



RAHM EMANUEL, MAYOR

2019-2020

**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

PAPER APPLICATIONS WILL NOT BE ACCEPTED

SYSTEM WILL OPEN AT 9AM (CT), MONDAY, APRIL 16, 2018

APPLICATIONS DUE AT 12:00 PM (CT), THURSDAY, MAY 31, 2018

OBM will host a Technical Assistance (TA) Session

**MALCOLM X COLLEGE
1900 W. JACKSON BOULEVARD
APRIL 11, 2018 AT 9 A.M.**

To register for CDGA TA Sessions, go to:

<http://www.signupgenius.com/go/10c0b4cadaa23a1f94-cdga>

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GENERAL INFORMATION

Purpose of this RFP

On behalf of the Department of Family and Support Services (DFSS), the Mayor's Office for People with Disabilities (MOPD), the Department of Planning and Development (DPD), the Chicago Department of Public Health (CDPH), the Department of Business Affairs and Consumer Protection (BACP), and the Chicago Commission on Human Relations (CCHR), OBM is releasing this request for proposal (RFP) to fund various social service, housing and economic development programs for fiscal years 2019 and 2020. OBM will host a technical assistance (TA) session 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.

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 annual 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 whichever date comes earlier, the last day of the fiscal period for which sufficient appropriation was made or when funds appropriated for payment under the grant agreement are exhausted, OR as otherwise 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.

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 federal 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, respondents 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

All final awards will be subject to the availability of funds from the sources identified below. 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
- U.S. Department of Housing and Urban Development (HUD): Community Development Block Grant (CDBG)
- U.S. Department of Housing and Urban Development (HUD): 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 term of contracts executed under this RFP will be for two consecutive one-year periods⁷. The first year funding award will cover the period of January 1, 2019 to December 31, 2019. Based on performance and availability of funds, the contract may be extended for an additional year, from January 1, 2020 to December 31, 2020. Additional extensions may be granted, not to exceed one additional year. 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 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) will host one technical assistance (TA) session, also known as the Pre-Bidders Conference, which will include brief presentations from Mr. Ray Willis, Regional Director of the U.S. Department of Housing and Urban Development (HUD), and Ms. Dovetta McKee, Chair of the Community Development Advisory Committee (CDAC). 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. In addition, the City will use **an online grant application system, eProcurement**, to accept responses to this RFP. Training sessions to assist in navigating the eProcurement system will be provided at the TA session. **Participation in the TA session is strongly encouraged.** To sign up and register for the TA session please visit: <http://www.signupgenius.com/go/10c0b4c0adaa23a1f94-cdqa>

RFP, PROGRAM SPECIFIC, AND EPROCUREMENT QUESTIONS

Technical Application and General Content of the RFP

Questions regarding the general content of this RFP or the online eProcurement system must be submitted in writing to OBMGMU@cityofchicago.org. OBM will compile all questions and post answers to commonly asked questions on its website. Questions will be answered within 24 hours and those received after regular business hours will be answered the following business day.

Program Specific

Program specific questions must be submitted in writing to the appropriate program liaison identified below:

- **Chicago Department of Public Health (DPH)** – Ann Cibulskis: Ann.Cibulskis@cityofchicago.org
- **Mayor’s Office for People with Disabilities (MOPD)** – Kimberly Taylor: Kimberly.Taylor@cityofchicago.org
- **Department of Planning and Development (DPD)** – Leona Barth: Leona.Barth@cityofchicago.org
- **Business Affairs and Consumer Protection (BACP)** – Edwin Tumlos: Edwin.Tumlos@cityofchicago.org
- **Department of Family and Support Services (DFSS)** – Julia Talbot: JTalbot@cityofchicago.org
- **Chicago Commission on Human Relations (CHR)**- JoAnn Newsome: Joann.Newsome@cityofchicago.org

