contract term

Impact/Outcome

- % treatment participant satisfaction – targeting 60%
- % treatment participant – reduction in clinical symptoms – targeting 30%
- % treatment parent knowledge gain, parenting knowledge – targeting 50%
- % training participant prospective behavioral change, post training – targeting 60%
- % training participant knowledge gain, post training – targeting 70%
- A minimum of a 20% reduction in wait time until the next available appointment for a new client when compare to the previous year.

Deliverables

- Deliver CSA services: Serve (no less than) 90 child/adolescent victims and 100 of their caregivers in individual and family therapy; additional group and case management services are also reported.
- Provide a minimum of eight (8) trainings to external partners and residents over the course of the contract.
- Train (at a minimum) of 150 participants (youth and adults) and 10 stakeholders in child sexual assault risk factors and prevention/intervention
- Develop and routinely convene five (5) or more stakeholders for collaborative meetings (and related outcomes);
- Establish 5 memorandums of agreement from referral partners
- Maintain appropriated licensed/supervised clinical team; ensure some clinical staff are fluent in Spanish; ensure staff receive training on administrative and trauma informed clinical practice

SELECTION CRITERIA:

- Be able to serve (and ensure access to services for) children from communities that are most affected by this concern (citywide reach).
- Current or a plan to bill private or public insurance (or demonstrate efforts to build the capacity to do so) for services provided to children, adolescents, or family members.
- Ability to address the needs of bilingual or other language families.
- Demonstrate the use of relevant evidence--based and/or trauma informed intervention approaches.
- Demonstrate a history of success, no less than 2 years of training experience, and the capacity to provide CSA prevention training and capacity building in communities with the highest need.
- Demonstrate the use of evidence-based training and capacity building materials to support CSA prevention and early response.
- Demonstrate a commitment to being a trauma informed organization.
- Well detailed description of the population to be serviced.
- Demonstrate the need for the program in each of the communities to be served.
- Description of the plan to adequately train program staff (annual training calendar); job descriptions and appropriate resumes of currently hired staff.
- Experience and appropriate licensure/training for providing mental health treatment and ongoing services to child and adolescent victims of sexual abuse and their families.
- Soundness of the program plan for service delivery, including use of established best practice therapies, and its ability to augment and expand current services.
- Have five or more years of experience providing mental health services (individual, family, and group) to children and adolescents who are victims of sexual assault and their families.
- Experience providing culturally competent services to clients in its service area, understanding of the needs and barriers to service of those specific communities, and ability to provide services to non-English speaking clients.
- Ability to effectively engage a culturally diverse audience base in action-oriented training.
- Soundness of ability and plan to address various service barriers.
- Capacity to provide service hours coverage to meet the demand for support.
- Established referral network of mental health providers, hospital trauma centers, and other social services providers.
- Description of collaborative efforts that promote community-level strategies for education and content that highlights child sexual assault risk and prevention, as well as, resources for victims of child sexual assault.
- Applicant must be able to train, coach and support community members and stakeholders in CSA prevention to reduce risk factors and increase protective factors.
- Provide three (3) letters of support from partner agencies that can speak to the applicant's experience and expertise in convening partnerships and achieving goals. These letters should describe the collaborative experience including any projects or initiatives. These letters will include a statement that describes the organization's experience in providing CSA trainings and the type of audience(s) in attendance.
- Description of participation in an established collaborative or network (currently addressing high risk CSA individuals/families/communities to ensure CSA training and service recruitment in multiple locations.
- Commitment to develop no less than five (5) Memoranda of agreement (MOA) with partner agencies that demonstrate the applicants experience and expertise; one MOA agreement should demonstrate collaboration and coordination with existing CSA providers.
- Willingness to collaborate with HC 2.0/2025 and other CDPH and City funded initiatives and describe how your agency and/or programming aligns with the CDPH guiding principles:

- Deconstructing racist systems – actively working to reframe and dismantle systems that perpetuate privilege;
 - Trauma prevention and trauma-informed services – ensuring services address trauma and healing;
 - Cultural responsiveness – ensuring services are culturally and linguistically appropriate; and
 - Health equity in all communities – allocating resources and services to people and areas with the greatest need.
- Detailed quality assurance/evaluation plan
 - Detailed sustainability plans that grants seeking goals to ensure viability beyond the award period.
 - Detailed and accurate budget that denotes distribution of funds across the partnership and how expenses will be tracked and monitored for auditing and compliance (Administrative costs will not exceed 10% of the total budget)
 - Willingness to participate in Healthy Chicago 2025 convening and data requests.
 - Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization.
 - Monthly and Quarterly reports as required and data sharing as agreed upon; existing capacity to track, monitor and report on program metrics.
 - Detail on-going commitment of being a trauma-informed organization and steps to train new staff to become a trauma informed provider.

APPLICATION REVIEW CRITERIA

The maximum points an application can receive is 100. There are additional requirements identified in the Program Descriptions section of this document.

Points	CRITERIA
20	<p>Organizational Capacity</p> <ul style="list-style-type: none"> • The Applicant identifies qualified staff responsible for program oversight, management, fiscal oversight, and evaluation and performance management methods. Provide job descriptions that require credentials and duties for all staff funded at 15% or more. Resumes are also attached for any role to be filled by existing hires. For open positions, organization describes a process to recruit locally and/or ensure all program staff are knowledgeable of the communities to be served. • The Applicant details titles and an annual training schedule to prepare program staff that includes a description of the plan to adequately train program staff for currently hired and newly hired staff. • The Applicant provides evidence of successful past program performance or success in initiating, maintaining, and completing a similar program, and consistently meeting program goals.

30

Proposed Program

- The Applicant will provide a well detailed description of the population(s) to be served.
- The Applicant clearly defines the activities to be undertaken or the services to be provided.
- The Applicant describes its service location being within the proposed communities and experiences offering services in the proposed communities; history of serving the proposed communities.
- The Applicant will provide a demonstrated need for the program to conduct outreach and identify stakeholders in each of the communities suggested in the program plan.
- Provide a description of the program design that reaches the intended audiences and addresses the intended goals; work plan must be attached.
- The Applicant demonstrates knowledge of the proposed communities to be served; describes a plan to reach and serve the key audiences for these services; describes how services will be offered to residents in a high need community area (defined as an area of 51% low to moderate income residents; an area with a service gap; and/or serves an under or unserved population.
- The Applicant clearly describes accomplishments and quality outcomes in providing related services to target population(s).
- Description of participation in an established collaborative or network (currently addressing CSA prevention with at least 4 organizational partners who are serving multiple high-risk communities to ensure competency, training, and service recruitment in multiple locations).
- The Applicant's proposed goals and service delivery is appropriate based on agency capacity, experience, and proposed funding.
- Applicant must be able to train, coach, and support community members and stakeholders in CSA prevention (to reduce risk factors, increase protective factors and promote resiliency). Applicant describes a plan and timeline to deliver training and other services to clients, consumers, stakeholders.
- A plan to promote CSA prevention in social media and at local events.
- Commitment to develop no less than four (4) Memoranda of Agreement (MOA) with partner agencies to demonstrate the applicants experience and expertise; one (1) MOA agreement should demonstrate collaboration and coordination with existing providers.
- Detailed sustainability plan and grants seeking goals to ensure viability beyond the award period and/or city funding.

<p>20</p>	<p>Reasonable Costs, Budget Justification, and Leverage of Funds</p> <ul style="list-style-type: none"> ▪ The Applicant demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. ▪ Overall, the Applicant demonstrates being fiscally sound, as evidenced by the financial history and record of the organization, as well as audited financial statements (or the equivalent) from the current fiscal year; and capacity to operate the program on a 90-120 cash reserve. ▪ The Applicant proposes a reasonable cost per person or per unit and provides justification for the level of funding requested. ▪ The Applicant leverages other non-local funds to support total program cost. ▪ Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization. ▪ Monthly and Quarterly reports as required and data sharing as agreed upon. ▪ Existing capacity to track, monitor and report on program metrics.
<p>25</p>	<p>Program Quality and Impact</p> <ul style="list-style-type: none"> ▪ Provide three (3) letters of support from partner agencies that can speak to the applicant’s experience and expertise in convening partnerships and achieving goals. These letters should describe the collaborative experience including any projects or initiatives. These letters will include a statement that describes the organization’s experience in providing CSA trainings and the type of audience(s) in attendance. ▪ The Applicant has included an evaluation plan that described how key data is collected and/or tracked during consumer/client contact and analyzed to respond to external monthly data reporting requirements and internal continuous quality improvement/quality assurance. Applicant describes how consumer/client satisfaction and progressive outcomes are assessed and documented. The evaluation plan is led by appropriately trained staff and addresses issues of security, confidentiality, and information sharing among community partners. ▪ Willingness to collaborate with HC 2.0/2025 and other CDPH and City funded initiatives and describe how your agency and/or programming aligns with the CDPH guiding principles: <ul style="list-style-type: none"> ○ Deconstructing racist systems – actively working to reframe and dismantle systems that perpetuate privilege; ○ Trauma prevention and trauma-informed services – ensuring services address trauma and healing; ○ Cultural responsiveness – ensuring services are culturally and linguistically appropriate; and ○ Health equity in all communities – allocating resources and services to people and areas with the greatest need.
<p>5</p>	<p>Overall Responsiveness</p> <ul style="list-style-type: none"> • The Applicant completed the application in an accurate manner, answers all questions with sufficient detail to demonstrate knowledge and capacity to carry out the proposed program(s), and submits all necessary information or documentation.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	3
Projects funded:	1
Range of funding:	\$221,000
Total funding:	\$221,000

Department of Family and Support Services

Department Overview

As the City of Chicago's primary social services funder and administrator, the Chicago Department of Family and Support Services (DFSS) manages a comprehensive, client-oriented human service delivery system that employs a holistic approach to improving the quality of life for our most vulnerable residents. DFSS administers resources and provides assistance and support to a network of over 360 community-based organizations. The DFSS mission is:

Working with community partners, we connect Chicago residents and families to resources that build stability, support their well-being, and empower them to thrive.

DFSS' priorities are to:

- **Deliver** and support high quality, innovative, and comprehensive services that empower clients to thrive
- **Collaborate** with community partners, sister agencies, and public officials on programs and policies that improve Chicagoans' lives and advance systemic change
- **Inform** the public of resources available to them through DFSS and its community partners
- **Steward** DFSS' resources responsibly and effectively

Commitment to Outcomes

DFSS' [Commitment to Outcomes](#) represents a transition to a more results-oriented and data-driven approach to delivering services – one that moves the department beyond measuring *how many* people receive services, to focus on how Chicagoans *leave better off* after receiving services. In order to achieve better results for Chicagoans, DFSS seeks to clearly describe, measure, and report on outcomes; use these outcomes to support decision-making; and drive greater collaboration within DFSS as well as between DFSS and the delegate agencies we fund. For more information on DFSS' Commitment to Outcomes and additional opportunities offered through the Department, please visit: www.cityofchicago.org/fss.

Equity Statement

DFSS views equity as the fair, just distribution of resources, explicitly targeting and prioritizing groups who have the greatest need due to being systematically disenfranchised – particularly based on historic patterns of racial and economic exclusion – and using these resources to address present, past, and future injustices and their consequential burdens. Equity requires a reimagining of everyday practices to ensure that one's identity does not determine one's life outcomes.*

Several components of an equity-based approach have been embedded in DFSS' Commitment to Outcomes from the start – clearly defining outcome goals and identifying the target population, disaggregating data to identify areas for improvement, and creating more opportunities for engaging with delegate agencies, for example. DFSS continues to embed an equity-centered approach throughout its work, from how services are delivered to how funding is distributed, and from how DFSS works with delegate agencies to how client data is managed. This work is evolving as we learn from best practices and leaders in the field to examine how we can integrate equity across all that we do.

**This definition of equity incorporates language and concepts from organizations including Equitcity, Government Alliance on Race and Equity, Just Action Collaboration, and Policylink.*

Service Coordination

DFSS recognizes that many of the clients we serve have needs beyond the scope of what we fund delegates

to provide. DFSS is interested in supporting strategies to improve coordination across service delivery silos to improve outcomes for these clients. Through engagement with current delegates across our divisions and tests within our Community Service Centers, we have identified some coordination practices that we encourage delegates to incorporate as appropriate. These practices include:

- Systematically identifying clients who struggle to independently access other resources they need and providing a higher level of coordination support to those clients;
- Using warm handoff strategies when making referrals, such as making a specific action plan for the client's next steps to follow through on the referral, assisting clients in calling service providers to schedule an appointment, or accompanying clients to intake appointments; and
- Working proactively with service providers after referrals to help clients overcome barriers to engagement and retention.

DFSS recognizes that these strategies may often fall outside of the core responsibilities of program staff, and successful implementation may require sustained attention from supervisors and organizational leaders. DFSS reserves the right to convene delegate agencies to provide additional support in implementing service coordination efforts.

DFSS Program: Senior Services
Intensive Case Advocacy and Support for Vulnerable Older Adults (ICAS)
RFQ# 7961

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Lisa Mani, Supervisor for Elder Rights
Phone: 312-746-8896
Email: Lisa.Mani@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The Intensive Case Advocacy and Support (ICAS) for Vulnerable Older Adults program supports highly vulnerable older adults to live independently in their homes and communities for as long as possible. ICAS is implemented by addressing self-neglect, home safety issues and other barriers that make aging-in-community difficult, to mitigate future risks, and defer residential placement as appropriate. The Chicago Department of Family and Support Services (DFSS) seeks to provide services through delegate agencies in eight regions across the city (referred to as “ICAS Regions”, as defined below).

SENIOR SERVICES DIVISION:

The Senior Services Division is designated as the local Area Agency on Aging (AAA) for the City of Chicago. As the AAA, DFSS coordinates and funds services for older adults, prioritizing those in greatest economic and social need, those who live alone, and those at risk for institutional placement. Working in collaboration with aging network partners, the Senior Services Division’s efforts are guided by:

- 1) Supporting older persons to live independently in their own communities and homes for as long as possible;
- 2) Ensuring that those who reside in institutions are treated with dignity and care; and
- 3) Guaranteeing that older persons have access to accurate information to participate in public policy.

Together with our service providers, we provide vital information and assistance (I&A), congregate and home delivered meal services, senior centers, fitness classes, caregiver support services, in-home services, employment training and volunteer opportunities, elder rights programs, health promotion, and access to benefits. We continually innovate and advocate for our residents so they may continue to thrive as they age in place. We value integrity and respect as well as promoting social engagement among the elderly as an antidote to dependence, social isolation, and withdrawal.

PROGRAM DESCRIPTION:

Goals of this RFP

The Intensive Case Advocacy and Support (ICAS) for Vulnerable Older Adults program supports highly vulnerable older adults to live independently in their homes and communities for as long as possible. By the

end of the ICAS intervention, based on the Comprehensive Assessment, Individual Care Plans, and Risk Assessment, clients will show improvement in their situation in regard to the initial referral if the issue has not been completely resolved. The ICAS process includes, but is not limited to:

- Regular visits with ICAS providers to address issues identified
 - Encounters every 30 days or less contingent on the severity of the case, which may require more frequent visits
- An Individual Care Plan is developed and progress is discussed with DFSS staff during monthly case management meetings. An improvement in client situation as evidenced by:
 - Reduction of the Risk Assessment score
 - Accomplishment of the Individual Care Plan goals
 - Engagement of other community partners to support client post-intervention
- Building of ongoing client relationship as evidenced by chart notes and client/provider encounters. Reduction of the factors that are contributing to their situation, such as
 - Mitigation of any physical and/or mental barriers that may contribute to self-neglect
 - Support to address food insecurity
- Creation and convening of multi-disciplinary teams with relevant partners to address challenging cases and collaborate on client care and oversight

Current State

According to the 2018 American Community Survey, approximately 49% of the 465,426 seniors ages 60 and above in Chicago are living alone, including 39,250 ages 85 and above. Many older adults live independently without assistance; however, some older adults lack the ability to maintain their own safety due to physical or mental health issues – many fall into a state of self-neglect. The ICAS program supports highly vulnerable older adults to live independently in their homes and communities for as long as possible by addressing self-neglect, home safety issues, and other barriers that make aging-in-community difficult to mitigate future risks and defer residential placement as appropriate. Support offered by ICAS can include frequent check-ins by the ICAS provider staff and referrals to other Older Americans Act-funded services, including heavy-duty chore services, home delivered meals, homemaker services, caregiver support, accessing benefits such as social security and Medicare, and legal services.

DFSS seeks delegate agencies to deliver ICAS services by providing trained workers who will conduct timely, in-home, face-to-face assessments of each individual's unique needs, develop an Individual Care Plan to resolve any presenting problems and support the safety and health of the client, and execute the plan by intervening and advocating on the client's behalf. These agencies follow the client until needed supports are put in place to help the client live independently, the client moves into another setting, or until the client declines further assistance.

Priorities for Improvement

DFSS expects ICAS delegate agencies to implement a person-centered approach that respects the client's view of the circumstances and seeks informed consent, where possible, before any interventions can be implemented. ICAS caseworkers should build a relationship with the client, encourage them to be involved and to intervene on their own behalf. Successful relationships take time to build and require many visits before improvements are seen in a client's health, well-being, and home condition.

In order to reflect the multi-disciplinary challenges often faced by at-risk older adults, DFSS anticipates more collaboration between agencies in complex cases with significant risks. Delegate agencies will develop a collaborative approach for such cases to cement an Individual Care Plan that assists the client. Collaborating parties may need to move fluidly between planning, investigation, casework, and evaluation stages as the case is onboarded, progresses, and moves toward closure.

In September 2019, DFSS Senior Services Division launched an update to the Enterprise Case Management System (ECM) used to document ICAS program activities. This assessment and reporting tool is paramount to identifying risks during case visits, and ensuring the client receives holistic interventions to help manage their situation. DFSS uses ECM to assist delegate agencies to identify any barriers to program participation and adopt the most effective approaches to engaging at-risk older adults. Successful delegate agencies will fully adopt ECM tools as DFSS continues to shift to outcome-based practices on behalf of the vulnerable older adults we serve. Overall, ECM is used to assess performance benchmarks, measure program success, and make any needed changes to the program.

COVID-19 and Other Emergency Contingency Planning

Due to the COVID-19 pandemic, special emphasis should be placed on developing contingency plans for any emergencies that require a change in planning, location, times, etc. This can include, but is not limited to, an epidemic/pandemic, winter storms, tornados, heat waves, and other emergency events that may pose a challenge to service delivery. The selected Respondent should develop policies and procedures to include sections on training, personal protective equipment (PPE), health screenings, temperature checks, and contact tracing. Policies and procedures must be in accordance with Centers for Disease Control and Prevention, Illinois Department of Public Health, Chicago Department of Public Health, and Federal Emergency Management Agency guidance.

For ICAS, it is expected that clients will still be visited in person with safety precautions in place (e.g. PPE). Due to the nature of the ICAS program, these clients are extremely vulnerable and must be engaged with through the temporary crisis in addition to the initial reason for the referral.

Target Population

ICAS targets highly vulnerable older adults (age 55 and above) who are often in greatest social and economic need, living alone in a state of self-neglect, at risk to themselves or others, or who have difficulty in managing their own care and safety. This may include sub-populations who, due to language, culture, gender, sexual orientation, ethnicity, or declining cognition, need targeted services. Respondents will position their application(s) for a specific ICAS Region (as defined below).

The target population for this RFP is individuals age 55 and above. Respondents may apply to one or more of the following eight ICAS Regions:

ICAS Region	Community Areas
ICAS Region 1	<ul style="list-style-type: none"> • Edgewater • Lincoln Square • Rogers Park • Uptown • West Ridge
ICAS Region 2	<ul style="list-style-type: none"> • Albany Park • Dunning • Edison Park • Forest Glen • Irving Park • Jefferson Park • North Park • Norwood Park • O’Hare

ICAS Region	Community Areas
	<ul style="list-style-type: none"> • Portage Park
ICAS Region 3	<ul style="list-style-type: none"> • Lake View • Lincoln Park • Logan Square • Loop • Near North Side • Near South Side • Near West Side • North Center • West Town
ICAS Region 4	<ul style="list-style-type: none"> • Austin • Avondale • Belmont Cragin • East Garfield Park • Hermosa • Humboldt Park • Montclare • North Lawndale • South Lawndale • West Garfield Park
ICAS Region 5	<ul style="list-style-type: none"> • Archer Heights • Armour Square • Bridgeport • Brighton Park • Clearing • Douglas • Fuller Park • Gage Park • Garfield Ridge • Grand Boulevard • Hyde Park • Kenwood • Lower West Side • McKinley Park • New City • Oakland • Washington Park • West Elsdon
ICAS Region 6	<ul style="list-style-type: none"> • Chicago Lawn • Englewood • Greater Grand Crossing • West Englewood • West Lawn • Woodlawn
ICAS Region 7	<ul style="list-style-type: none"> • Ashburn • Auburn Gresham

ICAS Region	Community Areas
	<ul style="list-style-type: none"> • Avalon Park • Beverly • Burnside • Calumet Heights • Chatham • Mount Greenwood • South Chicago • South Shore • Washington Heights
ICAS Region 8	<ul style="list-style-type: none"> • East Side • Hegewisch • Morgan Park • Pullman • Riverdale • Roseland • South Deering • West Pullman

Special Populations

The selected Respondent must provide services for clients, including those with limited English proficiency, and have access to staff with specific language skills that reflect the needs of the clients served or translation services. The selected Respondent must make reasonable accommodations for clients with disabilities, including American Sign Language interpretation and/or TDD/TTY phone number or other telecommunication devices for the deaf, and accessible facilities for individuals with physical disabilities.

Racial Equity and Non-Discrimination

According to the Government Alliance on Racial Equity (GARE), “racial equity means that we no longer see disparities based on race and we improve results for all groups”. We no longer focus on outcome disparities that are the result of inequality but actively work to dismantle institutional and systemic racialized systems that are costly and depresses opportunities for us all. The City of Chicago commits to reducing disparities based on race, color, national origin, age, gender, sexual orientation, religion, disability, and other potential discriminating factors for residents. DFSS Senior Services serves a diverse population of older adults and their families. Selected Respondents must collect demographic data (such as race, ethnicity, age, and gender) in order for DFSS to continue monitoring how Chicago residents are best served.

PROGRAM REQUIREMENTS:

ICAS provider agencies receive referrals for intensive case management from DFSS following an initial Senior Well-being Assessment of the individual’s needs conducted by the Case Advocacy and Support (CAS) team. This ICAS provider will conduct a Comprehensive Assessment upon client referral.

During the entire ICAS program, the DFSS Senior Services Division and the ICAS providers must communicate throughout the process and work together to:

- Determine the needs of the client.
- Plan achievable goals and a person-centered Individual Care Plan with the client.
- Identify and engage collaborating agencies.
- Implement the Individual Care Plan.
- Provide documentation on cases within agreed upon time frames.

- Close the case upon meeting the goals of the client, or if the client is non-responsive to assistance support plan next steps.

Comprehensive Assessment

Upon referral from DFSS, the ICAS provider will:

- Visit and verify the client’s safety and need for assistance within two business days, unless an emergency referral, in which case the visit will be done within one business day.
- Document the Comprehensive Assessment and all visits in ECM within one business day.
- Assess the capacity of the client using standardized tools to understand and track cognition and associated risks.
- Interview the client and discuss his/her safety, health, and well-being.
- Obtain the client’s view and understanding of the situation and the overall impact to their safety, health, and well-being.
- Research background information, referral history, responses, confer with collateral reports, and previous attempts and actions taken to gain a complete understanding of the older adult and any corresponding contributing factors impacting the client’s ability to live independently. This may require communication with partner entities listed at the end of this section.
- Establish the facts to provide a description of the capabilities and risks due to client’s failure to thrive.
- Regularly visit the client’s home and build a relationship with the client while assessing the risk, safety, care, and support of the client (the frequency of visits is informed by the Comprehensive Assessment and the Individual Care Plan).

Planning

The purpose of the planning portion of the ICAS program model is to determine which services would resolve the problem and help establish and maintain the referred client’s well-being, and also to identify and engage potential partner agencies that will collaborate to support the long-term plan for living independently in the community. Ideally, this will allow the individual to remain living independently in their home. The planning phase should include, but is not limited to:

- Utilizing the Comprehensive Assessment to help determine priorities of interventions and services that may solve the key problems the client is facing.
- Meeting with the client regularly to develop a person-centered Individual Care Plan that meets the client’s needs, including identification of next steps and outcome goals.
- Entering in into ECM the Comprehensive Assessment, Individual Care Plan, case notes, and updates within one business day of each contact (successful or not) with the client and/or any other party associated with the client’s case in the ECM system.
- In complex cases with significant risks, DFSS expects a multi-disciplinary and multi-agency approach to share information and agree on the steps to minimize the impact on the client. In these cases, DFSS may act as a broker or resource to expedite the coordination, scheduling, and delivery of services as necessary (please refer to list of potential partners at the end of this section).

Implementation

After a relationship has been established with the client and an Individual Care Plan (including outcome goals) has been developed, the ICAS provider will implement the plan. During the implementation phase, the ICAS provider will conduct follow-up casework activities to protect the client’s health and safety, reduce social isolation, increase independence, and leverage the resources of relevant partners as needed. The implementation period is guided by the Individual Care Plan’s goals. ICAS providers are expected to interact with their assigned clients regularly until their identified issues have been addressed and/or they are non-compliant and/or their situation has shifted (see Reasons for Closure). Implementation should include, but

is not limited to:

- Client-focused actions:
 - Support the individual and assist them in reducing any negative impact on their own well-being and on others, including an Individual Care Plan that describes how the ICAS provider will provide services.
 - Determine which interventions may be required. Note: Interventions that support and monitor routine daily tasks (i.e., homemaker or heavy-duty chore services) may be helpful but are not effective in the long-term in isolation. They must be part of an integrated, multi-agency plan monitored by the ICAS worker and DFSS.
 - All casework and actions must be appropriate and proportionate to the circumstances of the case. These should be formulated, entered into ECM within one business day, and any questions referred to DFSS Senior Services Division.
- Partner-focused actions:
 - Establish partnership agreements to provide services as appropriate (please refer to the list of potential partners below).
 - Work with the client and/or support network to complete agreed upon goals as soon as possible.
- Implementation for clients lacking capacity:
 - Conduct or refer for neuropsychological (cognitive capacity) evaluations as needed. Agencies may plan for mental health petitions and writ of examination in cases of acute mental status changes or mental illness.
 - Provide ongoing support in line with the client's mental capacity to assist with relevant decisions as appropriate.
 - Assist in the selection of a reliable Power-of-Attorney for health and finance if self-neglect is affecting the client's finances or health care and the client has capacity. In some instances of self-neglect, a conservatorship or guardianship may be required.
- Quality assurance:
 - Promote the safety of the client and community, with endorsement of the client's right to self-determination, as appropriate, given individual circumstance and capacity.
 - Enter case notes and updates in the ECM system within 24 hours on business days of each contact with the client or any other party associated with the client's case, if successful or not.

Case Closure

As is standard in Care Management, variable time limitations exist for cases. It is not within our scope to have the client receive services indefinitely. In general, it is expected that cases will remain active for less than one year. For cases requiring further services and/or supervision, DFSS will be notified and a Care Conference will be convened to discuss the case. There are several possible ways to close a case in the ICAS program: 1) when the client's needs have been stabilized, 2) when the client transitions to other providers or when the client moves into another setting, or 3) the client declines further assistance, or passes away.

- 1) Client needs have been stabilized:
 - A. Individual Care Plan goals have been achieved.
 - B. Client is stabilized to a manageable plateau and can continue to live independently with supports.
- 2) Client transitions to other providers:
 - A. As a case progresses it may be necessary for other care providers to step in (e.g., hospice, transition to Community Care Program, etc.). In these instances, the ICAS provider will convene a Care Conference with DFSS and other relevant collaborators to support client goals during transition.

- B. Cases will be closed when the senior transitions to an assisted living, nursing home, or other residential care facility.
- 3) Client declines further assistance or passes away:
 - A. Clients who persistently and adamantly refuse ICAS services may be referred to the Cook County Guardian or the State Guardian for evaluation.
 - B. Clients who die will be closed immediately unless suspicions are present regarding the death of the client in which case it will be referred to DFSS and Adult Protective Services.

Suggested Staffing

A successful ICAS provider should be staffed with care management professionals with extensive experience working with older adults, knowledge of community resources, and proficient in serving older clients who are resistant to services.

The ICAS provider is required to assign and maintain for the duration of the services, a staff of qualified personnel to perform the services. The ICAS provider will retain and make available to the City, State, and Federal agencies governing funds provided under this Agreement, proof of certification or expertise including, but not limited to, licenses, resumes, and job descriptions.

Staff may include management and supervisory staff, case managers, and support staff to provide quality programming and services. It is allowable for employees to have other roles within the organization, as appropriate, and as it does not impede on their dedicated time to the ICAS program. Other roles are expected to be complementary to this program:

- **Program Coordinator/Director:** The ICAS provider should identify a Program Coordinator/Director who will be the main contact to DFSS and will manage program operations.
 - The Program Coordinator/Director will be responsible for supervising program staff and have overall accountability for service delivery. The position may not be vacant at any time during the contract period.
 - It is preferred that this staff have a master’s degree in a social science field: Social Work, Gerontology, Psychology, Counseling, Psychiatric Nursing, or Rehabilitation Counseling.
 - It is preferred that this staff have at least five years related social service, counseling, and administrative experience.
- **Case Managers:** The Respondent should identify a Case Manager to administer comprehensive assessments, engage and foster relationships with clients, create plans of care, and identify and educate clients about additional resources.
 - It is preferred that this staff have a master’s degree in a social science field: Social Work, Gerontology, Psychology, Counseling, or similar.
 - The person must be licensed, registered, or certified by the State of Illinois to possess that license, registration, or certification.

Background Check Requirements:

All selected Respondent staff, consultants, subcontractors, and volunteers with access to confidential information who have direct or indirect contact or interact with seniors must meet the following requirements:

- Fingerprint/criminal background check (FBI, State, and Sex Offender). For HDM drivers, the Illinois Adult Protective Services (APS) registry must also be checked.
- Fingerprint/criminal background check is required at the time of hire and every five years after; the APS registry must be checked annually.
- Must be completed and cleared prior to hire date.

Recommended Partnerships for ICAS Provider Agencies

ICAS provider partners in assessment, planning, and implementation may include, but are not limited to:

- Chicago Police Department
- Chicago Fire Department
- Chicago Department of Housing
- Chicago Department of Buildings
- Chicago Department of Public Health
- Cook County and/or State Guardians office
- Visiting Nurse Association
- Veteran’s Administration
- Entities and individuals providing care support (including client neighbors, friends, and family)
- Caregiver supports
- Public benefits
- Informal network of community supports and influencers including Aldermen, faith-based and community resources, as relevant
- Formal caregiver agencies (e.g. home care)
- Mental health services
- Animal Care and Control
- Primary care health provider or psychiatrist
- Pest control companies
- Landlords
- Others DFSS Services as appropriate.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 80% of cases demonstrate Risk Assessment improvement (reduction) score over case interaction
- 80% of cases show client situation addressed as outlined in the Individual Care Plan
- 80% of cases have at least one monthly encounter with the client, as dictated by the Individual Care Plan

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- 90% of opened cases create a Care Plan
- 90% of cases show progress achieved on Care Plan
- 90% compliance of delegate agency in achieving ECM reporting standards
- 90% of reports filed on time as determined by DFSS

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants’ progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS’ commitment to become more outcomes-oriented, the Senior Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive

improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

ICAS targets highly vulnerable older adults (age 55 and above) who are often in greatest social and economic need, living alone in a state of self-neglect, at risk to themselves or others, or who have difficulty in managing their own care and safety. This may include sub-populations who, due to language, culture, gender, sexual orientation, ethnic, or declining cognition need targeted services. Respondents may position their application to a particular region or multiple regions as they see fit.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic (such as race, ethnicity, age, and gender), performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified, and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. ICAS delegate agencies will be required to access and submit program updates and build reports in the City of Chicago's ECM. Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

DFSS requests applications from Respondents that can serve the targeted regions. Awards will be made by region. Respondents may apply to one or more regions. Respondents who intend to respond to more than one region may submit one application that clearly denotes the proposed regions they are applying for with separate budgets for each region. The evaluation score received for the one application will be applied to each of the applicable regions the applicant is applying for.

Please see the list of ICAS Regions in the **Target Population** section of the RFP.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates one award for \$41,875 (per year) to each ICAS Region. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through Community Development Block Grant (CDBG) funds. Consequently, all guidelines and requirements of DFSS and the CDBG must be met.

Should a selected Respondent's contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received in 2018:	8
Projects funded (2018):	8
Range of funding (2018):	\$9,500 – \$165,000 (per year)
Total funding (2020):	\$335,000 (per year)

Individual agencies or subcontractors to lead agencies must be able to demonstrate a 10 percent in-kind match. Administrative costs will be capped at 10 percent per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (either directly or by leveraging partnerships/linkage agreements with other agencies) that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has a plan for delivery of services that addresses needs of older adults in general and specific plans (including budget) for the ICAS Regions for which they apply • The Respondent has an effective approach to supporting referred seniors 	35
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	20
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	20

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography, language, and ability to serve specific sub-populations as described through the RFP. Awards will be made by region.

DFSS Program: Senior Services
Case Advocacy and Support for Vulnerable Older Adults (CAS)
RFQ# 7959

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Lisa Mani, Supervisor for Elder Rights

Phone: 312-746-8896

Email: Lisa.Mani@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) Senior Services Division is seeking proposals from qualified Respondents to provide face-to-face well-being checks that verify, assess, and address the needs of vulnerable Chicagoans, 55 years of age and older, who are reported as being at-risk, and may be experiencing decline or have a presenting situation that impedes their ability to continue to live safely in their homes.

SENIOR SERVICES DIVISION:

The Senior Services Division is designated as the local Area Agency on Aging (AAA) for the City of Chicago. As the AAA, DFSS coordinates and funds services for older adults, prioritizing those in greatest economic and social need, those who live alone, and those at risk for institutional placement. Working in collaboration with aging network partners, the Senior Services Division's efforts are guided by:

- 4) Supporting older persons to live independently in their own communities and homes for as long as possible;
- 5) Ensuring that those who reside in institutions are treated with dignity and care; and
- 6) Guaranteeing that older persons have access to accurate information to participate in public policy.

Together with our service providers, we provide vital information and assistance (I&A), congregate and home delivered meal services, senior centers, fitness classes, caregiver support services, in-home services, employment training and volunteer opportunities, elder rights programs, health promotion, and access to benefits. We continually innovate and advocate for our residents so they may continue to thrive as they age in place. We value integrity and respect as well as promoting social engagement among the elderly as an antidote to dependence, social isolation, and withdrawal.

PROGRAM DESCRIPTION:

Goals of this RFP

The Case Advocacy and Support for Vulnerable Older Adults program (CAS) helps at-risk older adults address an urgent situation that impedes their ability to continue to live safely in their homes. The CAS program is a transitional service between an individual or agency that reports an older adult in need and other more formal or informal supports that assist the older adult with the need. CAS program staff provide a timely response to calls of concern, assess client needs, and address the need by mobilizing community resources.

The goals of the CAS program include starting the first phase of the process in assisting the older adult to:

- Reduce or mitigate the urgent need that is causing their inability to live safely
- Improve the physical or environmental situation
- Increase their well-being

Current State

According to AARP, by 2030, one in every five Americans (70 million) will be over the age of 65. The fastest growing segment are individuals 85 years of age and older who are increasingly frail, diverse, and have growing economic and social needs. Additionally, nearly 90% of people over age 65 want to stay in their home for as long as possible, and 80% of older adults believe their current residence is where they will always live. It may be difficult for older adults to safely age in place as many have limited support networks available to them or are reluctant to accept needed services, thus increasing their exposure to vulnerability and risk.

Additionally, more than eight million adults age 50 and older are socially isolated. Social isolation is a growing health epidemic and linked to adverse health effects, including dementia, increased risk for hospital readmission, and increased risk of falls. The health risks of prolonged isolation are equivalent to smoking 15 cigarettes a day, and socially isolated older adults are at greater risk of poor health and death compared to their well-connected counterparts. A recent AARP Public Policy Institute study found that a lack of social contacts among older adults is associated with an estimated \$6.7 billion in additional federal spending annually.

Natural disasters, crises, and public health emergencies also impact the ability of older adults to age in place. New research released by the American Red Cross in January 2020 found that older adults are more vulnerable and experience more casualties after natural disasters compared to other age groups, and have characteristics that put them at greater risk of illness and death during many types of emergencies. For example, older adults may have impaired mobility, diminished sensory awareness, multiple chronic health conditions, and social and economic limitations – all of which can impair their ability to respond in emergency situations. During the height of the COVID-19 pandemic, older adults were identified as the population at highest risk of death due to the virus (John Hopkins University and Medical Center. 2020. Coronavirus Resource Center. Accessed at www.coronavirus.jhu.edu/data/mortality).

Priorities for Improvement

Listed below are the total number of well-being checks requested in calendar years 2017 – 2020. The total number of well-being checks has declined over the last few calendar years. Given the growth in the target population for the CAS program, we would instead anticipate an increase in the total number of service requests for well-being checks. Therefore, as part of an overall effort to reverse this trend and ensure that vulnerable older adults requiring CAS assistance are identified and referred, the selected Respondent will work cooperatively with DFSS to promote the awareness of the CAS program in addition to helping identify any barriers that impede referrals to the program.

Year	Total # of Annual Referrals for CAS Well-Being Checks
2017	1,080
2018	831
2019	637
2020	796

In September 2019, DFSS Senior Services Division launched an update to the Enterprise Case Management System (ECM) used to document CAS program activities. This assessment and reporting tool is paramount to identifying risks during case visits, and ensuring the client receives holistic interventions to help manage their situation. DFSS uses ECM to assist delegate agencies to identify any barriers to program participation and adopt the most effective approaches to engaging at-risk older adults. Successful delegate agencies will fully adopt ECM tools as DFSS continues to shift to outcome-based practices on behalf of the vulnerable older adults we serve. Overall, ECM is used to assess performance benchmarks, measure program success, and make any needed changes to the program.

COVID-19 and Other Emergency Contingency Planning

Due to the COVID-19 pandemic, special emphasis should be placed on developing contingency plans for any emergencies that require a change in usual service delivery. This can include, but is not limited to, COVID-19, an epidemic/pandemic, winter storms, tornados, heat waves, and other emergency events that may pose a challenge to service delivery. The CAS provider should develop policies and procedures to include sections on training, personal protective equipment (PPE), health screenings, temperature checks, and contact tracing. Policies and procedures must be in accordance with Centers for Disease Control and Prevention, Illinois Department of Public Health, Chicago Department of Public Health, and Federal Emergency Management Agency guidance.

For weather emergencies, mass care services, and other emergencies and disasters, CAS providers will be asked to support DFSS' response to a citywide emergency. The CAS provider is required by DFSS to be prepared in the event of emergencies to work outside of their norms to fill in the gaps with services as dictated by the emergency. It is expected, with safety precautions in place (e.g. PPE), that clients will continue to be visited in person during emergencies. Due to the nature of the CAS program, these clients are extremely vulnerable, and their situation must be verified and assessed, with recommendations made to address the situation.

Target Population

The CAS program seeks to assist Chicagoans, 55 years of age and older, who are suspected of having triggers of decline that put them at risk of losing the continued ability to live safely at home without needed supports. Any situation that puts a vulnerable older adult at risk can trigger a service request. In general, triggers are events or later-life changes in the physical, cognitive, or mental health of otherwise healthy older adults living in the community that can lead to frailty, limit older adults' daily activities, and ultimately, result in the loss of independence.

Characteristics of at-risk or vulnerable older adults exhibiting triggers of decline include, but are not limited to:

- Living Environment
 - Animal hoarding
 - Hoarding to the degree that it affects safety
 - Home requires significant repair with safety hazards (e.g. exposed wiring, inadequate roofing to provide protection from the elements)
 - Infestations of insects, rodents, and other pests
 - Lack of food in the home
 - Lack of utilities
 - No Emergency Plan in place
 - Notification of eviction
 - Overgrown and neglected yard
 - Spoiled food in the home

- Unsanitary living conditions (e.g., fecal/urine smell, present urine and feces on floor or furniture)
- Physical Functioning
 - Body odor, unkempt and/or inappropriate (for season) or soiled clothing
 - Difficulty seeing, speaking, hearing, or moving around/leaving home
 - Inability to manage medications
 - Insufficient medical care for serious illness or conditions
 - Repeated calls or instances of Emergency Medical Technician assistance, Emergency Room visits, and/or hospital admissions
- Cognitive Decline
 - Cognitive impairment – repeats the same questions and the same stories; misplaces items often; forgets the names of close friends and family members, recent events, appointments or planned events, conversations
 - Diminished executive function – has difficulty understanding written or verbal (spoken) information
 - Exhibiting signs of confusion and/or cognitive impairment
 - Existing and/or increased anxiety or aggression
 - Getting lost/disorientation
 - Language problems – exhibiting word finding challenges
- Socio-emotional Supports
 - Caregiver duress or inability to provide support
 - Lacks involved family members or friends
 - Needs home care assistance and does not have a paid caregiver
 - Reports being alone and has feelings of loneliness
 - Requires assistance accessing needed community-based programs and services
 - Exhibits signs of depression or apathy

Special Populations

The selected Respondent must provide services for clients, including those with limited English proficiency, and have access to staff with specific language skills that reflect the needs of the clients served or translation services. The selected Respondent must make reasonable accommodations for clients with disabilities, including American Sign Language interpretation and/or TDD/TTY phone number or other telecommunication devices for the deaf, and accessible facilities for individuals with physical disabilities.

Racial Equity and Non-Discrimination

According to the Government Alliance on Racial Equity (GARE), “racial equity means that we no longer see disparities based on race and we improve results for all groups”. We no longer focus on outcome disparities that are the result of inequality but actively work to dismantle institutional and systemic racialized systems that are costly and depresses opportunities for us all. The City of Chicago commits to reducing disparities based on race, color, national origin, age, gender, sexual orientation, religion, disability, and other potential discriminating factors for residents. DFSS Senior Services serves a diverse population of older adults and their families. Selected Respondents must collect demographic data (such as race, ethnicity, age, and gender) in order for DFSS to continue monitoring how Chicago residents are best served.

PROGRAM REQUIREMENTS:

For this RFP, DFSS is seeking proposals to provide all the core program components listed below.

Referral Process

The Information and Assistance (I&A) call center receives requests for well-being checks from a variety of sources including, but not limited to: 311, Aldermanic offices, Police, Fire, and, Buildings Departments, City of Chicago infrastructure departments, Animal Care and Control, and many others. Requests for well-being checks are all reported to DFSS Senior Services, which creates and forwards the corresponding service request to the CAS provider to complete a Well-being Assessment of the older adult within one to three business days, dependent on the individual case circumstance.

The CAS provider is expected to have CAS staff assigned to the CAS program during business hours five days a week. In emergency situations (weather emergency, pandemic, etc.) the CAS provider may need to assess older Chicagoans during weekends and holidays. The identified business phone number of the CAS provider and ECM should be closely monitored to receive the associated service requests. DFSS will approve a request for CAS services in ECM, and an email will be automatically generated in ECM and sent to the CAS provider agency. The CAS provider will have a range of hours to visit the older adult as detailed below:

- One business day to complete a visit to the older adult in emergency situations
- Two business days to complete a visit to an older adult in an urgent situation
- Three business days to complete a visit to an older adult requiring a standard CAS Well-being Assessment

Post-visit, the CAS provider agency will have one business day in emergency and urgent situations, and two business days in standard assessments to enter the interaction data into ECM for standard Well-being Assessments. Case progress will be time-stamped and monitored in ECM. In urgent situations, DFSS may directly contact the CAS provider. DFSS should be notified as soon as possible if the CAS provider is unable to follow through on the request for any reason. It is expected the CAS provider will triage calls in order to prioritize their own work plan.

Well-Being Assessment

The CAS team is responsible for conducting a Well-being Assessment to verify, assess, and make recommendations to address the situation of the at-risk older adult.

- Verify:
 - Visit the home of an at-risk older adult to ensure that the resident is safe and well, including coordinating with Chicago Police Department (CPD) to gain access, if needed. The CAS team will make the initial face-to-face visit within one business day of receiving the service request for emergency situations, two business days for urgent situations, and three business days for a standard CAS Well-being Assessment.
 - Home visits are required and case workers should not rely only on proxy reports. The case worker must observe for themselves the conditions of the client and home environment.
 - The CAS team must make at least three attempts to complete the face-to-face well-being check within 72 hours (business days) if the initial contact is refused or not made.
 - The timeframe for completion of the face-to-face visit may be narrowed depending upon the circumstances of the case. If contact was not successfully achieved, the CAS team will contact DFSS program staff for further instruction.
 - The CAS team will coordinate with other community supports, if needed, to optimize the success of the home visit and complete the assessment of need.
- Assess:

- The CAS provider will take the following steps to complete the Well-being Assessment:
 - 1) Interview the at-risk older adult and discuss the cause for concern about their safety, health, and well-being.
 - 2) Obtain the older adult's view and understanding of the situation and the overall impact.
 - 3) Establish facts to provide a description of the capabilities, capacity, and risks. This evaluation may involve:
 - a) Capacity assessment
 - b) Environmental assessment
 - c) Functional assessment
 - d) Self-neglect assessment
 - e) Well-being assessment
 - 4) Additional assessments can be used at the CAS provider's discretion depending on the situation. These tools should be provided to DFSS by the selected Respondent prior to the start of their contract.
 - 5) Identify the informal and formal supports the older adult has in place to assist them.
 - 6) Discuss with the older adult any recommendations that will be made on their behalf and next steps (i.e., which agencies may be able to work on the older adult's behalf).
- Recommendations:
 - The CAS provider will make needed recommendations for the older adult based on the outcome of the Well-being Assessment.
 - Submit the completed assessments, case notes, and any further recommendations in the ECM system within the designated timeframe of contacting the older adult or any other party associated with the older adult's case, dependent on the nature of the referral (emergency, urgent, or standard).
 - For abuse, neglect, and exploitation cases, Adult Protective Services (APS) should be notified immediately. CAS case workers are considered mandated reporters.
 - For other immediate services, notify DFSS for referrals for home-delivered meals, short-term or heavy-duty chore services, etc.

Refusals

If the senior refuses any component of the Senior Well-being Assessment and demonstrates capacity, the case record should clearly document that reasonable steps were taken and appropriate in all circumstances.

If the older adult refuses to cooperate at any stage above, the CAS provider should document the refusal and how it was handled in ECM. Further recommendations for program referrals should also be added, as well as notifying DFSS by telephone and email of the refusal outcome.

Any senior that has a need for in-home care and is experiencing, or is at risk of self-neglect, and is unable to protect themselves from self-neglect due to their refusal to engage with support, must be prioritized for referral by the CAS provider to ICAS, APS, the Public Guardian and / or other relevant community partners.

After the Well-being Check

After the CAS provider completes the case record in ECM, DFSS Senior Services will review the Well-being Assessment and case record including the CAS provider's follow-up recommendations to determine if additional referrals should be made for:

- Community-based services accessed through the City of Chicago's I&A. If the CAS provider recommends community-based services, they will contact I&A to make the referrals and inform the DFSS Program Manager as well as make note in the ECM Case File.
 - Intensive Case Advocacy and Support services (ICAS)
 - ICAS is available through DFSS-funded, community-based organizations for at-risk older adults having trouble living independently. This program provides assessment and intensive case management of the older person to prolong their ability to remain living independently in the community and to encourage them to accept needed community-based services.
 - If the recommendation for ICAS services is approved, the DFSS program manager will assign the ICAS provider to the case.
 - Adult Protective Services (APS)
 - APS referrals should be made when abuse, neglect, or exploitation is suspected.
 - The CAS provider will make the APS referral, then follow-up with the DFSS program manager and document in ECM to provide documentation that the referral was made.
 - Case closure
 - The Case closure process should be finalized by the DFSS program manager following the completion of an unfounded well-being check or if the presenting situation has been resolved.

Continuous Quality Improvement

The CAS provider must have timely and fully documented case records in ECM to ensure service provision and to allow the DFSS program management team an opportunity for quality assurance checks, case consultation, and the identification of gaps in services.

Technology Requirements

CAS providers are required to have cellphone and computer access and the ability to be contacted in emergency situations as dictated for emergency CAS service requests and associated follow-up. In addition, CAS providers must have computer access to use DFSS' required reporting systems.

Staffing Requirements

CAS providers are responsible for determining the number and qualifications of staff needed to provide CAS on a citywide basis. CAS providers must have staff with robust backgrounds in senior services and previous case management experience addressing issues including, but not limited to: self-neglect, frailty and the physical domains of aging, diminished capacity and mental health, assessment of functional status, and knowledge of aging and aging network programs and services.

The proposed staffing model should provide daily coverage, 8:30 a.m. – 4:30 p.m., Monday – Friday with on-call availability as needed, as well as coverage that includes supervisory support sufficient to meet program deliverables and address emergency, weather-related, and other urgent CAS Well-being Assessments. The staffing level must always be sufficient to meet the demands of the assigned DFSS caseload. Sub-contracting and the use of contractors may be allowed with prior consent from DFSS to ensure service delivery. The Respondent must provide resumes and/or job descriptions for all staff positions associated with the administration of the CAS program.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 80% of first visits (CAS Well-being Assessment) will take place within one business day for emergency referrals, two business days for urgent referrals, and three business days hours for standard CAS assessments. These hours are applicable on business days; including up to three visits in 72 hours, excluding weekends.
- 80% of client activity will be documented in ECM within the required timeframe.
- 80% of clients who need services will be directly referred to I&A and/or referred to the DFSS Program Manager for further services.

To assess progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to the following CAS team activities:

- Number of cases closed by CAS provider.
- Number of referrals made.

The CAS program can be unpredictable, and targets are an estimate based on previous years data. Actual metrics will be used to continue to establish performance benchmarks and planning for the future. In addition to the output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics in pursuit of meeting or exceeding those targets over time. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Senior Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic (such as race, ethnicity, age, and gender), performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS. The CAS provider will submit monthly reports to the DFSS Senior Services Division.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. CAS providers will be required to enter data into the City of Chicago's ECM System on a daily basis and DFSS will provide training for this system, if necessary. Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client

records for both paper files and electronic databases. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that there will be one city-wide award resulting from this RFP up to \$203,000 (per year). This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through Community Development Block Grant (CDBG) funds. Consequently, all guidelines and requirements of DFSS and the CDBG must be met.

Should a selected Respondent's contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of selected Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received:	1
Projects funded:	1
Total funding:	\$203,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10% percent in-kind match**. Administrative costs will be capped at 10% percent or at an organization's federally approved indirect rate, if applicable, per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for older adult engagement and crisis management • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has an effective approach for engaging all clients referred to the agency through the Case Advocacy and Support program • The Respondent demonstrates strong partnerships and coordination efforts with other community-based resources that can leveraged to serve the target population 	35
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	20
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and supervision • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has presented a reasonable cost proposal with justification for program costs • The Respondent’s organization reflects and engages the diverse people of the communities it serves • The Respondent has a sound staffing plan that addresses unforeseen staff shortages for direct service staff to avoid service interruptions to clients 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan 	20

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: the ability to respond to and provide required services city-wide.

DFSS Program: Senior Services
Home Delivered Meals
RFP# 7960

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Nikki Proutsos, Assistant Commissioner
Phone: 312-743-0178
Email: Nikki.Garbis.Proutsos@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) Senior Services Division is seeking proposals from qualified Respondents to provide home delivered meals to eligible older adults (60 years of age or older) in the city of Chicago. This RFP is open to licensed and inspected food service establishments that have prior experience operating a meals program for older adults. Funding will be awarded to one agency that can demonstrate the capacity and ability to administer and operate the program citywide, which includes the preparation and delivery of various meal types and diets into seniors' homes, as well as the management of client enrollment and activity in the program and associated equipment and supplies.

SENIOR SERVICES DIVISION:

The Senior Services Division is designated as the local Area Agency on Aging (AAA) for the City of Chicago. As the AAA, DFSS coordinates and funds services for older adults, prioritizing those in greatest economic and social need, those who live alone, and those at risk for institutional placement. Working in collaboration with aging network partners, the Senior Services Division's efforts are guided by:

- 7) Supporting older persons to live independently in their own communities and homes for as long as possible;
- 8) Ensuring that those who reside in institutions are treated with dignity and care; and
- 9) Guaranteeing that older persons have access to accurate information to participate in public policy.

Together with our service providers, we provide vital information and assistance (I&A), congregate and home delivered meal services, senior centers, fitness classes, caregiver support services, in-home services, employment training and volunteer opportunities, elder rights programs, health promotion, and access to benefits. We continually innovate and advocate for our residents so they may continue to thrive as they age in place. We value integrity and respect as well as promoting social engagement among the elderly as an antidote to dependence, social isolation, and withdrawal.

PROGRAM DESCRIPTION:

Goals of this RFP

The goals of HDM are to:

- Reduce hunger and food insecurity;
- Reduce isolation of older individuals;
- Optimize the health and well-being of older individuals; and,
- Facilitate access to better nutrition, health promotion, and other disease prevention strategies with the goal of delaying or preventing the onset of adverse health conditions that result from poor nutritional health.

Current State

Food insecurity affects 5.3 million older adults, or 7.3% of the older adult population in the U.S. (Feeding America, 2018). The Home Delivered Meals program (HDM) provides nutritious meals to persons aged 60 years and older who are frail and/or homebound because of illness, incapacitating disability, and/or are otherwise isolated. The 2014 National Survey of Older Americans Act (OAA) participants conducted by the Administration on Community Living (ACL), the lead federal agency within the U.S. Department of Health and Human Services (HHS) which oversees HDM, found that:

- 69% of participants are 75 years or older
- 52% of all participants live alone
- 93% of participants indicate that home delivered meals help them to stay in their own home

HDM is designed to promote the general health and well-being of older adults by reducing hunger and food insecurity, thus delaying the onset of adverse health conditions that lead to premature residential placement. Research has shown that home delivered meals are a cost-effective way to help keep aging adults in their own home longer, with the average annual cost of nursing homes between \$70,000-\$90,000, as compared to the annual cost of meals delivered to a client ranging from \$1,825 to \$3,285 (2013 Issue of Health Services Research).

The benefits of HDM go beyond serving meals – it provides a well-being/safety check and is sometimes the only opportunity for face-to-face contact for older adults enrolled in the program. HDM may be the first in-home service that an older adult receives, and the program is a primary access point for other home and community-based services.

Priorities for Improvement

Since FY2018, the demand for HDM in Chicago has maintained an upward trend. The program served 2.6 million meals to over 8,000 seniors in FY2018. In FY2019, the number of meals served increased to over 3.2 million, representing over 9,000 clients. The upward trend in program enrollment continued into FY2020 and reached an unprecedented rate amid the COVID-19 pandemic, serving over 4.7 million meals to over 15,000 clients. The DFSS Senior Services Division is committed to maintaining the meal services for our most vulnerable older adults and meeting the increasing demand for HDM while avoiding a client waiting list. In order to help accomplish this aim, the selected Respondent is expected to apply cost effective strategies and approaches to food purchasing to help sustain service delivery levels.

Areas of improvement for the program include the provision of culturally appropriate, nutritious, and high-quality meals to help promote the health and well-being of older adults who are homebound and experiencing food insecurity. To that end, DFSS is adding ethnic meal options to HDM as specified in the Program Requirements section of the RFP.

Additionally, the HDM provider will be required to have and utilize a meal delivery tracking and confirmation system for the purposes of managing route operations and verifying deliveries.

COVID-19 and Other Emergency Contingency Planning

Due to the COVID-19 pandemic, special emphasis should be placed on developing contingency plans for any emergencies that require a change in planning, delivery, location, times, etc. This can include, but is not limited to, an epidemic/pandemic, winter storms, tornados, heat waves, and other emergency events that may pose a challenge to service delivery. The selected Respondent should develop policies and procedures to include sections on training, personal protective equipment (PPE), health screenings, temperature checks, and contact tracing. Policies and procedures must be in accordance with Centers for Disease Control and Prevention, Illinois Department of Public Health, Chicago Department of Public Health (CDPH), and Federal Emergency Management Agency guidance.

Target Population

Eligibility for the program requires that an individual be 60 years of age or older and unable to prepare or obtain meals. There are no income thresholds or costs to the recipients for the meal service; however, clients receiving meals are invited to make a voluntary contribution toward the cost of their meals through project income.

Special populations

The selected Respondent must provide services for clients, including those with limited English proficiency, and have access to staff with specific language skills that reflect the needs of the clients served or translation services. The selected Respondent must make reasonable accommodations for clients with disabilities, including American Sign Language interpretation and/or TDD/TTY phone number or other telecommunication devices for the deaf, and accessible facilities for individuals with physical disabilities.

Racial Equity and Non-Discrimination

According to the Government Alliance on Racial Equity (GARE), “racial equity means that we no longer see disparities based on race and we improve results for all groups”. We no longer focus on outcome disparities that are the result of inequality but actively work to dismantle institutional and systemic racialized systems that are costly and depresses opportunities for us all. The City of Chicago commits to reducing disparities based on race, color, national origin, age, gender, sexual orientation, religion, disability, and other potential discriminating factors for residents. DFSS Senior Services serves a diverse population of older adults and their families. Selected Respondents must collect demographic data (such as race, ethnicity, age, and gender) in order for DFSS to continue monitoring how Chicago residents are best served.

PROGRAM REQUIREMENTS:

The selected Respondent must provide services citywide; provide all meal types (e.g., frozen, cold, hot, and shelf stable) and diets (e.g., general, ethnic, vegetarian, kosher, and pureed); manage and track the activity and enrollment of clients in the program; and meet all requirements as set forth in the **Home Delivered Meals Supplemental Information** document.

Referrals for Services

Referrals for meal services are received from external agencies, individuals, and DFSS. Standard and emergency referrals for older adults in need of receiving HDM are generally received through DFSS’ Information and Assistant Unit (I&A) and then directed to the appropriate Care Coordination Units (CCU) or Managed Care Organizations (MCO) to conduct an in-home assessment. During COVID-19, face-to-face assessments of clients have been temporarily suspended by the Illinois Department on Aging (IDoA) and are currently being conducted by phone. The CCU or MCO verifies that the eligibility requirements of the program are met and directly communicates and coordinates with the HDM provider to enroll the client into the

program. The HDM provider must work directly with the referring agency to initiate services and to track the client's activity within HDM.

There are two types of referrals for enrollment into HDM: Standard and Emergency. Standard referrals are those that do not involve a level of urgency or emergency. For standard referrals, client enrollment must take effect the next business day or the next delivery day for the route assigned. Emergency referrals are for clients that are at imminent risk if meals are not provided. These clients are presumed to be eligible before an in-home assessment is conducted and must receive their meals within 24 hours of the referral made regardless of the meal type or diet, as long as the request was submitted before 4:00 P.M., Monday through Thursday. If the emergency referral is received on Friday and the client has no access to food over the weekend, the meals must be delivered the same day or over the weekend.

The HDM provider must review the information as submitted on the client referral forms to ensure data are complete and work directly with the referring agency to conduct any follow-up as needed. The HDM provider is required to enter all client demographic and assessment data into the client tracking system which is necessary for the annual preparation and submission of the National Aging Program Information Systems (NAPIS) report to IDoA. The required data fields include: client name, address, phone number, race, ethnicity, gender, date of birth, income and poverty level, number of individuals in household, nutrition risk assessment, impairment with activity of daily living, and instrumental activities. Other data fields may be required to be entered into the client tracking system as required by DFSS. Please reference the attachment of the referral form sample with the required fields highlighted in Attachment #7 (HDM Referral Form).

Meal Requirements, Preparation, and Cycle Menus

All meal types must follow the meal pattern developed by IDoA and must conform to the current Dietary Guidelines for Americans. Additionally, the HDM provider must follow the minimum serving sizes and other specifications as set forth by DFSS. Four seasonal cycle menus for each diet must be developed and submitted by the HDM provider. Each seasonal cycle menu consists of four weeks of daily food items that repeat three times within one menu cycle over a three-month period. All clients must receive the approved menu items, including condiments. The HDM provider must work in connection with a registered dietician when developing the menus. The registered dietician may be on staff or serve in a consultancy role. Meals must be prepared in accordance with the pre-approved seasonal menus and routinely tasted and evaluated for flavor, texture, and appearance, with adjustments made as necessary.

The meal types and diets that must be offered are listed below:

- **General Diet (frozen, cold, and hot):** Offers a variety of regular cuisine meals that include culturally and ethnically diverse meals.
- **Vegetarian Diet (frozen, cold, and hot):** Offers meatless meals that include eggs, dairy, and fish/seafood.
- **Kosher Diet (frozen):** Follows Jewish dietary framework for food processing, preparation, and consumption.
- **Pureed (frozen):** Offers options for adults who have trouble swallowing. The food is blended or put through a food processor and modified to a smooth, pudding-like consistency.
- **Shelf Stable:** Meals that can be safely stored at room temperature in a sealed container or package that follow the diets listed.
- **Southern Asian Diet (frozen):** Offers Indian and Pakistani meal options.
- **Eastern Asian Diet (frozen):** Offers a blended menu that includes Chinese, Korean, and Vietnamese meal options.

All meals provided must be produced in a licensed and inspected facility and must be prepared in accordance with the diets and meal types specified. In addition to the General Diet, which widely addresses the needs of clients enrolled in the program, special diets, such as Vegetarian, Pureed, and Kosher meals, are offered to meet the specific dietary needs arising from requirements related to health, religious, or ethnic or cultural backgrounds of individuals. A brief description of the meal types provided through HDM are listed below. For more information regarding the meal types, please refer to Section 1A.2 Meal Unit Details and Meal Program Details of the HDM Supplemental Information document in Attachment #9 (Home Delivered Meals Supplemental Information).

Hot, Frozen, and Cold Meal Types:

The vast majority of program participants are provided two meals a day for either three, five, or seven days a week through the General Diet. One meal unit is defined as consisting of one individual hot meal and one cold meal, or one frozen meal and one cold meal. A “frozen meal” is a pre-packaged hot meal delivered in a frozen state to be reheated in the client’s home. The “cold meals” are refrigerated and ready to eat. Specialty diets such as Kosher, Pureed, South Asian, and Eastern Asian diets provide one frozen meal for five days a week.

Shelf Stable Meals:

Shelf stable meals are also provided to clients, as requested by DFSS. Shelf stable meals are a type of meal that can be safely stored at room temperature in a sealed container or package. A shelf stable meal unit consists of two complete meals for each day and are typically provided for a minimum of five days. The two meals together are considered as one unit. The shelf stable option provides seniors the nutritional meals needed during a time when the deliveries cannot be made, or seniors are unable to receive their regular delivery. In preparation for weather related emergencies, civil unrest, clients missing scheduled meal deliveries due to medical appointments, or other unavoidable situations, shelf stable meals will be delivered to all active clients during designated periods throughout the year, as funding allows. Currently, the distributions are conducted quarterly for five days of meals. Please refer to Section 1A.4 of Attachment #9 (Home Delivered Meals Supplemental Information) regarding shelf stable meals.

Meal Packaging:

All food must be pre-packaged according to the regulations approved by CDPH. For information on the Chicago Food Code, please use the following link: https://www.chicago.gov/content/dam/city/depts/cdph/food_env/general/Food_Protection/FoodCodeRules_Effective_Feb12019.pdf. All packaging must be firm and sectioned so that food items do not mix; capable of being tightly closed to retain heat; nonporous so that there is no seepage; disposable; built to be stacked for transporting; and must be labeled with a preprinted label that states food items, date produced, and handling instructions. For additional information regarding packaging, please refer to Section 1C Meal Packaging of Attachment #9 (Home Delivered Meals Supplemental Information).

Meal Delivery Protocol

The HDM provider is required to prepare and deliver the complete, freshly prepared meals, ready to eat, or frozen pre-packaged meals into the individual clients’ homes. Based on the current number of meals and clients served, there are approximately 100 routes and 25 vehicles providing services citywide.

Meal deliveries will be made between the hours of 8:00 A.M. and 3:30 P.M., Monday through Friday. All meals must be delivered into the client's home. No food is to be left outside the door and must be given directly to the client. If the client does not respond, the driver must contact the HDM provider’s main office while still at the address of the client to document the situation. The HDM provider must then immediately contact the client by phone. If the client does not come to the door, the HDM provider will still be reimbursed for the delivery. A notice indicating the date and time the delivery was attempted must be left by the driver at the

client's location. The HDM provider must provide two-way communication devices to all drivers that will allow for immediate communication between the driver and the selected Respondent's central office.

The agency is responsible for delivering the meals to any client regardless of the address, location, or neighborhood within the city of Chicago.

The approximate breakdown of clients receiving daily and weekly meals based on a sample client count of 9,300 active clients as of Q1 2021 is:

- Approximately 8,100 clients (87%) are enrolled in the hot meal/cold meal program, receiving their meals daily, Monday through Friday
- Approximately 1,200 clients (13%) are enrolled in the frozen meal/cold meal programs, receiving their delivery once a week for three, five, or seven meal units depending on meal program type

Please note, depending on funding availability and program growth, DFSS reserves the right to adjust this delivery schedule.

The selected Respondent must provide a delivery plan for approval by DFSS for all meal programs.

Meal Delivery Vehicles

Meals must be delivered in oven, freezer, and refrigerator-equipped vehicles. The oven, freezer, and refrigerator units in each vehicle must have continuous temperature monitoring in view of the driver to assure proper temperature control throughout delivery. Additionally, to ensure better quality control and compliance to food safety standards, meals must be delivered directly from the HDM provider's facility to the client's home. The selected Respondent must have a backup plan in the event of equipment failure, weather emergencies, or other situations that may affect the delivery of meals to clients.

Delivery Tracking System

The HDM provider will be required to have and utilize a delivery tracking and confirmation system for managing route operations and delivery verifications.

Client Activity Changes, Status, and Tracking:

Changes to the status of existing clients – i.e., temporary suspension in service (skip), restarting services (resume), and terminations – are submitted by CCUs, MCOs, and DFSS directly to the HDM provider on a daily basis. The requested changes must take effect the next business day or the next scheduled delivery day for the client, unless otherwise specified in the request, and then entered into the client tracking system. Please see the Home Delivered Meals Supplemental Information document in Attachment #9 for more details regarding client activity and status changes

Additionally, follow-up with the CCUs and MCOs is required for proper disposition of clients enrolled in the program with regards to annual reassessments, short-term program status, and clients whose service is on hold (skip) for 60 days or more. Status and enrollment changes pursuant to this follow-up must be entered into the client tracking system.

Client Engagement and Well-Being

Each delivery presents an opportunity to engage and verify the well-being of clients enrolled in the program. As delivery drivers are expected to have consistent routes (see Home Delivered Meals Supplemental Information), relationships can develop over time with their clients. Each social encounter can be a welcome interaction for the older adult, possibly lifting their mood and identifying any unmet needs or challenges the older adult might be experiencing.

In order to help support older adults enrolled in the program to age in place, the HDM provider must have procedures for making referrals to other programs (e.g., heavy-duty chore services, respite care, or caregiver counseling services) based on client needs observed during deliveries. The driver must contact the HDM provider's central office to inform the agency staff of the nature of the referral needed. The HDM provider must make the referral directly to DFSS I&A and update the client record with regards to the referral made on behalf of the client in the designated client tracking system.

Nutrition Education

The HDM provider is responsible for the provision of nutrition education and other informational materials to older adults enrolled in the program through the meal delivery process. Drivers must be informed about the content of the information being provided to clients so they can appropriately communicate with the clients.

Voluntary Contributions

As required by federal funding, all clients must be given the opportunity to voluntarily contribute toward the cost of their meal. The HDM provider must provide each client with an envelope for their contribution that must be collected by the HDM drivers on a weekly basis. The contributions must be counted, reconciled, and recorded by the HDM provider and reported to DFSS on a weekly basis as part of the supporting documentation submitted with the weekly billing. The HDM provider is responsible for the monthly distribution of voluntary contribution reminder notifications to clients enrolled in the program.

Client Satisfaction Surveys

The HDM provider must have procedures for obtaining the views of participants about the services they receive and involve participants in the planning and operation of the nutrition services provided. Client surveys must be distributed to all active clients on an annual basis, minimally. The surveys must be collected, compiled, and analyzed by the HDM provider and the results forwarded to DFSS.

Complaints or Grievances

The HDM provider must have a written procedure for reviewing, handling, and resolving any complaints from clients or other individuals. Additionally, a complaint log must be kept, recording the name of the client, date, reason for dissatisfaction, and steps taken to rectify the situation by the HDM provider. All complaints, whether they are voiced in-person or over the phone, must be recorded in the client complaint log and submitted to DFSS on a monthly basis or as otherwise directed.

Staffing

The HDM provider must have sufficient staff for the preparation, delivery, and administrative functions as outlined in this RFP. Staff must possess the appropriate food service sanitation certificates in accordance with state and local public health codes. Delivery drivers are required to receive food handler training as they are responsible for temperature control and cross-contamination. The HDM provider must have a supervisory structure in place to oversee all aspects of the program. The HDM provider must have a Project Director for the day-to-day management and administrative functions of the program with a minimum of three years of demonstrated management and supervisory experience.

HDM drivers must have the appropriate driver's license class, insurance, and a clean driving record. Drivers must be assigned to routes in a manner that maintains consistency for clients. The use of rideshare companies (e.g., Lyft, Uber) to deliver meals is not allowed. The drivers must receive training and certification as food handlers and background checks must be performed by the HDM provider as outlined below. All staff interacting with clients must at all times have proper identification that is clearly visible by the client.

Background Check Requirements:

All selected Respondent staff, consultants, subcontractors, and volunteers with access to confidential information who have direct or indirect contact or interact with seniors must meet the following requirements:

- Fingerprint/criminal background check (FBI, State, and Sex Offender). For HDM drivers, the Illinois Adult Protective Services (APS) registry must also be checked.
- Fingerprint/criminal background check is required at the time of hire and every five years after; the APS registry must be checked annually.
- Must be completed and cleared prior to hire date.

Health and Safety Compliance

The HDM provider must comply with applicable provisions of federal, state, and local laws regarding the safety and sanitary handling of food, equipment, and supplies used in the storage, preparation, service, and delivery of meals to older adults. The HDM provider must have a written quality control system which assures that the highest possible standards of cleanliness will be maintained in compliance with CDPH codes relative to the facility as well as the handling, processing, packaging, sorting, and delivery of the food. The facility must meet health and safety regulations and have current health inspection reports available for review. The HDM provider must secure the services of an independent licensed laboratory to perform pathogenic organism analyses on at least four different frozen meals, two different cold meals, and two different hot meals on a quarterly basis, or as requested by DFSS.

Specifically as it relates to COVID-19, best practices must be implemented for ensuring the health and safety of employees, and that food is handled and delivered safely to the public. This includes proper cleaning and sanitizing of the facility where meals are produced, as well as the delivery vehicles, daily temperature checks for all employees entering the workplace and delivering meals, social distancing, COVID-19 screening, and the use of PPE by employees and HDM drivers.

Good Food Purchasing Program

The HDM provider must comply with the Good Food Purchasing Program adopted in 2017. The purpose of the program is to make Good Food (defined as “food that his healthy, affordable, fair, and sustainable”) more widely available to all communities in order to promote healthier eating habits, support the local economy, and create more well-paying jobs along the food supply chain. The Good Food Purchasing Standards emphasize five values: Local Economies, Environmental Sustainability, Valued Workforce, Animal Welfare, and Nutrition.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 100% of clients experience reduced hunger and food insecurity due to participation in the program
- 95% of clients experience less isolation by interacting with the delivery driver
- 90% of clients report their health and well-being has improved
- 90% of clients report learning health tips from nutrition education and health promotion materials provided

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

Client tracking and information

- 95% or more of the clients listed on the monthly short-term meal program reports receive a disposition (client is either terminated from the program or transferred to another meal program) pursuant to the HDM provider's follow-up with the CCUs and MCOs
- 95% or more of the clients listed on the monthly 60-day skip report receive a disposition (client is cancelled or restarted in program) pursuant to the HDM provider's follow-up with the CCUs and MCOs
- 100% of the client demographic and assessment data is entered into the client tracking system

Food safety

- Number of incidents of food borne illnesses (Target = 0)
- Number of quarterly pathogenic organism analyses of food samples reporting positive for Shigella, Salmonella, and Listeria (Target = 0)

Food service quality

- Number of instances that food items and condiments provided are not specified on the menus (Target = 0)
- 85% or more of clients surveyed indicate they are pleased with the quality of the meals and the meal service

Food delivery

- Number of meals left outside of the client's home by the driver (Target = 0)
- Number of notices left at the client's residence when delivery was attempted but client did not answer the door (Target = 100%)
- Number of reports of deliveries made outside of the scheduled delivery day/time, unless previously authorized by DFSS (Target = 0)
- 100% of the clients enrolled to the program as "Immediate Need Meals" clients receive their meal delivery within 24 hours of the request

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Senior Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be required to collect and report client-level demographic (such as race, ethnicity, age, and gender), performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Reports and invoices

The HDM provider will submit weekly invoices that include a summary page listing the breakdown of the number of meals provided by meal type at the contracted unit rates. Additionally, as supporting documentation, the following reports are required to be submitted along with billing:

- Clients who received meals by “Meal Program Code,” including the number of meal units provided, the amount of the contributions collected, and the total number of clients for each program
- Clients placed on "skip" (temporary suspension)*
- Clients “canceled”*
- Clients “terminated”*
- Clients “resumed/reinstated”*
- New clients added*
- CCU/MCO activity report

*These reports must also be submitted weekly to the CCUs/MCOs.

The HDM provider must generate reports which include, but are not limited to, those listed below. Brief descriptions of the reports are available in the Home Delivered Meals Supplemental Information document.

- Client No Answer Report
- HDM Provider Daily Skip Report
- Meals Served Report
- Clients Served Report
- 60-Day Client Skip Report
- Short-Term Program Client Report
- Submission of draft menu cycles are received by quarterly due dates
- Evidence of the submission of quarterly food samples for lab analysis by quarterly due dates

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. The HDM provider will be required to use AgingIS for client tracking and information. Delegate agencies must have the ability to submit reports electronically to DFSS. The City’s Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

Respondents are encouraged to read the following attachments listed below:

- Attachment #1: Distribution of HDM Clients Served by Zip Code
- Attachment #2: IDoA Nutrition Program Standards
- Attachment #3: Breakdown of Meals Provided by Diet
- Attachment #4: Food Specifications for Cycle Menus
- Attachment #5: Menu Planning Standards for Nutrition Providers
- Attachment #6: Sample Menu General Diet
- Attachment #7: HDM Referral Form
- Attachment #8a: Good Food Purchasing Program Standards
- Attachment #8b: Good Food Policy Commitment
- Attachment #8c: Good Food Purchasing Program Tracking Form Sample
- Attachment #9: Home Delivered Meals Supplemental Information

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS will award approximately \$14 million for the first year, which includes \$8.5 million from a grant through HHS and IDoA for each fiscal year (October 1st through September 30th) and \$1.8 million from the CDGA funding source and approximately \$4 million in COVID-19 relief funding. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through HHS and IDoA Area Plan funds. Consequently, all guidelines and requirements of DFSS, the ACL, and IDoA must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRICE INCREASES AND MODIFICATIONS:

Meal Unit Rates will remain the same throughout the first 12-month period of the contract term. No more than three months prior to the beginning of each contract renewal year, the agency may request an adjustment to the meal unit rates based on the Consumer Price Index for All Urban Consumers (CPI-U) as issued by the U.S. Bureau of Labor Statistics, U.S. city average, subgroup “All Items”. If the price increase request is not submitted within this timeframe, the agency will not be entitled to a price adjustment for the upcoming year. The effective dates of the adjustment, if approved, will be the starting period of budget term.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received:	2
Projects funded:	1
Range of funding requested:	\$10,000,000 - \$11,000,000 (per year)
Total funding awarded:	\$10,506,826 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

This RFP is open to licensed and inspected food service establishments that have experience operating a home delivered meals program preferably for older adults. Proposals that do not provide services citywide will not be considered. Only proposals with “in person” delivery systems into the client’s home will be considered.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is aligned with DFSS’ current program model for home delivered meals and the requirements as specified in the RFP, including the size of the meal preparation facility, the quality and quantity of the equipment being proposed, the client enrollment and tracking process, and food delivery plan • The Respondent demonstrates appropriate expertise, knowledge, and experience in food preparation and delivery services • The Respondent demonstrates a clear understanding of the target population and their needs and challenges 	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	25
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has the facility and equipment to support the program operation • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	30
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

Proposals that do not provide services citywide or do not propose in person delivery models will not be considered.

DFSS Program: Human Services
Emergency Food for At-Risk Populations and optional Senior Food Box Program
RFP# 7901

CONTACT PERSON INFORMATION (Emergency Food for At-Risk Populations Program):

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Name: Lorrie Walls, Fiscal Administrator
Phone: 312-746-8271
Email: lorrie.walls@cityofchicago.org

Optional/Additional Program Model

CONTACT PERSON INFORMATION (Senior Food Box Program):

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Name: Stacy Subida, Supervisor of Family Support Programs
Phone: 312-743-7272
Email: Stacy.Subida@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Emergency Food for At-Risk Populations RFP seeks organizations that have experience in the procurement and distribution of all types of nutritious food products to: 1) increase the availability and accessibility of these products through the selected Respondent's network of food pantries, 2) deliver fresh fruit and vegetables to DFSS designated homeless and domestic violence shelters, and 3) provide holiday foods (including Thanksgiving and the winter holiday season) to homeless and domestic violence shelters and the six Chicago Department of Family and Support Services (DFSS) Community Service Centers for families participating in case management services. Respondents may apply to an optional/additional Senior Food Box Program (contingent upon availability of additional funding), which provides one-time delivery of food box options for older adults and their caregivers.

HUMAN SERVICES DIVISION:

The goal of the Human Services Division is to support the well-being of Chicago households at all stages of life, under any circumstances. The DFSS Human Services Division priorities are addressed through six Community Service Centers located throughout the city that help individuals and families access a wide range of resources like shelter, food and clothing, domestic violence assistance, drug rehabilitation referral, and services for returning citizens. Visitors participate in an initial assessment to identify their needs and some basic services can be provided immediately. Clients with multiple or complex issues are assigned a case manager. Additional delegate agencies provide specialized support programs and services connecting Chicagoans to vital resources that build security and stability.

SENIOR SERVICES DIVISION:

The Senior Services Division is designated as the local Area Agency on Aging (AAA) for the City of Chicago. As the AAA, DFSS coordinates and funds services for older adults, prioritizing those in greatest economic and social need, those who live alone, and those at risk for institutional placement. Working in collaboration with aging network partners, the Senior Services Division's efforts are guided by:

1. Supporting older persons to live independently in their own communities and homes for as long as possible;
2. Ensuring that those who reside in institutions are treated with dignity and care; and
3. Guaranteeing that older persons have access to accurate information to participate in public policy.

Together with our service providers, we provide vital information and assistance, congregate and home delivered meal services, senior centers, fitness classes, caregiver support services, in-home services, employment training and volunteer opportunities, elder rights programs, health promotion, and access to benefits. We continually innovate and advocate for our residents so they may continue to thrive as they age in place. We value integrity and respect as well as promoting social engagement among the elderly as an antidote to dependence, social isolation, and withdrawal.

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit the DFSS website: www.cityofchicago.org/fss.

PROGRAM DESCRIPTION (Emergency Food for At-Risk Populations Program):

Goals of this RFP

DFSS' Emergency Food for At-Risk Populations program seeks to increase the availability and accessibility of healthy and fresh food options to help low-income and at-risk residents meet their nutritional needs, particularly when facing an emergency or crisis situation. The selected Respondent will maintain a network of food pantries, including at least one within a five-mile radius of each of DFSS' six Community Service Centers (CSCs) and additional locations concentrated in food insecure and food desert areas, to meet these nutrition needs and help address food inequity in Chicago. The selected Respondent will also provide homeless and domestic violence shelters designated by DFSS with fresh fruits and vegetables. In addition, the selected Respondent will deliver holiday foods such as turkeys and hams to the CSCs and homeless shelters during the Thanksgiving and winter holidays. Finally, additional food deliveries may be required due to special circumstances, such as an emergency or natural disaster.

Should additional funding be made available, the optional/additional Senior Food Box Program seeks to provide a one-time delivery of fresh produce and meat options for older adults and their caregivers who do not fit into the Home Delivered Meal (HDM) portfolio.

Current state and priorities for improvement

An estimated one in six Chicago residents is food insecure, experiencing reduced quality, variety, or desirability of diet and the possibility of reduced food intake. The September 2019 Illinois State Physical Activity and Nutrition update highlights the need for emergency food assistance:

"The impact of diet-related chronic diseases in the City of Chicago and Cook County, Illinois is substantial. Poor nutrition is linked to an increased risk for type 2 diabetes, heart disease, obesity, and certain cancers. One in five Chicago/Cook County residents considers themselves to be in poor or fair health. These diet-related health outcomes relate to inequities in healthy food access and food security. Children, older adults and people with disabilities all experience higher rates of food insecurity, rates for Black and Latina households are twice that of White households. Government

agencies in Chicago and Cook County spend more than \$320 million on food each year which impacts the food environment of residents especially those utilizing government services.”

In early 2013, the City of Chicago released “A Recipe for Healthy Places” plan and in 2016 released Healthy Chicago 2.0, a four-year program designed to achieve the plan’s goal of providing a strong food safety net so that residents can eat well regardless of income. Emerging from these plans, the City of Chicago identified the need to create a local, sustainable, accessible, fair, and healthy food system in order to provide healthy food choices in public buildings and at government-supported meetings, programs, and events. Complementing this healthy food system, the Good Food Purchasing Program (GFPP) was developed in 2012 and adopted in 2017 to procure and serve healthier foods to staff, visitors, clients, and patients. The GFPP is a national program that uses the purchasing power of institutional/program food procurement to create a healthier, more equitable food system.

The purpose of the program is to make Good Food (defined as “food that is healthy, affordable, fair, and sustainable”) more widely available to all communities in order to promote healthier eating habits, support our local economy (local food businesses), and create more well-paying jobs along the food supply chain. The Good Food Purchasing Standards (“Standards”) emphasize five values: Local Economies, Environmental Sustainability, Valued Workforce, Animal Welfare, and Nutrition.

As a result of both the City of Chicago and Cook County approving the GFPP in 2017 and 2018 respectively, an Illinois State Physical Activity and Nutrition (ISPAN) grant from the Centers for Disease Control and Prevention has made possible the implementation of the GFPP and supports a mutual technical assistance provider, the Chicago Food Policy Action Council (CFPAC). In addition, through ISPAN, the Illinois Public Health Institute (IPHI) has the capacity to offer organizations individualized technical assistance to serve the foods they procure in a way that aligns with nutritional standards.

The gradual implementation of the GFPP requires participation from all City departments and agencies that purchase any food products, yet the benefits of this combined effort are potentially immense.

In 2020, 649,304 pounds of food were provided to the target population through the base contract agreement and approximately 7.9 million pounds of food were distributed through CARES Act funding, for a total of more than 8.6 million pounds of food. However, in a typical year (prior to the COVID-19 pandemic), the average level of distribution is approximately 1.7 million pounds of food.

Target Population

The target populations are individuals/families that frequent the DFSS CSCs, homeless and domestic violence shelters, food pantries, and individuals who live in food insecure/food desert communities.

The optional/additional Senior Food Box Program prioritizes clients that serve as caregivers – adult family members, or another individual who is an informal provider of in-home and community care to an older individual age 60 or older or to an individual with Alzheimer’s disease or a related disorder with neurological and organic brain dysfunction who may be under 60. This program seeks to provide assistance to caregivers regardless of economic status. Caregivers are prioritized based on the Older Americans Act Title III priorities. Priorities are given to individuals with the greatest social and economic need and low-income minority older adults.

PROGRAM REQUIREMENTS (Emergency Food for At-Risk Populations Program):

The Emergency Food for At-Risk Populations RFP seeks organizations that have the following overall qualifications: 1) experience in the procurement and distribution of all types of food products; 2) established relationships with a network of food pantries equitably distributed within a five-mile radius of DFSS’ six CSCs

and in food insecure and food desert areas; 3) ability to deliver produce (fruits and vegetables) to approximately 60 homeless and domestic violence shelters across the city; 4) meets the diverse ethnic needs of the populations served by DFSS, including the ability to address nutritional needs and dietary constraints due to age, allergies or medical conditions, veganism and vegetarianism, and religious practices at pantries; 5) ability to incorporate the recommendations of the GFPP; 6) willingness to promote and share resources; 7) provide food pantry networks with referral information to other resources (i.e. other pantries, soup kitchens, other programs to access food); and 8) conduct surveys at the food pantry network sites to secure patron feedback and/or input to be incorporated into the service delivery program model.

The selected Respondent must have the ability to meet DFSS' operational needs for the four distribution models listed below:

1. **Food pantries:** Identify, select, and monitor local food pantries at locations concentrated in food insecure and food desert areas and at least one food pantry located within a five-mile radius of each of DFSS' six CSCs. Distribute food to selected pantries. Ensure that pantry coverage near DFSS CSCs operates at a minimum from 9 am to 5 pm, Monday through Friday. DFSS prefers to have some pantries open for extended evening and weekend hours.
2. **Homeless and domestic violence shelters:** Distribute produce, including fruit and vegetables, to the DFSS homeless and domestic violence shelter network every two weeks. Currently, there are 53 homeless shelters and four domestic violence shelters (this number may fluctuate slightly in 2022 with the new RFP cycle and contracts awarded). Additionally, provide holiday foods to homeless and domestic violence shelters identified by DFSS throughout the city.
3. **Community Service Centers (CSCs):** Provide holiday foods, including Thanksgiving and the Winter Holiday Season, to the six CSCs for families participating in case management services. Each year, approximately 500 turkeys and 500 hams will be distributed across all centers.
4. **Special circumstances:** If needed, distribute additional food upon demand due to an emergency, natural disaster, and/or special request.

Selected Respondent must demonstrate the ability to meet the following requirements:

Food distribution requirements

- For food pantries:
 - Distribute at least 1.2 million pounds of food per year to pantries
 - Develop order menu for pantries (minimum biweekly distribution)
 - Provide both non-perishable and perishable items such as fruits, vegetables, dairy items, and meat at pantries
 - Ensure that pantries offer services to underserved populations including those that are disabled, homeless, with limited English proficiency, etc.
- For homeless and domestic violence shelters:
 - Distribute at least half a million pounds of food per year to shelters
 - Distribute produce to homeless and domestic shelters every two weeks
- For Senior Services Optional/Additional Senior Food Box Program:
 - **Include fresh produce, pantry staples, and two options (Frozen Meat and Vegetarian) to be delivered to a participant's home. The frozen meat protein option will include items such as chicken, ground beef, or frozen fish fillets – depending on availability. The vegetarian meal will be an enhanced version of fresh produce options**
- Meet the diverse ethnic needs of the populations served by DFSS, including the ability to address nutritional needs and dietary constraints due to age, allergies or medical conditions, veganism and vegetarianism, and religious practices at pantries

Staff and facility requirements

- Possess adequate space to store up to a three-month reserve of food
- Maintain a staff of qualified food handlers at both the main facility and food pantry sites
- Maintain and monitor pantries and homeless/domestic violence shelters to maintain City of Chicago and Federal sanitation standards. Minimum pantry requirements include:
 - Two staff members or volunteers to manage and operate the food program
 - Two people with food sanitation certificates
 - Pest-proof containers with tight fitting lids to store dry products such as rice, cereal, and beans
 - Shelving
 - Reliable phone number and e-mail address
- Maintain an adequate labor force to perform necessary tasks (i.e. truck drivers for food delivery, food packagers, and inventory control staff)

Other requirements

- Conduct annual site visits at food pantries, homeless shelters, and domestic violence shelters to ensure the sanitary storage of food for distribution
- Post written pest control plan and contract with professional exterminator
- Provide the policy and criteria for determining the acceptability of donated foods for use in the program
- Work closely with DFSS to redesign the program if needed to respond to population shifts or diverse population groups or any other changes or needs
- Conduct surveys at the food pantry network sites to secure patron feedback and/or input to be incorporated into the service delivery program model
- Provide food pantry networks with referral information to other resources (i.e. other pantries, soup kitchens, other programs to access food)

Good Food Purchasing Program requirements

- Sign and submit GFPP Commitment
- Submit annual, itemized record of each fruit, vegetable, meat/poultry, dairy, and grain product purchased during the contract period. Items to include: 1) product name, 2) unit type purchased, 3) number of units purchased, 4) volume per unit, 5) name and location of each supplier along the supply chain, and 6) total dollar amount spent for each product to include the price per unit and farm or ranch sourced. Reporting forms to be provided.
- Submit mutually agreed upon data requests to CFPAC
- Incorporate GFPP recommendations when feasible

Pantry locations

Selected Respondent must provide and maintain a listing of suggested pantries, with the recommended funding allotment for use by each site, under this program. This pantry listing must include the following minimum information: 1) Name, 2) Address, 3) Pantry Ward/Community Area locations, 4) Hours/days of operation, and 5) Miles to CSC.

DFSS Community Service Center locations

Englewood Center
1140 W. 79th St.
Chicago, IL 60620

Garfield Center
10 S. Kedzie Ave.
Chicago, IL 60612

King Center
4314 S. Cottage Grove Ave.
Chicago, IL 60653

North Area
845 W. Wilson Ave.
Chicago, IL 60640

South Chicago
8650 S. Commercial Ave.
Chicago, IL 60617

Trina Davila
4312 W. North Ave.
Chicago, IL 60639

2020 DFSS designated homeless shelter locations

These locations are subject to change after the current RFP and contract cycle for FY2022.