HIGHLIGHTS AND KEY DATES ON THE CDGA CALENDAR

CDGA RFP Release	April 9, 2018
Technical Assistance Session	April 11, 2018
2019 CDGA Application Opens	April 16, 2018 at 9:00 AM CT
2019 CDGA Application Closes	May 31, 2018 at 12:00 PM CT
Applicants Notified of Funding Recommendations	October-November 2018*
2019 Annual Appropriation Recommendations Released and CDBG Public Hearing Held	Mid-October 2018*
City Council Deliberates Proposed Budget	October-November 2018*
City Council Votes on FY2019 Budget	November 2018*
Final Award Notifications Sent to Organizations	December 2018*
Program Year Begins	January 1, 2019
Sub-grantee Agreements Executed	January/February 2019

*Dates are tentative and based on FY2019 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, 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.

Final department funding recommendations must be approved by the Chicago City Council (as appropriate) and are subject to the availability of funds.

Once submitted, no proposal may be amended or substituted, unless the amendment has been requested or permitted by the City. The City, at its sole discretion, reserves the right to contact an applicant if additional information 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.

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 annual 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 are an indispensable part of the CDBG program. They 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](#)
- [Independent Living Program](#)
- [Personal Assistance/Homemaker](#)

Department of Planning and Development

- [Foreclosure Prevention & Housing Counseling Services](#)
- [Housing Counseling Centers](#)
- [Housing Technical Assistance and Support](#)
- [Local Industrial Retention Initiative](#)
- [Neighborhood Lending Program](#)
- [Troubled Building Initiative](#)

Department of Public Health

- [Crisis Intervention Project](#)
- [STI/HIV and Pregnancy Prevention Project](#)
- [Violence Prevention Initiative](#)
- [Mental Health Services for Children and Adolescent Victims of Sexual Assault](#)

Department of Family and Support Services

Senior Services

- [Intensive Case Advocacy and Support For At-Risk Seniors](#)

Human Services

- [Emergency Food Assistance for At-Risk Populations](#)
- [Public Benefits Outreach and Enrollment](#)
- [Tax Prep Chicago](#)

Workforce Services

- [Community Re-Entry Support Centers](#)
- [Employment Preparation and Placement](#)
- [Industry-Specific Training and Placement](#)

- [Community Construction Training](#)
- [Transitional Jobs](#)

Domestic Violence Services

- [Counseling Services for Victims of Domestic Violence](#)
- [Legal Advocacy and Counseling Services for Victims of Domestic Violence](#)
- [Legal Services for Victims of Domestic Violence](#)
- [Multi-Disciplinary Team Services for Victims of Domestic Violence](#)
- [Resource and Information Advocacy Services for Victims of Domestic Violence](#)
- [Supervised Visitation and Safe Exchange for Domestic Violence](#)

Homeless Services

- [Coordinated Entry](#)
- [Frequent Users Service Engagement \(FUSE\)](#)
- [Homeless Prevention Assistance Program](#)
- [Mobile Crisis Response and Shelter Referral](#)
- [Permanent Housing with Short Term Supports](#)
- [Permanent Supportive Housing Support Services including Safe Havens](#)
- [Rapid Rehousing Program Coordinator](#)
- [Rental Assistance Program Manager](#)
- [Shelter](#)
- [Youth Intentional Housing Supports](#)

Department of Business Affairs and Consumer Protection

- [Neighborhood Business Development Centers \(NBDC\)](#)

Commission on Human Relations

- [Fair Housing](#)

MOPD Program: HomeMod

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 forth 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 low to moderate income threshold for the Chicago area may qualify for a full grant. Those whose income exceeds the HUD threshold may have to contribute to the cost of the service. The formula for required financial contributions will be determined by MOPD. 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 Program Director 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 15 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 Fleet and Facility Management 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 areas reported on are parking tickets, water bills, and property taxes.
- **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 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 HomeMod Program Director 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:

Applications received:	2
Projects funded:	2
Range of funding:	\$340,000
Total funding:	\$680,000