A Little Bit of Heaven	11321 S. Wentworth Ave.	Margaret's Village - Maria Shelter (Formerly Inst. Of Women Today)	7320 S. Yale
A Safe Haven Foundation	2750 W. Roosevelt Rd.	North Side Housing and Supportive Services	941 W. Lawrence (Basement)
A Safe Haven Foundation - WEST	3857 W. Polk St.	Olive Branch - Lamplight 3	544 W. 123rd St.
A Safe Haven Foundation - YEP	2750 W. Roosevelt Rd.	Olive Branch - Lamplight 3	6310 S. Claremont Ave.
Breakthrough Urban Ministries - Breakthrough Women's Interim Housing	3330 W. Carroll Ave.	Olive Branch Mission - Frontline	6310 S. Claremont Ave.
Breakthrough Urban Ministries - MEN	402 N. St. Louis Ave.	Olive Branch Mission - Lamplight 1	6310 S. Claremont Ave.
Casa Central Social Services - La Posada	1322 N. Kedzie Ave.	Olive Branch Mission - Lamplight 2	544 W. 123rd St.
Catholic Charities - Madonna House	1114 W. Grace St.	Olive Branch Mission - Life Transformation & (Aviation)	6310 S. Claremont Ave.
Chicago Dream Center - River of Life/New Life Family Services	1663 N. Mozart St.	Primo Center for Women and Children (1) Interim Housing I	6216, 6214 & 6220 S. Sangamon St.
Christian Community Health Center-Amani	8025 S. Honore St.	Primo Center for Women and Children (2) Interim Housing II	1609 S. Homan Ave.
Cornerstone Community Outreach - Hannah	4628 N. Clifton Ave.	Primo Center for Women and Children (3) Interim Housing III	1615 S. Homan Ave.
Cornerstone Community Outreach - Naomi	4615 N. Clifton Ave.	Primo Center for Women and Children (4) Interim Housing IV	8040 S. Western Ave.
Cornerstone Community Outreach - Naomi	5253 N. Kenmore Ave.	Salvation Army - Evangeline Booth	800 W. Lawrence Ave.
Cornerstone Community Outreach - Sylvia	4615 N. Clifton Ave.	Sarah's Circle/Women	4750 N. Sheridan Rd.
Deborah's Place -Theresa	1532 N. Sedgwick St.	Single Room Housing Assistance Corporation (SRHAC)	501 N. Central Ave.
Featherfist - Hope Village	7852 S. Essex Ave.	St. Leonard's Ministries - Grace House	1801 W. Adams St.
Franciscan Outreach Association - Franciscan Annex Site	200 S. Sacramento Blvd.	St. Leonard's Ministries - St. Leonard's Men's Program	2100 W. Warren Blvd.
Franciscan Outreach Association - Franciscan Annex Site	2715 W. Harrison St.	The Boulevard/Interfaith House Respite	3456 W. Franklin Blvd.
Good News Partners	7632-34 N. Paulina St.	The Inner Voice	4458 W. Jackson Blvd.
Holy Rock Outreach Ministries - Helping Arms	5847-49 S. Morgan St.	The Night Ministry - Open Door Shelter	1110 N. Noble St.
La Casa Norte - Casa Corazón	1736 W. 47th St.	The Night Ministry - THE CRIB	835 W. Addison

La Casa Norte - Casa Corazón	1940 N. California Ave.
La Casa Norte - Casa Corazón	1942 N. California Ave.
Lincoln Park Community Services	600 W. Fullerton Pkwy.
Margaret's Village - Believe	9519 S. Commercial Ave.

	St.
The Salvation Army-EHARC	924 N. Christiana Ave.
Unity - Ujima	7320 S. Yale Ave.
YMCA of Metropolitan Chicago-IL-North Side Y expansion	4251 W. Irving Park Rd.
YMCA of Metropolitan Chicago-IL-North Side Y expansion	3333 N. Marshfield Ave.

Optional/Additional Program Model

PROGRAM REQUIREMENTS (Senior Food Box Program):

The Senior Food Box Program seeks organizations that have the following overall qualifications:

- 1) Experience providing services throughout Chicago to ensure equitable access to all seniors and family/informal caregivers
- 2) Experience analyzing census level community data that is utilized to target communities with a higher percentage of older adults in poverty
- 3) Experience providing services for clients regardless of their primary language and/or physical ability
- 4) Experience making reasonable accommodations for disabled clients, including sign language interpretation and/or TDD/TTY phone number or other telecommunication devices for the deaf and accessible facilities for those with physical disabilities

The selected Respondent must have the ability to meet DFSS’ operational needs for the below identified service areas:

- Provide food service, as directed by DFSS – Senior Services in 21 targeted Community Areas: Fuller Park, Riverdale – Chicago, South Shore, West Ridge, Grand Boulevard, Armour Square, Douglas, Washington Park, Englewood, Woodlawn, Greater Grand Crossing, Austin, East Garfield Park, Humboldt Park, West Garfield Park, North Lawndale, Near West, Lower West, Rogers Park, Uptown, and Edgewater
- Provide family caregivers with help to access fresh produce and frozen meats for them and care recipient with chronic illness, disability, or short- or long-term physical or cognitive challenges, and enable the caregiver to maintain care of the older person(s) at home for a longer period of time
- Reduce risk for food insecurity through connecting family caregivers and care recipients with access to food

Other Requirements:

- The Respondent must at a minimum maintain service hours that include weekday hours (8am-6pm)
- The Respondent must ensure quality service delivery through direct supervision of worker performance with the client
- The Respondent must comply with Older Americans Act Regulations as well as policies of the Illinois Department on Aging and DFSS for the delivery of services (including monthly, quarterly and annual reports)
- The Respondent must establish linkages with other service providers including DFSS – Senior Services for delivery of other needed services to identified clients. The Respondent is required to maintain linkages and communications with other service providers and organizations throughout Chicago.
- The Respondent must maintain effective liaison with DFSS – Senior Services to ensure maximum benefits of the program to actual and potential participants

- The Respondent must include staff in appropriate orientation and training programs when made available by DFSS
- The Respondent must participate in program promotion through the various news and public information media. All promotional activities must be cleared through DFSS – Senior Services and credit it as the source of funds for the service.
- The Respondent must accept all clients referred for service if there are remaining units under the terms of the DFSS – Senior Services contract
- The Respondent must develop an emergency service plan for maintenance of service and clients' well-being during periods of weather-related situations. Plan should be made available to DFSS – Senior Services.
- The Respondent must have funds to support program expenditures until the project reimbursement processes have been stabilized (up to four months after funding authorization)
- The Respondent must attend weekly mandatory meetings, or as otherwise scheduled, to discuss program operations and progress

PERFORMANCE MEASURES (Emergency Food for At-Risk Populations Program):

To track progress toward achieving our goal and assess success of the program, DFSS will monitor a set of performance measures that may include, but is not limited to:

For food distribution to local food pantries

- Number of pantries selected and the hours of coverage provided
- Number of pounds of food delivered to selected food pantries
- Number of people served
- Number and characteristics of people served by race, gender, and ethnicity
- Pantry satisfaction with delivery and quality of food product received (as determined by surveys completed by pantries)

For food distribution to shelters

- Number of pounds of food distributed to shelters
- Number of shelters participating in the program
- Number of site visits to shelters
- Number of people served
- Number and characteristics of people served by race, gender, and ethnicity
- Shelter satisfaction with delivery and quality of food products received (as determined by surveys completed by shelters)

For Good Food Purchasing Program (GFPP)

To monitor and acknowledge progress toward the implementation of the GFPP, DFSS intends to track output metrics that may include, but are not limited to:

- Number of contacts with DFSS staff regarding the implementation of the GFPP
- Number of GFPP recommendations incorporated into the food procurement plan of agency

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Optional/Additional Program Model

PERFORMANCE MEASURES (Senior Food Box Program):

To track progress toward achieving our goal and assess success of the program, DFSS will monitor a set of performance measures that may include, but is not limited to:

- 80% of caregivers say that service has resulted in them feeling less overwhelmed as a caregiver
- 80% of the clients surveyed indicated overall satisfaction with the services provided

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- 80% of the senior food box services referrals received from DFSS will be delivered to participants on the following week. Exceptions include unable to reach participants, cancellations, or rescheduling requests

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Human Services Division and Senior Services Division seek to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Reporting requirements

- Develop daily, weekly, and monthly reports that represent inventory, individual pantry and homeless and domestic violence shelter budget and distribution, and overall program budget
- Develop reports that track recipient signature, address, race, gender, and ethnicity
- Submit monthly report that includes number of individuals and households served by the pantries, number of pounds of food distributed to pantries, dollars allotted to and amount spent by pantries, and number of pounds of produce distributed to shelters
- Collect monthly reports from pantries that include number of individuals and households served by pantry, demographics, ethnicity, frequency of use, and identification of pantry by patron as source of nutritional food
- Selected Respondent must document how clients were informed of the program
- Maintain a database/method to track the distribution of all products to all entities under the three program models
- Establish and maintain on file agreements with selected Respondent's selected pantries, DFSS homeless shelters, and outside donations to receive food in accordance with DFSS guidelines, to include nondiscrimination policy

- Meet monthly with DFSS program staff if required
- Monitor pantries and shelters receiving food and services
- Provide brief, year-end program report highlighting performance strengths, weaknesses, and recommendations to DFSS to improve program goal
- Provide other reports upon request

Optional/Additional Program Model: Senior Food Box Program

Reporting requirements

- Reports must be submitted in a format specified by DFSS and by the deadlines established
- Must use a computerized client tracking system to provide required data and reports to DFSS
- Maintain files that document the number of units of service provided, unduplicated counts of persons served and other demographic data necessary for planning and evaluation of the program
- Submit program reports that include all program activities for the prior month to be submitted along with the monthly invoice on the 5th of the month in the format specified by DFSS

ANTICIPATED AWARD AND FUNDING SOURCE (Emergency Food for At-Risk Populations Program):

DFSS anticipates that the award will be \$1,006,000 (per year). DFSS anticipates funding only one contract. This contract will operate on a reimbursement basis only. No advances will be given. This initiative is administered by DFSS through Community Development Block Grant (CDBG) funds. Consequently, all guidelines and requirements of DFSS and CDBG must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS (Emergency Food for At-Risk Populations Program):

Applications received: 1
 Projects funded: 1
 Range of funding: \$1,006,000 (per year)
 Total funding: \$1,006,000 (per year)

ANTICIPATED AWARD AND FUNDING SOURCE (Senior Food Box Program):

If funded, DFSS anticipates that the optional/additional contract will be awarded separately based on available funding. This contract will operate on a reimbursement basis only. No advances will be given.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS (Senior Food Box Program):

Applications received: 1
 Projects funded: 1
 Range of funding: \$60,000
 Total funding: \$60,000

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must apply as a single agency and demonstrate financial strength and ability to comply with all programmatic and administrative requirements outlined in the RFP.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware

that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the Emergency Food Program • The Respondent demonstrates the ability to provide quality nutritious foods that meet the needs of a variety of populations • The Respondent has an effective approach to consistently maintaining a food pantry network that is geographically distributed throughout Chicago 	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

DFSS Program: Human Services
Public Benefits, Outreach, and Enrollment (PBOE)
RFP# 7905

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Name: Lorrie Walls, Fiscal Administrator

Phone: 312-746-8271

Email: lorrie.walls@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The purpose of the Public Benefits, Outreach, and Enrollment (PBOE) program is to conduct outreach, education, screening, application assistance, and follow-up support between applicant household and government agencies for eligible applicants attempting to access federal, state, and/or local government issued public benefits or programs. The goal is to increase the number of individuals accessing these resources.

HUMAN SERVICES DIVISION:

The goal of the Human Services Division is to support the well-being of Chicago households at all stages of life, under any circumstances. The Chicago Department of Family and Support Services (DFSS) Human Services Division priorities are addressed through six Community Service Centers (CSCs) located throughout the city that help individuals and families access a wide range of resources like shelter, food and clothing, domestic violence assistance, drug rehabilitation referral, and services for returning citizens. Visitors participate in an initial assessment to identify their needs and some basic services can be provided immediately. Clients with multiple or complex issues are assigned a case manager. Additional delegate agencies provide specialized support programs and services connecting Chicagoans to vital resources that build security and stability.

PROGRAM DESCRIPTION:

Goals of this RFP

DFSS' Public Benefits, Outreach, and Enrollment (PBOE) program seeks to increase the number of households accessing federal, state, and/or local government issued public benefits or programs including, but not limited to, Medicare Premium Assistance and Medicaid; Temporary Aid to Needy Families (TANF); Supplemental Nutrition Assistance Program (SNAP); Women, Infants and Children (WIC); Aid to the Aged Blind and Disabled (AABD); and All Kids Medical Assistance. Key activities include conducting community outreach, providing educational assistance, conducting initial screenings, providing application assistance, and follow-up support to help eligible individuals and households obtain needed benefits. This program also seeks to increase the amount of cash benefits provided to individuals and households. Through this program, benefits translate into dollars. For example, a single eligible person can obtain \$192 in SNAP benefits, and have Medicare premiums paid by Medicaid, resulting in a minimum \$135 savings that would otherwise be deducted from the monthly social security pension payment. Through this example, an individual is able to increase their resources by \$327 per month and receive healthcare coverage and food assistance.

Current state and priorities for improvement

DFSS seeks to increase the number and percentage of households that are screened through the program and obtain one or more benefit. Client benefits screenings may be conducted in person and/or virtually (via telephone, tele/video conference, email and/or other electronic methods of communication). In 2020, 1,128 clients completed the benefits screening process. Of those eligible clients who completed screenings, 37% obtained one or more public benefits. The appeals process has become increasingly important for applicants that have initially been denied benefits, and DFSS is seeking to better leverage this mechanism moving forward. In addition to screening individuals/households for eligibility in public benefit programs, it is equally important to help clients maintain those benefits.

Target Population

The target population for this program is individuals/families that frequent any one of the six DFSS CSCs or any agencies that have entered into Community Partnership Linkage Agreements with a CSC. A priority population are those individuals/families experiencing a drastic decline in household income.

PROGRAM REQUIREMENTS:

Respondent must demonstrate the ability to meet the following requirements:

Hours and location

- The selected Respondent will be given space at each of the six DFSS CSC to conduct PBOE services. In addition, the respondent will be provided with access to the DFSS telephone system, copiers, file folders, and secure file cabinets. The hours and locations of the CSCs are Monday – Friday from 9am to 5pm at:
 - Englewood Center, 1140 W. 79th Street, Chicago, IL 60620
 - Garfield Center, 10 S. Kedzie Avenue, Chicago, IL 60612
 - King Center, 4314 S. Cottage Grove Avenue, Chicago, IL 60653
 - North Area, 845 W. Wilson Avenue, Chicago, IL 60640
 - South Chicago, 8650 S. Commercial Avenue, Chicago, IL 60617
 - Trina Davila, 4312 W. North Avenue, Chicago, IL 60639
- The selected Respondent is required to be onsite and, as needed due to COVID-19, provide remote services at each DFSS CSC a minimum of four days per week. The onsite and/or remote schedule can be negotiated with DFSS prior to the start of the contract.
- Respondent must have the ability to provide staff that can serve clients with limited English proficiency.

Benefits enrollment

- Provide PBOE services by providing educational assistance, conducting initial screenings, and providing application assistance and follow-up support to help eligible individuals and households obtain and maintain needed benefits. In addition, DFSS may request representation at outreach engagement events on a needed basis.
- Provide follow-up to clients that have started the public benefit process but may not have completed their paperwork. Follow-up is defined as activities that include phone calls, letters, appointments, etc.

Benefits maintenance and appeals

- Help clients maintain benefits and/or appeal denial decisions including, but not limited to:

- Redeterminations – clients are asked to submit annual applications to ensure continued eligibility.
- SNAP requirements for Able-Bodied Adults without Dependents – the work requirement needs to be understood by those applying or in jeopardy of losing benefits.
- Appeals – large numbers of individuals/households are initially denied benefits, but awarded benefits upon appeal.
- Stay abreast of legislative rule policy changes/modifications to public benefits programs.
- Document follow-up, retention, and redetermination services (i.e., program requires resubmittal every six months or client ages out of one program into another).

Outreach and engagement

- Provide outreach and engagement within the community. Outreach is defined as providing services or educating gathered participants about individual public benefit programs either virtually and/or at a location other than one of DFSS' six CSC locations such as a social services agency, senior center, or hospital emergency room waiting area. Potential clients engaged during the outreach and engagement events should be referred to one of the six CSCs for intake and assessment.
- Document target outreach activities by place and individual participants in order to assess and/or enroll eligible clients/households in public benefit programs. Note if activity targets a particular population due to location, clients/households with limited English proficiency, or physical disability.

Client feedback

- Establish a standardized process to secure client feedback, as well as a mechanism for incorporating said feedback into the service delivery model.

Meetings

- Participate in meetings with DFSS staff as needed.
- Meet with Program Liaison in advance of all program/monitoring reviews to determine required program files, computer files, timing, and logistics of staff necessary.

Documentation

- Document how clients were informed of the program.
- Maintain listing and report of all possible public benefits screened and respective monetary values or provide name of online website that provides screening tool.
- Enter data in either or both of the following data systems, depending on client characteristics: STARS (Single Tracking and Reporting System), HMIS (Homeless Management Information System – for homeless clients/households), and any other funder required systems. If required, training will be provided by DFSS.
- Maintain a client database to track each benefit application, approval date, monetary value, reasons for denial, and associated follow-up.
- Submit monthly and quarterly reports detailing demographics of individuals/households served, services provided by location, program benefits screened, dollar value of public benefits received by benefit, and other pertinent program information in a format provided by DFSS.
- Submit end-of-year report highlighting agency's ability to meet its target outcomes and outputs, performance improvement strategies for the program, and overall feedback to DFSS.

PERFORMANCE MEASURES:

To track progress toward achieving our goal and assess success of the program, DFSS will monitor a set of performance measures that may include, but are not limited to:

- 65% of eligible clients/households will receive 1 or more benefits
- Number of clients/households assessed
- Dollar value of benefits received by benefit
- Number of households advised to appeal benefit finding and number of appeals filed
- Number and dollar value of appeals granted
- Number of outreach activities
- Number of individuals/households assisted in applying for CHA Housing
- Number of outreach activities with agencies that have entered into a Community Partnership Linkage Agreement with a DFSS CSC
- Number of individuals/households assisted through contact of a Community Partnership Linkage Agreement

In addition to the performance indicators and output metrics listed above, DFSS encourages respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Human Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data is necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates there will be one contract award up to \$346,500 (per year). This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by the Department of Family and Support Services through Community Services Block Grant (CSBG) funds. Consequently, all guidelines and requirements of the Department of Family and Support Services and the Community Services Block Grant must be met.

Should a Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of respondents generated from this RFP to select another qualified respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 5
 Projects funded: 1
 Total funding: \$346,500 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must apply as a single agency and demonstrate financial strength and ability to comply with all programmatic and administrative requirements outlined in the RFP.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges to obtaining public benefits • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	35
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	25
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25

Reasonable costs, budget justification, and leverage of funds	15
<ul style="list-style-type: none">• The Respondent has the fiscal capacity to implement the proposed program• The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations)• The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan.	

DFSS Program: Workforce Services
Community Re-entry Support Centers (CRSC)
RFP# 7962

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Mark Sanders, II Deputy Commissioner
Phone: 312-743-1524
Email: mark.sandersII@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) Community Reentry Support Centers (CRSC) provide returning residents – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record – with a central location where they can receive reentry navigation services, as needed, information about local reentry resources, and, through referrals, access supportive services that will enhance their well-being and empower them to successfully complete their probation, parole, and/or electronic monitoring requirements.

WORKFORCE SERVICES DIVISION:

The DFSS Workforce Services Division designates resources to coordinate workforce services that meet disadvantaged Chicago residents' unique needs. The division is increasingly applying an equitable, trauma-informed approach to delivering workforce services at the neighborhood level to advance healthy and supportive communities. DFSS' career navigation, supportive services, and temporary subsidized jobs, integrated with work-based learning experiences, are targeted toward Chicago's most vulnerable residents: low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning citizens.

According to PolicyLink, equity is the “just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.” (<https://www.policylink.org/about-us/equity-manifesto>)

According to the Institute on Trauma and Trauma-Informed Care, “A Trauma-Informed Care approach strives to understand the whole of an individual who is seeking services.” (<http://socialwork.buffalo.edu/social-research/institutes-centers/institute-on-trauma-and-trauma-informed-care/what-is-trauma-informed-care.html>) The intention of trauma-informed service delivery is not to treat symptoms or issues related to generational poverty, community gun violence, sexual, physical or emotional abuse, or any other form of trauma, but rather to provide support services in a way that is accessible and appropriate to those who may have experienced trauma. DFSS realizes the direct impact that trauma can have on equitable access to services and is responding by changing policies, procedures, and practices to minimize potential barriers.

PROGRAM DESCRIPTION:

Goals of this RFP

This RFP seeks to stabilize residents who are in transition from an Illinois Department of Corrections (IDOC) and/or a Cook County Jail correctional facility setting back into the community, providing them with a central location where they can receive reentry navigation services as needed, information about local reentry resources, as well as access through referrals to supportive services that will enhance their well-being and empower them to successfully complete their probation, parole, and/or electronic monitoring requirements.

CRSCs foster the successful reentry of returning residents into communities by providing them reentry navigation services that will help them access the tools and resources they need to thrive. These services will include, but are not limited to, linkages to available housing, workforce services, substance use and mental health counseling, referrals to legal support for the sealing or expungement of criminal records, mentoring, coaching and access to support groups, education, and training resources. Services may be provided directly by the delegate agency or through existing partnerships with other community-based organizations.

Priority will be given to Respondents that demonstrate usage of promising, evidence-based practices that have emerged from the existing research on reentry, specifically models that engage returning residents using a version of the risk-need-responsivity (RNR) model: **risk** – the level of service that persons receive is matched to their risk of recidivism; **need** – persons are assessed for their unique needs; **responsivity** – persons are provided appropriate interventions for their learning style and motivation. The RNR model has been shown to reduce recidivism and increase an individual’s likelihood of successful reentry (<https://www.ncjrs.gov/App/Publications/abstract.aspx?ID=243996>).

Current State and Priorities for Improvement

Each year, there are approximately 12,000 returning residents released back into the city of Chicago from IDOC (Cook County jail releases another 1,000 annually). This represents approximately 35% of all state releases. At least 76% of the returning residents released from IDOC return to 15 Chicago zip codes – from highest to lowest these are: 60624 (West Garfield Park), 60651 (West Humboldt Park), 60644 (Austin), 60612 Near (West Side), 60623 (North Lawndale), 60621 (Englewood), 60628 (Roseland), 60636 (West Englewood), 60620 (Auburn Gresham), 60605 (Loop), 60609 (New City), 60637 (Woodlawn), 60608 (Lower West Side), 60647 (Logan Square), and 60619 (Greater Grand Crossing). These communities are historically under-resourced, which creates environmental and systemic barriers to successful reentry. Without access to reentry navigation, job training, education, and other supportive services, half of these individuals will likely return to prison within three years of their return (<https://www.prisonpolicy.org/scans/theviciouscircle.pdf>).

In 2020, the DFSS CRSCs received 10,300 calls for services. Over 60% of the calls received were for employment assistance. The Workforce Services Division seeks to provide more direct and supportive services to returning residents accessing the CRSCs to facilitate better connections to employment, education, and entrepreneurship resources that will enhance their well-being and empower them to successfully complete their probation, parole, and/or electronic monitoring requirements.

Priority for improvement: Increase access to trauma-informed reentry navigation and supportive services for individuals who are on probation, parole, and/or electronic monitoring.

Recently released individuals often return to underserved communities and face a wide range of barriers that make successful reintegration difficult. Many individuals experience difficulties meeting needs such as employment, behavioral health treatment, and housing. Research shows that returning residents express

immense needs for mentorship and peer support that can assist with accountability and provide support in shared struggles. Many describe difficulties in readjusting to unstructured time and reconnecting with social networks (<https://icjia.illinois.gov/researchhub/articles/an-overview-of-evidence-based-practices-and-programs-in-prison-reentry>).

When sharing their experiences with an agency or program, more than any other program element, returning residents point to the importance of caring and supportive staff as having a direct impact on their ability to successfully complete probation or parole. These organizations usually integrate one of the cornerstone coaching principles of the Co-Active Model into their case management approach, where staff members see their clients as “naturally creative, resourceful and whole, and completely capable of finding their own answers to whatever challenges they face,” (<https://coactive.com/about/what-is-coactive/>). These staff members also recognize that individuals from communities with high rates of incarceration have had to endure situations and circumstances that make them cautious about seeking services and trusting others with their well-being. DFSS is seeking organizations that understand this dynamic and can provide robust, reentry navigation in ways that will model and teach healthy communication and relationship building skills, while inspiring the resiliency required for recently released individuals to recover from the trauma of incarceration and advance toward their goals.

Target Population

For the purposes of this RFP, the target community areas for the DFSS CRSCs are community areas that continue to receive high numbers of returning residents: Auburn Gresham, Austin, Englewood, Greater Grand Crossing, Logan Square, Lower West Side, Loop, Near West Side, New City, North Lawndale, Roseland, West Garfield Park, West Humboldt Park, West Englewood, and Woodlawn. Reentry navigation services are targeted towards a subset of the individuals served who are on probation, parole, and/or electronic monitoring.

PROGRAM REQUIREMENTS:

Respondents must be able to execute the following services in their application:

CRSC Call Center

CRSCs will serve as a “Clearing House” of information and services available to returning residents. A CRSC phone number will be widely marketed throughout the city and correctional facilities. Similar to dialing 3-1-1, returning residents will be able to call this number for information about local reentry resources available in their neighborhood. Delegates will be required to have the ability to respond in a timely manner to requests from the public about services available via phone, email, or in-person.

Reentry Navigation and Support Services

Delegates will hire reentry Navigators to be the primary contact for returning residents on probation, parole, and/or electronic monitoring starting at outreach, and will facilitate connections to resources utilizing a strong community-based network of services. Navigators ensure that participants are served in a culturally competent, trauma-informed manner to help them define their goals and co-create a plan to achieve them. Navigators should be active problem solvers in partnership with participants to help them address their barriers to advancement without judgment and should encourage their self-esteem. Reentry Navigators will need to use a trauma-informed rehabilitative approach with their clients through the use of prosocial communication skills, positive reinforcement, and community support.

Navigators will be full-time employees. This is not a position that can be split with other organizational programming and/or duties.

Reentry Navigator(s) will be responsible for the following functions under this RFP:

- **Outreach and recruitment:** Navigators will execute the organization's outreach strategy that may include non-traditional, trauma-informed, proactive approaches that utilize “relentless engagement” with potential participants. Navigators will proactively follow up with callers to the Clearing House number to assess their eligibility and desire for reentry navigation services. Navigators must have capacity to communicate with individuals from a wide variety of backgrounds and experiences. Navigators may need to leverage technology and social media platforms to engage participants from the target neighborhoods.
- **Intake screening and risk assessment for case planning:** Navigators will administer in a trauma-informed way an approved intake and assessment(s). Intakes are completed to determine eligibility. Assessments are used to develop case plans and assess areas of strength and priorities based on the participant’s career pathway and need for resources (i.e. substance use treatment, cognitive behavioral therapy (CBT), and other mental health services).
- **Coaching:** With direction from the participant, Navigators will connect and coach their clients to services. Navigators will also help participants understand the opportunities available to them that will help participants advance toward their goals. Navigators will use career and skill assessments in a trauma-informed way and encourage those with interest and aptitude to move into high-demand fields.
- **Wrap around services and supports:** Navigators will work with participants to ensure they have access to an array of services as needed. Navigators will provide services directly or make referrals for services using “warm handoffs” (Navigators provide essential details such as: organization name, primary contact person, contact information, time/date of appointment or screen, follow up expectations, etc. for successful acquisition of services) including providing transportation to and from appointments as needed and/or transportation supports (CTA/PACE/Metra cards). Lastly, Navigators will collect data and report on participant progress, challenges, and successes to help identify potential gaps in service delivery.

Some critical areas for services and support **that selected Respondents must deliver** or have collaborations to address include, but are not limited to:

- Mental health services/assessment – e.g., mental health assessment, CBT-informed activities and engagement, social and emotional learning supports
- Education – e.g., engagement with bridge and contextual programming to address basic skills gaps, including reading, math, writing, computer skills, City Colleges, or other post-secondary institutions
- Housing supports – e.g., registration for rental assistance and low-cost/affordable housing programs
- Ancillary supports – e.g., transportation supports, cell phones/access to a phone line, email addresses/access to WIFI, financial literacy and income supports, TANF/SNAP/WIC benefits, food pantries, childcare and legal services, program incentives
- Social support – Delegate agencies will need to provide support helping individuals reengage important social ties as well as create new social ties that encourage successful completion of probation or parole requirements
- Participant feedback tools – Delegate agencies will need a tool or system in place to collect, analyze, and use feedback from their recipients

In addition to fielding calls and requests from the CRSC Clearing House number, agencies should anticipate providing reentry navigation services to a subset of participants who are on probation, parole, and/or electronic monitoring per year and develop a budget accordingly.

Enhanced Capacity Building and Service Coordination

We suspect that the expertise to provide reentry navigation services is growing, but limited. Hence, DFSS seeks to provide capacity-building support for community providers working with participants.

We also know that working with individuals who are dealing with trauma requires an awareness and sensitivity towards self-care. Reentry Navigators should be supported professionally by selected Respondents to ensure self-care plans are developed and utilized by frontline staff so that they have the highest exposure to training, supervision, and self-care that can be modeled to program participants.

Building supports (professional development as well as organizational capacity) is often time consuming and requires ongoing interventions and practice. Just as with program participants, DFSS is interested in providing ongoing supports, education, and professional development to organizations serving returning residents. **Respondents that are awarded a grant will be required to participate in Workforce Services Division Learning Cohorts.** Learning Cohort experiences will provide delegate agencies with a shared learning and understanding that feature discussions or “labs” focused on best practice implementation, data and evaluation, and innovations for expanding access to career pathways for meaningful careers in health and human services. Some topics that will be covered during the grant period include:

Professional Development

- CBT/Trauma-informed care
- Compassionate fatigue/Staff self-care
- Case coordination/Problem solving
- Housing options for returning residents
- Secondary trauma
- Cultural competency
- Group facilitation and mediation
- Motivational interviewing
- Substance abuse/Mental health challenges
- Domestic violence
- Gender and LGBTQ+ responsive care
- Prosocial communication skills and positive reinforcement

Organizational Capacity

- Handling a city contract: Budgeting and data collection
- Safety: Create safe spaces for participants and staff
- Participant-led voice in services
- Data collection and analysis

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- Number of participants who successfully complete probation, parole, and/or electronic monitoring requirements
- Number of participants who become employed in jobs at or above minimum wage
- Number of participants that enroll in education and/or job training program

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number and type of incoming calls to the Clearing House phone line
- Number of residents on probation, parole, and/or electronic monitoring that
 - complete a risk assessment
 - complete a basic skills and career assessment
 - receive a referral for health screening
 - receive a referral for housing
 - receive a referral for State IDs and/or driver's licenses.
 - receive a referral for education and/or job training

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Workforce Services Division seeks to actively and regularly collaborate with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Selected Respondents will be required to attend quarterly meetings to review program performance and develop strategies to improve program quality throughout the term of the contract. In the event of under-performance at the end of the first, second, or third quarter (as deemed appropriate by the DFSS Program Manager/Liaison), the selected Respondent must submit a Corrective Action Plan in writing to indicate how they will improve performance by the next quarter.

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Upon contract award, delegate agencies will be expected to collect, and report participant-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Enterprise Case Management (ECM)

DFSS Workforce Services Division's Enterprise Case Management Version 6.0 (ECM) is the data system utilized to capture participant data from intake to placement and retention. All selected Respondents will use the ECM system to capture required data for workforce services programs. The ECM system is used to improve service delivery and conduct performance-based payments based on enrollments, placements, and retention. Contracted providers will be trained on how to enter data and run reports in ECM, with ongoing training as new program staff are hired and/or when there are changes made within the system.

ECM has gone through several phases of improvement, from refining workflow processes to updating reports to ensure the appropriate data is captured to measure performance outcomes. Specific improvements include:

- Standard data collection across all workforce services contracted providers
- Detailed data collection for priority populations that includes demographic breakdown
- Data collection for 30-day, 90-day and 180-day employment retention
- An assessment tool and development of an IEP to help better understand participant skill levels and barriers (both the assessment and IEP must be completed as a part of the enrollment process)
- Ability to capture employment placements, wages, progress notes, and retention
- Outcome reporting to evaluate impact and assist with achieving strategic goals
- Payment voucher functionality for providers to print and submit for reimbursement

ECM reporting requirements include:

- Using the ECM system for tracking participants from enrollment through employment placement and retention
- Entering required participant information into ECM within three to five business days of interaction adhering to required data standards based on the program model.

Providers shall request reimbursement for workforce services performed by submitting vouchers monthly using the City's web-based eProcurement (iSupplier) system. Vouchers must be submitted 15 calendar days after the end of the month in which services were performed. All vouchers must include verification in the form of supporting documents and any other DFSS required documentation and or format. Vouchers submitted after the monthly deadline will result in a delayed payment.

Providers contracted to provide workforce services must implement policies and procedures to ensure privacy and confidentiality of participant records for both paper files and electronic databases including ECM. Providers must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doit/supp_info/is-and-it-policies.html

Program Monitoring

The City will monitor all compliance and quality of services. This includes:

- Achievement of objectives in accordance with proposal and contract
- Integrity of administrative systems and eligibility determination
- Quality of service evaluation through observation and informal interviews

These monitoring activities may take the form of administrative record reviews, interviews of staff and/or participants, and general observations of the facilities, operations, and training activities. Participants not adequately documented as eligible will not count towards your outcome measures. Participant files must contain the following:

- A copy of the participant's intake form and all eligibility documentation
- Documentation of US employment authorization
- All assessments
- Individualized Employment Plan
- Documentation of case management and support services
- Resume and job search records

- Record of attendance and documentation of activities where appropriate (workshop or activity attendance record, etc.)
- Documentation of residency in city of Chicago (for Service Providers)

GUIDANCE FOR RESPONDENTS:

Respondents should ensure that their submitted proposal is in line with the requirements of the DFSS CRSC model. Respondents should submit one application that clearly identifies their target priority community area(s).

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that awards will range from \$70,000 – \$125,000 (per year) depending on the size of their proposed program. The division anticipates funding four delegate agencies. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through Community Development Block Grant (CDBG) funds. Consequently, all guidelines and requirements of DFSS and the CDBG must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 9
 Projects funded: 4
 Range of funding: \$70,000 – \$125,000 (per year)
 Total funding: \$380,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Respondents who are current DFSS delegates whose existing contract(s) with DFSS are not in good standing will not be considered. Agencies not eligible include those that have had a City contract terminated for default; are currently debarred and/or have been issued a final determination by a City, State or Federal agency for performance of a criminal act, abridgement of human rights or illegal/fraudulent practices.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	35
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	25
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS may consider additional factors including geography, language, and ability to serve recently released returning residents on probation, parole, and/or electronic monitoring from the target community areas in the selection process to ensure systems-level needs are met. These community areas are: Auburn Gresham, Austin, Englewood, Greater Grand Crossing, Logan Square, Lower West Side, Loop, Near West Side, New City, North Lawndale, Roseland, West Garfield Park, West Humboldt Park, West Englewood, and Woodlawn.

DFSS Program: Workforce Services
Employment Preparation and Placement Program (EPP)
RFP# 7963

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Mark Sanders II Deputy Commissioner
Phone: 312-743-1524
Email: mark.sandersII@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The purpose of the Employment Preparation and Placement (EPP) program is to provide career pathways navigation and supportive services to prepare people at risk of homelessness, job seekers with limited English proficiency, and returning citizens – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record – for employment at or above the City's minimum wage.

WORKFORCE SERVICES DIVISION:

The Chicago Department of Family and Support Services (DFSS) Workforce Services Division designates resources to coordinate workforce services that meet disadvantaged Chicago residents' unique needs. The division is increasingly applying an equitable, trauma-informed approach to delivering workforce services at the neighborhood level to advance healthy and supportive communities. DFSS' career navigation, supportive services, and temporary subsidized jobs, integrated with work-based learning experiences, are targeted toward Chicago's most vulnerable residents: low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning citizens.

According to PolicyLink, equity is the "just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all." (<https://www.policylink.org/about-us/equity-manifesto>)

According to the Institute on Trauma and Trauma-Informed Care, "A Trauma-Informed Care approach strives to understand the whole of an individual who is seeking services." (<http://socialwork.buffalo.edu/social-research/institutes-centers/institute-on-trauma-and-trauma-informed-care/what-is-trauma-informed-care.html>) The intention of trauma-informed service delivery is not to treat symptoms or issues related to generational poverty, community gun violence, sexual, physical or emotional abuse, or any other form of trauma, but rather to provide support services in a way that is accessible and appropriate to those who may have experienced trauma. DFSS realizes the direct impact that trauma can have on equitable access to services and is responding by changing policies, procedures, and practices to minimize potential barriers.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the DFSS EPP is to connect Chicago’s most vulnerable residents to career navigation and supportive services to help them identify and overcome their barriers to employment and prepare them for full-time permanent job opportunities with wages at or above Chicago’s minimum wage.

With this RFP, DFSS seeks to support and help accelerate the city of Chicago’s equitable recovery from the economic effects of the COVID-19 pandemic by funding career navigation and supportive services targeting low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning citizens – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record as a barrier to employment.

DFSS seeks to partner with community-based organizations that have:

- Expertise in creating pathways to meaningful careers for vulnerable Chicagoans
- Experience serving vulnerable residents successfully with favorable performance outcomes
- Currently funded workforce programming options for vulnerable residents in the city of Chicago

Current state and priorities for improvement

The COVID-19 pandemic has had a disproportionate effect on low-wage, under-employed, and unemployed workers in Chicago. The DFSS EPP program provides a range of services to help these Chicagoans secure stable employment at or above Chicago’s minimum wage.

People at risk of homelessness, job seekers with limited English proficiency, and returning citizens face unique hurdles in securing and retaining a job. DFSS seeks delegate agencies that will provide individuals with employment preparation, skills development, job placement and career navigation, supportive services, and retention follow-up that may be necessary to achieve sustained employment. Retention follow-up may take the form of additional job placements if initial job placements are not maintained.

In 2020, 37 delegate agencies enrolled 890 individuals into the DFSS EPP program. Of those enrolled, 278 of the participants (31%) were placed into and retained unsubsidized employment for 30 days (of which 48% remained employed for 90 days or more, 92% had wages at or above Chicago’s minimum wage, and 42% were at or above \$15/hour). In 2019, DFSS delegates enrolled 1,060 individuals into the DFSS EPP program. Of those participants, 588 (55%) were hired into and retained unsubsidized employment for 30 days (of which 17% remained employed for 90 or more and 68% had wages at or above Chicago’s minimum wage).

Of the clients served in 2020, 59% of the participants were from DFSS priority populations (61% in 2019):

Priority Population Served	% of Participants (N=890)
Homeless individuals	19%
Persons with limited English proficiency	4%
Returning citizens	31%

The Workforce Services Division seeks to improve upon these outcomes by:

- Partnering with delegates to increase the percentage of participants from a DFSS priority population to 80% (with a particular emphasis on participants with limited English proficiency)
- Partnering with delegates to improve unsubsidized placement and 30-day retention rates to 60%

- Partnering with delegates to improve unsubsidized placement 90-day retention rates to 70%
- Maintain with delegates an emphasis on job quality by prioritizing job opportunities at or above Chicago’s minimum wage

To support connections to sustained employment at or above Chicago’s minimum wage, the division has identified Career Navigation Services as an additional priority for improvement.

Career navigation encompasses a range of trauma-informed services to individuals to help them make informed educational, training, and occupational choices. Career navigators guide participants through the complex network of local workforce resources and explore new ways to ensure workforce and supportive services are consistently available to residents in need.

Research conducted by the Seattle Jobs Initiative identifies seven foundations of successful career navigation services, which include:

1. Understanding of business and industry needs and of high-demand occupations and skills
2. Understanding of workers’ skills, needs, barriers, and goals
3. Understanding of training and educational institutions and pathways
4. Understanding of support services and systems
5. Ability to create strong business and cross-institutional partnerships
6. Ability to coordinate and blend multiple funding streams
7. Skilled and knowledgeable front-line staff

(https://www.seattlejobsinitiative.com/wp-content/uploads/SJI_CareerNav_Report_FEB2015.pdf)

To improve participant outcomes, DFSS is placing high significance on the quality and impact of services to participants entrenched in a career navigation framework to improve participant outcomes. Career navigation includes the “coordination of career information, assessment and self-assessment tools, counseling interviews, career education programs, internships, work-search programs, and transition services” that may not be housed in a single agency or institution

(<https://www.americanprogress.org/issues/economy/reports/2010/03/11/7531/a-new-national-approach-to-career-navigation-for-working-learners/>). This strategy is intended to enhance and strengthen, rather

than replace, the offerings at area agencies funded by other private, philanthropic, and government resources. To this end, DFSS seeks to support organizations that effectively utilize and connect EPP participants and graduates to other resources within the local workforce system that will stabilize participants with a source of income, help participants identify and overcome their barriers to employment, provide them with industry-specific, post-secondary, or vocational training, and prepare them for full-time permanent job opportunities with wages at or above Chicago’s minimum wage.

Target Population

The DFSS EPP provides workforce services to individuals facing employment barriers who are unemployed or underemployed, low-income, and have limited work skills. Eligible individuals must be 18 years of age or older, city of Chicago residents, low-to-moderate income*, and authorized to work in the United States.

In addition, DFSS focuses on serving the following **three priority populations**:

- Homeless individuals
- Individuals with limited-English proficiency
- Returning citizens

The Department also prioritizes workforce services to Veterans and individuals with disabilities who belong to one of the priority populations and meet the age and income-eligibility requirements mentioned above.

To support equitable recovery from the economic impacts of the COVID-19 global pandemic, the Department will also prioritize certain Community Areas. These were the communities that ranked highest on the City's COVID-19 Vulnerability Index (CCVI), which uses metrics to identify communities that are most burdened by COVID-19 during the pandemic and have been previously identified as areas that will benefit from public safety, education, and human services investments. These Community Areas are Auburn Gresham, Austin, Bronzeville, Chicago Lawn, East Garfield Park, Englewood, Gage Park, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, West Englewood, West Garfield Park, and West Pullman.**

Please Note:

*The Department of Housing and Urban Development (HUD) defines low to moderate income as individuals who have an annualized family income at or below 80% of the HUD area median income.

**These Community Areas ranked highest on the City's COVID-19 Vulnerability Index (CCVI), (<https://www.chicago.gov/city/en/sites/covid-19/home/protect-chicago.html>) and were identified as priority investment areas by the Chicago Department of Planning and Development to help guide decision-making about the concentration and alignment of public investments (https://www.chicago.gov/city/en/sites/invest_sw/home/about.html).

PROGRAM REQUIREMENTS:

Respondents must be able to execute the following services in their application:

Outreach and Recruitment

Respondents must have well-targeted community outreach and recruitment strategies that engage residents from the DFSS priority populations and communities, enrolling them into EPP. Outreach approaches may include non-traditional, trauma-informed, proactive techniques that utilize "relentless engagement" with potential participants.

Comprehensive Program Orientation, Intake Screening, and Assessment for Case Planning

Orientation should include a formal review of the program's eligibility requirements and an overview of the process for program completion. Intake screenings should consist of career interest and basic skills assessments (math, reading, and computer skills) that identify core needs and assess readiness for programming. They must be completed for all participants and be included in developing an Individual Employment Plan (IEP). Assessments may consist of O' Net Career Interest Profiler, academic assessments such as the Test of Adult Basic Education (TABE) for programs that require an evaluation of basic skill levels, and the Comprehensive Adult Student Assessment System (CASAS). These assessments can also be used to track participant's basic skill improvements and progress toward their goals.

Job Readiness Training (JRT)

Includes activities such as completing a job application, mock interviewing, resume development, and covers topics such as Workplace Ethics and Behavior, Goal Setting, Proper Workplace Attire, Basic Computer Skills, Networking, and Effective Communication. Participants should also be trained as needed on how to access the Internet for employment services. Each participant is required to have a valid email address and resume on file. Delegates must have the capacity to place a minimum of 20 participants per year.

Permanent Employment Placement Services

Includes outreach and engagement with employers from in-demand industries to connect program participants to unsubsidized employment opportunities, collaborate to address specific industry/occupation workforce needs, and identify other resources that would benefit businesses, such as assistance in applying for available tax credits.

Follow-up and Retention Services

Includes ongoing coaching, case management, and follow-up activities post-employment to ensure retention and career advancement.

Participant Feedback Tools

Delegate agencies will need a tool or system to collect, analyze, and use feedback from their recipients.

Career Navigator Services

Career Navigators will be the primary contact for participants starting at outreach and will facilitate connections to other workforce and supportive services utilizing a strong community-based network of resources. Navigators ensure that participants are served in a culturally competent, trauma-informed manner to help them define their career aspirations and co-create a plan to achieve their goals. Navigators should be active problem solvers in partnership with participants to address their immediate and long-term goals without judgment and encourage their self-esteem. In many cases, Career Navigators working with DFSS target population members will need to use a trauma-informed rehabilitative approach with their clients through prosocial communication skills, positive reinforcement, and community support.

Career Navigator(s) will be responsible for the following functions under this RFP:

- *Engagement and recruitment:* Navigators should have a robust outreach approach that consists of non-traditional, proactive strategies. Navigators must have the capacity to communicate with individuals from a wide variety of backgrounds and experiences. Navigators may need to leverage technology and social media platforms to engage participants from the target populations.
- *Intake screening and assessment for case planning:* Navigators are responsible for administering an approved intake screening and assessment(s). These screening and assessment tools are used to develop the participant's IEP, assess areas of strength, and identify priorities based on their chosen career pathway and need for resources (i.e., substance use treatment, cognitive behavioral therapy (CBT), and other mental health services).
- *Career coaching:* With direction from the participant, Navigators will connect and coach their clients to services. Navigators will also help participants understand the opportunities available to them to advance their career goals and will track referrals to job interviews and further training, education, and skill development opportunities as needed.
- *Wrap-around services and supports:* Navigators will work with participants to ensure that they have access to an array of services as needed. Navigators will provide services directly or make referrals for services (organization name, primary contact person, contact information, time/date of appointment or screen, follow up expectations), including providing transportation to and from appointments as needed and/or transportation supports (CTA/PACE/Metra cards). Lastly, Navigators will collect data and report on participant progress, challenges, and successes to identify potential service delivery gaps.