PROGRAM CONTACTS:

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MOPD Program: Independent Living Program (ILP)

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 to attain 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 provided assistance in obtaining and/or maintaining social services such as: home delivered meals, transportation, housing education, employment, recreation, mental health counseling, and financial assistance.
- Daily Living Skills Training provides clients skills that assist them to achieve 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 in the community 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 are 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 are experienced 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 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/homemaker and case management services.
- Develop a Personal Action Plan (PAP) with the client. The PAP 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 making arrangements 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, quarterly independent living information sessions and other independent living programs, which offer alternatives to MOPD’s in-home service programs.
- Recommend assistive technology – not to exceed \$5000 – 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), personal assistant/homemaker, etc.) on the use of assistive technology on the day it is implemented. 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 on their PAP through case notes. If a client does not adhere to the service agreement documented via the PAP, the client will no longer receive ILP services. No clients will receive MOPD in-home services that are able to perform tasks: 1) independently; 2) through alternate methods such as assistive technology and training; or 3) have tasks performed through existing support systems (i.e., agencies, family, live-ins, etc.).
- Refer all clients who express an interest in employment to MOPD’s Employment Service Unit.
- Reassess current clients at least on a yearly basis to determine their continued need for assistance toward their goal of independence. Services will be provided as long as the client is compliant with the PAP and funding for the program is available.
- Collaborate with MOPD vendors to manage services for optimal delivery of services.
- Increase the number of clients who, as a result 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 with 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 appropriate by MOPD).
- Ensure that its staff are 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.

PERFORMANCE GOALS:

- 100% of the client’s stated needs will be identified and addressed via the Personal Action Plan (PAP) during the initial assessment. Identified needs will be reviewed and revised as needed during subsequent reassessments.
- 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 PAP.
- 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 receiving employment, or a reduction of or no additional need for MOPD’s in-home services for the client.

- All client records (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 are identified from the current year’s Statement of Work.
- 100% of monthly client billing for service will be on time and accurate.
- Vendor will submit accurate voucher reimbursement requests to MOPD by the 10th 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 the public with advertised hours and in an accessible, easy-to-reach location.
- The applicant must demonstrate the capability to serve Chicago residents in all neighborhoods.
- The applicant must show evidence of fiscal stability as evidenced by financial records.
- The applicant must show evidence of the ability to serve individuals for whom English is not their primary language.
- 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 14 days for regular referrals and 48 hours for emergency referrals.
- At a minimum, the agency must provide evidence of the above program requirements.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

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

PROGRAM CONTACTS:

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MOPD Program: Personal Assistance/Homemaker

PROGRAM DESCRIPTION:

Personal Assistance/Homemaker program offers services to people with disabilities who require assistance to maintain themselves and/or their home. Personal Assistance/Homemaker services include personal assistance, home maintenance and activities of daily living training services provided in the client's home and community in an effort to help the client achieve his or her maximum level of independence. Training sessions may include but are not limited to cooking, washing/drying clothes, making and keeping appointments, personal care and washing dishes. In addition, assistance in completing errands outside the home may be required of the homemaker. Heavy duty homemaker services may be provided to people with disabilities to prevent eviction.

PERFORMANCE REQUIREMENTS:

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

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

- Provide Personal Assistance/Homemaker services to Chicago residents with disabilities, including but not limited to: personal hygiene, bathing, toileting, grooming and dressing; housekeeping; shopping; food preparation; escort and money management.
- Provide services as outlined in the client's Service Plan (SP) submitted by MOPD's Independent Living Program (ILP) staff.
- Staff personal assistants/homemakers (PA/HM) who will serve Chicago residents throughout the city with all types of disabilities and can provide assistance to non-English speaking clients.
- Maintain staff-to-client ratio of one full-time PA/HM for every 10 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.
- Invoice clients for services rendered on a monthly basis in a manner prescribed by MOPD.
- Receive referrals only from MOPD's ILP or authorized MOPD staff.
- Maintain client files of all MOPD clients receiving services.
- Must use City's Enterprise Case Management data base 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.

PERFORMANCE GOALS:

- Vendor will ensure that the occurrence of unscheduled absences and "no shows" of the PA/HM are at less than 5% of the time the PA/HM is scheduled to provide services at client's homes.
- Vendor will submit accurate monthly fee-for-service billing to service recipients by the 25th of each month 100% of the time.
- Vendor will submit accurate voucher reimbursement requests to MOPD by the 10th of each month 100% of the time.

- All client records (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 are identified from the current year’s Statement of Work.
- 100% of all client complaints will be rectified in the manner and timeframe described in the current year’s Statement of Work.

SELECTION CRITERIA:

- Not-for-profit and for-profit agencies may apply.
- At a minimum, the agency 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 including those with limited or no public transportation access.
- The applicant must show evidence of the ability to serve 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 \$360,000, plus the 10 % required of a successful respondent).
- The agency must have the ability to respond to referrals within 5 business days for a normal referral and 48 hours for an emergency referral.
- Program dollars must be for services rendered with a small dollar amount of funding available for administrative support.
- Applicant must pay homemakers the current living wage rate (changes annually on July1st, use the current rate).

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	6
Projects funded:	2
Range of funding:	\$150,000 - \$210,000
Total funding:	\$360,000
2018 reimbursement rate:	\$19/hr.

PROGRAM CONTACTS:

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DPD Program: Foreclosure Prevention Program

PROGRAM DESCRIPTION:

DPD seeks not-for-profit organizations as housing services partners (Agencies) for the Foreclosure Prevention Program. The Foreclosure Prevention Program funding will be limited to the Illinois Housing Development Authority grant availability. Agencies funded through this program will be required to provide foreclosure counseling services and education (A detailed description of the services required to be provided by these agencies is provided below.) These services may be rendered through one-on-one counseling, classes, or a combination of both.

All of the agencies must be located within the city of Chicago and certified as a housing counseling agency by HUD and have all HUD-required certifications at the time of contracting. Agencies shall not charge an application fee for the program and 100% of the foreclosure prevention clients served shall reside within the city of Chicago.

Overview of Foreclosure Prevention

- Comprehensive default or foreclosure counseling and education to at-risk homeowners residing in the city of Chicago.
- Face-to-face, personalized foreclosure prevention counseling to help homeowners access available mortgage products to stabilize their housing situation and prevent foreclosure.
- Eligible homeowners include those that are: (a) delinquent in their mortgage payments and facing possible foreclosure; (b) current in payments but own a mortgage loan product that may reset its terms to an amount the homeowner cannot afford; or (c) suffering a temporary financial hardship causing them to be at risk of foreclosure.
- Intervention on behalf of homeowners with their current lenders or servicers regarding loss mitigation options.

Post-Purchase Education

- Post-purchase services to homeowners, which should include one-on-one counseling and workshops on topics such as: refinancing options, mortgage analysis, predatory lending, tax exemptions, home maintenance programs, and energy efficiency programs.

Foreclosure Prevention Counseling

- Eligible homeowners include homeowners that are: (a) delinquent in their mortgage payments and facing possible foreclosure; (b) current in payments but own a mortgage loan product that may reset its terms to an amount the homeowner cannot afford; or (c) suffering a temporary financial hardship causing them to be at risk of foreclosure.
- Intervention on behalf of homeowners by making direct contact with their current lenders or servicers regarding loss mitigation options.
- Post-purchase services to homeowners, which should include one-on-one counseling and workshops on topics such as: refinancing options, mortgage analysis, predatory lending, tax exemptions, home maintenance programs, and energy efficiency programs.
- All agencies under this category will be required to network and participate in community meetings and outreach events sponsored by DPD Housing Resource Delegate Agencies or DPD

partners and provide foreclosure prevention counseling and homebuyer counseling to residents of targeted areas, such as the Micro-Market Recovery Neighborhoods.