Some critical areas for services and support **that selected Respondents must deliver** or have collaborations to address include, but are not limited to:

- Mental health services/assessment – e.g., mental health assessment, CBT-informed activities and engagement, social and emotional learning supports
- Education – e.g., engagement with bridge and contextual programming to address basic skills gaps, including reading, math, writing, computer skills, City Colleges, or other post-secondary institutions
- Housing supports – e.g., registration for rental assistance and low-cost/affordable housing programs
- Ancillary supports – e.g., transportation supports, cell phones/access to a phone line, email addresses/access to WIFI, financial literacy and income supports, TANF/SNAP/WIC benefits, food pantries, childcare and legal services, program incentives

Enhanced Capacity Building and Service Coordination

While many of DFSS' providers and community partners already deliver highly impactful services that are deeply rooted in the career pathways framework, to consistently and broadly foster a career navigation culture among the local public workforce system, DFSS seeks to test and evaluate promising strategies to improve its EPP programs as well as improve service coordination and collaboration among providers in ways that will scale and enhance outcomes for high-needs populations.

Over the past year and a half, some of these strategies have been tested in several DFSS Community Service Centers and collected from delegates about what works well. Some promising approaches include systematically identifying participants with high needs and assessing those needs holistically, using “warm referrals” (<https://www.mass.gov/doc/tips-for-making-trauma-informed-warm-referrals/download>) to make sure participants are successfully connected to supportive services, and working proactively with referral partners to overcome barriers to engagement and retention for individual participants. DFSS encourages delegates to adopt these practices and encourages their Career Navigators to participate in Workforce Services Division Learning Cohorts. Learning Cohort experiences will provide delegate agencies with a shared learning and understanding that feature discussions or “labs” focused on best practice implementation, data and evaluation, and innovations for expanding access to career pathways for meaningful careers in health and human services. Some topics that will be covered during the grant period include:

Professional Development

- CBT/Trauma-informed care
- Compassionate fatigue/Staff self-care
- Case coordination/Problem solving
- Housing options for returning citizens
- Secondary trauma
- Cultural competency
- Group facilitation and mediation
- Motivational interviewing
- Substance abuse/Mental health challenges
- Domestic violence
- Gender and LGBTQ+ responsive care
- Prosocial communication skills and positive reinforcement

Organizational Capacity

- Logic models
- Hiring street outreach teams
- Handling a city contract: Budgeting and data collection
- Safety: Creating safe spaces for participants and staff
- Participant-led voice in services
- Data collection and analysis

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- Percentage and number of participants who enter unsubsidized employment
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days
- Percentage and number of participants placed that earn wages equal to or above Chicago's minimum wage
- Percentage and number of participants placed with healthcare, fringe benefits, and wages at or above Chicago's minimum wage
- Percentage and number of participants who enroll in industry-specific, post-secondary, or vocational training

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of participants enrolled
- Number and percentage of enrolled participants who belong to one of DFSS' priority populations
- Percentage and number of participants completing JRT
- Number and percentage of participants receiving career navigation coaching and supportive services
- Number of participants who create IEPs
- Number of referrals for industry-specific, post-secondary, or vocational training
- Number and type of referrals made for supportive services
- Number of participant referrals for job interviews

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and indicate participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

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- All assessments
- Individualized Employment Plan
- Documentation of case management and support services
- Resume and job search records
- Record of attendance and documentation of activities where appropriate (workshop or activity attendance record, etc.)
- Documentation of residency in city of Chicago (for Service Providers)

GUIDANCE FOR RESPONDENTS:

Respondents should ensure their submitted proposal is in line with the requirements of the EPP Model. Agencies interested in applying for other Workforce Services Division program models must adhere to those specific program models and submit individual proposals for each program model. Respondents must identify their target Community Area(s), priority population(s), and other funding the organization will leverage to implement the program model.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that each award will range from \$50,000 – \$150,000 (per year). DFSS anticipates funding up to 20 agencies. Delegates must demonstrate the capacity to connect participants from one of the DFSS priority populations to unsubsidized employment at or above the Chicago minimum wage. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through Community Development Block Grant (CDBG) funds. Consequently, delegates must meet all guidelines and requirements of DFSS and CDBG.

Should a selected Respondent's contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to choose another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 47
Projects funded: 37

Range of funding: \$50,000 – \$129,000 (per year)
 Total funding: \$2,636,110 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies act as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements, whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must demonstrate an adequate cash flow to expend funds before reimbursement. Priority will be given to Respondents that leverage state, county, and/or private workforce development resources to execute programming. Priority will also be given to Respondents that provide services to residents citywide and provided in a linguistically and culturally appropriate manner.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has a practical approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	<p>35</p>
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management 	<p>20</p>

<ul style="list-style-type: none"> • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has sufficient Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	
<p><u>Costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS may consider additional factors, including geography, language, and ability to serve specific sub-populations (low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning residents) within currently under-invested Community Areas in the selection process to ensure systems-level needs are met. These Community Areas are Auburn Gresham, Austin, Chicago Lawn, East Garfield Park, Englewood, Gage Park, Grand Boulevard, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, West Englewood, West Garfield Park, and West Pullman. Priority will be given to Respondents with service locations within the target Community Area.

**DFSS Program: Workforce Services
Industry-Specific Training Program (ISTP)
RFP# 7964**

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Kathy Johnson, Supervisor of Workforce Programs

Phone: 312-746-8218

Email: kathy.johnson2@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The purpose of the Industry-Specific Training Program (ISTP) is to provide career pathways navigation, supportive services, and industry-specific job training to people at risk of homelessness, job-seekers with limited English proficiency, and returning citizens – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record – that prepares them for employment opportunities within in-demand, high-growth industries at or above the City’s minimum wage.

WORKFORCE SERVICES DIVISION:

The Chicago Department of Family and Support Services (DFSS) Workforce Services Division designates resources to coordinate workforce services that meet disadvantaged Chicago residents' unique needs. The division is increasingly applying an equitable, trauma-informed approach to delivering workforce services at the neighborhood level to advance healthy and supportive communities. DFSS’ career navigation, supportive services, and temporary subsidized jobs, integrated with work-based learning experiences, are targeted toward Chicago’s most vulnerable residents: low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning citizens.

According to PolicyLink, equity is the “just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.” (<https://www.policylink.org/about-us/equity-manifesto>)

According to the Institute on Trauma and Trauma-Informed Care, “A Trauma-Informed Care approach strives to understand the whole of an individual who is seeking services.” (<http://socialwork.buffalo.edu/social-research/institutes-centers/institute-on-trauma-and-trauma-informed-care/what-is-trauma-informed-care.html>) The intention of trauma-informed service delivery is not to treat symptoms or issues related to generational poverty, community gun violence, sexual, physical or emotional abuse, or any other form of trauma, but rather to provide support services in a way that is accessible and appropriate to those who may have experienced trauma. DFSS realizes the direct impact that trauma can have on equitable access to services and is responding by changing policies, procedures, and practices to minimize potential barriers.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the DFSS ISTP is to connect Chicago’s most vulnerable residents to industry-specific job training integrated with career navigation and supportive services to help them identify and overcome their barriers to employment and prepare them for full-time permanent job opportunities with wages at or above Chicago’s minimum wage.

With this RFP, DFSS seeks to support and help accelerate the city of Chicago’s equitable recovery from the economic effects of COVID-19 by funding ISTP models that serve low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restrict their access to opportunity, and returning citizens – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record as a barrier to employment.

DFSS seeks to partner with community-based organizations that have:

- Expertise in creating pathways to meaningful careers for vulnerable Chicagoans
- Experience serving vulnerable residents successfully with favorable performance outcomes
- Currently funded workforce programming options for vulnerable residents in the city of Chicago

DFSS has identified the following industry sectors as priorities: Healthcare; Human Services; Transportation, Distribution, Logistics (TDL); Manufacturing; and Information Technology. Other industry sectors such as Hospitality (Tourism, Retail, Culinary Arts) may be considered if the Respondent can demonstrate the industry’s need for a particular type of skilled worker (this could include evidence provided by employer partners).

Current state and priorities for improvement

The COVID-19 pandemic has had a disproportionate effect on low-wage, under-employed, and unemployed workers in Chicago. The DFSS ISTP provides a range of services to help these Chicagoans secure stable employment at or above the City’s minimum wage.

People at risk of homelessness, job seekers with limited English proficiency, and returning citizens face unique hurdles in securing and retaining a job. DFSS seeks delegate agencies that will provide individuals with employment preparation, skills development, job placement and career navigation, supportive services, and retention follow-up that may be necessary to achieve sustained employment. Retention follow-up may take the form of additional job placements if initial job placements are not maintained.

In 2020, 17 delegate agencies enrolled 357 individuals into the DFSS ISTP. Of those enrolled, 27% were placed into and retained unsubsidized employment for 30 days (of which 44% remained employed for 90 days or more, 87% had wages at or above Chicago’s minimum wage). In 2019, DFSS delegates enrolled 376 participants. Of those enrolled, 48% were placed into and retained unsubsidized employment for 30 days (of which 14% remained employed for 90 days or more, 76% had wages at or above Chicago’s minimum wage).

Of the clients served in 2020, 59% of the participants were from DFSS priority populations (52% in 2019):

Priority Population Served	% of Participants (N=357)
Homeless individuals	5%
Persons with limited English proficiency	16%
Returning citizens	27%

The Workforce Services Division seeks to improve upon these outcomes by:

- Partnering with delegates to increase the percentage of participants from a DFSS priority population to 80% (with a particular emphasis on participants with limited English proficiency)
- Partnering with delegates to improve unsubsidized placement and 30-day retention rates to 60%
- Partnering with delegates to improve unsubsidized placement 90-day retention rates to 70%
- Maintain with delegates an emphasis on job quality by prioritizing job opportunities at or above the standard city minimum wage.

To support connections to sustained employment at or above Chicago’s minimum wage, the division has identified Career Navigation Services as an additional priority for improvement.

Career navigation encompasses a range of trauma-informed services to individuals to help them make informed educational, training, and occupational choices. Career navigators guide participants through the complex network of local workforce resources and explore new ways to ensure workforce and supportive services are consistently available to residents in need.

Research conducted by the Seattle Jobs Initiative identifies seven foundations of successful career navigation services, which include:

8. Understanding of business and industry needs and of high-demand occupations and skills
9. Understanding of workers’ skills, needs, barriers, and goals
10. Understanding of training and educational institutions and pathways
11. Understanding of support services and systems
12. Ability to create strong business and cross-institutional partnerships
13. Ability to coordinate and blend multiple funding streams
14. Skilled and knowledgeable front-line staff

https://www.seattlejobsinitiative.com/wp-content/uploads/SJI_CareerNav_Report_FEB2015.pdf

To improve participant outcomes, DFSS is placing high significance on the quality and impact of services to participants entrenched in a career navigation framework to improve participant outcomes. Career navigation includes the “coordination of career information, assessment and self-assessment tools, counseling interviews, career education programs, internships, work-search programs, and transition services” that may not be housed in a single agency or institution

<https://www.americanprogress.org/issues/economy/reports/2010/03/11/7531/a-new-national-approach-to-career-navigation-for-working-learners/>). This strategy is intended to enhance and strengthen, rather than replace, the offerings at area agencies funded by other private, philanthropic, and government resources. To this end, DFSS seeks to support organizations that effectively utilize and connect ISTP participants and graduates to other resources within the local workforce system that will stabilize participants with a source of income, help participants identify and overcome their barriers to employment, provide them with post-secondary or vocational training, and prepare them for full-time permanent job opportunities with wages at or above Chicago’s minimum wage.

Target Population

The DFSS ISTP provides workforce services to individuals facing employment barriers who are unemployed or underemployed, low-income, and have limited work skills. Eligible individuals must be 18 years of age or older, city of Chicago residents, low-to-moderate income*, and authorized to work in the United States.

In addition, DFSS focuses on serving the following **three priority populations**:

- Homeless individuals

- Individuals with limited-English proficiency
- Returning citizens

The Department also prioritizes workforce services to Veterans and individuals with disabilities who belong to one of the priority populations and meet the age and income-eligibility requirements mentioned above.

To support equitable recovery from the economic impacts of the COVID-19 global pandemic, the Department will also prioritize certain Community Areas. These were the communities that ranked highest on the City’s COVID-19 Vulnerability Index (CCVI), which uses metrics to identify communities that are most burdened by COVID-19 during the pandemic and have been previously identified as areas that will benefit from public safety, education, and human services investments. These Community Areas are Auburn Gresham, Austin, Bronzeville, Chicago Lawn, East Garfield Park, Englewood, Gage Park, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, West Englewood, West Garfield Park, and West Pullman.**

Please Note:

*The Department of Housing and Urban Development (HUD) defines low to moderate income as individuals who have an annualized family income at or below 80% of the HUD area median income.

**These Community Areas ranked highest on the City’s COVID-19 Vulnerability Index (CCVI), (<https://www.chicago.gov/city/en/sites/covid-19/home/protect-chicago.html>) and were identified as priority investment areas by the Chicago Department of Planning and Development to help guide decision-making about the concentration and alignment of public investments (https://www.chicago.gov/city/en/sites/invest_sw/home/about.html).

PROGRAM REQUIREMENTS:

Respondents must be able to execute the following services in their application:

Outreach and Recruitment

Respondents must have well-targeted community outreach and recruitment strategies that engage residents from the DFSS priority populations and communities, enrolling them into ISTP. Outreach approaches may include non-traditional, trauma-informed, proactive techniques that utilize “relentless engagement” with potential participants.

Comprehensive Program Orientation, Intake Screening, and Assessment for Case Planning

Orientation should include a formal review of the program’s eligibility requirements and an overview of the process for program completion. Intake screenings should consist of career interest and basic skills assessments (math, reading, and computer skills) that identify core needs and assess readiness for programming. They must be completed for all participants and be included in developing an Individual Employment Plan (IEP). Assessments may consist of O’ Net Career Interest Profiler, academic assessments such as the Test of Adult Basic Education (TABE) for programs that require an evaluation of basic skill levels, and the Comprehensive Adult Student Assessment System (CASAS). These assessments can also be used to track participant’s basic skill improvements and progress toward their goals.

Industry-Specific Job Readiness Training

ISTPs are developed in tandem with employers or groups of employers to address their specific workforce needs and may include classroom-based, on-line, or on-the-job training that closely aligns with employer hiring requirements or decisions. Training can culminate in attaining credentials (desired or required job qualifications that trade associations sometimes recognize) and may include certificates, certifications, degrees, and/or licenses. Training may also include essential job readiness activities, i.e., completing a job

application, mock interviewing, resume development, and cover topics such as Workplace Ethics and Behavior, Goal Setting, Proper workplace Attire, Basic Computer Skills, Networking, and Effective Communication. Participants should also be trained on how to access the Internet for employment services. Each participant is required to have a resume on file.

Permanent Employment Placement Services

Includes outreach and engagement with employers from in-demand industries to connect program participants to unsubsidized employment opportunities, collaborate to address specific industry/occupation workforce needs, and identify other resources that would benefit businesses, such as assistance in applying for available tax credits.

Follow-up and Retention Services

Includes ongoing coaching, case management, and follow-up activities post-employment to ensure retention and career advancement.

Participant Feedback Tools

Delegate agencies will need a tool or system to collect, analyze, and use feedback from their recipients.

Career Navigator Services

Career Navigators will be the primary contact for participants starting at outreach and will facilitate connections to other workforce and supportive services utilizing a strong community-based network of resources. Navigators ensure that participants are served in a culturally competent, trauma-informed manner to help them define their career aspirations and co-create a plan to achieve their goals. Navigators should be active problem solvers in partnership with participants to address their immediate and long-term goals without judgment and encourage their self-esteem. In many cases, Career Navigators working with DFSS target population members will need to use a trauma-informed rehabilitative approach with their clients through prosocial communication skills, positive reinforcement, and community support.

Career Navigator(s) will be responsible for the following functions under this RFP:

- *Engagement and recruitment:* Navigators should have a robust outreach approach that consists of non-traditional, proactive strategies. Navigators must have the capacity to communicate with individuals from a wide variety of backgrounds and experiences. Navigators may need to leverage technology and social media platforms to engage participants from the target populations.
- *Intake screening and assessment for case planning:* Navigators are responsible for administering an approved intake screening and assessment(s). These screening and assessment tools are used to develop the participant's IEP, assess areas of strength, and identify priorities based on their chosen career pathway and need for resources (i.e., substance use treatment, cognitive behavioral therapy (CBT), and other mental health services).
- *Career coaching:* With direction from the participant, Navigators will connect and coach their clients to services. Navigators will also help participants understand the opportunities available to them to advance their career goals and will track referrals to job interviews and further training, education, and skill development opportunities as needed.
- *Wrap-around services and supports:* Navigators will work with participants to ensure that they have access to an array of services as needed. Navigators will provide services directly or make referrals for services (organization name, primary contact person, contact information, time/date of appointment or screen, follow up expectations), including providing transportation to and from appointments as needed and/or transportation supports (CTA/PACE/Metra cards). Lastly, Navigators will collect data

and report on participant progress, challenges, and successes to identify potential service delivery gaps.

Some critical areas for services and support **that selected Respondents must deliver** or have collaborations to address include, but are not limited to:

- Mental health services/assessment – e.g., mental health assessment, CBT-informed activities and engagement, social and emotional learning supports
- Education – e.g., engagement with bridge and contextual programming to address basic skills gaps, including reading, math, writing, computer skills, City Colleges, or other post-secondary institutions
- Housing supports – e.g., registration for rental assistance and low-cost/affordable housing programs
- Ancillary supports – e.g., transportation supports, cell phones/access to a phone line, email addresses/access to WIFI, financial literacy and income supports, TANF/SNAP/WIC benefits, food pantries, childcare and legal services, program incentives

Enhanced Capacity Building and Service Coordination

While many of DFSS' providers and community partners already deliver highly impactful services that are deeply rooted in the career pathways framework, to consistently and broadly foster a career navigation culture among the local public workforce system, DFSS seeks to test and evaluate promising strategies to improve its ISTPs as well as improve service coordination and collaboration among providers in ways that will scale and enhance outcomes for high-needs populations.

Over the past year and a half, some of these strategies have been tested in several DFSS Community Service Centers and collected from delegates about what works well. Some promising approaches include systematically identifying participants with high needs and assessing those needs holistically, using “warm referrals” (<https://www.mass.gov/doc/tips-for-making-trauma-informed-warm-referrals/download>) to make sure participants are successfully connected to supportive services, and working proactively with referral partners to overcome barriers to engagement and retention for individual participants. DFSS encourages delegates to adopt these practices and encourages their Career Navigators to participate in Workforce Services Division Learning Cohorts. Learning Cohort experiences will provide delegate agencies with a shared learning and understanding that feature discussions or “labs” focused on best practice implementation, data and evaluation, and innovations for expanding access to career pathways for meaningful careers in health and human services. Some topics that will be covered during the grant period include:

Professional Development

- CBT/Trauma-informed care
- Compassionate fatigue/Staff self-care
- Case coordination/Problem solving
- Housing options for returning citizens
- Secondary trauma
- Cultural competency
- Group facilitation and mediation
- Motivational interviewing
- Substance abuse/Mental health challenges
- Domestic violence
- Gender and LGBTQ+ responsive care
- Prosocial communication skills and positive reinforcement

Organizational Capacity

- Logic models
- Hiring street outreach teams
- Handling a city contract: Budgeting and data collection
- Safety: Creating safe spaces for participants and staff
- Participant-led voice in services
- Data collection and analysis

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- Percentage and number of participants who enter unsubsidized employment
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days
- Percentage and number of participants who receive a base hourly pay equal to or above Chicago's minimum wage
- Percentage and number of participants that enroll in post-secondary or vocational training

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of participants enrolled
- Number of participants who complete industry-specific training
- Number of participants who receive industry-recognized certification
- Number and percentage of enrolled participants who belong to one of DFSS' priority populations
- Number and percentage of participants receiving career navigation coaching and supportive services
- Number and type of referrals made for supportive services
- Number of participant referrals for job interviews

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and indicate participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Workforce Services Division seeks to actively and regularly collaborate with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Selected Respondents will be required to attend quarterly meetings to review program performance and develop strategies to improve program quality throughout the term of the contract. In the event of under-performance at the end of the first, second, or third quarter (as deemed appropriate by the DFSS Program Manager/Liaison), the selected Respondent must submit a Corrective Action Plan in writing to indicate how they will improve performance by the next quarter.

Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including

participant-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect, and report participant-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Enterprise Case Management (ECM)

DFSS Workforce Services Division's Enterprise Case Management Version 6.0 (ECM) is the data system utilized to capture participant data from intake to placement and retention. All selected Respondents will use the ECM system to capture required data for workforce services programs. The ECM system is used to improve service delivery and conduct performance-based payments based on enrollments, placements, and retention. Contracted providers will be trained on how to enter data and run reports in ECM, with ongoing training as new program staff are hired and/or when there are changes made within the system.

ECM has gone through several phases of improvement, from refining workflow processes to updating reports to ensure the appropriate data is captured to measure performance outcomes. Specific improvements include:

- Standard data collection across all workforce services contracted providers
- Detailed data collection for priority populations that includes demographic breakdown
- Data collection for 30-day, 90-day and 180-day employment retention
- An assessment tool and development of an IEP to help better understand participant skill levels and barriers (both the assessment and IEP must be completed as a part of the enrollment process)
- Ability to capture employment placements, wages, progress notes, and retention
- Outcome reporting to evaluate impact and assist with achieving strategic goals
- Payment voucher functionality for providers to print and submit for reimbursement

ECM reporting requirements include:

- Using the ECM system for tracking participants from enrollment through employment placement and retention
- Entering required participant information into ECM within three to five business days of interaction adhering to required data standards based on the program model.

Providers shall request reimbursement for workforce services performed by submitting vouchers monthly using the City's web-based eProcurement (iSupplier) system. Vouchers must be submitted 15 calendar days after the end of the month in which services were performed. All vouchers must include verification in the form of supporting documents and any other DFSS required documentation and or format. Vouchers submitted after the monthly deadline will result in a delayed payment.

Providers contracted to provide workforce services must implement policies and procedures to ensure privacy and confidentiality of participant records for both paper files and electronic databases including ECM.

Providers must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at

https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html

Program Monitoring

The City will monitor all compliance and quality of services. This includes:

- Achievement of objectives in accordance with proposal and contract

- Integrity of administrative systems and eligibility determination
- Quality of service evaluation through observation and informal interviews

These monitoring activities may take the form of administrative record reviews, interviews of staff and/or participants, and general observations of the facilities, operations, and training activities. Participants not adequately documented as eligible will not count towards your outcome measures. Participant files must contain the following:

- A copy of the participant’s intake form and all eligibility documentation
- Documentation of US employment authorization
- All assessments
- Individualized Employment Plan
- Documentation of case management and support services
- Resume and job search records
- Record of attendance and documentation of activities where appropriate (workshop or activity attendance record, etc.)
- Documentation of residency in city of Chicago (for Service Providers)

GUIDANCE FOR RESPONDENTS:

Respondents should ensure their submitted proposal is in line with the requirements of the ISTP model. Agencies interested in applying for other Workforce Services Division program models must adhere to those specific program model requirements and submit individual proposals for each program model. Respondents must identify their target Community Area(s) and the primary DFSS priority population(s) for this program model.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that each award will be between \$100,000 – \$200,000 (per year), depending on the Respondent's proposed program's size. This performance-based contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through Community Development Block Grant (CDBG) funds. Consequently, delegates must meet all guidelines and requirements of DFSS and CDBG.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to choose another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 23
 Projects funded: 14
 Range of funding: \$55,000 – \$180,000 (per year)
 Total funding: \$1,352,194 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements, whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must demonstrate an adequate cash flow to expend funds before reimbursement. Administrative costs will be capped at 10 percent per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has a practical approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	35
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has sufficient Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	20
<p><u>Costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

- | | |
|---|--|
| <ul style="list-style-type: none">• The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. | |
|---|--|

Basis of Award

DFSS may consider additional factors, including geography, language, and ability to serve specific sub-populations (low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning residents) within currently under-invested Community Areas in the selection process to ensure systems-level needs are met. These Community Areas are Auburn Gresham, Austin, Chicago Lawn, East Garfield Park, Englewood, Gage Park, Grand Boulevard, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, West Englewood, West Garfield Park, and West Pullman. Priority will be given to Respondents with service locations within the target Community Area.

**DFSS Program: Workforce Services
Transitional Jobs Program (TJP)
RFP# 7965**

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Mark Sanders II Deputy Commissioner
Phone: 312-743-1524
Email: mark.sandersII@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) Transitional Jobs Program (TJP) model integrates career pathways navigation and supportive services with work-based learning experiences that prepare people at risk of homelessness, job-seekers with limited English proficiency, and returning citizens – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record – for full-time employment at or above the City’s minimum wage. Central to the DFSS TJP model are career navigation, support services, and temporary subsidized jobs that stabilize participants with a source of income and are integrated with work-based learning experiences that are aligned with their long-term career interests.

WORKFORCE SERVICES DIVISION:

The DFSS Workforce Services Division designates resources to coordinate workforce services that meet disadvantaged Chicago residents' unique needs. The division is increasingly applying an equitable, trauma-informed approach to delivering workforce services at the neighborhood level to advance healthy and supportive communities. DFSS’ career navigation, supportive services, and temporary subsidized jobs, integrated with work-based learning experiences, are targeted toward Chicago’s most vulnerable residents: low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning citizens.

According to PolicyLink, equity is the “just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.” (<https://www.policylink.org/about-us/equity-manifesto>)

According to the Institute on Trauma and Trauma-Informed Care, “A Trauma-Informed Care approach strives to understand the whole of an individual who is seeking services.” (<http://socialwork.buffalo.edu/social-research/institutes-centers/institute-on-trauma-and-trauma-informed-care/what-is-trauma-informed-care.html>) The intention of trauma-informed service delivery is not to treat symptoms or issues related to generational poverty, community gun violence, sexual, physical or emotional abuse, or any other form of trauma, but rather to provide support services in a way that is accessible and appropriate to those who may have experienced trauma. DFSS realizes the direct impact that

trauma can have on equitable access to services and is responding by changing policies, procedures, and practices to minimize potential barriers.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the DFSS TJP model is to support and help accelerate the city of Chicago’s equitable recovery from the economic effects of COVID-19 by connecting Chicago's most vulnerable residents to career navigation, supportive services, and temporary subsidized jobs integrated with work-based learning experiences that will stabilize participants with a source of income, help them identify and overcome their barriers to employment, and prepare them for full-time permanent job opportunities with wages at or above Chicago’s minimum wage.

The DFSS TJP model utilizes an “ABC” approach: Any job, Better job, Career. Transitional jobs integrated with work-based learning opportunities (any job) allow participants to demonstrate essential on-the-job competencies that prepare them for additional responsibilities that align with higher pay and continued learning opportunities (better job). Finally, persons with interest and aptitude move into high-demand fields that help grow our local economy (career) (<https://choosework.ssa.gov/blog/2018-08-14-learning-the-abcs-of-career-progress>).

With this RFP, DFSS seeks to fund career navigation, supportive services and temporary subsidized jobs integrated with work-based learning experiences targeting low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restrict their access to opportunity, and returning citizens – individuals who have served prison terms, are transitioning from incarceration, and/or have an arrest or conviction record as a barrier to employment.

DFSS seeks to partner with community-based organizations that have:

- Expertise creating pathways to meaningful careers for vulnerable Chicagoans
- Experience serving vulnerable residents successfully with strong performance outcomes
- Experience creating and providing temporary subsidized jobs integrated with work-based learning opportunities for vulnerable Chicagoans
- Currently funded workforce programming options for vulnerable residents in the city of Chicago

Current state and priorities for improvement

In 2020, 429 individuals were enrolled into TJPs with 17 different Workforce Services delegates and received a wide range of workforce services that led to 119 out of 429 (28%) gaining and retaining unsubsidized employment for 30 days, with an average wage of \$14.67 (in 2020, 90% of all participants had wages at or above the city of Chicago minimum wage). Of those participants who gained and retained employment for 30 days, 64% retained employment for at least 90 days.

Of the clients served, 73% of the participants were from the DFSS priority populations:

Priority Population Served	% of Participants (N=429)
Returning citizens	62%
Homeless individuals	31%
Persons with limited English proficiency	0%

The Workforce Services Division seeks to improve upon these outcomes by:

- Partnering with delegates to increase the percentage of participants from a DFSS priority population to 80% (especially participants with limited English proficiency)
- Partnering with delegates to improve unsubsidized, permanent employment 90-day retention rates to 70%
- Maintain with delegates an emphasis on job quality by prioritizing job opportunities at or above the standard city minimum wage

In addition, the division has identified two key priorities for improvement:

1. Career Navigation Services

Career navigation encompasses a range of trauma-informed services to individuals to help them make informed educational, training, and occupational choices. Career navigators guide participants through the complex network of local workforce resources and explore new ways to ensure workforce and supportive services are consistently available to residents in need.

Research conducted by the Seattle Jobs Initiative identifies seven foundations of successful career navigation services, which include:

15. Understanding of business and industry needs and of high-demand occupations and skills
16. Understanding of workers' skills, needs, barriers, and goals
17. Understanding of training and educational institutions and pathways
18. Understanding of support services and systems
19. Ability to create strong business and cross-institutional partnerships
20. Ability to coordinate and blend multiple funding streams
21. Skilled and knowledgeable front-line staff

(https://www.seattlejobsinitiative.com/wp-content/uploads/SJI_CareerNav_Report_FEB2015.pdf)

To improve participant outcomes, DFSS is placing high significance on the quality and impact of services to participants entrenched in a career navigation framework to improve participant outcomes. Career navigation includes the “coordination of career information, assessment and self-assessment tools, counseling interviews, career education programs, internships, work-search programs, and transition services” that may not be housed in a single agency or institution

(<https://www.americanprogress.org/issues/economy/reports/2010/03/11/7531/a-new-national-approach-to-career-navigation-for-working-learners/>).

This strategy is intended to enhance and strengthen, rather than replace, the offerings at area agencies funded by other private, philanthropic, and government resources. To this end, DFSS seeks to support organizations that effectively utilize and connect TJP participants and graduates to other resources within the local workforce system that will stabilize participants with a source of income, help participants identify and overcome their barriers to employment, provide them with industry-specific, post-secondary, or vocational training, and prepare them for full-time permanent job opportunities with wages at or above Chicago's minimum wage.

2. Increase the number and quality of work-based training experiences that connect vulnerable Chicagoans within under-invested neighborhoods to viable career pathway opportunities.

Many private businesses do not have the capacity to provide transitional jobs integrated with work-based learning experiences to help potential employees learn the skills needed to be successful in the post-pandemic workplace. DFSS seeks to fund the creation of lower-barrier transitional work opportunities that are integrated with work-based learning experiences in the public and nonprofit sector as well as within

social enterprises to support the development of basic skills that increase long-term employability. Nonprofits and social enterprises are well positioned to provide transitional jobs integrated with work-based learning opportunities that are flexible enough to accommodate a participant’s career interests, skill set, learning needs, prior work experience, and barriers to employment. Transitional job assignments should be based on the intake and assessment information used to create a participant’s Individualized Employment Plan (IEP).

Target Population

The DFSS TJP desires to provide workforce services to individuals with significant barriers to employment, who may be unemployed or underemployed and who may have limited work skills. Eligible individuals must be 18 years of age or older, city of Chicago residents, low- to moderate-income*, authorized to work in the United States, and be from one of the following priority populations:

- Homeless individuals
- Individuals with limited-English proficiency
- Returning citizens

The Department also prioritizes workforce services to Veterans and individuals with disabilities who belong to one of the priority populations and meet the age and income-eligibility requirements mentioned above.

To support equitable recovery from the economic impacts of the COVID-19 global pandemic, the Department will also prioritize certain Community Areas. These were the communities that ranked highest on the City’s COVID-19 Vulnerability Index (CCVI), which uses metrics to identify communities that are most burdened by COVID-19 during the pandemic and have been previously identified as areas that will benefit from public safety, education, and human services investments. These Community Areas are Auburn Gresham, Austin, Bronzeville, Chicago Lawn, East Garfield Park, Englewood, Gage Park, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, West Englewood, West Garfield Park, and West Pullman.**

Please Note:

*The Department of Housing and Urban Development (HUD) defines low to moderate income as individuals who have an annualized family income at or below 80% of the HUD area median income.

**These Community Areas ranked highest on the City’s COVID-19 Vulnerability Index (CCVI), (<https://www.chicago.gov/city/en/sites/covid-19/home/protect-chicago.html>) and were identified as priority investment areas by the Chicago Department of Planning and Development to help guide decision-making about the concentration and alignment of public investments (https://www.chicago.gov/city/en/sites/invest_sw/home/about.html).

PROGRAM REQUIREMENTS:

Respondents must be able to execute the following services in their application:

Outreach and Recruitment

Respondents must have well-targeted community outreach and recruitment strategies that engage residents from the DFSS priority populations and communities, enrolling them into TJP. Outreach approaches may include non-traditional, trauma-informed, proactive techniques that utilize “relentless engagement” with potential participants.

Comprehensive Program Orientation, Intake Screening, and Assessment for Case Planning

Orientation should include a formal review of the program’s eligibility requirements and an overview of the process for program completion. Intake screenings should consist of career interest and basic skills assessments (math, reading, and computer skills) that identify core needs and assess readiness for programming. They must be completed for all participants and be included in developing an IEP. Assessments may consist of O’ Net Career Interest Profiler, academic assessments such as the Test of Adult Basic Education (TABE) for programs that require an evaluation of basic skill levels, and the Comprehensive Adult Student Assessment System (CASAS). These assessments can also be used to track participant’s basic skill improvements and progress toward their goals.

Transitional Jobs Integrated with Work-based Learning Experiences

Utilizing the “ABC” approach, navigators will connect low-income community residents to temporary, subsidized jobs that are integrated with well-structured work-based learning opportunities designed to help participants develop a work history, learn new skills that make them more attractive to potential employers, and/or demonstrate essential on-the-job competencies that prepare them for higher paying jobs with more responsibility and continued learning opportunities. Transitional job assignments should last up to 12-weeks (25 hours/week at the Chicago minimum wage). Jobs may be developed internally by delegate agencies and/or through formalized employer partnerships, and must be thoughtfully integrated with opportunities for participants to develop the basic skills (reading, writing, number skills, and computer skills) and experience needed to be successful in the workplace. Transitional Jobs must include worksite agreement policies that are clearly explained to employer partners and trainees. Delegates and/or their employer partners will be responsible for onboarding, tracking trainee’s hours worked, and wage disbursement, directly or through a third-party vendor.

Permanent Employment Placement Services

Includes outreach and engagement with employers from in-demand industries to connect program participants to unsubsidized employment opportunities, collaborate to address specific industry/occupation workforce needs, and identify other resources that would benefit businesses, such as assistance in applying for available tax credits.

Follow-up and Retention Services

Includes ongoing coaching, case management, and follow-up activities post-employment to ensure retention and career advancement.

Participant Feedback Tools

Delegate agencies will need a tool or system to collect, analyze, and use feedback from their recipients.

Career Navigator Services

Career Navigators will be the primary contact for participants starting at outreach and will facilitate connections to other workforce and supportive services utilizing a strong community-based network of resources. Navigators ensure that participants are served in a culturally competent, trauma-informed manner to help them define their career aspirations and co-create a plan to achieve their goals. Navigators should be active problem solvers in partnership with participants to address their immediate and long-term goals without judgment and encourage their self-esteem. In many cases, career navigators working with DFSS target population members will need to use a trauma-informed rehabilitative approach with their clients through the use of prosocial communication skills, positive reinforcement, and community support.

Career Navigator(s) will be responsible for the following functions under this RFP:

- *Engagement and recruitment:* Navigators should have a robust outreach approach that consists of non-traditional, proactive strategies. Navigators must have the capacity to communicate with

individuals from a wide variety of backgrounds and experiences. Navigators may need to leverage technology and social media platforms to engage participants from the target populations.

- *Intake screening and assessment for case planning:* Navigators are responsible for administering an approved intake screening and assessment(s). These screening and assessment tools are used to develop the participant’s IEP, assess areas of strength, and identify priorities based on their chosen career pathway and need for resources (i.e., substance use treatment, cognitive behavioral therapy (CBT), and other mental health services).
- *Career coaching:* With direction from the participant, Navigators will connect and coach their clients to services. Navigators will also help participants understand the opportunities available to them to advance their career goals and will track referrals to job interviews and further training, education, and skill development opportunities as needed.
- *Wrap-around services and supports:* Navigators will work with participants to ensure that they have access to an array of services as needed. Navigators will provide services directly or make referrals for services (organization name, primary contact person, contact information, time/date of appointment or screen, follow up expectations), including providing transportation to and from appointments as needed and/or transportation supports (CTA/PACE/Metra cards). Lastly, Navigators will collect data and report on participant progress, challenges, and successes to identify potential service delivery gaps.

Some critical areas for services and support **that selected Respondents must deliver** or have collaborations to address include, but are not limited to:

- Mental health services/assessment – e.g., mental health assessment, CBT-informed activities and engagement, social and emotional learning supports
- Education – e.g., engagement with bridge and contextual programming to address basic skills gaps, including reading, math, writing, computer skills, City Colleges, or other post-secondary institutions
- Housing supports – e.g., registration for rental assistance and low-cost/affordable housing programs
- Ancillary supports – e.g., transportation supports, cell phones/access to a phone line, email addresses/access to WIFI, financial literacy and income supports, TANF/SNAP/WIC benefits, food pantries, childcare and legal services, program incentives

Enhanced Capacity Building and Service Coordination

While many of DFSS’ providers and community partners already deliver highly impactful services that are deeply rooted in the career pathways framework, to consistently and broadly foster a career navigation culture among the local public workforce system, DFSS seeks to test and evaluate promising strategies to improve its TJPs as well as improve service coordination and collaboration among providers in ways that will scale and enhance outcomes for high-needs populations.

Over the past year and a half, some of these strategies have been tested in several DFSS Community Service Centers and collected from delegates about what works well. Some promising approaches include systematically identifying participants with high needs and assessing those needs holistically, using “warm referrals” (<https://www.mass.gov/doc/tips-for-making-trauma-informed-warm-referrals/download>) to make sure participants are successfully connected to supportive services, and working proactively with referral partners to overcome barriers to engagement and retention for individual participants. DFSS encourages delegates to adopt these practices and encourages their Career Navigators to participate in

Workforce Services Division Learning Cohorts. Learning Cohort experiences will provide delegate agencies with a shared learning and understanding that feature discussions or “labs” focused on best practice implementation, data and evaluation, and innovations for expanding access to career pathways for meaningful careers in health and human services. Some topics that will be covered during the grant period include:

Professional Development

- CBT/Trauma-informed care
- Compassionate fatigue/Staff self-care
- Case coordination/Problem Solving
- Housing options for returning citizens
- Secondary trauma
- Cultural competency
- Group facilitation and mediation
- Motivational interviewing
- Substance abuse/Mental health challenges
- Domestic violence
- Gender and LGBTQ+ responsive care
- Prosocial communication skills and positive reinforcement

Organizational Capacity

- Logic models
- Hiring street outreach teams
- Handling a city contract: Budgeting and data collection
- Safety: Creating safe spaces for participants and staff
- Participant-led voice in services
- Data collection and analysis

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- Percentage and number of participants who enter unsubsidized full-time employment
- Percentage and number of participants who receive a base hourly pay equal to or above Chicago’s minimum wage
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, and 180 days
- Percentage and number of participants who improve their computer skills during their transitional job
- Percentage and number of participants who improve their math and/or reading skills
- Percentage and number of participants who enroll in industry specific, post-secondary, or vocational training after completing TJP

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of participants enrolled in TJP
- Number of participants that complete pre- and post-computer and basic skills assessments
- Number and percentage of enrolled participants who begin subsidized transitional job integrated with work-based learning
- Number and percentage of enrolled participants who belong to one of our priority populations
- Number and type of referrals made for supportive services
- Number of referrals for industry specific, post-secondary or vocational training
- Number and percentage of participants successfully completing the transitional jobs program

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Workforce Services Division seeks to actively and regularly collaborate with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Selected Respondents will be required to attend quarterly meetings to review program performance and develop strategies to improve program quality throughout the term of the contract. In the event of under-performance at the end of the first, second, or third quarter (as deemed appropriate by the DFSS Program Manager/Liaison), the selected Respondent must submit a Corrective Action Plan in writing to indicate how they will improve performance by the next quarter.

Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including participant-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect, and report participant-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Enterprise Case Management (ECM)

DFSS Workforce Services Division's Enterprise Case Management Version 6.0 (ECM) is the data system utilized to capture participant data from intake to placement and retention. All selected Respondents will use the ECM system to capture required data for workforce services programs. The ECM system is used to improve service delivery and conduct performance-based payments based on enrollments, placements, and retention. Contracted providers will be trained on how to enter data and run reports in ECM, with ongoing training as new program staff are hired and/or when there are changes made within the system.

ECM has gone through several phases of improvement, from refining workflow processes to updating reports to ensure the appropriate data is captured to measure performance outcomes. Specific improvements include:

- Standard data collection across all workforce services contracted providers
- Detailed data collection for priority populations that includes demographic breakdown
- Data collection for 30-day, 90-day and 180-day employment retention

- An assessment tool and development of an IEP to help better understand participant skill levels and barriers (both the assessment and IEP must be completed as a part of the enrollment process)
- Ability to capture employment placements, wages, progress notes, and retention
- Outcome reporting to evaluate impact and assist with achieving strategic goals
- Payment voucher functionality for providers to print and submit for reimbursement

ECM reporting requirements include:

- Using the ECM system for tracking participants from enrollment through employment placement and retention
- Entering required participant information into ECM within three to five business days of interaction adhering to required data standards based on the program model.

Providers shall request reimbursement for workforce services performed by submitting vouchers monthly using the City's web-based eProcurement (iSupplier) system. Vouchers must be submitted 15 calendar days after the end of the month in which services were performed. All vouchers must include verification in the form of supporting documents and any other DFSS required documentation and or format. Vouchers submitted after the monthly deadline will result in a delayed payment.

Providers contracted to provide workforce services must implement policies and procedures to ensure privacy and confidentiality of participant records for both paper files and electronic databases including ECM. Providers must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at

https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html

Program Monitoring

The City will monitor all compliance and quality of services. This includes:

- Achievement of objectives in accordance with proposal and contract
- Integrity of administrative systems and eligibility determination
- Quality of service evaluation through observation and informal interviews

These monitoring activities may take the form of administrative record reviews, interviews of staff and/or participants, and general observations of the facilities, operations, and training activities. Participants not adequately documented as eligible will not count towards your outcome measures. Participant files must contain the following:

- A copy of the participant's intake form and all eligibility documentation
- Documentation of US employment authorization
- All assessments
- Individualized Employment Plan
- Documentation of case management and support services
- Resume and job search records
- Record of attendance and documentation of activities where appropriate (workshop or activity attendance record, etc.)
- Documentation of residency in city of Chicago (for Service Providers)

GUIDANCE FOR APPLICANTS:

Respondents should ensure their submitted proposal is in line with the requirements of the TJP model. Agencies interested in applying for other Workforce Services Division program models must adhere to those specific program models and submit individual proposals. Respondents must identify their target Community Area(s), priority population(s), and other funding the organization will leverage to implement the program model.

ANTICIPATED AWARD AND FUNDING SOURCE:

We anticipate that awards will range from \$115,000 – 360,000 (per year) depending on the size of their proposed program. DFSS anticipates funding up to 20 agencies. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through HUD Community Development Block Grant funds. Consequently, all HUD income guidelines and program requirements of DFSS and the Community Development Block Grant must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received:	24
Projects funded:	17
Range of funding:	\$70,000 – \$150,000 (per year)
Total funding:	\$2,839,935 (per year)

ELIGIBLE APPLICANTS:

This is a competitive process open to all entities: employers, non-profit and for-profit service providers of training and education services, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement the programmatic elements outlined in this RFP, and lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made usually within 45 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA AND BASIS OF AWARD:

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondents proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	<p>35</p>
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	<p>20</p>
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	<p>15</p>

Basis of Award

DFSS may consider additional factors, including geography, language, and ability to serve specific sub-populations (low-income individuals who are or at risk of homelessness, residents whose limited English proficiency restricts their access to opportunity, and returning residents) within currently under-invested Community Areas in the selection process to ensure systems-level needs are met. These Community Areas are Auburn Gresham, Austin, Chicago Lawn, East Garfield Park, Englewood, Gage Park, Grand Boulevard, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, West Englewood, West Garfield Park, and West Pullman. Priority will be given to Respondents with service locations within the target Community Area.

DFSS Program: Division on Domestic Violence
Counseling and Advocacy Services for Victims of Domestic Violence
RFP# 7918

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Adriana Camarda, Director of Family Support Programs

Phone: 312-746-6685

Email: Adriana.camarda@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The goal of this RFP is to increase the safety and self-determination of Chicago survivors of domestic violence by increasing access to no-cost domestic violence counseling and advocacy services.

This RFP prefers organizations with experience providing survivors of domestic violence services such as safety planning, emergency and long-term emotionally supportive counseling, explanation of victim rights under the Illinois Domestic Violence Act (IDVA), explanation of how to file for an Order of Protection, and advocacy, including accompaniment to court. Advocacy can be provided either by the selected Respondent or via a formal written linkage agreement with a domestic violence service provider with experience providing advocacy. This RFP combines the previously separate “Counseling Services” and “Legal Advocacy and Counseling” program models.