PERFORMANCE MEASURES:

- To make this program successful DPD expects a minimum of 20% of homeowners seeking foreclosure counseling to obtain favorable outcomes or results under one of the following categories:
 - Secure loan modification
 - 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 approval under the IDHA “Hardest Hit” program
- Agencies must provide a minimum of four (4) post-purchase education workshops.
- Agencies must submit demographic data for all attendees according to DPD.

Category 3: Foreclosure Prevention and Homebuyer Education

- To make this program successful DPD expects a minimum of 20% of homeowners seeking foreclosure counseling to obtain favorable outcomes or results under one of the following categories:
 - Secured loan modification
 - Obtain mortgage reinstatement
 - Obtain short-sale
 - Listed property for sale
 - Obtain repayment plan
 - Obtain forbearance
 - Obtain Deed in Lieu
 - Obtain short-Payoff or refinance
 - Obtain approval under the IDHA “Hardest Hit” program
- Agencies must ensure that at least a minimum of 50% of homebuyers complete six (6) hours of Homebuyer Certificate workshop AND that 50% of homebuyers who complete homebuyer certification attend a minimum of one-on-one Pre-purchase Counseling.
- Agencies must provide a minimum of four (4) post-purchase education workshops.
- Agencies must submit demographic data for all attendees according to DPD.
- Agencies must submit documentation that demonstrates compliance with the outcome goals, attendance goals at the workshops, counseling sessions, or both.
-

PROGRAM REQUIREMENTS:

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

- Agencies will be required to collect specific documentation from program participants provide a monthly via the required data on-line system Enterprise Case Management (ECM).
- Accordingly, agencies must receive training on how to use ECM.

- Agencies agree to adhere to all DPD associated activities and reporting requirements. This includes attending outreach events sponsored by DPD, other City departments, and other community partners.
- Agencies will be expected to collaborate with and participate as follows:
 - Accept DPD's referrals as a result of DPD's direct outreach to targeted neighborhoods;
 - Partner with DPD's Housing Resource Delegate Agencies in efforts to provide foreclosure prevention services and home buyer education workshops; and
 - Participate in meetings, technical assistance, and service activities held by DPD.

SELECTION CRITERIA:

Delegate Agency must be:

- HUD-certified Housing Counseling Agency in good standing and for at least two (2) years.
- Located in and serve residents of the city of Chicago.

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

- Housing Counselors must pursue and become HUD-certified Housing Counselors.
- Agency is able to dedicate or identify a staff person to be trained on the City's ECM on-line system.
- Agency must maintain and use acceptable customer management or tracking software that can provide reports on program activity.
- 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-DPD 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).
- 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.
- 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 foreclosure counseling services to currently underserved client groups, such as non-English speaking population.
- Ability to provide an eight hour homebuyer education program, which includes a combination of six hours of homebuyer education and two hours of one-on-one counseling.
- Capacity to provide foreclosure counseling services to clients located in underserved Chicago neighborhoods.
- Agency's program experience and capacity, including tenure as a Housing Counseling Agency, experience serving under the "Micro-Market Recovery Initiative" or other non-DPD funded programs, and history of servicing areas in the city with high foreclosure filings.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	16
Projects funded:	13
Range of funding:	\$15,000-\$90,000
Total funding:	\$350,000

PROGRAM CONTACT:

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DPD: Program: Housing Counseling Centers (HCC)

PROGRAM DESCRIPTION:

DPD seeks not-for-profit organizations as housing services partners (Agencies) to administer its Housing Counseling Centers (HCC) program. Agencies funded through this program will be required to provide pre-purchase housing counseling services, post-purchase education, and foreclosure counseling services and education. Such programs will provide information, advice and assistance to homebuyers and homeowners with the goal of educating future homeowners and preventing loan defaults. These services may be rendered through one-on-one counseling, stand-alone courses, or a combination of both. Selected agencies must be located within the city of Chicago and be certified as a housing counseling agency by the U.S. Department of Housing and Urban Development (HUD). Agencies shall not charge an application fee for any of the programs.