DIVISION ON DOMESTIC VIOLENCE:

The primary goal of the Chicago Department of Family and Support Services (DFSS) Division on Domestic Violence (DDV) is to increase the safety and enhance the well-being of victims (and their children) of domestic violence. Domestic violence is defined as one person exerting power and control over another in an intimate or familial relationship through physical, emotional, verbal, or financial means.

The Division achieves these goals by funding community-based agencies to provide the following:

- A statewide 24-hour domestic violence hotline;
- Targeted outreach to victims who are at high risk for future violence;
- Emotionally supportive crisis counseling for victims of domestic violence and their families;
- Safety planning for victims of domestic violence and their families;
- Explanation of victim rights under the Illinois Domestic Violence Act (IDVA);
- Assistance for victims of domestic violence in filing for an Order of Protection;
- Advocacy with other third parties such as landlords, child welfare agencies, etc.;
- Legal advocacy and representation for victims of domestic violence with law enforcement, government agencies, and the justice system;
- Court-ordered monitoring of child visitation and exchange between custodial and visiting parents; and
- Outreach and education to community stakeholders on the dynamics of domestic violence and available victim services.

PROGRAM DESCRIPTION:

Goals of this RFP

This RFP seeks to increase the self-determination and safety of domestic violence victims by providing safety planning, emergency and long-term emotionally supportive counseling, explanation of victim rights under the IDVA, explanation of how to file for an Order of Protection, and legal and victim advocacy, including accompaniment to court. Legal advocacy includes assistance with completion of paperwork to petition for an Order of Protection or other steps necessary to petition for an Order of Protection, and accompaniment to court for emotional support, advocacy, and clarification of information such as law and court processes. Victim advocacy includes assistance with other services or remedies such as, but not limited to, victim compensation, children services, financial or housing assistance, immigration.

Current state and priorities for improvement

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Centers for Disease Control and Prevention's National Intimate Partner and Sexual Violence Survey), and three or more women are murdered by their boyfriends or husbands on average each day (American Psychology Association). There can be several health effects that linger long after someone leaves an abusive partner, including many psychological consequences, according to the Centers for Disease Control and Prevention. In addition to Post-Traumatic Stress Disorder, a survivor of domestic violence may have to live with anxiety, depression, emotional detachment, low self-esteem, sleep disturbances, and fear of intimacy, according to a World Health Organization study on the health effects of intimate partner violence. The percentage of violent victimizations committed by an intimate partner for which victims received assistance from a victim-service agency increased from 18% in 2018 to 26% in 2019. (Thurman, Jennifer L. Morgan, Rachel E. *Criminal Victimization, 2018*. Bureau of Justice Statistics, Office of Justice Programs, Department of Justice, United States, September 2020).

In 2016, the Chicago Metropolitan Battered Women's Network provided funding for the Loyola University Chicago Center for Urban Research and Learning (CURL) to conduct an outcome study on survivors of domestic violence. Survivors find counseling to be a key piece for healing in the immediate and in the long term. According to the *Domestic Violence Outcome Measures Project*, almost half (46%) of participants report a continuing and sometimes new need for counseling/therapy services, and a quarter of participants (25.5%) indicated a need for family therapy.

"One of the key findings of this report is that emergency safety needs (i.e., emergency shelter and getting an order of protection) are no longer the most prominent issues of concern for participants. Fewer than 5% of the sample reported currently needing shelter and fewer than 10% reported needing help getting an order of protection. In contrast, counseling/therapy is now the primary need reported by about 46% of participants. In addition, about a quarter of participants reported a need for help with those things that enable one to sustain a stable and independent household, which is critical to maintaining safety: economic assistance, either in the form of emergency cash, help with credit history, financial planning/literacy, food/clothing, health care, or work. Also, a sizeable minority of participants reported needs (both new and continuing from when they initially sought services) regarding divorce, child support, and visitation. These legal issues are likely to be related to the one outstanding safety concern reported by a substantial minority of survivors, managing contact with the abuser."

George, Christine, et al., "Domestic Violence Outcome Measures Project."

Domestic violence cuts across all ethnic, racial, and socio-economic groups, and affects both victims and abusers of all ages, gender identities, and/or sexual orientations. Domestic violence can take the form of physical abuse, emotional abuse, economic abuse, and psychological abuse. The Counseling and Advocacy Services model provides inclusive access to services to all victims across all of these subpopulations.

In 2020, agencies funded through this initiative provided counseling and advocacy to 4,113 victims of domestic violence. Of those, 1,064 victims received an Order of Protection with the assistance of an advocate from the program.

This RFP combines the previously separate Counseling Services and Legal Advocacy and Counseling program models. Both models provide identical services, with the exception of providing assistance with filing for an Order of Protection and accompaniment to court. Through stakeholder sessions with domestic violence providers, DDV found that in practice, programs funded under Counseling Services also offered Legal Advocacy services, either within their agency or by referral, whereas Legal Advocacy and Counseling services were required to offer both. Previously, DFSS separated the models to ensure that programs did not require all victims to pursue an Order of Protection without offering ongoing case management. Combining the model types ensures that a) a victim receiving counseling services can also pursue their rights under the law with the help of a legal advocate, whether the agency has a legal advocate or not, and b) a victim pursuing an Order of Protection can also access emotionally supportive counseling.

Improvements to this model also include the ability of delegate agencies providing services in modes and locations that enhance the safety of victims and their children whenever possible. Since the beginning of the COVID-19 pandemic in 2020, domestic violence services were provided remotely, including filing a petition for an Order of Protection. Counseling services were provided via phone and video conferencing. Legal advocacy was provided remotely and accompaniment to court was facilitated over video conferencing. Prior to the COVID-19 pandemic, DFSS program requirements mandated in-person services only. For those programs that operate from the Domestic Violence Courthouse, transitioning to remote services allowed them to collaborate on creating a hotline for victims to receive services. The lesson learned is that through technology, domestic violence services can successfully be provided remotely if proper protocols for safety and documentation are followed. This change to DFSS program requirements enables delegate agencies the flexibility to provide services, not only in an office setting, but in-person, when and where safe, as well as remotely through virtual platforms.

Respondents must address in proposal the program capacity to offer victims services in-person, virtual, offsite, or a combination thereof.

Target Population

The target population of this RFP is Chicago victims of intimate partner violence (IPV) and their children who seek to increase their safety and self-determination through counseling and/or advocacy services. The term *Intimate Partner Violence* describes physical violence, sexual violence, stalking, or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or same-sex couples and does not require sexual intimacy.

In addition, Respondents may serve other victim relationships protected under the IDVA, including:

- any person who has experienced similar violence by family or household members.
- any high-risk adult with disabilities who is abused, neglected, or exploited by a family or household member.

Respondents must demonstrate the ability to offer services to under-served populations including undocumented victims, those who do not speak English, male survivors, those who are disabled, and LGBTQIA survivors.

PROGRAM REQUIREMENTS:

Delegate agencies must provide direct Counseling or Legal Advocacy services or both. If an agency does not provide both, then the other service must be provided by an experienced domestic violence service provider through a formal linkage agreement. DFSS prefers Respondents with experience in providing emotionally supportive crisis counseling, safety planning, explanation of victim rights under the IDVA, how to file for an Order of Protection, and referrals to other victim services. Each staff overseeing program services and those providing services must have, at a minimum, 40 hours of domestic violence training from an accredited agency. DFSS prefers program staff to have previous experience providing the required services.

Respondents must fulfill the following program requirements and offer, at a minimum, the following services:

Accepting Victims

- Ensure that incoming crisis calls are answered immediately by a 40-hour trained domestic violence professional, 24 hours a day, seven days a week. Crisis calls during non-business hours must either be connected to the agency’s own domestic violence hotline or referred to the Illinois Domestic Violence Hotline.
- Respond to non-crisis requests for counseling and legal advocacy services within 48 hours.
- Any services must be made available in-person unless it is unsafe.
- Any services to victims *may* occur in a location that provides enhanced safety to the victim and their children.
- Any services to victims *may* also be provided in locations that reduce the burden on the victim due to lack of resources such as, but not limited to, transportation or childcare.
- Offer services to under-served populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQIA victims.
- Take referrals from the Illinois Domestic Violence Hotline, from legal advocates, or from law enforcement.
- Provide services without charging victims fees.
- Assist victims to create an emergency safety plan for himself/herself and his/her child(ren).

Provide Crisis Victim Services

Provide the following initial services to victims, as needed:

- Provide victims an explanation of victim rights and legal protections under the IDVA.
- Explain how to file for an Order of Protection.
- Assist victims with creating or modifying their safety plan for himself/herself and his/her child(ren).
- Provide victims with emotional support as needed.
- Refer clients to appropriate domestic violence services such as, but not limited to, legal representation or shelter.

Ongoing Supportive Counseling and Case Management (directly or through a formal linkage agreement)

Provide ongoing, individual interaction between a 40-hour trained domestic violence worker and victim. These interactions should include, at a minimum, the following services.

- Service planning:

- Assisting survivor to create a *service plan* led by survivor priorities (a service plan is defined as a written statement that includes victim-driven, achievable, and time-defined goals toward, but not limited to, self-determination, enhanced safety or independence).
- Documentation of survivor progress towards goals via case notes.
- Ongoing service provision:
 - Ongoing assessment of victim needs.
 - Updating service plans as goals are achieved or victim goals change.
- Coordinating victim care within the agency and with other agencies to expand the range of services available to victims such as legal services, shelter, and/or housing programs specific to victims of domestic violence, entitlement income, and medical services.
- Emotional support and guidance:
 - Ongoing emotionally supportive counseling that supports victim’s self-determination and choices.
 - Education and information about the dynamics of domestic violence.
 - Problem solving and discussion of options.
- Each staff person providing services must comply with the State of Illinois Mandated Reporter Training requirement.

Legal Advocacy (directly or through a formal linkage agreement)

- Assist victim with completion of paperwork to petition for an Order of Protection from the Domestic Violence Court of Cook County and/or other steps necessary to petition for an Order of Protection.
- Accompany victim to court for emotional support, advocacy, and clarification of information such as law and court process.
- Assist victims with petitioning for Stalking No Contact Orders (SNCO) or Civil No Contact Orders (CNCO).
- Advocate on victim’s behalf in family court and other court activity related to the domestic violence case.
- Advocate on victim’s behalf with other civil or criminal court or law enforcement.

Victim Advocacy (directly or through a formal linkage agreement)

- Advocate on a victim’s behalf with a third party after execution of necessary release of information, including advocacy with Department of Children and Family Services (DCFS), victim’s employer, housing provider, Illinois Department of Human Services (IDHS), etc.
- Assist victims seeking legal resolutions available under the Violence Against Women Act (VAWA) such as but not limited to U-Visas for crime victims, T-Visas for victims of trafficking, Every Student Succeeds Act (ESSA), or the Victims’ Economic Security, and Safety Act (VESSA).

Maintain Survivor Confidentiality

- Maintain victim confidentiality and confidentiality of victim files as required by the IDVA.

Community Education and Outreach

- Provide community education workshops and/or outreach events to educate the general public and allied service providers about domestic violence and available services.
- Conduct outreach to engage victims in the community, especially those under-served victims that have experienced inequities based on gender, race, and ethnicity.

Quality Improvement

- Facilitate the confidential completion of online victim outcome surveys by at least 50% of victims.
- Use victim outcome data quarterly from InfoNet and/or SurveyMonkey to inform program improvement including outcome achievements for under-served victims.
- Collect victim surveys on evaluation of services to inform program improvement.
- DFSS encourages delegate agencies to provide staff with training opportunities during the contract period intended to enhance and improve victim services.

PERFORMANCE MEASURES:

To track progress towards achieving the outcome goals of this program, and assess success, DFSS will monitor a set of **core performance indicators**. Agencies awarded funding will be required to meet the performance measures for those domestic violence services that they propose to provide directly. Those may include, but are not limited to:

Services

- Percentage of survivors who show progress towards a service plan goal (target of 60%)
- Percentage of survivors seeking an Order of Protection *with the assistance of the program* who are granted an Order of Protection (target of 50%)

Victim Outcomes

- Percentage of survivors who know more ways to plan for their safety
- Percentage of survivors who felt supported in making their own decisions
- Percentage of survivors who understand that they are not responsible for the abuse
- Percentage of survivors who felt supported in court

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

Target Population

- Number of survivors receiving services who are victims of IPV
- Number of survivors receiving services who are victims of non-IPV domestic violence, if applicable

Crisis Victim Services

- Number of survivors who receive crisis services and support about domestic violence (e.g., safety planning, explanation of victim rights under IDVA, crisis counseling).

Counseling and Case Management Services

The following outcomes are required from programs that offer ongoing counseling services directly:

- Number of survivors who develop a service plan
- Number of survivors who receive supportive counseling and case management
- Number of supportive counseling and case management sessions held

Legal Advocacy

The following outcomes are required from programs that offer legal advocacy services directly:

- Number of survivors accompanied to court
- Number of times survivors were accompanied to court
- Number of survivors receiving intervention with civil or criminal legal systems

- Number of survivors seeking an Order of Protection receiving legal remedy other than an Order of Protection such as a continuance, restraining order, etc.

Victim Advocacy

The following outcomes are required from programs that offer victim advocacy services directly:

- Number of survivors receiving interventions with systems such as, but not limited to, DCFS or IDHS, survivor’s employer, housing provider, or family, law enforcement

Community Education and Outreach

- Number of community education/awareness workshops on domestic violence presented
- Number of victims enrolled into services

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS’ commitment to become more outcomes-oriented, DDV seeks to actively and regularly collaborate (through regular meetings) with delegate agencies to enhance contract management, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including program-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report program-level demographic, performance, and service data on a quarterly basis as stated in any resulting contract. These reports must be submitted to DDV via Excel workbooks that are created and maintained by the DDV. Additional reporting will be required via the InfoNet database. Respondents are required to collect and submit data in InfoNet and agree to provide DFSS authorization to generate reports that include both project specific and domestic violence program-wide service data. DFSS also reserves the right to conduct analysis on data to ensure services are offered and provided to victims equitably by gender, race and ethnicity.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of victim records for both paper files and electronic databases as defined in the IDVA. Delegate agencies must have the ability to submit reports electronically to DFSS and report in InfoNet on a quarterly basis. The City’s Information Security and Information Technology policies are located at

https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

Proposals must provide attachments of required documentation as described in the application. Respondents will be penalized if the following documents are not included in the eProcurement (iSupplier) application:

- Completed job description forms for every staff person listed on personnel budget. Available at: https://www.chicago.gov/city/en/depts/fss/supp_info/delegate-agency-contracting-documents.html
- Up-to-date resume for every person providing services to program participants or supervising program staff
- Proof of 40-hour domestic violence training from an accredited training institute for every person providing services to program participants or supervising program staff. For untrained staff, Respondent must instead attach proof of registration for training that will be completed within 90 days of contract start date

- Formal written linkage agreements with other domestic violence agencies to provide on-going counseling, legal, or victim advocacy services (if the Respondent does not provide any of these directly).
- Formal written linkage agreements with other domestic violence agencies to provide services to other victims of domestic violence (non-IPV) protected under the IDVA (if the Respondent does not provide these services themselves)
- A list of other formal written linkage agreements between the Respondent and other services providers that enhance the array of services offered to victims. The list should detail who the linkages are with and what services they are agreeing to provide your participants.

Respondents that propose to serve victims from multiple program sites are encouraged to consolidate their applications. If the proposed multiple sites vary based on services offered, organizational capacity, subpopulations served, or in other ways that need to be distinguished in one application, then Respondents may consider submitting separate proposals.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates an allocation of \$1.09 million (per year) for the Counseling and Advocacy Services program with a prior average award of approximately \$52,000 (per year) (please see Prior RFP Statistics for this Program section), depending on the size of the proposed program. DFSS anticipates funding up to 21 programs, not taking into consideration proposals that may consolidate based on the combination of program models. For additional guidance on consolidation of program sites and models, see Basis of Award section. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through the Community Development Block Grant funds. Consequently, all guidelines and requirements of DFSS and the Community Development Block Grant must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

This program model is a combination of two model types (Counseling Services for Victims of Domestic Violence and Legal Advocacy and Counseling services for Victims of Domestic Violence) that were funded separately in the previous contract period. The following statistics are for each former program model.

Counseling Services for Victims of Domestic Violence

Applications received: 16

Projects funded: 13

Range of funding: \$31,000-\$49,000 (per year)

Legal Advocacy and Counseling services for Victims of Domestic Violence

Applications received: 9

Projects funded: 8

Range of funding: \$39,000-\$89,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must demonstrate competence to implement programmatic elements, financial strength and ability to comply with all administrative requirements outlined in the RFP.

Agency and Staff Experience

Respondent must demonstrate their capacity to provide domestic violence services. DFSS prefers Respondents with experience providing emotionally supportive crisis and long-term counseling, safety planning, information on victim rights under the IDVA and how to petition for an Order of Protection, and legal advocacy to victims of domestic violence. Legal advocacy includes assistance with completion of paperwork to petition for an Order of Protection or other steps necessary to petition for an Order of Protection and a legal advocate accompanying a victim to court to provide emotional support, advocacy, and clarification of information such as law and court process. If a Respondent opts to provide legal advocacy services via referral, the receiving agency and its staff should have the same qualifications DFSS requires in this RFP.

DFSS prefers program staff to have previous experience providing the proposed services. At a minimum, each staff person providing services must have 40 hours of domestic violence training from an accredited agency. For untrained staff, training must be completed within 90 days of contract start date. Staff hired during the contract period must complete training within 90 days of hire date.

Individual agencies must be able to demonstrate a **minimum 20 percent in-kind match**. Administrative costs will be capped at 20 percent per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA AND BASIS OF AWARD:

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none">• The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population• The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field• The Respondent demonstrates a clear understanding of the target population and their needs and challenges• The Respondent provides ongoing community outreach and education programs about domestic violence to stakeholders and other service providers	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none">• The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population• The Respondent has the relevant systems and processes needed to track and report performance on program outcomes• The Respondent has experience using data to inform/improve its services or practices• The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>*When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g. evaluator, database)</i></p>	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none">• The Respondent has qualified staff responsible for program oversight, management, and service delivery	30

<ul style="list-style-type: none"> • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent prepares staff with ongoing trainings on serving the target population in an inclusive way • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	10

Basis of Award

DFSS encourages Respondents to consider consolidating proposals for all sites. However, Respondents may submit multiple applications for different site locations or programs. Proposals will be reviewed independently and awarded based on score. DFSS may consider additional factors in selecting to fund proposals to ensure systems-level needs are met, such as geography or coverage to ensure services are available in more communities, service array, language, and ability to serve specific sub-populations.

***DFSS Program: Division on Domestic Violence
Legal Services for Victims of Domestic Violence
RFP# 7906***

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Adriana Camarda, Director of Family Support Programs

Phone: 312-746-6685

Email: adriana.camarda@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

This RFP seeks organizations that can provide legal representation in domestic violence and family courts. The goal of the Legal Services program is to reduce domestic violence through seeking legal remedies in the court system.

DIVISION ON DOMESTIC VIOLENCE:

The primary goal of the Chicago Department of Family and Support Services (DFSS) Division on Domestic Violence (DDV) is to increase the safety and enhance the well-being of victims (and their children) of domestic violence. Domestic violence is defined as one person exerting power and control over another in an intimate or familial relationship through physical, emotional, verbal, or financial means.

The Division achieves these goals by funding community-based agencies to provide the following:

- A statewide 24-hour domestic violence hotline;
- Targeted outreach to victims who are at high risk for future violence;
- Emotionally supportive crisis counseling for victims of domestic violence and their families;
- Safety planning for victims of domestic violence and their families;
- Explanation of victim rights under the Illinois Domestic Violence Act (IDVA);
- Assistance for victims of domestic violence in filing for an Order of Protection;
- Advocacy with other third parties such as landlords, child welfare agencies, etc.;
- Legal advocacy and representation for victims of domestic violence with law enforcement, government agencies, and the justice system;
- Court-ordered monitoring of child visitation and exchange between custodial and visiting parents; and
- Outreach and education to community stakeholders on the dynamics of domestic violence and available victim services.

PROGRAM DESCRIPTION:

Goals of this RFP

This RFP seeks to increase domestic violence victim safety by providing legal services and representation for victims who may not otherwise have access to these services. Respondents will educate victims about their rights under the IDVA, and provide legal advice and representation.

Through legal protections offered under the IDVA, victims can be awarded Orders of Protection, sole custody of the residence and dissolution of the marriage, and child support. Legal representation under this program will offer legal remedies to victims who would otherwise not be able to afford legal representation. Legal services and representation will be provided to all victims seeking assistance regardless of gender, race, ethnicity, sexual orientation, income status, or language ability. In addition, legal service providers will provide emotionally supportive crisis counseling and safety planning as needed.

Current state and priorities for improvement

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Centers for Disease Control and Prevention's National Intimate Partner and Sexual Violence Survey, 2018), and three or more women are murdered by their boyfriends or husbands on average each day (Catalano, Shannan. 2007. Intimate Partner Violence in the United States. U.S. Department of Justice, Bureau of Justice Statistics). There can be several health effects that linger long after someone leaves an abusive partner, including many psychological consequences, according to the Centers for Disease Control and Prevention. The percentage of violent victimizations committed by an intimate partner for which victims received assistance from a victim-service agency increased from 18% in 2018 to 26% in 2019. (Thurman, Jennifer L., Morgan, Rachel E. *Criminal Victimization, 2018*. Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice, September 2020.)

Domestic violence is a learned behavior used to gain and maintain control over an intimate partner. An intimate partner can be a boyfriend or girlfriend, dating partner, sexual partner, or spouse, and is not limited to someone with whom the victim has been sexually intimate.

Providing legal representation to victims of domestic violence offers them legal remedies to the violence they experience. "Civil legal services improve the likelihood that women will be able to obtain protective orders from courts, which is a significant factor in reducing rates of domestic violence. In fact, studies have shown that the availability of civil legal aid can be effective in reducing rates of violence, and even more effective than alternative interventions such as the provision of shelters or counseling services." (Supporting Survivors: The Economic Benefits of Providing Civil Legal Assistance to Survivors of Domestic Violence, Jennifer S. Rosenberg and Denise A. Grab, Institute for Policy Integrity, New York University School of Law, July 2015). "Because legal services help women with practical matters (such as protective orders, custody, and child support) they appear to actually present women with real, long-term alternatives to their relationships." (Farmer, Amy and Tiefenthaler, Jill, "Explaining the Recent Decline in Domestic Violence", *Contemporary Economic Policy*, Volume 21 Issue 2, 2003).

Domestic violence cuts across all ethnic, racial, and socio-economic groups, and affects both victims and abusers of all ages, gender identities, and/or sexual orientations. Domestic violence can take the form of physical abuse, emotional abuse, economic abuse, and psychological abuse. The Legal Services program provides inclusive access to legal representation to all victims across all of these subpopulations.

In 2020, Legal Service providers were able to serve over 1,252 domestic violence victims: 1,087 filed for an Order of Protection, with 452 Emergency Orders of Protection granted, and 229 Plenary Orders of Protection granted, which offer more long-term legal remedies. The impact of COVID-19 resulted in the closure of the

Domestic Violence Courthouse during the Stay-At-Home Mandate. In-person court appearances were unavailable. Court sessions were held virtually until limited in-person appearances were allowed during the summer months of 2020. In the fall, the Office of the Chief Judge closed the Domestic Violence Courthouse to limited in-person during the Stay-At-Home Advisory in the city of Chicago. Orders of Protections are currently being filed and granted; however, long-term remedies such as Plenary Orders of Protection have been more difficult to obtain. Due to the possibility of ongoing closures until the pandemic subsides, Legal Service providers must continue to serve and represent clients remotely using the preferred platform by the Court.

Target Population

Any Chicago resident (and their children) who has been the victim of domestic violence seeking legal representation is eligible for services. Respondents should be able to offer services to underserved populations including undocumented victims, those who do not speak English, all genders, those who are disabled, and LGBTQIA victims.

PROGRAM REQUIREMENTS:

Legal Services program agencies will provide legal representation and assistance with completing the paperwork when seeking an Order of Protection, child custody, child support, dissolution of marriage, and immigration issues in domestic violence and family courts. Legal service providers will provide assistance to victims seeking legal resolutions available under the Violence Against Women Act (VAWA), including Stalking No Contact Orders (SNCO), U-Visas for crime victims, and T-Visas for victims of trafficking.

In addition, Respondents must demonstrate the ability to deliver, at a minimum, all of the following services:

Accepting Victims

- Triage service requests immediately, 24 hours per day, and seven days per week, and connect to crisis care. Respondents must either have an internal 24/7 hotline or have the ability to refer callers to the Illinois Domestic Violence Hotline during non-business hours;
- Respond to a request for legal services within 48 hours;
- Provide services that are responsive to the background, circumstances, and cultures of the communities and individuals they serve;
- Take referrals from the Illinois Domestic Violence Hotline, from legal advocates, or from law enforcement;
- Provide services without charging victims fees for representation; and
- Assist victims to create a safety plan for himself/herself and his/her child(ren).

Advising Victims

- Provide victims an explanation of victim rights and legal protections under the IDVA;
- Provide victims with legal advice and legal counseling;
- Refer clients to emotionally supportive crisis counseling if ongoing supportive counseling is needed;
- Refer clients to appropriate domestic violence services, including counseling, legal advocacy and legal representation, shelter, etc.;
- Ensure that all legal services are provided by an attorney with a license to practice in Illinois;
- At a minimum, each staff person providing services must have 40 hours of domestic violence training from an authorized agency listed with the Illinois Certified Domestic Violence Professional Board as the accrediting agency. For new or untrained staff, training must be completed within 90 days from date of hire or contract start date;

- Each staff person providing services must comply with the State of Illinois Mandated Reporter Training requirement; and
- Respondents must accept referrals from and provide referrals to the Illinois Domestic Violence Hotline.

Representing Victims

- Assist victims with completion of paperwork or other steps necessary to petition for an Order of Protection;
- Represent victims in family court and other court activity related to domestic violence case;
- Represent victims seeking legal resolutions available under VAWA such as SNCOs, U-Visas for crime victims, T-Visas for victims of trafficking, Every Student Succeeds Act (ESSA), the Victims' Economic Security, and Safety Act (VESSA), etc.;
- Intervene with civil or criminal court or law enforcement on victim's behalf;
- Advocate on victim's behalf with civil or criminal court or law enforcement;
- Advocate on victim's behalf with a third party with the Department of Children and Family Services, victim's employer, housing provider, Illinois Department of Human Services, etc.; and
- If any court where the selected Respondent is required to appear ceases or restricts in-person appearances, selected Respondents must provide court representation remotely accordingly.

Data Collection

- Assist victim to complete DDV-issued Evaluation of Services Surveys (ESS). A minimum of 50% will be completed electronically and the remainder in written format. Copies of written surveys will be submitted to DDV; and
- Maintain victim confidentiality and confidentiality of victim files.

Community Education and Outreach

- Provide community education workshops and/or outreach events to educate the general public and allied service providers about domestic violence victim rights, remedies, and services available.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 50% of victims seeking an Order of Protection with the assistance of the program will be granted an Emergency Order of Protection;
- 33% of victims seeking an Order of Protection with the assistance of the program will be granted a Plenary Order of Protection;
- 80% of ESS Respondents know more about available community resources;
- 80% of ESS Respondents felt supported in making their own decisions; and
- 80% ESS Respondents better understand what happens at court.

In order to monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of participants enrolled;
- Number of participants who discuss safety options with the victim;
- Number of participants who receive an explanation of their rights under the IDVA;

- Percentage of victims that agreed they were given information on how laws can provide protection;
- Number of participants represented in family court;
- Number of participants receiving assistance with legal resolutions other than Orders of Protection;
- Percentage of participants who agree that the program and staff were helpful and that they received the legal assistance they needed; and
- Number of community education/awareness workshops presented by delegates that educate attendees about the dynamics of domestic violence and highlight available resources.

DFSS also reserves the right to conduct analysis on data to ensure services are offered and provided to victims equitably by gender, race, and ethnicity.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, DDV seeks to actively and regularly collaborate (through regular meetings) with delegate agencies to enhance contract management, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including program-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report victim-level demographic, performance, and service data as stated in any resulting contract. Quarterly reports must be submitted to DDV via Excel Workbooks and data entry into InfoNet. Agencies are also expected to submit evaluation of services surveys through electronic links provided by DDV or paper.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of victim records for both paper files and electronic databases as specified in the Illinois Domestic Violence Act. Delegate agencies must have the ability to submit reports electronically to DFSS through InfoNet. The City's Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

Proposals must provide attachments of required documentation as described in the application. Required documentation will be reviewed and scored in accordance with the Selection Criteria. Respondents may be penalized if the following documents are not included in the eProcurement (iSupplier) application:

- Completed job description form (available at <https://www.chicago.gov/city/en/depts/fss/suppinfo/delegate-agency-contracting-documents.html>) for every staff person listed on the personnel budget.
- Up-to-date resume for every person providing services to program participants or supervising program staff.
- Respondents must provide proof of 40-hour domestic violence training from an accredited training institute for every person providing services to program participants or supervising program staff.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that each award will be between \$50,000 – \$66,000 (per year) depending on the size of their proposed program. DFSS anticipates funding 3-4 agencies. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through the Community Development Block Grant funds. Consequently, all guidelines and requirements of DFSS and the Community Development Block Grant must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 5
Projects funded: 3
Range of funding: \$49,000 – \$66,000 (per year)
Total funding: \$181,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies must be able to demonstrate a **minimum 20 percent in-kind match**. Administrative costs will be capped at 20 percent per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA AND BASIS OF AWARD:

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines legal services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent provides ongoing community outreach and education programs about domestic violence to stakeholders and other service providers 	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population 	30

<ul style="list-style-type: none"> • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight, management, and service delivery • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent prepares staff with ongoing trainings on serving the target population in an inclusive way • The Respondent’s organization reflects and engages the diverse people of the communities it serves. 	30
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	10

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are such as geography, service array, language, and ability to serve specific sub-populations.

DFSS Program: Division on Domestic Violence
Multi-Disciplinary Team Services for Victims of Domestic Violence
RFP# 7908

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Adriana Camarda, Director of Family Support Programs
Phone: 312-746-6685
Email: Adriana.Camarda@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

The goal of the Domestic Violence Multi-Disciplinary Team (MDT) is to reduce domestic violence homicides in Chicago through specialized response to high-risk households. This RFP seeks organizations to proactively call victims of domestic violence referred by Chicago Police Department (CPD) districts participating in the MDT.

DIVISION ON DOMESTIC VIOLENCE:

The primary goal of the Chicago Department of Family and Support Services (DFSS) Division on Domestic Violence (DDV) is to increase the safety and enhance the well-being of victims (and their children) of domestic violence. Domestic violence is defined as one person exerting power and control over another in an intimate or familial relationship through physical, emotional, verbal, or financial means.

The Division achieves these goals by funding community-based agencies to provide the following:

- A statewide 24-hour domestic violence hotline;
- Targeted outreach to victims who are at elevated risk for future violence;
- Emotionally supportive crisis counseling for victims of domestic violence and their families;
- Safety planning for victims of domestic violence and their families;
- Explanation of victim rights under the Illinois Domestic Violence Act (IDVA);
- Assistance for victims of domestic violence in filing for an Order of Protection;
- Advocacy with other third parties such as landlords, child welfare agencies, etc.;
- Legal advocacy and representation for victims of domestic violence with law enforcement, government agencies, and the justice system;
- Court-ordered monitoring of child visitation and exchange between custodial and visiting parents;
and
- Outreach and education to community stakeholders on the dynamics of domestic violence and available victim services.

PROGRAM DESCRIPTION:

Goals of this RFP

This RFP seeks to increase domestic violence victim safety by identifying victims at elevated risk of future violence, including death, by contacting victims immediately after a violent incident to engage them in domestic violence services. Proactive outreach can enhance victim safety, especially to victims who may not seek services on their own.

The Domestic Violence Multi-Disciplinary Team (MDT) provides specialized criminal justice and victim services in cases of domestic violence through a multi-disciplinary response. MDT partners include the CPD, the Cook County State's Attorney's Office (CCSAO), Family Rescue, Life-Span Center for Legal Services, and Cook County Adult Probation. At this time, there are three participating CPD districts – 003, 004, and 014.

The MDT identifies households that are at elevated risk for future violence as indicated by police involvement with a domestic violence incident. The MDT proactively connects families to services, strengthens investigation and prosecution of domestic violence offenders, and ensures that partner agencies meet to discuss common cases and share information to enhance investigation, prosecution, victim restoration, and offender accountability.

This RFP seeks proactive and timely telephone outreach and follow-up to victims of domestic violence referred by the MDT. Officers from participating CPD districts (currently 003, 004, and 014) complete a domestic violence assessment when responding to a domestic violence incident. CPD must obtain the victim's consent to then forward the assessment to the selected Respondent. The selected Respondent must review the assessment, determine victim risk, and attempt multiple timely contacts as needed to reach the victim and offer services. Direct, timely contact with the victim increases the likelihood of their safety by connecting them with domestic violence services. Selected Respondents may connect victims to their own programs or domestic violence service providers more conveniently located for the victim. Preference will be given to respondents that are able to enroll and provide services to the domestic violence victim so that victims are more than likely to accept services without a third-party referral or having to seek services on their own.

Current state and priorities for improvement

According to the Centers for Disease Control and Prevention's National Intimate Partner and Sexual Violence Survey, on average, nearly 20 people per minute are physically abused by an intimate partner in the United States; nearly three women are killed each day in the United States by a current or former intimate partner. The CPD responded to over 145,000 domestic violence incidents citywide in 2020; in the designated CPD districts of 003, 004, and 014 there were a total of 8,518 incidents. In the MDT districts, 3,707 victims consented for their assessment to be forwarded to an MDT agency. Of those, 2,122 victims accepted services or referrals. For perspective on the conviction of these abusers, 1,140 criminal charges were filed, but only 46 were convicted. The MDT providers also track cases, which means the victim's participation or evidence fails to result in a conviction; in 2019, there were only 188 of these cases.

Target Population

The target population of this RFP is limited to victims of domestic violence incidents in the 003rd, 004th, and 014th CPD districts who provide consent to share their assessment.

PROGRAM REQUIREMENTS:

Respondent must demonstrate their capacity to provide emotionally supportive crisis counseling, safety planning, explanation of victim rights under the IDVA, and referrals to victims of domestic violence. At a minimum, each staff person providing services must have 40 hours of domestic violence training from an agency authorized by the Illinois Certified Domestic Violence Professional Board. For new or untrained staff,

training must be completed within 90 days of hire or contract start date. DFSS prefers program staff to have previous experience providing the required services.

Respondents must demonstrate the ability to fulfill the following program requirements and deliver, at a minimum, the following services:

Accept Referrals from CPD

- Accept referrals from one or more of the Chicago Police districts participating in the MDT (currently the 003rd, 004th, and 014th districts)
 - a. 3rd District – Grand Crossing, 7040 S. Cottage Grove Ave., Chicago, IL 60637
 - b. 4th District – South Chicago, 2255 E. 103rd St., Chicago, IL 60617
 - c. 14th District – Shakespeare, 2150 N. California Ave., Chicago, IL 60647

Assess Victim Risk

- Review each domestic violence assessment to assess victim risk as either elevated or non-elevated.
- Prioritize immediacy and frequency of follow-up contact.

Attempt to Contact Victim

- Attempt to contact victim over the phone within 24 hours of receipt of referral from CPD.
- Attempt to contact victim multiple times as needed and as indicated by risk categorization to reach victim.

Provide Direct Services to Victims

- Provide services over the phone as required by the victim, including one or more of the following:
 - Emotionally supportive crisis counseling;
 - Safety planning;
 - Information regarding available domestic violence services;
 - Explanation of victim rights under the IDVA; and
 - Information on how to file for an Order of Protection.
- Preference will be given to respondents that can engage the victim in their own domestic violence service programs.

Provide Referrals

- Refer victim to domestic violence services including counseling, legal advocacy and legal representation, and other services as requested.
- Respondents should be able to refer a victim to these services based on their geographic preferences.
- These referrals must be made to an agency with which the respondent has a formal written linkage agreement or, at a minimum, a warm hand off to a service provider. A warm hand off means that the respondent contacts (via three-way call, appointment setting or other introduction) the third-party service provider on the victim's behalf.

Collaborate with MDT Partners

- Respondent must build and maintain working relationships with the Commander, the Domestic Violence Liaison Officer (DVLO), and other relevant staff at the referring police district(s) in order to ensure the ongoing training of officers on the dynamics of domestic violence and the district's ongoing participation in the MDT.

- Respondents must attend and participate actively in the MDT subcommittee meetings that occur every other month.
- Respondents must work collaboratively with the MDT partners identified in the Program Description section above and other community stakeholders to help inform and improve the MDT procedures and protocols.

Offer Services to Underserved Populations

- Offer culturally competent services to underserved populations including undocumented victims, non-English speakers, male victims, those who are disabled, and all LGBTQIA victims.

Maintain Confidentiality

- Maintain victim confidentiality and confidentiality of victim files as required by the IDVA.

Implement Quality Improvement

- Collect data on victim outcomes.
- Use victim outcome data to inform program improvement.

Conduct Staff Development

- DFSS encourages respondents to provide staff with training opportunities during the contract period intended to enhance victim services.

PERFORMANCE MEASURES:

To track progress towards achieving the outcome goals of this program, and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 100% of victims classified as elevated risk will be contacted/attempted to be contacted within 24 hours;
- 80% of victims contacted will receive safety planning, review of options, emergency emotionally supportive counseling, and other assistance during the initial call or follow-up call; and
- 80% of victims contacted are referred to counseling services, legal advocacy, legal representation, shelter, and other services.

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Percentage of victims interviewed;
- Percentage of victims not interviewed due to disconnected or wrong number or no answer;
- Percentage of victims contacted who accept services; and
- Percentage of victims contacted who decline services.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes oriented, DDV seeks to actively and regularly collaborate with delegate agencies to enhance contract management, improve results, and adjust program delivery and policy based on learning what works. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and drive program improvements and policy decisions. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including victim-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting

contract. DFSS also reserves the right to conduct analysis on data to ensure services are offered and provided to victims equitably.

Upon contract award, delegate agencies will be expected to collect and report victim-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted:

- To DDV via Excel workbooks and the InfoNet database;
- To the CPD as requested; and
- To the CCSAO as requested.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of victim records for both paper files and electronic databases as defined in the IDVA. Delegate agencies must have the ability to submit reports electronically to DFSS on a quarterly basis. The City's Information Security and Information Technology policies are located at

https://www.cityofchicago.org/city/en/depts/doiit/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

DFSS will make award recommendations by Police District to ensure all three districts are served. If an agency intends to submit a proposal for multiple Police Districts, one proposal may be submitted with three separate budgets for each Police District. Additionally, the Respondent will need to indicate in their application which Police Districts it intends to apply for.

Proposals must provide attachments of required documentation as described in the application. Required documentation will be reviewed and scored in accordance with the Selection Criteria. Respondents may be penalized if the following documents are not included in the eProcurement (iSupplier) application:

- Completed job description form (available at https://www.chicago.gov/city/en/depts/fss/supp_info/delegate-agency-contracting-documents.html) for every staff person listed on personnel budget.
- Up-to-date resume for every person providing services to program participants or supervising program staff.
- Proof of 40-hour domestic violence training from an agency authorized by the Illinois Certified Domestic Violence Professional Board for every person providing services to program participants or supervising program staff.
- Written linkage(s) with domestic violence service provider(s) proximal to the referring CPD district that provide counseling and legal advocacy.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that each award will be between \$30,000 – \$110,000 (per year), depending on the size of the proposed program. DFSS anticipates funding between 1 to 3 agencies. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through the Community Development Block Grant funds. Consequently, all guidelines and requirements of DFSS and the Community Development Block Grant must be met.

Should a selected Respondent's contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of respondents generated from this RFP to select another qualified respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 3
Projects funded: 2
Range of funding (FY2020): \$44,000 – \$65, 000 (per year)
Total funding (FY2021): \$110,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 20 percent in-kind match**. Administrative costs will be capped at 20 percent per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA AND BASIS OF AWARD:

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none">• The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population• The Respondent demonstrates a clear understanding of the target population and their needs and challenges• The Respondent has an effective approach to engaging victims with DV Services• The Respondent demonstrates an existing strong relationship with the referring CPD district or a plan to create a collaborative relationship	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none">• The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population• The Respondent has the relevant systems and processes needed to track and report performance on program outcomes• The Respondent has experience using data to inform/improve its services or practices• The Respondent has the relevant systems and processes needed to collect and store key participant and performance data	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none">• The Respondent has qualified staff responsible for program oversight, management, and service delivery• The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls• The Respondent has adequate Human Resources capacity to hire and manage staff• The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group	30

<ul style="list-style-type: none"> The Respondent’s organization reflects and engages the diverse people of the communities it serves 	
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> The Respondent has the fiscal capacity to implement the proposed program The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	10

Basis of Award

DFSS will make award recommendations by police district. DFSS will consider additional factors in selection to ensure systems-level needs are such as service array, geography, language, and ability to serve specific sub-populations as described above.

DFSS Program: Division on Domestic Violence
Resource and Information Advocacy Services for Victims of Domestic Violence
RFP# 7917

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Adriana Camarda, Director of Family Support Programs

Phone: 312-746-6685

Email: Adriana.Camarda@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

This RFP seeks organizations that are able to proactively engage victims at various locations throughout Chicago's Domestic Violence (DV) Courthouse – Circuit Court of Cook County to improve victims' understanding of their legal options and processes at the DV Courthouse and assist victims with determining which legal remedies to pursue inside and outside of the courthouse. These services will increase victims' safety and satisfaction with the legal responses to domestic violence and increase the number of victims who follow through in obtaining protective orders.

DIVISION ON DOMESTIC VIOLENCE:

The primary goal of the Chicago Department of Family and Support Services (DFSS) Division on Domestic Violence (DDV) is to increase the safety and enhance the well-being of victims and their children of domestic violence. Domestic violence is defined as one person exerting power and control over another in an intimate or familial relationship through physical, emotional, verbal, or financial means.

The Division achieves these goals by funding community-based agencies to provide the following:

- A statewide 24-hour domestic violence hotline;
- Targeted outreach to victims who are at elevated risk for future violence;
- Emotionally supportive crisis counseling for victims of domestic violence and their families;
- Safety planning for victims of domestic violence and their families;
- Explanation of victim rights under the Illinois Domestic Violence Act (IDVA);
- Assistance for victims of domestic violence in filing for an Order of Protection;
- Advocacy with other third parties such as landlords, child welfare agencies, etc.;
- Legal advocacy and representation for victims of domestic violence with law enforcement, government agencies, and the justice system;
- Court-ordered monitoring of child visitation and exchange between custodial and visiting parents; and
- Outreach and education to community stakeholders on the dynamics of domestic violence and available victim services.

PROGRAM DESCRIPTION:

Goals of this RFP

This RFP seeks to increase victim safety by providing brief (most often less than 15 minutes) legal advocacy services to victims seeking legal services at Chicago's DV Courthouse – Circuit Court of Cook County located at 555 W. Harrison St. Resource and Information Advocacy Services (RIA) advocates (referred to as RIA advocate or RIAs in plural form) proactively engage victims at various locations throughout the DV Courthouse and provide an overview of legal options available to them both inside and outside of the courthouse. Legal options outside of the DV Courthouse include, but are not limited to, pursuing child support or immigration status. RIAs may also provide needed non-legal referrals to domestic violence service providers or other types of health and social services. The information and support provided by RIAs improves victim experiences and the flow of victims through the courthouse, and can increase the likelihood that a victim receives legal protection, especially victims who would otherwise petition for assistance before a judge unaccompanied by a legal advocate nor advised by an attorney. DFSS seeks Respondents with the ability to serve victims in English and Spanish.

Victims of domestic violence are often referred to the DV Courthouse by law enforcement, the Illinois DV Hotline, social service providers, and family and friends. Many victims arrive with no clear idea of what legal options and services are available to them or how to access these services. Victims are often overwhelmed by the legal system and traumatized by abuse they have suffered, most often abuse that has transpired in the recent past. RIAs act as triage agents, engaging victims throughout the courthouse, briefly ascertaining their presenting needs, and helping them to decide which legal options to pursue. Services provided include a brief overview of Orders of Protection, civil no-contact orders and stalking no-contact orders, and instruction on how to complete paperwork to file for an Order of Protection. Victims needing more intense advocacy are referred to court advocates. Proactive engagement with victims increases the chances they will:

- Be directed to the service(s) they want/need more quickly than if they had to wait for an available legal advocate;
- Feel emotionally supported more quickly than if they had to wait for an available legal advocate;
- Feel more confident to utilize the legal resources available within the courthouse; and
- Be referred to an available legal advocate.

Current state and priorities for improvement

Annually, over 10,000 cases are filed seeking assistance with domestic violence in the 1st Court District of Cook County, which is in the city of Chicago. The DV Courthouse provides space for assistance at the Court's help desk, which RIAs use to greet victims that approach as they enter the courthouse. Last year, 3,525 victims received RIA services by agencies funded through DFSS. Nearly 100% of victims surveyed strongly or somewhat agree that they felt better informed about their legal options and about the court process. Of those victims, the most common services provided included an:

- Overview of the available legal options (85%)
- Explanation of rights available under the IDVA (81%)
- Overview of stalking no-contact orders (43%)

The impact of COVID-19 resulted in the closure of the DV Courthouse during the Stay-At-Home Mandate. In-person court appearances were unavailable. Court sessions were held virtually until limited in-person appearances were allowed during the summer months of 2020. In the fall, the Office of the Chief Judge closed the DV Courthouse to limited in-person activity during the Stay-At-Home Advisory in the city of Chicago. Orders of Protection are currently being filed and granted; however, long-term remedies such as Plenary Orders of Protection have been more difficult to obtain. During 2020, RIAs helped support efforts of the Legal Advocacy Hotline where victims could seek information about legal options and the assistance of a Legal Advocate.

Moving forward, the DV Courthouse may limit in-person appearances, so RIA providers must continue to support Legal Advocates to serve clients remotely.

Currently, there are five full-time RIAs at the courthouse Monday – Friday, from 8:30am to 4:30pm with at least one Spanish-speaking RIA advocate available throughout the day. From the start of the Stay-At-Home order to the end of 2020, the Legal Advocacy Hotline responded to over 2,500 calls, an average of 10-12 calls per day. RIAs helped support this response while Legal Advocates spent many hours navigating video conferencing Court appearances for victims.

Target Population

The target population of this RFP is limited to victims of domestic violence seeking legal services at the DV Courthouse located at 555 W. Harrison St. Victims can be walk-ins or be referred to a RIA advocate by a social service provider, law enforcement, the Illinois DV Hotline, family and friends, or others.

PROGRAM REQUIREMENTS:

Selected Respondents must provide legal advocacy and referral services to victims of domestic violence in the DV Courthouse. Selected Respondents must work collaboratively with other court agents and service providers at the DV Courthouse, at 555 W. Harrison St. During COVID-19, court sessions were held virtually. Therefore, selected Respondents must have the ability to provide victim services and support to Legal Advocacy programs during court closures. DFSS seeks Respondents with the ability to serve victims in English and Spanish.

Each staff person providing services must have, at a minimum, 40 hours of domestic violence training from an accredited agency listed with the Illinois Certified Domestic Violence Professional Board. For untrained staff, training must be completed within 90 days of the contract start date. Staff hired during the contract period must complete training within 90 days of hire date.

Selected Respondents must deliver, at a minimum, all the following services:

- Serve as an entry point guide at the DV Courthouse for victims who are not familiar with services available to victims of domestic violence:
 - Proactively engage victims at various locations through the DV Courthouse (as allowed by court protocol) such as the pro-se clerk desk, the help desk, and inside and outside of the courtrooms; and
 - Provide adaptability of program operations in the event of an interruption of in-person court sessions.
- Provide brief services (15 to 30 minutes) to victims at the DV Courthouse:
 - Provide an overview of legal options available to victims of domestic violence, both inside and outside of the courthouse, including Orders of Protection, stalking no-contact orders, and civil no-contact orders at the DV Courthouse or child support, divorce, or immigration at other courthouses;
 - Assist victims in determining which options to pursue, including those listed above;
 - Provide victims with an overview of their rights and legal options under the IDVA;
 - Educate victims about next steps before and after court proceedings;
 - Assist victims as needed with form completion;
 - Provide victims with other services such as assistance to obtain a copy of court documents, accompanying victim to court, or providing emotional support; and
 - Support Legal Advocacy programs during prolonged courtroom closures to ensure that victims continue to have the ability to file for an Order of Protection.
- Direct victims to other domestic violence and social services outside of the DV Courthouse:

- Provide victims with resources and referrals for other services as needed such as but not limited to shelter, housing, domestic violence counseling;
- Link victims to available court advocates as needed; and
- Accept referrals from and link victims to the Illinois DV Hotline.
- Provide updated DV Courthouse and program information to the Illinois DV Hotline as needed;
- Offer services to underserved populations including undocumented victims, non-English speakers (primarily Spanish), male victims, those who are disabled, and LGBTQIA victims;
- Maintain victim confidentiality and confidentiality of victim files;
- Collaborate with other RIA providers and court personnel:
 - Coordinate with other RIA service providers at the courthouse to provide RIA coverage during court operating hours to accommodate lunches, breaks, and other coverage matters;
 - Coordinate with other RIA service providers at the courthouse to provide Spanish-speaking RIA coverage during court operating hours;
 - Develop a relationship with key court personnel including the Chief Judge’s Office; and
 - Provide support to other court programs on continuation of services during prolonged court closures.
- Implement quality improvement:
 - Create a system by which victims can respond to DDV-specified outcome questions in a confidential manner and
 - Use victim outcome data to inform program improvement.
- Conduct staff development:
 - DFSS encourages selected Respondents to provide staff with training opportunities during the contract period intended to enhanced client services.

PERFORMANCE MEASURES:

To track progress towards achieving the outcome goals of this program, and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 80% of victims who receive brief domestic violence services agree that they are better informed about their legal options
- 80% of victims who receive brief domestic violence services agree that they better understand the court process

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

Victims encountered receiving RIA assistance

- Number of victims encountered by RIA
- Number of victims receiving RIA assistance

Direct services provided by RIA

- Number of victims receiving individual explanation of their rights under the IDVA
- Number of victims receiving an overview of civil no contact orders
- Number of victims receiving post-hearing information
- Number of victims receiving assistance completing forms
- Number of victims receiving translation services

Linkage to court advocate

- Number of victims linked to an available court advocate
- Number of victims who would have been linked to a court advocate for services if an advocate had been available

Referrals provided

- Number of victims receiving referral to the Illinois DV Hotline
- Number of victims receiving other referrals

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS’ commitment to become more outcomes oriented, DDV seeks to actively and regularly collaborate with delegate agencies to enhance contract management, improve results, and adjust program delivery and policy based on learning what works. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and drive program improvements and policy decisions. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including victim-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract. DFSS also reserves the right to conduct analysis on data to ensure services are offered and provided to victims equitably by gender, race, and ethnicity.

Upon contract award, delegate agencies will be expected to collect and report victim-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted quarterly to the DDV via Excel workbooks.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of victim records for both paper files and electronic databases as specified in the IDVA. Delegate agencies must have the ability to submit reports electronically to DFSS on a quarterly basis. The City’s Information Security and Information Technology policies are located at https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

Proposals must provide attachments of required documentation as described in the application. Required documentation will be reviewed and scored in accordance with the Selection Criteria. Respondents may be penalized if the following documents are not included in the eProcurement (iSupplier) application:

- Completed job description form (available at https://www.chicago.gov/city/en/depts/fss/supp_info/delegate-agency-contracting-documents.html) for every staff person listed on personnel budget
- Up-to-date resume for every person providing services to program participants or supervising program staff
- Proof of 40-hour domestic violence training from an accredited training institute for every person providing services to program participants or supervising program staff. For untrained staff, Respondent must instead attach proof of registration for training that will be completed within 90 days of contract start date.
- List of linkage agreements with other domestic violence or service providers to offer referrals to victims.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that each award will be based on the number of staff proposed to operate the program and be between \$55,000 – \$156,000 (per year), depending on the size of the proposed program. DFSS anticipates funding one or more agencies to achieve adequate staffing. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through the Community Development Block Grant funds. Consequently, all guidelines and requirements of DFSS and the Community Development Block Grant must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 3
 Projects funded: 3
 Range of funding: \$57,000-\$156,000 (per year)
 Total funding: \$273,074 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies must be able to demonstrate a minimum 20 percent in-kind match. Administrative costs will be capped at 20 percent per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has an effective approach to identifying victims that may need basic domestic violence information in the DV Courthouse. (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	<p>30</p>
<p><u>Organizational capacity</u></p>	<p>30</p>

<ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight, management, and service delivery • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent prepares staff with ongoing trainings on serving the target population in an inclusive way • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	10

Basis of Award

DFSS will consider additional factors in selection to ensure systems-level needs are met such as language and ability to serve specific sub-populations as described above.

DFSS Program: Domestic Violence
Supervised Visitation and Safe Exchange Services
RFP# 7916

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Adriana Camarda, Director of Family Support Programs
Phone: 312-746-6685
Email: Adriana.Camarda@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss

RFP SUMMARY:

This RFP seeks organizations with experience in providing Supervised Visitation and Safe Exchange (SVSE) services to victims of intimate partner violence and their children to enhance their safety and maintain a relationship between the visiting parent and the children. The facility where the services are provided must eliminate opportunities for interactions between the parents likewise, virtual visits (where applicable) must ensure minimal interactions between parents.

DIVISION ON DOMESTIC VIOLENCE:

The primary goal of the Chicago Department of Family and Support Services (DFSS) Division on Domestic Violence (DDV) is to increase the safety and enhance the well-being of victims (and their children) of domestic violence. Domestic violence is defined as one person exerting power and control over another in an intimate or familial relationship through physical, emotional, verbal, or financial means.

The Division achieves these goals by funding community-based agencies to provide the following:

- A statewide 24-hour domestic violence hotline;
- Targeted outreach to victims who are at high risk for future violence;
- Emotionally supportive crisis counseling for victims of domestic violence and their families;
- Safety planning for victims of domestic violence and their families;
- Explanation of victim rights under the Illinois Domestic Violence Act (IDVA);
- Assistance for victims of domestic violence in filing for an Order of Protection;
- Advocacy with other third parties such as landlords, child welfare agencies, etc.;
- Legal advocacy and representation for victims of domestic violence with law enforcement, government agencies, and the justice system;
- Court-ordered monitoring of child visitation and exchange between custodial and visiting parents; and
- Outreach and education to community stakeholders on the dynamics of domestic violence and available victim services.

PROGRAM DESCRIPTION:

Goals of this RFP

This RFP seeks to increase victim safety by providing SVSE services to custodial parents, visiting parents, and their children in a safe environment.

“SVSE can be vital in building safety in the immediate period of a supervised visit or exchange and during the longer period of the divorce or custody process. Visitation services also provide opportunities for change that can diminish the harm and risk that a batterer might pose over time to a current or future victim.” Lessons from a Decade of Change, Jane Sadusky, National Council of Juvenile and Family Court Judges, 2016.

The DDV considers the SVSE program’s highest priority to be the safety of children and adult victims when providing visiting parents with opportunities to visit with their children. Therefore, the target population for this program is victims of intimate partner violence and their children. SVSE services are court-ordered based on findings by a judge of intimate partner violence by the visiting parent. SVSE services protect the safety of the custodial parent and the children during a supervised visit between the visiting parent and the children through staff-monitoring of the visit and separating the parents before, during, and after the visit. Safe Exchange services protect the safety of the custodial parent during the transfer of children to the visiting parent for an unsupervised visit, and also by separating the parents before, during, and after the exchange and monitoring the return of the children from the visit.

Safety is facilitated by structural elements of the visitation facility such as separate parking lots, entrances and exits, and waiting rooms for custodial and visiting parents. Additionally, Respondents must include in their protocol staggered arrival and departure times and the use of security cameras in all areas used by custodial parents, children, and visiting parents.

Current state and priorities for improvement

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Centers for Disease Control and Prevention’s National Intimate Partner and Sexual Violence Survey), and three or more women are murdered by their boyfriends or husbands on average each day (American Psychology Association). There can be several health effects that linger long after someone leaves an abusive partner, including many psychological consequences, according to the Centers for Disease Control and Prevention. At the same time, only 18.1% of intimate partner violence victims received assistance from a victim service agency in 2018, according to the Bureau of Justice Statistics.

Domestic violence is a learned behavior used to gain and maintain control over an intimate partner. An intimate partner can be a boyfriend or girlfriend, dating partner, sexual partner, or spouse, and is not limited to someone with whom the victim has been sexually intimate.

Domestic violence cuts across all ethnic, racial, and socio-economic groups, and affects both victims and abusers of all ages, sexual orientations, and gender identities. Domestic violence can take the form of physical abuse, emotional abuse, economic abuse, and psychological abuse.

“A primary strategy for working with abusive fathers in visitation centers could be helping them understand the effects that exposure to violence has on their children, even if they have not suffered direct abuse. Some Batterers’ Intervention Programs (BIPs) have used this approach to encourage men to change their abusive behavior, having observed that some fathers are able to develop empathy more readily toward their children than toward intimate partners. A few BIPs have used fatherhood as an approach to recruit men into their programs, without a court or Child Protective Services mandate.”

Beyond Observation: Considerations for Advancing Domestic Violence Practice in Supervised Visitation, Jay Campbell and Derrick Gordon With Ona Foster, Futures Without Violence, 2007.

SVSE providers must have a current formal linkage agreement with a Partner Abuse Intervention Program (PAIP) certified by the state of Illinois, the recognized BIP model for Illinois, or other service providers for persons that do harm. These services help the referred parent accept responsibility, modify abusive attitudes and beliefs, and give them tools to become and remain healthy non-abusive partners and parents. DDV prefers that program participant referrals be made to an agency with which a selected Respondent has a formal written linkage agreement or at a minimum a warm hand off to a service provider. A warm hand off means that the selected Respondent contacts (via three-way call, appointment setting, or other introduction) the third-party service provider on the victim's behalf.

COVID-19 resulted in a cessation of in-person visitation services and safe exchanges during the Stay-At-Home Order and greatly limited the number of services that could be provided during re-opening phases and the Stay-At-Home Advisory. The current SVSE providers were required to assess all household units for the ability to continue services virtually. Many household units were unable to move to virtual services based on age of the children and safety issues. The limitations reduced the number of visitations. However, the providers found virtual services could be suitable for some families and will consider retaining virtual visits after re-opening as an option.

The SVSE program was the DDV program most impacted by COVID-19. In 2019, the SVSE program conducted 1,858 supervised visitations and 452 safe exchanges, whereas in 2020 only 724 supervised visitations and 69 safe exchanges were completed. The Stay-At-Home Order prevented all households from being served and service disruptions continued during the modified Order and City of Chicago Stay-at-Home Advisory that followed. Further, closure of the Domestic Violence Courthouse for in-person proceedings also ceased the Court from issuing referrals for SVSE. In 2019, the SVSE program served 164 units, where a custodial parent and a visiting parent and children make up a single unit. In 2020, SVSE was only able to serve 92 units because of these extenuating circumstances. As the City reaches re-opening phases, the SVSE program will likely serve returning units as well as new referrals, increasing the demand for services beyond pre-COVID-19 levels. Therefore, the selected Respondents must be able to serve units both in-person and continue virtual visits where appropriate.

Target Population

The program is targeted to those who have been court-ordered for SVSE services, based on findings from a judge that visitation or exchange between the visiting parent and children must be monitored by third party social services. The program targets intimate partner violence victims and persons with whom they have children in common. Only one parent must be a city of Chicago resident. Selected Respondents must be able to offer services to underserved populations including undocumented individuals, those who do not speak English, male victims, those who are disabled, and LGBTQIA victims.

PROGRAM REQUIREMENTS:

The selected Respondents must provide, at a minimum, all the following services with safety for all participants as the highest priority of the program:

Accepting Participants

- Respond to service requests within 48 hours of their referral from court.
- Conduct individual intake/orientation sessions with new participants. Develop a visitation plan and facilitate court-ordered visitation between visiting parent and children.

- Provide culturally competent supervised visitation services that accommodate individuals who speak languages other than English; offer services to underserved populations including undocumented individuals, male victims, visitation units comprised of same-sex parents, those who are disabled, and LGBTQ individuals.

Advising Participants

- Each staff person providing services must have 40 hours of domestic violence training from an agency authorized by the Illinois Certified Domestic Violence Professional Board. For new or untrained staff, training must be completed within 90 days of hire or contract start date.
- Each staff person providing services must comply with the State of Illinois Mandated Reporter Training requirement.
- Conduct an assessment with the custodial parent, visiting parent, and children to assess their safety during services and ability to comply with court order.
- Provide explanation of victim rights and legal protections under the IDVA as needed.
- Provide explanation of how to obtain or modify an Order of Protection as needed.
- Ongoing assessment of the custodial parent and children to provide comprehensive services such as crisis intervention counseling, parental support and training, as well as individual and group counseling. The selected Respondents may provide these services directly or through a formal linkage agreement.

Facility

In order to ensure the physical, auditory, and visual separation of custodial and visiting parents while on-site, facilities must adhere to the following structural and safety elements in place as provided in the U.S. Department of Justice, Office on Violence Against Women “Guiding Principles for Safe Havens: SVSE Grant Program”:

- Provide **separate entrance and exits** for custodial and visiting parents to decrease the likelihood that parents will come into contact with one another while traveling to and from the center.
- Coordinate **staggered arrival and departure times**. DFSS recommends at least a 15-minute gap between the time visiting and custodial parents arrive as an added precaution. If the visiting parent is running late, DFSS recommends that the delegate call the custodial parent to delay their arrival time.
- **Allow custodial parents to wait on- or off-site**, based on the safety needs, age, and developmental stage of the visiting children. The waiting area must be secure and not in a location accessible to the visiting parent. DFSS requires that the selected Respondents’ facilities have separate waiting areas for custodial and visiting parents. DFSS recommends that the visiting parent should not be able to hear the custodial parent or determine where he/she is waiting in the facility as additional safety precaution.
- **Maintain security cameras**. DFSS recommends that security cameras are installed in strategic locations, including entrances for custodial and visiting parents, on elevators, stairwells, and throughout the facility to ensure the safety of the children, custodial parent, and visiting parent.
- In circumstances where the above mentioned structural and safety elements are not available, the Respondent must provide as part of their application enhanced procedures to ensure the safety of all clients and that custodial and visiting parents do not come in contact with one another.

- All Respondents must provide site floor plan demonstrating parent and children flow of entry and exit from services. If Respondent is in final planning stages of making facility improvements, acquiring or relocating, a floor plan of the new configuration must be provided.
- If the Respondent plans to make facility improvements to improve the physical, auditory, and visual safety features of the facility during the contract term, that plan along with the enhanced safety plans and procedures should be submitted with the Respondent's proposal for consideration. As part of this proposal, DFSS may visit the proposed locations to examine the facility design to ensure the proposed facilities will decrease the opportunity for parents to come into contact with one another.
- Services may be provided remotely via telephone, video, or other methods if extenuating circumstances preclude the use of in-person visits and the services do not violate the court order for services where deemed appropriate. Respondents must include a protocol for remote or virtual services.

Minimizing Victim Risk

- Where applicable, create a victim-led plan for ongoing safety for the custodial parent and children from the visiting parent.
- Facilitate safe exchanges of children from custodial parent to visiting parent, monitoring compliance with time allotted for visit, and facilitating the safe exchange of children back to custodial parent.
- Facilitate safe exchanges and visits while maintaining victim and child safety and confidentiality.
- Develop and keep current program policies and procedures for ongoing safety for the custodial parent and children from the visiting parent.
- Develop and keep current security policies and protocols that meet the safety needs of the community and individuals using the facility including the use of security personnel and security devices.
- Develop criteria by which cases are rejected, suspended, or terminated if the safety needs of custodial parent, visiting parent, or children cannot be met.
- End visits, or do not allow exchanges to take place, if parents engage in behavior that compromises or endangers the emotional or physical safety of children, the custodial parent, program staff, or other individuals. Prior to terminating a visit and if it is safe to do so, the program staff must attempt to redirect or stop a parent's behavior.
- Report incidents to DFSS immediately and provide written incident reports within 24 hours.

Provide Referrals

- Coordinate victim care within the agency and with other agencies to expand the range of services available to victims, children, visiting parent, or persons that do harm.
- Provide referrals to the Illinois Domestic Violence Hotline.
- Provide referrals to survivors in need of services beyond SVSE, including, but not limited to DFSS coordinated social services, including domestic violence, housing, food, transportation, public benefits, job training, and others such as case management, medical care, and behavioral health services as needed.

- Provide information and referral for the visiting parent for comprehensive services as needed, including referral to an Illinois Department of Human Services accredited PAIP or other services for persons that do harm.
- Provide information and/or referral for legal advocacy, if needed, for any *ongoing* abusive behavior by either party.

Maintain Confidentiality

- Maintain confidentiality of custodial and visiting parents' and their children's information as required in the IDVA. Ensure staff expertise that prevents disclosure of confidential addresses and communication.

Quality Improvement

- Facilitate victim completion of DDV-issued Evaluation of Services surveys and submission of surveys to the DDV.
- Selected Respondents should ensure that 50% of victims complete the victim outcome survey and that 80% of surveys be complete online.
- Use victim outcome data to inform program improvement.
- Collect victim feedback on satisfaction with services.
- Use victim feedback to inform program improvement.
- DFSS encourages selected Respondents to provide staff with training opportunities during the contract period intended to enhance victim services.

Community Education and Outreach

- Provide ongoing public education workshops to educate the community about the nature, dynamics, and impact of domestic violence.
- Provide ongoing trainings to stakeholders and court personnel to educate about the benefits of the SVSE model and the availability of services to all races, gender identities, and sexual orientations.
- Participate and collaborate as needed with the Justice for Families (JFF) Initiative in a consulting or advisory role.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 80% of scheduled supervised visits are attended by both custodial and visiting parents;
- 80% of scheduled safe exchanges are attended by both custodial and visiting parents;
- 80% of victims surveyed agree that they know more about available community resources;
- 80% of victims surveyed agree that they felt supported in making their own decisions;
- 80% of victims surveyed agree that they felt safe from their abuser while at the center;

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of participants enrolled;
- Number of participants who discuss safety options with their worker;
- Number of participants who receive an explanation of their rights under the IDVA;

- Number of community education/awareness workshops presented by delegate that educate attendees about the dynamics of domestic violence and highlight the benefits of the SVSE model;
- Number of visiting parents referred to PAIPs through an approved linkage agreement with the selected Respondent;
- 50% of adult clients will complete an Evaluation of Services Survey;

In addition to race and ethnicity (demographic data required by CDBG), DFSS may also track victim outcomes as a factor of sexual orientation, gender identity, and other underserved groups for the purpose of ensuring equity in services and outcomes through data collected by DFSS or in InfoNet.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress toward being able to obtain and sustain employment.

Delegate agencies will be expected to collect and share data with DFSS in a format specified by DFSS. DDV seeks to actively and regularly collaborate with delegate agencies to enhance contract management, improve results, and adjust program delivery and policy based on learning what works. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies and set expectations for what this collaboration will look like in any resulting contract.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes oriented, DDV seeks to actively and regularly collaborate (through regular meetings) with delegate agencies to enhance contract management, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including program-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report program-level demographic, performance, and service data on a quarterly basis as stated in any resulting contract. These reports must be submitted to DDV via Excel workbooks that are created and maintained by DDV. Additional reporting will be required via the InfoNet database. Selected Respondents are required to collect and submit data in InfoNet and agree to provide DFSS authorization to generate reports that include both project specific and DV program-wide service data. DFSS also reserves the right to conduct analysis on data to ensure services are offered and provided to victims equitably by gender, race, and ethnicity.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of victim records for both paper files and electronic databases as specified in the IDVA. Delegate agencies must have the ability to submit reports electronically to DFSS through InfoNet. The City's Information Security and Information Technology Policies are located at

https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

Respondents may only serve victims of intimate partner violence referred for court-ordered SVSE services under this program.

Proposals must provide attachments of required documentation as described in the application. Required documentation will be reviewed and scored in accordance with the Selection Criteria. Respondents may be penalized if the following documents are not included in the eProcurement (iSupplier) application:

- Completed job description form (available at <https://www.chicago.gov/city/en/depts/fss/supinfo/delegate-agency-contracting-documents.html>) for every staff person listed on the personnel budget.
- Up-to-date resume for every person providing services to program participants or supervising program staff.
- Proof of 40-hour domestic violence training from an agency authorized by the Illinois Certified Domestic Violence Professional Board for every person providing services to program participants or supervising program staff.
- Safety protocol for in-person and virtual visitations and exchanges.
- Facility floor plans (including parking lots and common areas) that demonstrate the flow of custodial parent and children and the visiting parent that separates their entry and exits.
- Any planned facility improvements to improve the physical, auditory, and visual safety features of the facility during the contract term.
- Written linkage(s) with PAIP or other programs to provide services for the visiting parents.
- A list of other linkage agreements that enhance the array of services offered to domestic violence victims and their children.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates funding up to three agencies with each award between \$120,000 – \$150,000 (per year) depending on the size of the proposed program. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through Community Development Block Grant funds. Consequently, all guidelines and requirements of DFSS and the Community Development Block Grant must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received:	3
Projects funded in FY19:	3
Range of funding:	\$120,000 – \$150,000 (per year)
Total funding for FY20:	\$405,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **20%** cash or in-kind match. Administrative costs will be capped at **20% percent per application**.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of victims of intimate partner violence and their needs and challenges • The Respondent has control or is in the process of acquiring a facility that is aligned with the best practices of providing SVSE services • The Respondent has an effective approach to ongoing monitoring of program participants’ need for services and providing assistance in modifying supervised visitation or safe exchange court orders 	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight, management, and service delivery • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent regularly reviews and updates policies and safety protocols for SVSE services • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	30

<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	<p>10</p>
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Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography, service array, language, and ability to serve specific sub-populations.

DFSS reserves the right to conduct site visits as deemed necessary at each of the selected SVSE centers to ensure the facility is compliant with the safety and security measures noted in the eligibility requirements listed in section the RFP.

DFSS Program: Homeless Services
Coordinated Entry: System Facilitator
RFP# 7947

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning

Phone: 312-746-8610

Email: christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Coordinated Entry: System Facilitator RFP seeks an organization that will coordinate and manage access, assessment, prioritization, and referral to housing and services for any person(s) experiencing or at imminent risk of homelessness via the Coordinated Entry System (CES).

HOMELESS SERVICES DIVISION:

The Chicago Department of Family and Support Services (DFSS) Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Applicant (All Chicago), the CoC's Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the city towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the System Facilitator is to ensure that all people experiencing a housing crisis have fair and equal access to housing – no matter where or when they present for services – and that the people who need assistance the most receive services in a timely manner. The Coordinated Entry: System Facilitator RFP seeks an organization that will coordinate and manage access, assessment, prioritization, and referral to housing and services for any person(s) experiencing or at imminent risk of homelessness via the CES.

A key feature of the CES in the coordination of housing and homeless services is the application of a system-wide housing prioritization plan. The System Facilitator must quickly identify, assess, refer, and connect

residents experiencing homelessness or those at risk of homelessness to housing or assistance based on their needs and strengths through Chicago's CES.

A new component of the System Facilitator's role is the coordination of outreach providers who are charged with engaging, assessing, and providing housing navigation for unsheltered clients. This new aspect of coordination will allow for a seamless and more efficient way of engaging unassessed clients and linking them to supportive services assisting with housing navigation. An effective CES provides those at risk of homelessness or currently homeless households with a standardized assessment of their vulnerability and strengths, a transparent path for connection to homeless assistance, and housing services that match their specific needs.

Current state and priorities for improvement

Coordinated entry is a centralized and streamlined system for accessing housing and support services to end homelessness in a community, and is required by the U.S. Department of Housing and Urban Development (HUD) for all CoCs as stated in 24 CFR 578.7 (a)(8) of the Continuum of Care Program Interim Rule. "HUD's primary goals for coordinated entry processes are that assistance be allocated as effectively as possible and that it be easily accessible no matter where or how people present" <https://www.hudexchange.info/resource/4427/coordinated-entry-policy-brief/>. HUD requires that CoCs establish and operate a coordinated entry process and that any local organization providing housing and services to households experiencing homelessness, regardless of funding source(s) supporting that organization, will participate. In HUD's vision, the coordinated entry process is an approach to coordination and management of a crisis response system's resources that allows users to make consistent decisions from available information to efficiently and effectively connect people to interventions that will rapidly end their homelessness.

Chicago's vision for coordinated entry is a community response to ending homelessness that accounts for the diversity of needs among people experiencing homelessness, urgently responds to these needs with permanent housing solutions, and successfully incorporates the housing, healthcare, and employment systems. This community response ensures an accessible and navigable set of entry points, a universal assessment for all persons requesting assistance, and effective and appropriate connections to housing and services for all populations. Chicago's CES includes a data-driven approach to ensure that the system can measure and respond to current needs with a transparent framework of sharing progress.

Since its inception in 2017, the Chicago CES has evolved and continues to look to improve collaboration, quality and design of assessments, as well as access to assessments. Working with community partners, housing providers, shelters, outreach agencies, and All Chicago as the Homeless Management Information System (HMIS) lead agency, a transparent system has been created to ensure accountability and access. In 2018, the CES went through a Refinement Lab (see report: https://allchicago.org/sites/allchicago.org/files/CES_Refinement_Lab_Report.pdf) to look at system performance, identify system challenges, discuss and identify solutions, and build out the next phase of work to further refine the CES. From this effort, the CES focus shifted to Access, Assessment, Assignment/Referral, and Accountability. Because of this effort, the CES has created a call center for assessments as well as dedicated skilled assessors for the system.

In 2019, a Prioritization Think Tank, a work group of the Coordinated Entry (CE) Leadership Team, did a national scan of CE prioritization plans and local data, including from Chicago's Dashboard to End Homelessness, to create an updated prioritization plan that aims to create an equitable path to housing for all sub-populations. The new prioritization plan aims to ensure that households with the greatest length of homelessness are housed, even if they do not have the highest Vulnerability Index (VI) score.

In April 2020, the CE Leadership Team adopted a temporary prioritization plan in response to COVID-19, following the guidance of the Chicago Department of Public Health (CDPH). The temporary plan prioritized households experiencing homelessness at higher risk of COVID-19-related medical complications for housing and services to shield them from contracting the illness, with set-asides for youth, unsheltered households and families, and ultimately extended to victims of domestic violence and human trafficking. Additionally, with COVID-19 health and safety considerations in mind, access points for CES assessments were made virtual.

In 2020, 6,441 participants were assessed for CE, 2,984 participants were referred to housing, and 1,277 participants had a move-in date in 2020. As of November 2020, the average length of time from housing provider match to housing was 45 days (according to the CE Leadership Team). From May through November 2020, over 3,715 calls were made to the CES Call Center. In December 2020, over 1,100 homeless households, representing approximately 67% of the unsheltered population, were assessed and entered into the CES. As a result, the vast majority of the unsheltered population (often the most vulnerable people experiencing homelessness) has been entered into the CES. In December 2020, over 1,900 homeless individuals and families, representing approximately 59% of the sheltered population, were assessed and entered into the CES.

The System Facilitator may need to provide services, trainings, etc. in the context of COVID-19 by following CDC guidance. Adjustments may be needed based on the evolving nature of COVID-19. For more information, please visit: <https://www.cdc.gov/coronavirus/2019-nCoV/index.html>.

DFSS wants to build on this progress by continuing to support the effective implementation of the CES. A key priority for DFSS is to decrease the length of homelessness episodes by reducing the time from participant identification to CES assessment to match to housing. DFSS believes this will require strengthening coordination between outreach providers and enrolled participants who have been “matched” by CES to housing interventions, which would improve the probability that participant screening or entry and connection with the housing provider is completed successfully and in a timely manner. The Respondent must work with service providers across Chicago’s homeless system and with all sub-populations of people experiencing or at risk of homelessness.

Target Population

The target population includes youth, families, individuals, and veterans who are experiencing literal homelessness or are at risk of homelessness.

PROGRAM REQUIREMENTS:

The proposed program must reflect the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and the use of culturally competent, non-discriminatory, and developmentally appropriate practices. The following are more specific program requirements for the system facilitation program model.

The System Facilitator will guide and oversee CES implementation utilizing HMIS, including managing the inflow and outflow of households, sharing and communicating policies and procedures with the Chicago CoC, and utilizing lessons learned for continuous improvement of the homelessness response system. The Respondent must be able to collaborate with other entities, if needed, to fulfill all requirements. The System Facilitator will be required to do the following:

- Coordinate training to service providers and other key stakeholders on CES-related topics including documenting chronic homelessness and CES trainings for outreach staff.

- Maintain access points and improve accessibility of access points for CES assessment and entry into the system.
- Manage and coordinate a process that ensures households entering the homeless system receive CES assessments according to system-defined parameters.
- Match households to appropriate housing interventions.
- Engage mainstream providers who serve homeless populations to assist with assessments and documentation of disability status.
- Develop clear and transparent coordinated entry policies and procedures and ensure compliance of these policies and procedures.
- Collect feedback from clients, service providers and partner agencies on CES effectiveness and functionality.
- Ensure equitable access to trainings and webinars that will be provided online.
- Make system improvements to ensure accessibility and appropriate use of resources.
- Implement strategies to reduce the overall length of time from identification to housing match.
- Conduct System Integration Team (SIT) Meetings. Under the SIT model, collaboration between all three providers – outreach, case management, and the matched housing provider – allows for each homeless participant’s needs to be addressed. All of the agencies engaged with an individual or household will actively review the case jointly to identify and address any additional supportive service resources for clients, if necessary, or reassignment to a more appropriate housing agency within a network of providers. SIT members also discuss potential solutions when the client has difficulty remaining in permanent housing and risks returning to homelessness.
- Assist with connecting matched clients to outreach or navigation support and oversee coordination between outreach and housing providers to expedite housing placement.
- Use service delivery models, which incorporate tenets of harm reduction, trauma-informed care, and strengths-based practices shown to be successful in housing vulnerable populations.
- Subcontracting Process: Implement a sub-recipient monitoring plan which should include a schedule of on-going monitoring and a process to follow-up on monitoring findings. Selected Respondent may subcontract the provision of the following services: CES assessment, outreach coordination, SIT facilitation.

PERFORMANCE MEASURES:

To track progress toward achieving the goal of matching individuals and families to housing, and assessing success of the program, DFSS will monitor a set of performance indicators that may include, but is not limited to:

System Facilitator performance indicators:

- 50% of participants enrolled in a project of a homeless system provider (as documented by HMIS) will be exited to a permanent housing destination.
- 90% of participants entering into the homeless system will be assessed.
- 100% of available units/openings in the CES will receive matches through HMIS.
- 75% of participants enrolled in an outreach or housing system navigation project and have a housing match through CES will move into permanent housing.
- 95% of participating agencies (including selected Respondent and recruited partner agencies) will assess households or connect households to entities conducting the CES assessment.

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The specific targets above were established by the CoC for this type of program. As the CoC further refines performance metrics for CES, DFSS reserves the right to modify these metrics.

Within this framework, DFSS is focused on continuous improvement against these metrics in pursuit of meeting or exceeding those targets over time. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified, and by the deadlines established by DFSS.

The System Facilitator must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use HMIS to track data and produce required quarterly reports. All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

DFSS is consolidating two current program models (Outreach Coordination and System Facilitation) into one model that incorporates the activities and functions of both models. We are seeking one lead delegate agency, but we encourage collaborative applications with subcontractors who will fulfill some of the required activities.

ANTICIPATED TERM OF CONTRACT AND FUNDING SOURCE:

DFSS anticipates that the award will be up to \$430,000 (per year) and will fund one delegate agency. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City, state, and federal funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received:	1
Projects funded:	1
Range of annual funding:	\$350,000 (per year)
Total funding:	\$350,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Applying organizations must have demonstrated experience of a system coordinator role with the CoC.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10% percent in-kind match**. Administrative costs will be capped at 10% percent per application or agency’s federally approved indirect rate (if applicable).

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	<p>30</p>

<ul style="list-style-type: none"> The Respondent demonstrates applicable experience playing a system coordinator role in the Chicago Homeless Services CoC 	
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population The Respondent has the relevant systems and processes needed to track and report performance on program outcomes, including the use of HMIS if appropriate The Respondent has experience using data to inform/improve its services or practices The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> The Respondent has qualified staff responsible for program oversight and management The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls The Respondent has adequate Human Resources capacity to hire and manage staff The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group The Respondent's organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> The Respondent has the fiscal capacity to implement the proposed program The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS reserves the right to seek clarification of information submitted in response to this RFP and/or to request additional information during the evaluation process and make site visits and/or require Respondents to make an oral presentation or be interviewed by the review subcommittee, if necessary. Failure to submit a complete proposal and/or to respond fully to all requirements may cause the proposal to be deemed unresponsive, and therefore, subject to rejection.

DFSS seeks to fund one Respondent in the RFP, the highest scoring application will be selected to move on to the contracting phase of the RFP process. Selections will not be final until the City and the Respondent have fully negotiated and executed a contract. The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the Respondent in anticipation of a fully executed contract. Receipt of a final application does not commit the department to award a grant to pay any costs incurred in the preparation of an application.

***DFSS Program: Homeless Services
Engagement Services
RFP# 7948***

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning

Phone: 312-746-8610

Email: christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) Homeless Services Division seeks to fund a robust array of engagement services for vulnerable Chicagoans who are experiencing homelessness or unstable housing. Through this RFP, DFSS seeks delegates who can provide street outreach, drop-in centers, or Housing System Navigation (for households matched to housing through the Chicago Continuum of Care's (CoC) Coordinated Entry System (CES)). The primary goal of these engagement services is to build a positive connection with vulnerable individuals and encourage movement to more stable situations, such as shelter, and ultimately permanent housing.

Program models included in this RFP are:

- Street outreach
- Drop-in centers
- Housing System Navigation

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the CoC, the CoC's designated Collaborative Applicant, All Chicago, the CoC's CES, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of this RFP is to provide an array of service connections for Chicagoans experiencing homelessness that result in an increase in the number of individuals who are assessed, accept services, and successfully move to more stable housing. DFSS seeks to fund programs that engage individuals who might not seek out services, have multiple barriers to maintaining stable housing, and/or have experienced long-term homelessness.

DFSS is seeking applications for the following program models under this RFP:

- **Street Outreach:** Street outreach programs provide a mobile connection to services and benefits for people experiencing unsheltered homeless.
- **Drop-in Centers:** Drop-in Centers are spaces open during the day where people experiencing homelessness can access case management, resources (like food, Wi-Fi, showers, laundry), and connection to other community services.
- **Housing System Navigators:** Housing System Navigators (HSN) provide services to households already matched to housing through CES with the purpose of ensuring households with significant barriers (for example missing documentation, lack of transportation, or appointment follow through) stay connected to services through the process of obtaining and moving into housing. Eligible households are matched to HSN projects based on community prioritization of identified need for this level of support. HSNs bridge the service gap between when an individual is matched to a housing program and when they move into their supportive housing unit with the ultimate goal of enabling households to move from the street or shelter into housing as quickly as possible.

Current state and priorities for improvement

The 2020 Point-In-Time (PIT) Homeless Count Summary shows that overall street homelessness increased by 12% from 2018. Furthermore, 50% of the unsheltered individuals were experiencing chronic homelessness, a rate that has fluctuated in recent years from 40% of the unsheltered population experiencing chronic homelessness in 2018 to 25% experiencing chronic homelessness in 2019. Each year, delegate agencies and DFSS' Homeless Outreach Program teams engage in an average of roughly 11,000 service encounters.

Living in public spaces and places not intended for human habitation presents a variety of risks that include exposure to the elements, lack of sanitation and sanitary conditions, loss of personal documents and belongings, and even violence. Effective street outreach services connect with people who might not otherwise seek assistance or come to the attention of the homeless service system and ensure that people's basic needs are met while supporting them along pathways toward housing stability.

Many of the people served by the programs identified through this RFP are also experiencing chronic homelessness, meaning they have experienced an extended period of time without housing. Many also experience multiple barriers to stable housing. Under this RFP, successful programs must have strategies in place to address these barriers. Barriers include, but are not limited to, substance use, mental illness, justice involvement, and a lack of trust in community and systems.

Additionally, homelessness is not illegal, and forcing or mandating residents to access shelter is not a best practice approach to bringing people indoors. A successful program must develop an engagement strategy that supports and encourages people to move into shelter or housing.

As of February 2020, 70% of the unsheltered population had completed CES assessments. Street Outreach and Drop-in Center programs funded through this RFP are responsible for completing CES assessments with their program participants. The percentage of unsheltered individuals with completed CES assessments is a testament to the success of the coordination of street outreach services citywide. Through this RFP, DFSS seeks to fund agencies that propose strategies that continue this momentum – for example, equipping staff with technology and training them to complete assessments in real time while working in the field.

DFSS also seeks to build on this success by increasing the number of individuals who accept services and are successfully moved to more stable housing. Programs funded through this RFP play a key role in ensuring that even the most vulnerable person living on the street or in shelter can be successfully matched to a housing provider and have access to the support needed to help them stay connected and address barriers as they navigate their way to a successful housing placement.

Target Population

The target population for Street Outreach includes unsheltered youth, families, individuals, and Veterans who are experiencing literal homelessness. Drop-in Centers may engage individuals who are unstably housed in addition to unsheltered households. Additionally, Drop-in Centers and HSNs can serve clients staying in shelter.

Services provided through this RFP must be delivered in a way that is respectful and supportive to all individuals and households served, including:

- Diverse ethnic populations
- Non or limited English speakers
- LGBTQ+
- People with disabilities
- People experiencing mental or behavioral health concerns
- Self-identified family structures
- People without personal documentation
- Youth and older adults

In addition to the general target population noted, DFSS seeks proposed programs that specialize in the following areas: Public transit/airports, youth, ability to provide services in Polish and Spanish, and overnight street outreach.

Additionally, DFSS seeks applications for engagement service programs that specialize in supporting youth. As defined by the CoC, youth are unaccompanied individuals or heads of household age 14 up to their 25th birthday. For youth programming, a young person may be precariously housed or “couch surfing” (meaning they are securing housing on a night-by-night basis, with no secure place to stay on a regular basis) in addition to experiencing literal homelessness or living on the street. This population requires specialized programming that incorporates positive youth development, trauma-informed care, motivational interviewing, and harm reduction (Please see [Chicago Youth Sector Housing Program Model Design](https://allchicago.org/wp-content/uploads/2020/01/Chicago-Youth-Sector-Program-Model-Design.pdf) for additional explanation and complete list of core philosophies and values: <https://allchicago.org/wp-content/uploads/2020/01/Chicago-Youth-Sector-Program-Model-Design.pdf>).

PROGRAM REQUIREMENTS:

Through this RFP, DFSS will fund three program models: Street Outreach, Drop-in Centers, and HSN.

Program Requirements for **Street Outreach** and **Drop-in Centers**

- Programs must have activities to develop trust with their target population in order to engage them into formal, coordinated services that will culminate in a permanent housing placement or more stable housing.
- Programs must have activities that build individual connections and develop trust to provide people with the support they need to navigate complex processes and systems that have the potential to act as barriers that block the path to successfully moving to more stable or permanent housing.
- Programs must conduct initial assessments with clients that cover physical, psychological, and housing needs.
- All Programs should provide client-centered services that meet clients where they are, both in terms of their level of need and geography.
- Programs must provide connections to benefits and linkages to other community resources (i.e. physical and mental healthcare and substance use disorder treatment).
- Programs are encouraged to tailor the design of their teams and approach to specialize in the provision of, or access to, special services such as medical and mental health care and substance use treatment.
- Providers must implement a service delivery model that incorporates tenets of harm reduction, trauma informed care, and strengths-based practices. For more information on these best practices, please view the CoC's [Community Standards \(https://allchicago.org/wp-content/uploads/2020/09/IL-510-Community-Standards-Approved-2020.02.pdf\)](https://allchicago.org/wp-content/uploads/2020/09/IL-510-Community-Standards-Approved-2020.02.pdf).
- Programs must ensure staff are trained in de-escalation, conflict mediation, and crisis intervention as well as community accountability approaches to preventing, interrupting, and transforming violence to promote long-term engagement.
- Programs must ensure staff are trained to appropriately serve people experiencing mental illness, chronic health issues, disability, or substance use disorders.
- Programs must dedicate adequate staff capacity to allow staff to accompany participants as needed through housing, benefits, and healthcare referral processes with the goal of confirming successful connections and ensuring participants are receiving appropriate services.
- Provider must provide access to the CES assessment for housing by any of the following methods:
 - Maintaining staff who are Skilled Assessors
 - Providing access to in person CES assessment through partnership
 - Providing access to CES assessment over the phone
- Recognizing that locating individuals is often an initial barrier to housing for this mobile population, programs must develop strategies to stay connected to participants and act as a link between the participant and the systems and agencies that provide housing and shelter.
- Programs must not exceed 50 clients per staff member (1:50) and a program that specializes in serving youth must not exceed 25 clients per staff member (1:25).
- Programs are required to maintain client data in Homeless Management Information System (HMIS) and adhere to the [Outreach workflow \(https://hmis.allchicago.org/hc/en-us/articles/360027271211-Outreach-Workflow\)](https://hmis.allchicago.org/hc/en-us/articles/360027271211-Outreach-Workflow) or [Drop-in Center Workflow \(https://hmis.allchicago.org/hc/en-us/articles/360034360531-Drop-In-Center-Workflow\)](https://hmis.allchicago.org/hc/en-us/articles/360034360531-Drop-In-Center-Workflow).

Program Requirements for Street Outreach only

- Programs must provide services that seek out and meet individuals where they are.

- Programs must participate in the DFSS lead encampment strategy that canvasses areas of the city to offer individuals experiencing homelessness access to shelter placement and other facilities (e.g. substance abuse treatment) and transportation to these facilities as requested by DFSS.
- Programs must assist participants matched through CES to gain documentation and schedule and follow through on appointments as well as provide a warm hand off to housing providers.

Program Requirements for Drop-in Centers only

- Programs must provide safe daytime spaces that meet the needs of households experiencing homelessness, such as access to laundry, showers, resting space, personal storage, and child-friendly space.
- Programs must have activities for engaging new clients who could benefit from their services.

Program Requirements for Housing System Navigators

- Programs must partner with housing providers to support participants through the process of obtaining supportive housing.
- Programs must be able to locate and build a service relationship with clients.
- Programs must enroll participants in their HSN project in HMIS at the time of first contact.
- Programs must collaborate with the housing provider and participants to identify the barriers to housing and work with participants to create a service plan that addresses these barriers.
- Programs must act as a liaison between housing providers and participants, to advocate for participants, and provide education about the housing program, as needed.
- Programs must have enough well-trained staff capacity to accompany participants to appointments and provide emotional support through the steps needed to obtaining housing.
- Program staff must assist participants in scheduling and traveling to appointments, unit viewings, and lease signing.
- Programs must address participant’s disconnection and ambivalence towards a housing opportunity.
- Programs must assist participants to gain documentation required for housing including documentation that confirms their household is experiencing chronic homelessness.
- Program staff must participate in CES System Integration Teams (SIT). SIT’s goal is to ensure that every household is housed appropriately. Members of SIT conduct case conferencing on each homeless individual to make sure they can be located, assessed, and matched to a housing program. SIT members also discuss potential solutions when the individual has difficulty remaining in permanent housing and risk returning to homelessness (e.g., re-matching to another project, providing additional services).

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

Performance measures for Street Outreach

- General population programs
 - 50% of participants will engage in case management
 - 75% of participants receiving case management will connect to support systems

- 45% of participants will move to more stable housing (family, friends, longer-term shelter/housing programs, or permanent housing)
- Youth intentional programs
 - 50% of participants will engage in case management
 - 75% of participants receiving case management will connect to support systems
 - 15% of participants will move to more stable housing (family, friends, longer-term shelter/housing programs, or permanent housing)

Performance measures for Drop-in Centers

- General population programs
 - 50% of participants will engage in case management
 - 40% of participants move to more stable housing (family, friends, longer-term shelter/housing programs, or permanent housing)
 - 20% engaged in case management will exit to permanent housing
- Youth intentional programs
 - 80% of participants will receive a comprehensive assessment and engage in services
 - 25% of participants will engage in services to move to more stable housing
 - 50% of participants will participate in leadership development and community-building activities

To monitor and recognize intermediate progress toward the above performance indicators, for both **Street Outreach** and **Drop-in Center** programs DFSS also intends to track output metrics that may include, but are not limited to:

- Percentage and number of encounters resulting in completed CES assessments
- Percentage and number of clients who obtain identification documentation
- Percentage and number of clients who obtain benefits

Performance measure for Housing System Navigators

DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 50% of assigned participants will be enrolled with HSNs
- 75% of HSN enrolled participants will be permanently housed

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The specific targets above were established by the CoC for these types of programs. DFSS will adhere to any changes made by the CoC and its [Community Standards \(https://allchicago.org/wp-content/uploads/2020/09/IL-510-Community-Standards-Approved-2020.02.pdf\)](https://allchicago.org/wp-content/uploads/2020/09/IL-510-Community-Standards-Approved-2020.02.pdf) and reserves the right to do so.

Within this framework, DFSS is focused on continuous improvement against these metrics. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-

populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

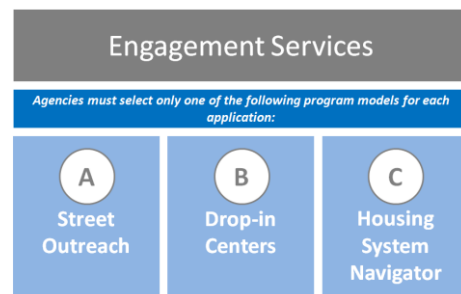
As part of DFSS’ commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use HMIS to track data and produce required reports. All Chicago administers Chicago CoC’s HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City’s Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

In their applications, Respondents should indicate which program model they plan to offer with reference to categories B, or C in the figure at right. This information will help DFSS understand, compare, and select the right mix of delegates as part of a broader portfolio of services. Respondents should use their applications to speak to how their work addresses or connects to the broader array of services above.



A,

Respondents may not submit an application that covers more than one program model, shown above as A, B, and C. DFSS recommends that agencies submit one application per program model. Agencies administering multiple projects within one program model may include all projects in the same application. However, if desired, agencies may continue to submit separate applications for individual projects within the same model if they believe that will enable them to prepare a stronger application and/or more easily administer the resulting contract for the work.

DFSS reserves all rights not expressly stated in this RFP, including making no awards, awarding partial funding, or increasing funding based on budget availability, and negotiating with any Respondent regarding the funding amount and other items of any contract resulting from this RFP. DFSS may also reach out to any Respondents with clarifying questions about their applications if needed.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that each award will be between \$24,873 – \$650,000 (per year) depending on the size of their proposed program. DFSS anticipates funding 24 agencies. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City, state and federal funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 35
Projects funded: 24
Range of funding: \$24,873 – \$650,000 (per year)
Total funding: \$5,269,192 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate if applicable per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

DFSS reserves the right to ensure that all mandated services are available citywide and provided in a linguistically and culturally appropriate manner.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma 	<p>30</p>

<p>informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices</p> <ul style="list-style-type: none"> • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes including the use of HMIS where appropriate • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS will rate application by score within each program model. Additionally, DFSS will look to balance our engagement services portfolio among broad universal projects and targeted projects that specialize in the following areas: Public transit/airports, youth, ability to provide services in Polish and Spanish, and overnight outreach. DFSS will also consider how all projects fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners. DFSS will make awards that ensure an adequate balance of Street Outreach, Drop-in Centers and HSN.

DFSS Program: Homeless Services
Frequent Users Service Engagement (FUSE)
RFP# 7949

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning
Phone: 312-746-8610
Email: christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Frequent Users Service Engagement (FUSE) RFP seeks applications from organizations that are experienced and capable in providing intensive case management and clinical services to vulnerable families to support their transition to stable housing. This RFP seeks Respondents that can serve as a city “lead agency” system wide. The Chicago Department of Family and Support Services (DFSS) intends to fund one agency under this model, but collaborative applications are encouraged.

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC’s designated Collaborative Applicant (All Chicago), the CoC’s Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the FUSE program is to engage highly vulnerable homeless families that are frequent users of the shelter system and help them transition to more stable housing. This transition is achieved through intensive case management and clinical services that help them manage and navigate their housing and family needs and address housing stability. The end goal is to stabilize the family by addressing their barriers to obtaining stable housing and preventing further episodes of homelessness.

Current state and priorities for improvement

According to the 2020 Point-in-Time (PIT) Count, the number of families in shelter appears to have declined in Chicago. On the night of the count, there were 499 families (comprised of 1,700 individuals) in shelter, which marked the sixth consecutive year that the number of sheltered families decreased. The number of families in shelters has been on a steady decline since 2014 and is down 11% from 2019. Of the families in shelter, 127 were households with parenting youth that were between the ages of 18 and 24. There was a slight decrease in the average family size from 3.48 in 2019 to 3.41 in 2020.

However, the homeless system continues to see families that cycle in and out of shelters and experience prolonged episodes of homelessness. According to data collected by DFSS-funded shelters in 2020, 264 families had three or more shelter entries in the last 12 months. From January 1, 2020 through December 31, 2020, 49 families have been provided services by the FUSE program.

Through the FUSE program, DFSS seeks to continue to improve services for these most vulnerable families and reduce the incidence of returns to homelessness among families. DFSS would like to see an improvement in the process of identification and referral of families that fit the target population criteria.

Target Population

The target population for the FUSE program is families who are identified as frequent users of the shelter system and families who have multiple discharges from interim housing programs. The FUSE program also targets families who are at risk of being discharged from interim housing programs.

The eligibility requirements for this program are as follows:

- Homeless and residing in an emergency or interim shelter within the city of Chicago.
- Parent(s) or guardian(s) must be at least 18 years of age.
- Highly vulnerable families who have been in at least three or more shelters within a year (12 months) from the point of referral, as reported by the Homeless Management Information System (HMIS).
- At risk of an abrupt discharge from their current shelter stay.
- In some instances, DFSS may request assistance from the selected Respondent to work with a family that is in need, due to special circumstances. Delegate provider must work with DFSS in these circumstances.

PROGRAM REQUIREMENTS:

The FUSE program is centered on identifying the needs of families and providing intensive case management and clinical services to help address their barriers to staying in stable housing and eventually obtaining permanent housing. Selected Respondents must accept referrals from agencies across the city for families who fit the target population criteria. Training and outreach to partner agencies will be required to inform and ensure services are delivered to families eligible under the target population criteria.

DFSS seeks Respondents with the ability deliver the following services:

- Create specific strategies for identifying and outreaching families who meet eligibility criteria.
- Ensure proper outreach and education on FUSE program and FUSE eligibility for agencies with potential to refer families or individuals to the program.
- The reach of the FUSE program must extend to all interim shelter providers across the city; must provide outreach plan to reach providers across the city that may encounter individuals of families who fit the eligibility criteria.
- Provide intensive case management services to families across shelters in the city of Chicago with a case manager to family ratio of 1:15.

- For families at risk of shelter discharge: develop transition plans for families that lead to more stable housing, including working with the family and interim housing providers to establish successful new interim housing placements, helping to maintain a current placement, or moving to other permanent housing options.
- Provide supportive services and crisis response support to prevent ongoing homelessness and promote trauma reduction. Interventions should reinforce connection with family and other forms of social support and be provided to the entire family.
- Provide services through linkages to services provided by other agencies.
- Provide follow-up services for up to three months after family leaves the shelter.
- Solicit feedback from participating families and incorporate feedback into services as appropriate.
- Provide training, technical, and clinical assistance to interim housing providers focused on supporting housing stability of vulnerable families within the shelter setting.
- Dedicate one staff person to serve as a Coordinated Entry System skilled assessor.
- Desirable staff requirements include demonstrated experience providing mental health, substance use, child-focused services, and housing stability services to highly vulnerable families experiencing homelessness. Other preferred requirements include language capacity and cultural competency among staff and appropriate licensure for the level of services provided.
- Provide services in an equitable manner and provide equitable access to technology for virtual services at the client level, meeting clients at their ability and capacity.
- Provide remote services, when necessary, as learned during the COVID-19 pandemic (i.e. via phone calls, emails, remote calling with videoconferencing capacities).
- Incorporate tenets of Housing First, Harm Reduction, Trauma-Informed Care, and strengths-based practices. For more information on these Best Practices, please reference the Chicago CoC's Community Standards here: <https://allchicago.org/continuum-care/standards-and-monitoring>.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 70% of families will move to more stable housing (includes interim housing, family and friends, transitional, or permanent housing).
- Fewer than 10% of families will be discharged to another interim housing program.
- 85% of families will engage in ongoing specialized services based on individual assessments to promote housing stability for three months after housing of any type is secured, or family exits shelter (may include mental health, substance use, employment, child-focused services).
- Conduct analysis of households served by FUSE and compare percentage that are represented within the intended target population.

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Provide training, technical, and clinical assistance to 100% of referring programs.

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics. We are

committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use HMIS to track data and produce required reports such as the DFSS Homeless Services Division Quarterly Reports. All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

This RFP seeks Respondents that can serve as a City "lead agency" system wide; DFSS intends to fund one agency under this model, but collaborative applications are encouraged. See Eligible Respondents for more information.

DFSS is interested in learning how Respondents use data to review and analyze program performance and how Respondents measure achievement toward desired outcomes. Respondents for this RFP who currently receive funding from DFSS under this program model will be required to submit an annual version of the DFSS Quarterly Report from the HMIS System. For the report template and detailed instructions, please follow this link: <https://hmis.allchicago.org/hc/en-us/articles/360038806572>.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates that the award will be \$350,000 (per year). DFSS anticipates funding one agency. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City, state and federal funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 1
 Projects funded: 1
 Range of annual funding: \$350,000 (per year)
 Total funding: \$350,000 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate, if applicable, per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices. • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	<p>30</p>

<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes, including the use of HMIS as appropriate • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS will consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

DFSS reserves the right to seek clarification of information submitted in response to this RFP and/or to request additional information during the evaluation process and make site visits and/or require Respondents to make an oral presentation or be interviewed by the review subcommittee, if necessary. Failure to submit a complete proposal and/or to respond fully to all requirements may cause the proposal to be deemed unresponsive, and therefore, subject to rejection.

DFSS seeks to fund one Respondent in the RFP, the highest scoring application will be selected to move onto the contracting phase of the RFP process. Selections will not be final until the City and the Respondent have fully negotiated and executed a contract. The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the Respondent in anticipation of a fully executed contract. Receipt of a final application does not commit the department to award a grant to pay any costs incurred in the preparation of an application.

DFSS Program: Homeless Services
Homeless Prevention Assistance Program
RFP# 7950

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning

Phone: 312-746-8610

Email: Christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Homelessness Prevention Assistance Program seeks to reduce the number of individuals and families who ultimately become homeless. To do this, the Chicago Department of Family and Support Services (DFSS) seeks to fund a range of services to provide Chicago residents at risk of losing their current housing with financial assistance and supportive services including, but not limited to, legal representation, housing stabilization, and relocation assistance.

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Applicant (All Chicago), the CoC's Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the city towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the Homelessness Prevention Assistance Program is to reduce the number of individuals and families who ultimately become homeless. DFSS seeks to fund a range of different services that together can comprehensively respond to and address the triggers of housing insecurity and homelessness that Chicagoans face. Services may include, but are not limited to, financial assistance, legal representation for tenants facing eviction, or other housing stabilization or relocation assistance. We are seeking Respondents

capable of providing effective solutions and supports that will assist households to maintain their permanent housing status up to and beyond the one-year period of initial intervention.

Current state and priorities for improvement

Every day in Chicago, individuals and families lose their housing and enter shelter or find themselves on the streets – often for the first time. The causes of homelessness are diverse and interrelated. According to the most recent annual survey by the U.S. Conference of Mayors, major cities across the country report that top causes of homelessness among families were lack of affordable housing, unemployment, poverty, and low wages, in that order. The same report found that the top four causes of homelessness among unaccompanied individuals were lack of affordable housing, unemployment, poverty, mental illness and the lack of needed services, and substance abuse and the lack of needed services. These causes coupled with short-term crises can put housing stability in jeopardy for vulnerable Chicagoans.

COVID-19 has created a new housing crisis. Per the Lawyers Committee for Better Housing, Chicago may see as many as 21,000 formal evictions in the first month after the eviction moratorium is lifted. For comparison, prior to this public health crisis, the average number of eviction filings in the first two months of 2020 was 1,567 per month. According to a May 2019 article by NPR WBEZ Chicago, the city of Chicago had an average of 23,000 eviction filings a year between 2010 and 2017, and about 60% of those cases ended in eviction orders. In that same time period, 82% of Chicago eviction cases filed made claims for back rent with 18% of those cases owing less than \$1,000 and an additional 44% owing less than \$2,500. With a modest amount of financial assistance, most renters would have been able to keep their housing.

As reported in numerous reports and studies, racial inequity can be a driving force in individuals and families housing instability. In Chicago, data from American Community Survey 5-year estimates (2014-2018) show that majority Black areas had eviction filing rates five times higher than majority White areas, while rates in majority Latinx areas were twice as high as those in majority White areas.

Strategies, policies, and services capable of addressing these causes and preventing these episodes of homelessness are an important component of our homeless system’s plan to end homelessness. In the long-run, prevention efforts can reduce both the negative social and health effects of homelessness on Chicagoans who experience it, and the costs incurred by the City and our partners in providing emergency shelter and services.

Research has shown that providing prevention assistance to households at immediate risk of homelessness, often due to eviction or foreclosure, can provide long-lasting stabilization effects. A 2016 study by James Sullivan at the University of Notre Dame of the Homelessness Prevention Call Center (HPCC) demonstrated that households receiving funding through the program were 76% less likely to become homeless after six months compared to those that did not receive funding, and that the effects were present for up to two years.

In 2020, the Homeless Prevention Assistance Program served 368 individuals and 350 families, and 85% of households who were reached for follow-up maintained their permanent housing at 12 months after initially receiving the assistance. DFSS is committed to working with delegate agencies to improve the performance of the prevention program. Accordingly, we seek Respondents capable of providing effective solutions and supports that will assist households who qualify for this program to maintain their permanent housing status up to and beyond the one-year period of initial intervention, and to provide a flexible plan for client services that may be impacted by the current COVID-19 pandemic and future non-pandemic engagement including, but not limited to, remote services and hotlines. The plan must include how to serve clients that may not have the technology to receive remote services.

Target Population

The target population for this program includes individuals and families who are at immediate risk of becoming homeless due to a variety of circumstances. Families and individuals who are precariously housed need services that will assist in keeping them from losing their housing or help finding new permanent housing. DFSS seeks Respondents that will provide legal services and/or provide homeless prevention services to clients citywide.

PROGRAM REQUIREMENTS:

DFSS seeks to fund a range of different services that together can comprehensively respond to and address the triggers of housing insecurity and homelessness that Chicagoans face. These services may include, but are not limited to, legal representation for tenants facing eviction or other housing stabilization or relocation assistance. Respondents can specialize in one type of prevention service or provide multiple services.

Core elements of this program include:

- Agencies are required to accept referrals from the HPCC through the 311 system for program referrals. The agency will determine eligibility. If the agency provides a targeted array of services, such as legal services, agency may also recruit from community-based sources if specified in the scope of services.
- Agencies must have a plan for recruitment beyond the HPCC and the City's 311 Customer Service Request system, if applicable based on service array and retention of clients.
- The proposed program should reflect the core values of Chicago's Homeless services continuum including housing first approach, harm reduction, trauma-informed care, and the use of culturally competent, non-discriminatory, developmentally-appropriate practices:
<https://allchicago.org/sites/allchicago.org/files/IL-510%20Community%20Standards%20DRAFT%202019.12.02.docx>
- Conduct client assessment of housing and service needs.
- Provide opportunity for client input and feedback.
- Linkages to agencies or programs that provide rent subsidies – may be time-limited based on assessment and funding availability.
- Provide housing placement if desired or expected by client.
- Assistance in accessing housing relocation resources and supports (e.g., security deposits, utilities, furnishings, etc.).
- Coordinate between property management or landlord and service provider throughout the rental process.
- Direct provision of, or linkage to, range of needed services including medical care, mental health care, substance use treatment, employment training, employment placement, legal assistance, parenting support, child-focused assessment, etc.
- Assist in the acquisition of benefits (assessment, application, and follow up).
- Assess potential barriers and develop a plan for how to address them to prevent clients from becoming at risk again over the long term.
- Refer clients to intensive community-based case management services, which may scale down over time as the household becomes more independent.
- Must have robust connections and Memorandums of Understanding (MOUs) with other agencies who can offer clients other services that will help maintain their housing.

- Services proposed must not be duplicative with resources offered through the State of Illinois Prevention programming or other programs and services:
<http://www.dhs.state.il.us/page.aspx?item+30360>.
- Maintain an appropriate staffing pattern that includes appropriate management and supervisory staff, attorneys licensed to practice law in the State of Illinois, paralegals working under the supervision of attorneys, or law students from accredited law schools, licensed pursuant to Supreme Court Rule 711. Staff can include volunteers, and pro-bono attorneys and paralegals.
- Core components for legal service providers include the delay or dismissal of evictions, including court representation.

In addition to the services and requirements laid out above, DFSS welcomes innovative ideas that contribute to the outcomes sought for the target population. We are also interested in programs presented with compelling evidence that demonstrates how the proposed model will have a meaningful and observable impact on housing outcomes for the target population.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 100% of households remain in permanent housing after crisis intervention
- 85% of households maintain permanent housing for six months
- 80% of households maintain permanent housing for twelve months

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of households experiencing homelessness for the first time
- Number of homelessness assessments done
- Number of households receiving benefits/resources

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The specific targets above were established by the CoC for these types of programs. As the CoC adapts changes to program model performance, DFSS reserves the right to change performance metrics to maintain alignment with the CoC.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics in pursuit of meeting or exceeding those targets over time. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS’ commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. The Homeless Services Division Quarterly Report must be submitted in a format specified, and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use the Homeless Management Information System (HMIS) to track data and produce required reports. All Chicago administrators Chicago CoC’s HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City’s Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates funding up to three agencies. DFSS anticipates that each award will be between \$50,000 – \$108,000 (per year) depending on the size of the proposed program. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City, state and federal funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 7
Projects funded: 3
Range of funding: \$59,236 – \$107,986 (per year)
Total funding: \$241,458 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency.

Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate, if applicable, per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	30
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes, including the use of HMIS as appropriate • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population (persons who are at risk of experiencing homelessness) and has relevant capabilities and/or infrastructure needed to serve this group (e.g. quality of legal services background) • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25

<p>Reasonable costs, budget justification, and leverage of funds</p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	<p>15</p>
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Basis of Award

Awards will be based on the Respondent’s ability to provide legal services and/or serve clients citywide. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

**DFSS Program: Homeless Services
Shelters
RFP# 7954**

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Kimberly Howard, Project Manager
Phone: 312-743-7271
Email: Kimberly.Howard2@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) Homeless Services Division seeks applications for an array of shelter programs that together make up an important part of Chicago's homeless services system and overall social safety net. DFSS seeks to fund shelters that will support individuals and families experiencing homelessness in moving to appropriate and stable permanent housing while providing them a safe, accessible place to stay.

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Respondent (All Chicago), the CoC's Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the shelter system is to support individuals and families experiencing homelessness in moving to appropriate and stable permanent housing while providing them a safe, accessible place to stay. Shelters achieve this ultimate goal by connecting households with appropriate housing options as well as other services and community resources that will help them obtain or maintain housing, including building income and addressing a variety of physical, mental, emotional, and other needs.

Current state and priorities for improvement

Shelter system overview

Chicago’s Plan 2.0 to Prevent and End Homelessness has long prioritized increasing permanent housing as the solution to homelessness while maintaining a strong shelter infrastructure to protect households when they do become homeless. Prior to the COVID-19 pandemic, Chicago operated roughly 4,500 temporary beds serving individuals and families across the entire CoC system.¹ In 2020, DFSS funding supported over 3,300 of these beds operated by 32 delegate agencies.

In response to the COVID-19 pandemic, DFSS supported congregate shelter programs in temporarily reducing the number of beds, or “decompressing,” to allow for safe distancing between residents, including opening alternate shelter sites to maintain a portion of bed capacity lost in the system. Over time, shelter programs also made facility modifications and implemented creative solutions to gradually restore bed capacity safely. Moving forward, DFSS will be working with shelters to gradually return to normal, maintaining safe shelter facilities while also maintaining capacity to meet the needs of households in crisis. Specifically, DFSS seeks to restore bed capacity to pre-COVID-19 levels as early as summer or fall 2021. The timeline for returning to normal will be determined in coordination with shelter providers and the Chicago Department of Public Health, informed by factors including vaccine uptake, infection prevention and control measures, shelter system census, and city-wide COVID-19 rates.

In recent years, DFSS has supported two primary types of shelter: “Emergency Shelter” and “Interim Housing.” In alignment with the CoC program models, DFSS is transitioning to support these programs under a single “Shelter” program model. Within this consolidated model, DFSS will continue to support shelter programs that vary in shelter settings (e.g. congregate vs. private rooms), services and programs (e.g. types and intensity), and staffing (e.g. staff-to-client ratios) based on the specific needs of the population served (household type and specialization).

The current breakdown of the 3,304 DFSS-supported beds pre-COVID-19 by household type is below:

Household Type	Number of beds	% of DFSS-funded beds
Families with children	1924	58%
Individuals – Men	783	24%
Individuals – Women	378	11%
Individuals – Unspecified ²	219	7%

Within this portfolio, DFSS has supported shelter programs that specialize in serving specific populations cutting across the above household types. These shelter programs provide differentiated services due to safety considerations and/or service needs of the populations they serve.

Specialization	Number of beds	% of DFSS-funded beds
Domestic violence	140	4%
Youth-dedicated (under age 25)	131	4%
Medical respite	64	2%

In 2020, DFSS-supported shelters served over 6,400 households made up of 9,200 people.

¹ 2020 Housing Inventory Count for the Chicago CoC.

² Shelter beds for “Individuals – Unspecified” include beds that are flexible to serve either men or women depending on nightly need or flexible to serve individuals of any gender identity, including individuals identifying as gender non-conforming.

Priority for improvement: Improve rehousing outcomes

Outcomes for families and individuals accessing the shelter system reflect the challenges of quickly and successfully connecting households to housing. Pre-COVID-19, in 2019, the average shelter stay for a family in a DFSS-supported shelter was 148 days and 32% of shelter exits were to a documented permanent housing destination. For a single individual, the average shelter stay was 145 days and 17% of shelter exits were to a documented permanent housing destination. For clients in DFSS-supported youth-dedicated shelters, which are primarily overnight programs, the average length of stay was 36 days and 8% of shelter exits were to a documented permanent housing destination.³

These client outcomes are affected by several factors beyond the control of shelter providers, notably the limited availability of mainstream affordable and appropriate housing, limited CoC housing resources, and barriers to housing faced by the target population such as lack of employment or previous justice involvement. These average client outcomes also belie a wide range of client experiences in shelter. While a large segment of individuals and families stay for only a few days or weeks, average length of stay is driven up by a small but meaningful segment of “long-stayers” who may need creative strategies and additional supports to help them transition to housing. For example, analysis of client experiences in DFSS-funded family shelters found that while 69% of family shelter stays in 2018 were under 6 months, 1 in 10 shelter stays lasted over a year.

Understanding this context, DFSS seeks to continue working with shelter providers to reduce the average length of stay in shelter and increase the percent of households exiting to a permanent destination. DFSS wants to improve the “flow” from shelter to housing in order to minimize the time that individuals and families experience homelessness as well as ensure availability of shelter beds for those in crisis.

In order to achieve this goal, DFSS is interested in working with providers on the following areas, informed by ongoing CoC work, Active Contract Management (ACM) engagement with current shelter providers,⁴ and national best practice:

- **Orienting shelter messaging, staffing, and services toward housing.** DFSS seeks programs that will focus on moving clients into stable and appropriate housing as rapidly as possible, rather than focus on “fixing” or “healing” clients in preparation for housing.⁵
- **Approaching length of stay in shelter with an individualized approach.** While the goal of the program is to minimize the length of time a family or individual experiences homelessness, we do not want households to be “kicked out” of shelter after a designated time period and further destabilized. DFSS is interested in continuing to work with shelters to track length of stay alongside exits to housing and is interested in continuing to learn about creative, effective approaches to supporting movement among the long-stayer population.
- **Strengthening partnerships with the broader homeless services and social services sector.** DFSS is interested in working with shelter providers that can operate as informed and connected members of the broader homeless services and social services sector in order to meet client needs. Specifically,

³ DFSS has heard from delegates the challenges of receiving documentation from clients of their destination after they exit shelter, so DFSS views the percent of exits to a documented permanent housing destination as the most conservative estimate of the percent exiting to a permanent housing destination.

⁴ Beginning in 2018, DFSS has been convening small groups of shelter providers in ACM meetings to review performance data, discuss shared challenges, and test new service delivery approaches to improve client outcomes. ACM is a set of strategies developed by the Harvard Kennedy School Government Performance Lab. For more information, please visit: https://govlab.hks.harvard.edu/files/active_contract_management_brief.pdf.

⁵ National Alliance to End Homelessness, The Five Keys to Effective Emergency Shelter: <https://endhomelessness.org/resource/emergency-shelter/>

DFSS seeks shelter programs that maintain and leverage active connections, whether formal or informal, to community-based resources and services to help clients overcome barriers to obtaining or maintaining housing. Building on the shelter-based service teams model developed with the Chicago Department of Public Health in response to the COVID-19 crisis, DFSS seeks shelter programs who will be active partners with health care providers to offer on-site primary and behavioral health care services to meet the needs of residents.

- **Tracking client outcomes and focusing on continuous improvement.** DFSS seeks agencies who will engage and “come to the table” with DFSS and their peers to use data to understand performance and improve practice. DFSS is interested in working with shelter programs to identify and respond to any inequities in client services or outcomes, such as identifying the percent of clients assessed for the Coordinated Entry System (CES) by race and testing new practices to respond to any disparities.

Priority for improvement: Expand access to shelter

DFSS also seeks to expand access to shelter by working with providers to further reduce barriers to entry in our shelter system. Although the share of individuals experiencing homelessness who stay in shelter varies by season and by night, the 2020 Point-in-Time (PIT) Count identified 1,529 unsheltered persons on the street or other locations not meant for human habitation, accounting for 28% of all individuals experiencing homelessness counted. Following successful models in San Francisco and Seattle, in 2018, Chicago piloted its first low-barrier shelter for clients entering from the street or encampments – allowing couples to stay together, allowing pets, accepting people who are intoxicated, and removing curfews – and has seen success in sheltering clients who have previously declined shelter and connecting them to housing and supportive services.

Similarly, DFSS invested in and facilitated the expansion of comprehensive and developmentally appropriate services for youth experiencing homelessness with the expansion of low-threshold, low-demand shelter beds on the West, South, and Southwest Sides of Chicago. This process also facilitated the transition of seasonal shelters to year-round operation on the North and West Sides of the city. Youth-specific low-threshold, low-demand shelter providers have worked in collaboration with DFSS and a complementary network of youth drop-in centers to reduce barriers to accessing safe spaces at night and during the day. As a result of this low-barrier network of shelters, more young people are engaging with programs that connect them with housing and services. Based on these learnings, the Chicago Youth Sector – Housing Program Model Design proposed that youth shelter provide services without any precondition and minimal requirements to stay.

In order to build on this success and expand access to shelter, DFSS is interested in:

- **Expanding the number of shelter beds in the system following a low-barrier shelter model to connect more clients experiencing unsheltered homelessness to shelter and services.** Specifically, DFSS seeks shelter programs interested in transitioning existing shelter programs serving individuals to a low-barrier shelter model by implementing low-barrier strategies and practices including removing curfews, accommodating pets, accommodating couples staying together, and accepting clients under the influence of drugs or alcohol. These reductions in barriers should be balanced with adequate staffing support and services to maintain a safe environment.
- **Expanding the share of beds that can provide 24 hour a day, seven day a week access to clients.** DFSS is looking for shelter programs interested and able to offer 24/7 services, dependent on funding availability.

- **Working with shelters to improve access for transgender clients**, by designing specialized service delivery and arrangements to maintain a safe and welcoming space and provide privacy where needed, i.e. in bathrooms and dressing areas.
- **Continuing to work with shelters to ensure adherence to providing reasonable accommodations for clients with disabilities.** Reasonable accommodations are a change in rules, policies, or services so that a person with a disability has equal opportunity to use the shelter, such as allowing a person to be accompanied by their service animal, modifying kitchen access policies for people with medical conditions that may require access to food, modifying sleeping arrangements, or providing refrigeration for certain types of medication.⁶
- **Improving real-time tracking and accountability to bed utilization.** DFSS seeks partners who can provide accurate and timely data on bed availability to ensure clients requesting shelter can access open beds at any time. DFSS is interested in working with shelter programs and delegate agency(ies) managing centralized shelter intake to improve real-time bed tracking, ideally migrating bed tracking to the Homeless Management Information System (HMIS).

Target Population

The target population for shelters is households that are literally homeless (in accordance with the federal Homeless Emergency Assistance and Rapid Transition to Housing ([HEARTH](https://www.hudexchange.info/resource/1928/hearth-defining-homeless-final-rule/)) definition: (<https://www.hudexchange.info/resource/1928/hearth-defining-homeless-final-rule/>)).

DFSS seeks Respondents that can serve a variety of populations within those experiencing literal homelessness. Populations by household type and gender identity are listed in the table below:

Household type	# (%) in PIT Count in 2020	Additional information from the PIT Count
Families with children	1,700 (32%)	<ul style="list-style-type: none"> • 99% were sheltered • Average family size was 3.4 • 25% of families were headed by parenting youth (age 18-24)
Individuals – Men	2,672 (50%)	Among individuals: <ul style="list-style-type: none"> • 59% were sheltered • 37% were experiencing chronic homelessness⁷
Individuals – Women	1,251 (18%)	
Individuals – Transgender or gender non-conforming	19 (0.4%)	

Across these household types, DFSS is interested in funding some programs that specialize in serving the following groups:

- **Survivors of domestic violence.** In recent PIT Counts, 10-30% of the sheltered population and 4-12% of the unsheltered population reported being threatened or harmed by someone they knew or fleeing a violent relationship.
- **Youth.** In recent PIT Counts, 5-6% of individuals counted were unaccompanied youth, defined as people age 14-24 (up to their 25th birthday) who do not currently have an adult or institution (e.g.

⁶ To learn more about reasonable accommodations, please visit: https://www.hud.gov/program_offices/fair_housing_equal_opp/disabilities/sect504faq# Reasonable Accommodation or https://www.ada.gov/2010_regs.htm.

⁷ Chronic homelessness is defined by HUD as a person who has been homeless for either (1) at least one year or (2) on at least four separate occasions in the last three years where the cumulative total of the four occasions is at least one year, AND who has been diagnosed with one or more of the following conditions: disability, substance use disorder, serious mental illness, developmental disability, PTSD, cognitive impairments from brain injury, or chronic physical illness.

child welfare) responsible for their wellbeing. Although youth can access shelters serving single adults and families, DFSS and its partners across the city are committed to providing developmentally appropriate support to young people experiencing a housing crisis. Young people who are disproportionately impacted by homelessness in Chicago include youth who are Black/African American; identify as LGBTQ+; have been justice involved or child welfare involved; and are pregnant or parenting.

- **Medically vulnerable** (i.e. those discharged from hospital but still significantly ill or injured). In recent PIT Counts, 1-6% of the sheltered population and 1-3% of the unsheltered population reported residing in a hospital or medical facility before they most recently became homeless.
- **Persons entering shelter from “non-housing” situations** (i.e. car, encampment, park, train or bus) and/or frequently unsheltered. In recent PIT Counts, 24-28% of the population counted is experiencing unsheltered homelessness.

Black or African American households are disproportionately impacted by homelessness, in large part due to historical and systemic racism: Black or African American individuals make up roughly 30% of the city of Chicago’s total population, but 77% of individuals counted in the 2020 PIT Count. The population experiencing homelessness in Chicago also includes individuals in the below groups who can face particularly high barriers to services and housing:

- Persons with limited English proficiency (in recent years, Spanish and Polish speakers have been most common)
- Persons on the Sex Offender Registry (who cannot be served at many locations due to zoning and proximity to children)
- Persons with disabilities⁸
- Persons with justice involved backgrounds
- Persons who identify as LGBTQ+

DFSS will take into account which populations providers can serve when assembling an overall portfolio of shelter services. DFSS is interested in programs that demonstrate an understanding of the unique needs of the client populations agencies seek to serve and present compelling evidence that the proposed program will have a meaningful and observable impact on housing outcomes for those target populations.

PROGRAM REQUIREMENTS:

Requirements for All Shelters

DFSS seeks proposals from qualified agencies to provide shelter services appropriate for the populations above. Across all populations, DFSS seeks applications with the ability to deliver the following services, which reflect the **essential elements** defined for shelter in the Chicago CoC Program Model Chart:

- Provide a safe environment with a place to sleep free of charge and with low barrier to entry.
- Provide basic needs: meals or kitchen access; showers and toiletries; limited storage.
- Engage in diversion efforts either through coordination with system-wide diversion efforts or by use of creative, problem-solving conversations at shelter entry to empower persons facing imminent homelessness to avoid shelter and return immediately to housing.

⁸ According to the Americans with Disabilities Act, people with disabilities include those with significant physical or mental impairments that substantially limit one or more major life activities. To learn more about facility compliance, please visit: www.ada.gov/ and [HUD’s Section 504 information page](#).

- Provide connection to housing options by supporting clients in completing the CES housing assessment (either directly or through referral) and supporting clients in identifying and navigating other housing options (either directly or through referral), e.g., working with clients to create housing plans, search for affordable and appropriate units, complete housing applications, and navigate the move-in process.
- Provide access to case management to ensure clients are linked to services and community resources that will help clients obtain or maintain housing, e.g., building income, building independent living skills, developing education/career path, addressing a variety of physical, mental, emotional, and other needs.

Additionally, all shelter services, programs, and delivery approaches should reflect the Chicago CoC's **core values**, particularly those below. (For more information, please reference the Chicago CoC's Community Standards here: <https://allchicago.org/continuum-care/standards-and-monitoring>.)

- **Housing First approach:** align shelter criteria, policies, and practices with a Housing First approach so that anyone experiencing homelessness can access shelter without pre-requisites, make services voluntary, and assist people to access permanent housing options (directly or through linkages) as quickly as possible.
- **Harm reduction:** take practical and proactive strategies to reduce the harm that participants choose for themselves in all aspects of the program. Shelters should eliminate sobriety or other behavioral requirements (e.g. prior non-violent rule infractions), and ensure staff are trained and supported to de-escalate conflicts, prevent and intervene when discharge is imminent.
- **Trauma-informed care:** shelter leadership understands the wide impact of trauma on participants, and staff members are trained to recognize and respond to the signs and symptoms of trauma in clients. Policies, procedures, and practices should integrate knowledge about trauma and its impact, support client choice and control, and create physical and emotional safety.
- **Inclusion of Person(s) of Lived Experience (PLE) input:** solicit PLE input on a frequent basis through a variety of mechanisms, such as staff hiring and promotion, board member participation, advisory councils, and collection of client feedback, to inform service delivery.

Selected Respondents must also adhere to a variety of CoC and DFSS **requirements and regulations** for shelters at the time of contract. These items will be incorporated into contracts, and include but are not limited to:

- Programs must be in compliance with HEARTH Act.
- Programs must inform participants of their rights, responsibilities, and expectations.
- Programs shall not discriminate on the basis of race, religion, national origin, sexual orientation, disability, gender identity, or family composition.
- Programs must practice family preservation by accepting families of all sizes and ages at the shelter door and keeping them together.
- Programs must provide placement and accommodation in accordance with the individual's gender identity.
- Programs must have written policies and procedures for intake, grievance, and how conflicts and other crises will be addressed and resolved. These policies and procedures must comply with any DFSS standard, baseline policies issued.

- Programs must not require clients to participate in any religious services or other forms of religious expression.
- Facilities must comply with applicable local building, fire, environmental, health, and safety standards and regulations which apply to the safe operation of the shelter and must be maintained in clean and sanitary condition.
- Programs must participate in DFSS PIT counts (including associated activities and reporting requirements).
- Shelters must accept referrals from DFSS and delegate agency(ies) managing shelter intake 24/7 and provide daily data on bed availability or as requested.

Additional Requirements by Household Type and Specialization

Shelters serving families with children

- Shelters must have programs open 24 hours a day, seven days a week.
- Shelters must provide high-quality case management focused on housing placement and increasing income. Staffing should be sufficient to cover basic operations, ensure safety, and provide effective case management taking into account family size and needs. In the past, DFSS has recommended a minimum staff to client ratio of 1:30 for family shelter programs.
- Shelters must meet the needs of children including appropriate connections to care and education (e.g., children over five are attending school, children under five are connected to appropriate developmental screenings, early childhood education programs, and other childcare resources).

Shelters serving individuals

- Shelters must have services and staffing ratios that reflect the needs of the population served.
- Shelters must offer right of return for all or a large percentage of beds.

Shelters specializing in serving youth (ages 18-24 or 14-24)

- Youth-dedicated shelters must provide unaccompanied youth experiencing homelessness with temporary shelter intended to resolve an immediate experience of homelessness while providing services that address basic needs and connections to other supportive services without any precondition and minimal requirements to stay. This intervention must not require any preconditions such as sobriety, income, medication compliance, or any other barrier to entry or ability to reside in the program.
- Shelters must provide or connect to a flexible array of supportive services with a clear purpose to bridge participants to longer-term housing options while keeping youth participants safe and engaged.
- Shelters must be welcoming and easy to access for the diverse youth outlined in the target population description above. In addition, considerations should be made to ensure inclusion for young co-parenting families and couples.
- Staff must also be trained in positive youth development and have experience in working with vulnerable youth (and where applicable, their families). More information can be found on the Chicago CoC's Program Model Chart at: <https://allchicago.org/continuum-care/standards-and-monitoring>.

- Programs will be expected to participate in CES Integration Team meetings to ensure seamless coordination with other system programs.
- If serving youth under 18, youth shelters must comply with relevant licensing/regulatory guidelines. Youth under 18 years old must be connected to a Comprehensive Community Based Youth Services (CCBYS) provider.

Shelters specializing in serving survivors of domestic violence

- Domestic violence (DV) shelters must provide a set of services specific to this population including crisis and domestic violence counseling, safety planning and assessment, and legal advocacy for orders of protection.
- Regulations governing DV shelters will differ from other shelters to reflect the heightened safety needs of this sub-population, including:
 - DV shelters must have a safe, undisclosed location for all services.
 - Every person providing services to program participants or supervising program staff must have a minimum of 40-hour domestic violence training from an accredited training institute or complete this training within 90 days of contract start date.
 - DV shelters must ensure confidentiality under the Illinois Domestic Violence Act (IDVA).

Shelters specializing in serving medically vulnerable clients or other clients with specialized needs

- Shelters proposing to serve populations with other specialized needs, such as medically vulnerable clients, must have special or more robust supports not provided widely by the system today.
- Staff must be specially trained to address the needs of the intended population.
- Additional services must be provided in support of, not at the expense of, a focus on housing placement.

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- Percentage and number of households who exit shelter to permanent or more stable housing
- Average length of stay in shelter
- Percentage and number of households who maintain or increase income, including employment income or benefits

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Percentage and number of households with complete CES assessments
- Percentage and number of households who increase income potential⁹
- Bed utilization

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

⁹ To be further defined by the Chicago CoC program models chart workgroup with input from the delegate community.

Within this framework, DFSS is focused on continuous improvement against these metrics. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Homeless Services Division delegate agencies must use HMIS to track data and produce required reports, with the exception of domestic violence organizations (see section below). All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff>). Delegate agencies must have the ability to submit reports electronically to DFSS. Additional HMIS requirements include adhering to the required data standards prescribed by the HMIS Lead Agency and participating in the HMIS Quarterly Data Quality Assessment processes.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

Data reporting requirements specific to Domestic Violence programs

DV shelters are not required to enter data into HMIS but must use a compatible data system. For DV programs that submit data in InfoNet, shelters must provide DFSS authorization to generate reports that include both project specific and DV program-wide service data.

GUIDANCE FOR RESPONDENTS:

DFSS is interested in assembling a portfolio of shelter services that meet the needs of the variety of populations experiencing homelessness. Respondents should apply indicating the client population to be served from the list below. Respondents should indicate a "specialization" if the program is dedicated to serving a specific population that has unique safety or service needs and provides staffing and services

tailored to meet those needs (e.g. staff members receive specialized training to serve the specific population).

Shelter application population categories:

- General population – Families with children OR families with children and individuals
- General population – Individuals
- Domestic violence specialization – Families or individuals
- Youth specialization (age 18-24 or 14-24) – Families or individuals
- Medically vulnerable specialization – Families or individuals
- Other specialization (please explain)

Respondents must submit a separate application for each population category they are applying to serve. For example, an agency applying to operate one shelter program for families with children and one shelter program for single men must submit two separate applications.

However, if an agency is applying to operate multiple shelter programs within a population category, they may submit one application for all programs serving that population. For example, an agency applying to operate two shelter programs specializing in serving youth may apply under one application. Funding decisions will be made within population categories, and funding rates may vary between categories. Within each category, DFSS will evaluate responses based on the strength of the proposal to serve the intended client population as well as by geographic region of the city (North, West, and South Sides) and the ability and strength of proposal to serve sub-populations within the above groups (e.g., frequently unsheltered clients, women, clients identifying as LGBTQ+, clients with limited English proficiency, clients on the Sex Offender Registry, seniors, and persons with disabilities). DFSS will evaluate applications and award funding based on the number of shelter beds not under decompression due to COVID-19.

DFSS is interested in expanding the number of shelter beds for individuals following a low-barrier shelter model. Respondents who are operating a shelter program for individuals who are interested in transitioning their program to a low-barrier model should submit an optional second application that reflects a “future state” low-barrier shelter program, accounting for a higher level of staff and services required. These applications will be considered if additional funding becomes available. Agencies already operating a low-barrier shelter program do not need to submit two applications and should apply under the population category above that best reflects their proposed model.

Submitting past performance on program goals

Respondents who have previously operated a shelter program: please download, complete, and attach the “Shelter Program Performance Outcomes” Excel spreadsheet for the period of January 1, 2020 to December 31, 2020. This report mirrors the performance outcomes data that DFSS collects from programs on a quarterly basis and should be consistent with your program’s data in HMIS. If applying for multiple programs, please provide a separate report for each program.

If your agency operates a domestic violence program or has not previously operated a shelter program, please attach a report, study, or documentation that demonstrates client outcomes or explain why your agency can execute against this program and achieve the desired outcomes.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates funding approximately 40 applications within a range of \$75,000 – \$2,000,000 (per year). This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City, state and federal funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 43
Applications funded: 40
Range of funding: \$76,781 – \$1,849,799 (per year)
Total funding: \$18,223,030 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate if applicable per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices 	<p>30</p>

<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes including the use of HMIS where appropriate • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	25
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	30
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography, service array, language, and ability to serve specific sub-populations. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

DFSS Program: Homeless Services
Permanent Supportive Housing Support Services including Safe Havens
RFP# 7955

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning

Phone: 312-746-8610

Email: christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:

Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Permanent Supportive Housing Support Services including Safe Havens (PSHSS) RFP seeks applications from organizations that have experience providing wrap-around services for persons who are formerly homeless and residing in Permanent Supportive Housing (PSH) programs across Chicago. The goal of PSHSS is to help formerly homeless individuals maintain residential stability in permanent housing.

HOMELESS SERVICES DIVISION:

The Chicago Department of Family and Support Services (DFSS) Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Applicant (All Chicago), the CoC's Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the city towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of PSHSS is to help formerly homeless individuals and families maintain residential stability in permanent housing. PSHSS achieves this goal by providing wrap-around supportive services for persons who are residing in PSH or Safe Haven facilities. PSHSS wrap-around supportive services with no time limits break the cycle of housing instability by providing participants who have a hard time maintaining housing with support to improve their well-being. Supportive services are a critical component of the PSH and Safe Haven housing models – in order to “meet clients where they are,” services should be tailored to each client’s unique situation. These comprehensive services include connecting clients to essential physical and mental health services, employment services, access to benefits, and other community services as appropriate.

Current state and priorities for improvement

PSH programs require supportive services tailored to a client's unique situation to provide a platform for persons to improve their well-being while they are achieving housing stability. DFSS seeks to partner with agencies to support PSHSS programs that can meet the needs of multiple sub-populations. DFSS currently funds the two following program types:

- **PSH Support Services:** "traditional" PSH programs in which supportive services are provided in different housing settings for formerly homeless clients who need them to remain housed. The PSHSS RFP funds the supportive services but not the rental subsidies for PSH units. Ongoing Special Initiatives and Long-Term Rental Assistance (LTRA) programs are additional categories under this program (see below). This year, DFSS made the decision to fund youth serving PSH programs through this program model and will fall under the Special Initiatives category of this RFP.
- **Safe Havens:** special, open-stay, on-demand, and service-enriched programs for a more specific sub-population: chronically homeless, hard-to-engage persons with severe mental illness or dual disorders (substance abuse disorder/mental illness). Participants have been living unsheltered and are not currently engaged in housing or systems of care and have been previously unwilling or unable to participate in services.

PSH is a nationally recognized and evidence-based model, and a core part of adopting a Housing First approach within the homeless services system across the country (Rog, Marshall, Dougherty, Preethy, George, 2014). An evaluation of PSH placement by the LA County Flexible Housing Subsidy Pool demonstrates that very quickly after housing placement, clients' use of medical and mental health services dropped substantially, outpatient visits went down to an average of four days, the number of jail arrests went down, the use of probation services declined, and the average receipt of government assistance declined (Hunter, Harvey, Briscoe, Cefalu, 2017). Simply put, people in supportive housing live more stable and productive lives. The benefits of providing PSH also demonstrate a significant public health and safety systems cost savings. PSH programs across the CoC system have performed well in recent years, with an 80% retention rate in housing.

DFSS will not fund new initiatives through this RFP. Funding through this RFP is categorized as follows:

- **Ongoing Special Initiatives:** DFSS is the primary social service funder for City-led homeless-dedicated special initiatives. Typically, DFSS funds the supportive services in homeless-dedicated special initiative programs and the subsidy is funded by another source (e.g., Chicago Low Income Housing Trust Fund (CLIHTF), Chicago Housing Authority (CHA), Chicago's CoC). Current special initiative programs funded in this category include:
 - Ending Veteran Homelessness Initiative (CLIHTF): Supportive services specifically targeted to Veterans who are homeless
 - Frequent Users Service Engagement (FUSE) (CHA): Supports families with multiple shelter stays or at risk of discharge from shelter programs
 - CPS Families in Transition (FIT) (CLIHTF): Supports Chicago Public School Students in Temporary Living Situations Program at six targeted schools
 - Homeward Bound and Chronic Homeless Pilot (CLIHTF, CHA, and CoC): Facilitates permanent housing for unsheltered homeless individuals who were residing in public spaces
 - CoC Supportive Housing Initiative Programs (CoC): Permanent supportive housing programs (excluding LTRA programs) that were funded under Chicago's original Plan to End Homelessness

- Transition-age Youth (TAY) (CHA): A non-time-limited, specialized age- and service-appropriate version of PSH for youth with complex needs. Otherwise similar to adult PSH, these programs target youth (ages 18-24 at time of entry) who experience multiple barriers to housing and are unable to maintain housing stability without intensive supportive services.
- Youth PSH programs: Supportive services to youth ages 18-25 living in PSH programs with subsidies provided by other sources such as CoC or other CHA subsidies

The available funding for programs applying under this category is \$2,327,803.

- **LTRA Programs:** These programs provide supportive services to units that have subsidies funded through the CoC's LTRA Program. DFSS served as the original grantee for the Department of Housing and Urban Development (HUD) LTRA PSH funding and granted out to delegate agencies. At that time, HUD required 100% service match for LTRA funds so DFSS funded the services as match. In 2009, with the passage of the HEARTH Act, HUD reduced the service match to 25%. In 2016, DFSS transferred grants directly to the delegate agencies and continued to fund a portion of the service match for some of these programs. For the remaining LTRA agencies receiving DFSS PSH funds, we will begin reducing funds through a funding cap with a longer-term goal of no longer funding services for LTRA programs as we align funding for this portfolio to City-led special initiatives.

The available funding for programs applying under this category is \$300,000.

- **Safe Havens:** This program model is meant to serve chronically homeless, hard-to-engage persons with severe mental illness and other chronic conditions that impair the ability to achieve housing stability. Persons residing in Safe Havens have been living unsheltered and may have previously been unwilling or unable to participate in services. DFSS seeks Respondents to provide safe and non-intrusive living environments in which skilled staff members work to engage persons in housing and needed services. Safe Havens have no limit on length of stay.

The available funding for programs applying under this category is \$240,249.

Target Population

The general target population for PSH Support Services (Ongoing Special Initiatives and LTRA Programs) includes individuals, youth, and/or families who:

- Meet Category 1 and 4 of the HUD homeless definition. For more information on the HUD Homeless Categories, please visit:
https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf
- CPS FIT additionally targets families enrolled in CPS Students in Temporary Living Situations Program and may include families living doubled up
- Ending Veterans Homelessness Initiative additionally targets Veterans
- Youth PSH targets youth who are unaccompanied individuals or heads of household age 14 up to their 25th birthday at time of program entry
- Have chronic health conditions (e.g., mental illness, substance use, HIV/AIDS)
- Experience a disability and long-term homelessness

- Typically cycle in and out of a variety of crisis services, including hospital emergency departments and inpatient stays, psychiatric centers, jails, and prisons

The target population for Safe Havens includes individuals who:

- Have severe mental illness (and may have co-occurring disabilities)
- Have been previously unable or unwilling to participate in supportive services
- Are literally homeless, who reside on the streets or places not meant for human habitation and have severe and persistent mental illness
- Have chronic health conditions (e.g., mental illness, substance use, HIV/AIDS)
 - Typically cycle in and out of a variety of crisis services, including hospital emergency departments and inpatient stays, psychiatric centers, jails, and prisons

PROGRAM REQUIREMENTS:

All PSHSS programs including Safe Havens shall serve all homeless households referred by the Chicago CoC’s Coordinated Entry System (CES) according to the CoC’s prioritization approach (unless a referral source is otherwise specified in the resulting contract with DFSS).

PSH Support Services: Ongoing Special Initiatives and LTRA Programs

DFSS seeks Respondents to provide traditional PSHSS at Ongoing Special Initiatives and LTRA programs.

Respondents must be able to deliver the following core program services and activities:

- Clients must reside in a PSH program
- Provide wrap-around comprehensive services through individualized case management and linkages to other service providers
 - Programs serving youth require specialized programming that incorporates positive youth development, trauma-informed care, motivational interviewing, and harm reduction (see [Chicago Youth Sector Housing Program Model Design](#) for additional explanation and complete list of core philosophies and values).
- Ensure individualized service plans address housing goals and prioritize housing retention
- Ensure connection to a source(s) of income and health care benefits, substance abuse, and/or mental health treatment, as applicable
- Case management may be offered on-site at the housing unit or at a community-based location
- Services must not be time limited
- Take referrals from CES
- Promote focus on connections to mainstream resources or Medicaid billing for eligible clients
- Create linkages to other agencies and programs providing supplementary services that meet client needs
- Solicit feedback from participating households and incorporate feedback into services as appropriate
- Desirable staff requirements include demonstrated experience providing case management and housing stability services to highly vulnerable households experiencing homelessness
- Incorporate tenets of Housing First, Harm Reduction, Trauma-Informed Care, and strengths-based practices (for more information on these Best Practices, please reference the Chicago Continuum of Care’s Community Standards here: <https://allchicago.org/continuum-care/standards-and-monitoring>)
- Provide services, as needed, in the context of COVID-19 by following CDC guidance. To ensure the health and safety of staff and participants, services may need to be provided on a virtual basis. The

COVID-19 pandemic needs and priorities are evolving and may have changed at the time of publication of this RFP. For more information, please visit: <https://www.cdc.gov/coronavirus/2019-ncov/community/homeless-shelters/unsheltered-homelessness.html>

Safe Havens

For Safe Havens, Respondents must demonstrate ability to deliver, at a minimum all of the following services:

- Engage hard to-reach homeless persons
- Maintain flexible admissions criteria to ensure that there are sufficient programs accepting the following populations: persons actively using substances, persons who are medication non-compliant, and persons with disabilities or other special needs
- Track and document reasons why clients leave the program without remaining placed in housing
- Maintain 24-hour staffed site coverage seven days a week
- Provide daily living services (i.e. meals, transportation)
- Provide pre-housing tenancy supports such as conducting a screening and assessment of housing preferences and/or barriers related to successful tenancy
- Provide wrap-around comprehensive services through individualized case management and linkages to other service providers
- Ensure individualized service plans address housing goals and prioritize housing stability
- Create linkages to other agencies and programs providing supplementary services that meet client needs
- Refer and enroll clients in public benefits and employment services
- Take referrals from the CES
- Desirable staff requirements include demonstrated experience providing case management and housing stability services to highly vulnerable households experiencing homelessness
- Solicit feedback from participating households and incorporate feedback into services as appropriate
- Incorporate tenets of Housing First, Harm Reduction, Trauma-Informed Care, and strengths-based practices. (For more information on these Best Practices, please reference the Chicago Continuum of Care's Community Standards here: <https://allchicago.org/continuum-care/standards-and-monitoring>)

PERFORMANCE MEASURES:

Ongoing Special Initiatives and LTRA Programs

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 85% of households will remain permanently housed for 12 months
- 65% of households will assume a lease or maintain other permanent, stable housing upon exit
- 35% of households with a source of reportable income at program entry will increase income

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- 70% of households will maintain/increase benefits, employment, or a combination of both
- 80% of households will maintain or acquire health insurance

Per the CoC Community standards, DFSS will also set the following Challenge performance indicators, which are hard to achieve but attainable given current knowledge, capabilities, and resources of the community:

- 96% of households will remain permanently housed for 12 months
- 80% of households will assume a lease or maintain other permanent, stable housing upon exit
- 90% of households will maintain or acquire health insurance

Safe Havens

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but are not limited to:

- 80% of households remain permanently housed for 12 months
- 60% of households will exit to appropriate housing/level of care

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- 100% of households will attain their basic needs for shelter, food, and safety
- 80% of households will be engaged in supportive services as indicated by an assessment of clients' needs and goals
- 33% of households will maintain/increase benefits, employment, or a combination of both

Per the CoC Community standards, DFSS will also set the following performance Challenge indicators, which are hard to achieve but attainable given current knowledge, capabilities and resources of the community:

- 93% of households remain permanently housed for 12 months
- 71% of households will exit to appropriate housing/level of care
- 50% of households will maintain/increase benefits, employment, or a combination of both

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The specific targets above were established by the CoC for these types of programs. As the CoC adapts changes to program model performance, DFSS reserves the right to change performance metrics to maintain alignment with the CoC.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics in pursuit of meeting or exceeding those targets over time. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to

understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

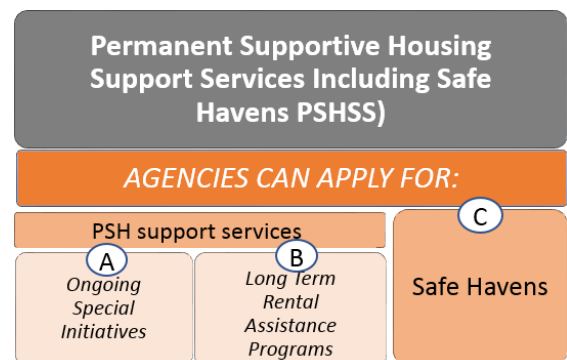
As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified, and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use the Homeless Management Information System (HMIS) to track data and produce required reports. All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

In their applications, Respondent should indicate which program category they are applying under: Ongoing Special Initiatives, LTRA, or Safe Havens. Respondent should also indicate which general types of service they plan to offer with reference to categories A, B, and C in the figure at right. This information will help DFSS understand, compare, and select the right mix of delegates as part of a broader portfolio of services.



DFSS requires that agencies submit separate applications per category (A, B, or C) for which they wish to apply. Respondent may not submit one application that covers categories A, B, and C above. For example, an agency administering both an Ongoing Special Initiatives project and a Safe Havens project should submit two separate applications for categories A and C, respectively. Additionally, an agency submitting for PSHSS projects under categories A and B must submit two separate applications. Within category A, agencies must submit separate applications for different Ongoing Special Initiative projects.

ANTICIPATED TERM OF CONTRACT AND FUNDING SOURCE:

DFSS anticipates that each award will be between \$20,000 – \$620,000 (per year) depending on the size of their proposed program. DFSS anticipates funding 24 agencies. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City, state and federal funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 26
 Projects funded: 24
 Range of funding: \$20,000 – \$620,000 (per year)
 Total funding: \$2,968,116 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate if applicable per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes including the use of HMIS where appropriate • The Respondent has experience using data to inform/improve its services or practices 	<p>30</p>

<ul style="list-style-type: none"> The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* When appropriate, DFSS may use prior performance data already collected by DFSS or a relevant intermediary (e.g., evaluator, database)</i></p>	
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> The Respondent has qualified staff responsible for program oversight and management The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls The Respondent has adequate Human Resources capacity to hire and manage staff The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group The Respondent 's organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> The Respondent has the fiscal capacity to implement the proposed program The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography, service array, and ability to serve specific sub-populations. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

DFSS reserves the right to seek clarification of information submitted in response to this application and/or to request additional information during the evaluation process and make site visits and/or require Respondents to make an oral presentation or be interviewed by the review subcommittee, if necessary. Failure to submit a complete proposal and/or to respond fully to all requirements may cause the proposal to be deemed unresponsive, and therefore, subject to rejection.

Selections will not be final until the City and the Respondent have fully negotiated and executed a contract. The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the Respondent in anticipation of a fully executed contract. Receipt of a final application does not commit the department to award a grant to pay any costs incurred in the preparation of an application.

***DFSS Program: Homeless Services
Rapid Re-housing Program Coordinator
RFP# 7956***

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy & Planning
Phone: 312-746-8610
Email: christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit the DFSS website: www.cityofchicago.org/fss

RFP SUMMARY:

Through the Rapid Re-housing (RRH) Program Coordinator RFP, the Chicago Department of Family and Support Services (DFSS) seeks Respondent organizations to coordinate the administration of financial assistance and provide RRH services to individuals and families across Chicago who are experiencing homelessness so that they may transition into permanent housing.

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Applicant (All Chicago), the CoC's Coordinated Entry System (CES), other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the RRH program is to rapidly transition individuals and families who are experiencing homelessness to permanent housing, thus preventing subsequent shelter entrance and future instability. DFSS seeks to achieve this goal by funding a Program Coordinator to coordinate RRH services across the Chicago CoC. These services include providing short-to-medium term financial assistance, housing location and stabilization services, and helping households develop a plan to retain and maintain their housing.

RRH is a critical component of the CoC system's housing first approach, and it is designed to be deployed and delivered quickly. Currently, DFSS requires client matches for RRH pulled from the CES. In addition to the CES, the current provider of the RRH program implemented a method of entry in 2020 that actively engages with potential clients at scheduled housing events throughout the city.

Current state and priorities for improvement

In 2020, 336 households were enrolled in the RRH program. 76% of program households exited the program to permanent housing, exceeding the performance target of 70%. However, the average length of time from housing match to permanent housing placement was 89 days. DFSS seeks to reduce the time clients wait to be placed into permanent housing with RRH.

Selected Respondents are expected to assist homeless households in sustaining permanent housing and identify potential barriers such as low income, lack of job skills, and childcare that can hinder success.

DFSS additionally seeks to improve access to income through benefits and targeted employment resources for RRH households. Respondents should be able to work with participants to identify barriers and provide a plan of action by partnering with other agencies to provide additional services such as employment and benefit resources to assist families and individuals in moving into permanent housing more quickly and increasing the likelihood that they will remain housed when the program ends.

Current funds support the Expedited Housing Initiative (EHI), developed in collaboration with the Chicago CoC to move the most vulnerable into housing at an expedited pace by removing barriers. EHI utilizes housing as an effective public health intervention to ensure homeless Chicagoans at high risk of serious illness due to COVID-19 can maintain their health in their own home. Respondents will have to show how referrals will be taken based on CES prioritization, whether COVID-19 temporary standards are active or revert back.

Target Population

The program seeks to target the following populations:

- Singles, families, and Veterans identified from the Chicago's CES
- Individuals/families who lack a fixed, regular, and adequate nighttime residence (Category 1 of the U.S. Department of Housing and Urban Development (HUD) definition of homelessness who are literally homeless and are at or below 30% of area median income at the time of program recertification)
- Individuals/families fleeing domestic violence (Category 4 of the HUD definition of homelessness)
- For more information please refer to the HUD definitions of homelessness:

https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf

PROGRAM REQUIREMENTS:

DFSS seeks Respondents capable of coordinating and managing RRH program services across the city of Chicago. Responsibilities of the RRH Program Coordinator, which include the opportunity to sub-contract, include deploying financial assistance for on average one year, but up to 24 months; providing housing relocation and stabilization services; and conducting data collection, evaluation, and other administrative activities required to implement the program. Services for Domestic Violence victims should include crisis and domestic violence counseling, safety planning and assessment, and legal advocacy for Orders of Protection. Respondents must reflect the Chicago CoC's RRH Written Standards

[\(https://allchicago.org/continuum-of-care/standards-and-monitoring/\)](https://allchicago.org/continuum-of-care/standards-and-monitoring/) in their program design.

The RRH Program elements include, but are not limited to:

- **Client referral:** Selected Respondents must take eligible client referrals from the CES or the current CoC-aligned referral process to ensure that RRH services are accessible in all 77 Chicago Community Areas.
- **Eligibility review:** RRH providers confirm eligibility at the time of referral. Through an assessment, income eligibility is determined based on area median income, current living situation, and ability to obtain subsequent housing options without assistance.
- **Housing location, application, and placement services:**
 - Conduct housing search and placement.
 - Coordinate application and move process with property management/landlord and program participants.
 - Provide housing portfolios and landlord engagement strategies.
 - Ensure coordination of services with outreach and engagement, emergency shelter, and interim shelter program staff to jointly support eligible clients applying for and getting into housing.
 - Provide an equitable process to place RRH clients into housing regardless of neighborhood location to reduce disparities.
- **Housing inspection services:** Any unit which a RRH recipient is newly occupying must be virtually inspected to meet habitability standards, in-person inspected to meet lead-based paint requirements, and any other local requirements.
- **Housing stability case management:** RRH participants must engage in a minimum of monthly case management sessions unless the participant circumstances meet the requirements of federal legislation pertaining to violence against women. Activities during these sessions include, but are not limited to:
 - Working with clients to identify barriers and create an action plan with each household by partnering with other agencies to provide additional services to increase income through benefits or employment, provide connections to child care when appropriate, medical benefits, and address other needs to promote long-term housing stability.
 - Providing landlord-tenant mediation.
- **Adhere to the Core Values of the CoC:** This includes housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices. For more information, please review the CoC Community Standards: <https://allchicago.org/sites/allchicago.org/files/IL-510%20Community%20Standards%20DRAFT%202019.12.02.docx>
- **Follow-up services:** As required by the HUD Emergency Solutions Grant (ESG) Program, the RRH Program Coordinator will be responsible for assessing housing stability when services end for the client.
- **Client feedback:** Obtain client and landlord feedback and ensure it is incorporated into service delivery.
- **Financial assistance administration:** The selected agency will be required to administer financial assistance. Financial assistance may include payment for security deposits, short-term financial

assistance, or medium-term financial assistance. Utility assistance may be provided on a case-by-case basis.

- **Client assistance forecasting:** Have a system to forecast financial assistance expenditures for clients based on budgeted amount.
- **Sub-contracting process:** Implement a sub-recipient monitoring plan which should include a schedule of on-going monitoring and a process to follow-up on monitoring findings. Selected Respondents may sub-contract the provision of the following services: housing location, housing inspection, and/or housing stability case management. These sub-contracted agencies must be identified in the application.

PERFORMANCE MEASURES:

To track progress toward achieving this goal and assess success of the program, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- Percent of households enrolled in RRH that exit to permanent housing
 - The minimum threshold is 70% of households
 - The challenge target is 73% of households
- Percent of households enrolled in RRH that maintain or increase income (employment income and/or benefits)
 - The minimum threshold is 66% of households maintain or increase income
 - The challenge target is 25% of households increase income
- Percent of households enrolled in RRH that maintain or acquire health insurance/medical home
 - The minimum threshold is 70% of households
 - The challenge target is 80% of households

The minimum threshold is the baseline established by the CoC and the challenge is the performance target as defined by the CoC.

To monitor and recognize intermediate progress towards the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of households not placed in permanent housing, and for this group:
 - Barriers to permanent housing
 - Number of days in the program
- Number of days it takes for households to be placed into permanent housing

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The specific targets above were established by the CoC and adopted by DFSS for these types of programs.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics in pursuit of meeting or exceeding those targets over time. We are committed to working with delegate agencies to

monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use the Homeless Management Information System (HMIS) to track data and produce required quarterly HMIS reports and monthly RRH program reports. All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

GUIDANCE FOR RESPONDENTS:

DFSS seeks one lead delegate agency to serve as the RRH Program Coordinator. The RRH Program Coordinator will have the ability to sub-contract with other agencies that will be identified as sub-contractors. Respondent may sub-contract the provision of the following services: housing location, housing inspection, and/or housing stability case management. Respondents should establish Memoranda of Understanding (MOUs) or letters of support with potential sub-contractors through this application process.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates funding one lead agency through this RFP for up to \$2.8 million (per year). This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City Corporate and Federal ESG funds. Consequently, all relevant guidelines and requirements of DFSS and the ESG program must be met.

Should a Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 1
 Projects funded: 1
 Range of funding: \$2,876,595 (per year)
 Total funding: \$2,876,595 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as sub-contractors of the lead agency. Sub-contracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or sub-contractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate, if applicable, per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with CoC’s Rapid Re-housing Written Standards • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices • The Respondent has an effective approach to identifying and retaining program participants (including rules/regulations that reduce barriers to participation) 	<p>30</p>

<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes including use of HMIS when appropriate • The Respondent has experience using data to inform/improve its services or practices • The Respondent has the relevant systems and processes needed to collect and store key participant and performance data 	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal control • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	<p>25</p>
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	<p>15</p>

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography and service array. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

***DFSS Program: Homeless Services
Rental Assistance Program Manager
RFP# 7957***

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning
Phone: 312-746-8610
Email: Christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

Through the Rental Assistance Program (RAP) Manager RFP, the Chicago Department of Family and Support Services (DFSS) seeks an organization that has experience in: 1) administering financial assistance, including rent, utility, and security deposit payments; 2) monitoring of program expenditures, and; 3) performing housing habitability inspections of housing units in the private market. The organization will provide these services for DFSS RAP in conjunction with the DFSS Community Service Centers (CSCs). The DFSS CSCs provide direct services to clients including case management, assistance completing benefit eligibility paperwork, submitting rental assistance payment requests, requesting housing habitability inspections, and other services. The RAP Manager is responsible for the financial administration and housing inspections to support overall program operations of RAP. In 2020, RAP moved to an online platform to accommodate an increase in the volume of applications which is accessed by CSCs and the current RAP Manager.

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Applicant (All Chicago), the CoC's Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of the RAP is to reduce the number of individuals and families who ultimately become homeless by quickly providing those at risk of losing their current rental housing with short-term financial assistance through DFSS' network of six CSCs.

The role of the RAP Manager is to administer and oversee financial assistance including rent, utility, and security deposit payments; monitor program expenditures; and perform housing habitability inspections on behalf of households approved through the DFSS RAP. The selected Respondent will provide these services in conjunction with the DFSS CSCs. The CSCs will provide direct services to clients (including case management and help completing benefit eligibility paperwork, submitting rental assistance payment requests, requesting the housing habitability inspections, which can be performed virtually with the exception of lead based inspections that must be performed in-person, and other services), while the RAP Manager will work directly with property owners/managers to conduct housing inspections and provide them with direct payments once a property has passed inspection.

Current state and priorities for improvement

In coordination with the DFSS CSCs, the DFSS RAP provided financial assistance to 388 households in 2020 (not including RAP supported by CARES Act funding) who had been identified as at risk of losing their permanent housing.

With an expected surge in need due to COVID-19-related economic hardship, DFSS focused on streamlining the current RAP process

(https://www.chicago.gov/city/en/depts/fss/provdrs/serv/svcs/how_to_find_rentalassistanceinchicago.html) to increase access to rental assistance for residents – including maximizing distribution speed and impact of funding – with the goal of preventing evictions and homelessness.

A new web-based technology platform was rolled out in July 2020 offering several benefits related to access and application processing:

- Access: allows residents to submit applications online without visiting a CSC
- Application processing: facilitates uniform processing of applications by creating a workflow and standardization of tasks

Priorities for the coming contract period include improving real-time reporting on the fiscal management of financial assistance, which includes monitoring of funding balance, monthly and weekly reporting of financial assistance to clients, and the completion of virtual and/or in-person housing habitability inspections in a timely manner. Previously, there has been a challenge in monitoring expenditures. It is imperative that DFSS receive accurate and timely reporting to ensure that funds are not overcommitted and there is not a funding deficit.

Target Population

The target population for RAP includes individuals or families who are at immediate risk of becoming homeless because of their inability to make their rent payment. The causes of housing instability for the target population vary but are frequently due to unexpected circumstances as defined by the U.S. Department of Housing and Urban Development (HUD) – HUD Criteria for Definition of At-Risk of Homelessness can be found via this link:

https://files.hudexchange.info/resources/documents/AtRiskofHomelessnessDefinition_Criteria.pdf

PROGRAM REQUIREMENTS:

The RAP Manager coordinates with the DFSS CSCs to deliver rental assistance to households in need of support through timely check payments to property owners/managers. The RAP Manager will monitor the approved applications downloaded from the RAP Portal provided by the DFSS CSC staff where households are assessed and, if eligible, enrolled into the program by CSC staff; ensure that the unit associated with the rental assistance meets HUD habitability standards, and; quickly distribute financial assistance to ensure clients maintain permanent housing.

The RAP Manager is expected to:

- Conduct housing inspections, which includes performing virtual habitability standards/in-person lead screening on all rental units within three to five business days of receiving request from DFSS CSCs in accordance with HUD Habitability Standards:
<https://www.hudexchange.info/resource/1153/hprp-housing-habitability-standards-inspection-checklist/>
- Distribute financial assistance payments to property owners/managers or their agents. These payments must be made within five days of receiving a request from DFSS CSCs and the property passing inspection
- Monitor fiscal activity of RAP funds, which includes ensuring expenditures do not go over the program budget and providing monthly reports by CSC and for the program overall
- Coordinate with the CSCs regarding scheduling housing inspections, submitting the financial assistance requests, and coordinating with landlords to resolve landlord/tenant issues and negotiate rent payments
- Obtain service-related feedback from landlords and ensure it is incorporated into service delivery
- Utilize the RAP Portal for performing required tasks such as uploading documentation of housing inspections and supporting documentation; retrieving requests from DFSS' CSCs and participating in RAP Portal training as needed

PERFORMANCE MEASURES:

To track progress toward achieving the outlined goals and assess success of the program, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- 100% of third-party payments to property owners or their agents will be made within five business days of receipt from DFSS
- 100% of habitability inspections requests will be performed within five business days of receipt from DFSS

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- 100% of all assisted units meet HUD habitability standards prior to providing rental assistance
- Average number of days from check request from CSC to payment made to property owner/managers

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The DFSS Homeless Services Division will work with the delegate community to further develop this measurement framework to ensure appropriate metrics are tracked for specific programs and sub-

populations. DFSS is especially interested in monitoring trends in performance over time, with the goal of continuous improvement against these metrics.

In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data, including applications processed, households assisted, units inspected, and fiscal expenditures, as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and submitted on a monthly and, occasionally, weekly basis.

Respondent must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. The RAP Manager must maintain a database with critical service information including, but not limited to: property owner/manager information; client information; check amount; date of check request; originator center; check mailing date while utilizing the RAP Portal. Homeless Services Division delegate agencies, with the exception of domestic violence organizations and the RAP Manager, must also use the Homeless Management Information System (HMIS) to track data and produce required reports. All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at: https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates one award resulting from this RFP up to \$401,929 (per year) depending on the size of their proposed program. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City Corporate and Federal Emergency Solutions Grant funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 1
Projects funded: 1
Range of funding: \$401,929 (per year)
Total funding: \$401,929 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents must apply as a single agency, and demonstrate financial strength and ability to comply with all programmatic and administrative requirements outlined in the RFP.

Individual agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate, if applicable, per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided that are appropriate to addressing the needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field (e.g., financial assistance administration, housing habitability inspections) • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent has an effective approach to processing applications for assistance and administering financial assistance in a timely manner 	<p>30</p>
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> • The Respondent demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population • The Respondent has the relevant systems and processes needed to track and report performance on program outcomes including the use of HMIS, if appropriate 	<p>30</p>

<ul style="list-style-type: none"> • The Respondent has experience using data to inform/improve its services or practices 	
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Respondent has qualified staff responsible for program oversight and management • The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls • The Respondent has adequate Human Resources capacity to hire and manage staff • The Respondent has expertise working with the target population and has relevant capabilities and/or infrastructure needed to serve this group • The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Respondent has the fiscal capacity to implement the proposed program • The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) • The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography and service array. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

**DFSS Program: Homeless Services
Youth Transitional Housing
RFP# 7958**

CONTACT PERSON INFORMATION:

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions, please contact:

Christine Riley, Director of Homeless Prevention, Policy and Planning
Phone: 312-746-8610
Email: christine.riley@cityofchicago.org

Questions regarding the technical aspects of responding to this RFP may be directed to:
Customer Support Center: CustomerSupport@cityofchicago.org or 312-744-4357 for technical support

For further information about these and the other opportunities offered through the Department of Family and Support Services, please visit: www.cityofchicago.org/fss.

RFP SUMMARY:

The Chicago Department of Family and Support Services (DFSS) seeks delegates who can provide Youth Transitional Housing programs and have experience operating developmentally appropriate housing and support services that transition young people to stable housing. DFSS expects to fund Youth Transitional Housing programs at a level similar to previous years. (Note to Respondents: Permanent Supportive Housing (PSH) programs for youth fall under the Permanent Supportive Housing Support Services including Safe Havens (PSHSS) RFP.)

HOMELESS SERVICES DIVISION:

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC's designated Collaborative Applicant (All Chicago), the CoC's Coordinated Entry System, other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

DFSS is committed to working with its partners to build and advance equity goals, with the recognition that identifying and addressing systemic racism and inequity within homeless services, programs, and policy is critical to our goal of preventing and ending homelessness.

PROGRAM DESCRIPTION:

Goals of this RFP

The goal of Youth Transitional Housing is to quickly house young people experiencing housing instability while providing the developmentally appropriate support needed for them to remain stably housed and build a foundation for success in the future. Support services and connection to benefits, education and employment support, legal aid, leadership opportunities, and links to physical and mental health care are integral to the success of Youth Housing Supports.

According to Chicago's Dashboard to End Homelessness, in January 2021 there were 774 youth experiencing homelessness in Chicago and 14% of those young people were parenting young children. There are 472 young people on the Coordinated Entry Client List. An average of 112 new youth seek support from our system each month, and it takes 173 days from identification to a youth being housed. DFSS seeks to support a menu of housing interventions for youth that are developmentally appropriate and quickly deployable to reduce prolonged episodes of homelessness.

Youth Transitional Housing is part of a broader system oriented toward ensuring that youth experiencing homelessness are quickly housed and connected to the support they need to thrive as soon as possible. In 2019, the Chicago CoC's Youth Sector and Youth Action Board, with the support of a national consultant, created the [Chicago Youth Sector Housing Program Model Design \(https://allchicago.org/sites/allchicago.org/files/Chicago%20Youth%20Sector%20Program%20Model%20Design.pdf\)](https://allchicago.org/sites/allchicago.org/files/Chicago%20Youth%20Sector%20Program%20Model%20Design.pdf). This document outlines mutually agreed on philosophies and values, the array of housing models needed in Chicago, and aspirational program standards critical to increase system effectiveness.

Through this RFP, the DFSS Homeless Services Division seeks to fund developmentally appropriate transitional housing programs designed for youth (up to their 25th birthday). Transitional housing is a housing intervention that provides youth with medium-term housing and supportive services with a connection to stable/permanent housing. Transitional housing programs are designed to empower youth in achieving self-sufficiency and housing.

Current state and priorities for improvement

DFSS currently funds a mix of permanent supportive housing (PSH) and transitional housing for youth, but this upcoming grant period is expected to be a time of transition for the youth sector as it realizes the aspirational vision set out in the [Chicago Youth Sector Housing Program Model Design \(https://allchicago.org/wp-content/uploads/2020/01/Chicago-Youth-Sector-Program-Model-Design.pdf\)](https://allchicago.org/wp-content/uploads/2020/01/Chicago-Youth-Sector-Program-Model-Design.pdf) document. As an active member of the CoC and in partnership with our delegates, DFSS supports the implementation of these program model improvements and is prepared to be flexible where possible if agencies transition and refine youth housing programs. (Note to Respondents: PSH programs for youth fall under the PSHSS RFP.)

The CoC Youth Sector has identified additional medium-term housing models that are similar to transitional housing in the way they focus on building a support system for young people while they work toward stability and self-sufficiency, as well as developing life skills and community connections, and completing education or securing work. Though this RFP does not seek applications for these models, DFSS believes that the following medium-term housing models align with DFSS Homeless Services Division priorities and may provide opportunities for future alignment during this grant period where appropriate:

- **Rapid Re-Housing** is a housing program designed to quickly connect youth experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services.
- **Joint Transitional Housing & Rapid Rehousing** provides short-term crisis housing with housing-focused supportive services that are designed to quickly connect youth experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Programs must have the ability to offer both Transitional Housing and Rapid Rehousing services, but participants do not need to utilize both.

Additionally, in the [Chicago Youth Sector Housing Program Model Design](#) document, the CoC's Youth Sector identified Authentic Youth Collaboration as a core philosophy to be embraced through program design, staffing structure, program policies, and organizational structure. DFSS seeks to better understand how agencies and programs are implementing youth collaboration and recognizes the value of truly local expertise of young people with lived experience.

In Chicago's Coordinated Entry System (CES), youth currently wait an average of 57 days from match to housing, and within that timeframe 19 days from project enrollment to being housed. The top two reasons given on rematch requests include not finding the participant and the participant declining the housing offer. Delays in filling units and beds create inefficiencies in our system and, more importantly, negatively impact young people, increasing the length of time they remain in unstable housing situations. Successful programs will have a system in place to quickly house participants once they are matched to programs. This may include building landlord relationships in advance of receiving a client, actively participating in System Integration Team (SIT) meetings, and communicating with youth through the method of their choice, including social media.

Research has shed light on the lives of homeless youth in our community and their variety of needs and challenges. The Voices of Youth Count, Cook County report identified a unique population of youth experiencing homelessness:

- 65% of surveyed youth identified as Black or African American and 6% as multiracial, yet they represented only 24% and 2%, respectively, of the overall Cook County population
- 59% of the male youth in Cook County who reported having a pregnant partner or being a parent had custody of their children, compared to 47% of homeless and unstably housed male youth in the 22-county aggregate sample
- 34% of the female youth in Cook County reported being pregnant or a parent
- 35% of the homeless and unstably housed youth either had been in foster care or spent time in juvenile detention or jail or prison, while 14% had experienced both
- 25% of the Cook County homeless and unstably housed youth identified as lesbian, gay, bisexual, or questioning, or asexual to some extent

Target Population

The target population is unaccompanied or parenting youth who are currently experiencing housing instability. The age range for these programs is age 14 up to the young person's 25th birthday at time of enrollment. Unaccompanied refers to young people experiencing housing instability not part of a larger family structure.

Through this RFP, DFSS is seeking programs that can serve the broadest range of households that meet the CoC's definition of youth. To that end, preference will be given to programs with the least restrictive eligibility requirements.

- Ideally, a young person would be eligible for all youth programming until their 25th birthday. This means that a young person can be enrolled into a program until their 25th birthday and that the 'clock starts' on a young person's time-limited programming at enrollment. DFSS recognizes and supports all existing state and federal requirement and restrictions for serving minors.
- DFSS also recognizes that supporting pregnant and parenting youth requires specialized programming, case management, and housing unit capacity. For this RFP, DFSS is seeking programs that provide empowering resources for parents of all genders.

- For this RFP, DFSS is seeking programs that serve young people who are disproportionately impacted by homelessness in Chicago including youth who are African American, LGBTQ (specifically transgender women of color), justice involved, child welfare involved, and pregnant/parenting.

PROGRAM REQUIREMENTS:

DFSS is seeking a continuum of developmentally appropriate housing support services that help transition youth into stable/permanent housing.

Successful programs will incorporate the following best practices:

- Have the ability to connect young people to a robust variety of services
- Include strategies to provide a safe and supportive environment for young people who are disproportionately impacted by homelessness in Chicago, including youth who are African American, LGBTQ (specifically transgender women of color), justice involved, child welfare involved, pregnant, and parenting (including parenting men)
- Elevate youth choice and self-determination: This means respecting youth as the experts of their own lives and experiences. Program staff should educate and equip youth with the tools needed to make decisions around their housing stability options.
- Be designed to follow a housing first philosophy
- Be designed to include best practices for engaging youth, including positive youth development, trauma-informed care, motivational interviewing, and harm reduction (See [Chicago Youth Sector Housing Program Model Design](#) for additional explanation and complete list of core philosophies and values)
- Ensure coordination with the community’s CES. Programs shall participate in all relevant CES activities, including active participation in system and service coordination meetings (e.g. Youth Transitional Housing System Integration Team (TH SIT) meetings). Participation in these activities includes keeping community partners updated regarding real-time changes to eligibility, timely updates on the progress of participants matched to housing, housing first practices of screening in eligible participants, and prioritizing housing based on community wide standards, funding, and capacity.

Program design must include the following basic elements:

- Individualized Housing Stability Plan: Case managers work with youth to outline stability goals that take into consideration developmental needs and are action-item driven. Process will utilize positive youth development practices focusing on skills-building, leadership, and community involvement. The stability plan will include creating connections to longer term stable housing options and supportive services. Access to supportive services either in-house or through linkages. Supportive services should be provided in a way that is voluntary and appropriate to the needs and preferences of the participants. Supportive services include but are not limited to:
 - Medical care, mental health care, substance use disorder treatments, legal assistants, and connection to benefits
 - Supports for education, employment, kinship, and community connection
 - Specialized services for pregnant and/or parenting head of households including parenting skills and supports, empowering resources for parents of all genders, and support for children (developmental screening and school or early childhood program enrollment)

- Housing supports:
 - Scattered site programs: include housing location, tenant rights education and landlord relationship support, furniture and start up resources, and connection to food resources
 - Project-based programs: include adequate staff and support to operate 24 hours a day, seven days a week

Additional program requirements:

- Programs must follow CES policies and procedures for program referrals
- Programs must provide 24-hour, on-call or on-site access to staff support
- Programs must have the capacity to provide virtual case management in situations where meeting in person is not possible.
- Programs serving youth under the age of 18 must comply with State licensing and regulatory guidelines and youth must be connected to a Comprehensive Community Based Youth Services (CCBYS) provider
- Programs must maintain a staff-to-client ratio of one case manager to 15 clients

PERFORMANCE MEASURES:

To track progress toward achieving the outcome goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but is not limited to:

- The core outcome for youth transitional housing is stabilization and connection to permanent housing. Metrics for this are:
 - 70% of participants will exit to stable housing
 - 50% of participants without a source of reportable income will report an increase in cash benefits or income

To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- 50% of participants will exit with employment
- 50% of participants will exit with a high school diploma or will be enrolled in an educational program (high school, GED prep classes, vocational training, college)
- Reduction to the average number of days between referral and placement

DFSS will also monitor the above metrics by race, ethnicity, gender, age, and other characteristics as appropriate to track equity in outcomes and outputs.

The specific targets above were established by the CoC for these types of programs. The Chicago CoC is currently refining outcome measures for youth programs as part of a [system wide performance refinement](#). DFSS will work with delegate agencies to update performance measures as the CoC finalizes the revisions to the program models chart.

In addition to the performance indicators and output metrics listed above, DFSS is interested in reviewing the program performance with an equity lens focusing on LGBTQ youth and youth of color. DFSS also encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of the participants' progress.

Within this framework, DFSS is focused on continuous improvement against these metrics. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress. DFSS expects that performance by these metrics will vary by sub-population served, and DFSS will continue to work with the delegate community to understand the factors influencing performance and to set appropriate performance expectations based on specific programs and sub-populations.

DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

CONTRACT MANAGEMENT AND DATA REPORTING REQUIREMENTS:

Programs shall collect programmatic data within the Chicago Homelessness Management Information System (HMIS) and are expected to comply with the [Chicago Data Quality Plan](https://hmis.allchicago.org/hc/en-us/articles/115005316526-Chicago-HMIS-Data-Quality-Plan) (<https://hmis.allchicago.org/hc/en-us/articles/115005316526-Chicago-HMIS-Data-Quality-Plan>).

As part of DFSS' commitment to become more outcomes-oriented, the Homeless Services Division seeks to actively and regularly collaborate (such as periodic meetings) with delegate agencies to review program performance, learn what works, and develop strategies to improve program quality throughout the term of the contract. Reliable and relevant data are necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified, and by the deadlines established by DFSS.

Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Homeless Services Division delegate agencies, with the exception of domestic violence organizations, must use HMIS to track data and produce required reports. All Chicago administers Chicago CoC's HMIS. For more information about accessing HMIS and training, please visit: (<https://hmis.allchicago.org/hc/en-us/articles/360021285732-Getting-HMIS-Training-Step-by-Step-How-To-Get-Trained-in-HMIS-for-Supervisors-and-Staff->). Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at: www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies

GUIDANCE FOR RESPONDENTS:

Through this RFP, agencies may only apply for Youth Transitional Housing. Agencies applying for multiple Youth Transitional Housing projects may include multiple projects in one proposal. If applying for multiple programs in one proposal, please indicate in the proposal the requested grant amount for each project. (Note to Respondents: PSH programs for youth fall under the PSHSS RFP.)

Respondents to this RFP who currently receive funding from DFSS under this program model will be required to submit an annual version of the DFSS Quarterly Report from the HMIS System. For the report template

and detailed instructions, please follow this link: <https://hmis.allchicago.org/hc/en-us/articles/360038806572>.

ANTICIPATED AWARD AND FUNDING SOURCE:

DFSS anticipates funding five agencies within a range of \$40,000 – \$150,000 (per year). This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by DFSS through City Corporate and Federal Emergency Solutions Grant funds. Consequently, all relevant guidelines and requirements of DFSS and the funding source must be met.

Should a selected Respondent’s contract be terminated or relinquished for any reason, DFSS reserves the right to return to the pool of Respondents generated from this RFP to select another qualified Respondent.

PRIOR RFP STATISTICS FOR THIS PROGRAM:

Applications received: 7
 Projects funded: 5
 Range of funding: \$40,270 – \$150,000 (per year)
 Total funding: \$474,900 (per year)

ELIGIBLE RESPONDENTS:

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private, and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 10 percent or agency’s federally approved indirect rate if applicable per application.

Funding is subject to the availability and appropriation of funds. In addition, Respondents should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Respondents must be able to proceed with program operations upon award notification.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Respondent clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Respondent’s proposed program is aligned with locally identified philosophies and values and national best practices for supporting youth • The Respondent demonstrates a clear understanding of the target population and their needs and challenges • The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, positive youth development, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices 	<p>35</p>

<ul style="list-style-type: none"> The Respondent has an effective approach to engaging and retaining program participants (including rules/regulations that reduce barriers to participation) 	
<p><u>Performance management and outcomes</u></p> <ul style="list-style-type: none"> The Respondent demonstrates* evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population The Respondent has the relevant systems and processes needed to track and report performance on program outcomes including the use of HMIS where appropriate The Respondent has experience using data to inform/improve its services or practices The Respondent has the relevant systems and processes needed to collect and store key participant and performance data <p><i>* DFSS will use prior performance data already collected by HMIS.</i></p>	25
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> The Respondent has qualified staff responsible for program oversight and management The Respondent has adequate systems and processes to support monitoring program expenditures and fiscal controls The Respondent has adequate Human Resources capacity to hire and manage staff The Respondent has expertise working with the target population, has implemented authentic youth collaboration, and has relevant capabilities and/or infrastructure needed to serve this group The Respondent’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> The Respondent has the fiscal capacity to implement the proposed program The Respondent leverages other funds and in-kind contributions to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. 	15

Basis of Award

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography, service array, language, and ability to serve specific sub-populations. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with youth sector wide improvements.