Agencies must provide all of the following services:

Homebuyer Education

- A minimum of eight hours of homebuyer education, which includes six hours of pre-purchase education counseling and two hours of individual counseling to potential buyers of affordable homes on topics such as: budget, credit, affordability, down payment assistance, mortgage options, sub-prime lending, predatory lending, the home buying process, closing cost process, and the City's affordable programs, such as the Affordable Requirement Ordinance (ARO).
- Post-purchase services to homeowners including one-on-one counseling and workshops on topics such as refinancing options, mortgage analysis, predatory lending, tax exemptions, home maintenance programs, and energy efficiency programs.

Post-Purchase Education to Existing Homeowners

- Post-purchase services to homeowners including one-on-one counseling and workshops on topics such as refinancing options, mortgage analysis, foreclosure prevention, awareness of predatory lending; tax exemptions, home maintenance programs and awareness of energy efficiency programs.
- Face-to-face, personalized default prevention counseling to help Chicago homeowners access available mortgage products to stabilize their housing situation. These homeowners may be: (a) delinquent in their mortgage payments and facing possible foreclosure; (b) current in payments but own a mortgage loan product that may reset its terms to an amount the homeowner cannot afford; or (c) suffering a temporary financial hardship causing them to be at risk of foreclosure.
- Intervention on behalf of homeowners with their current lenders or servicers regarding loss mitigation options.
- All agencies will be required to network, participate in community meetings and outreach events sponsored by DPD Housing Resource Delegate Agencies and/or DPD partners and to provide housing counseling and homebuyer education to residents of targeted areas, such as the Micro-market Recovery neighborhoods.

Foreclosure Prevention Counseling

- Comprehensive default or foreclosure counseling and education to at-risk homeowners residing in the City of Chicago.
- Face-to-face, personalized foreclosure prevention counseling to help homeowners access available mortgage products to stabilize their housing situation and prevent foreclosure.

- Eligible homeowners include those that are: (a) delinquent in their mortgage payments and facing possible foreclosure; (b) current in payments but own a mortgage loan product that may reset its terms to an amount the homeowner cannot afford; or (c) suffering a temporary financial hardship causing them to be at risk of foreclosure.

PERFORMANCE MEASURES:

- Delegate Agency must ensure that at least a minimum of 50% of homebuyers complete six (6) hours of the Homebuyer Certificate workshop.
- Delegate Agency must ensure that 50% of homebuyers who complete homebuyer certification attend a minimum of one (1) hour of one-on-one pre-purchase counseling.
- Delegate Agency must provide a minimum of eight (8) post-purchase education workshops.
- Delegate Agency must submit demographic data for all attendees according to DPD requirements.
- At least 20% of homeowners seeking face-to-face default counseling obtain a favorable outcome.

PROGRAM REQUIREMENTS:

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

- Delegate Agency will be required to collect specific documentation from program participants provide a monthly report of Client demographics and the specific outcomes as required by DPD.
- Delegate Agency will be required to submit the applicable data on-line via Enterprise Case Management (ECM).
- Accordingly, all Delegate Agencies must receive training on how to use ECM.
- Delegate Agencies agree to adhere to all DPD associated activities and reporting requirements. This includes attending outreach events sponsored by DPD, other City Departments, and other Community partners
- Delegate Agencies will be expected to collaborate with and participate as follows:
 - Accept DPD’s referrals as a result of DPD’s direct outreach to targeted neighborhoods;
 - Partner with DPD’s Housing Resource Delegate Agencies in efforts to provide foreclosure prevention services and home buyer education workshops; and
 - Participate in meetings, technical assistance, and service activities held by DPD.
 -

SELECTION CRITERIA:

Delegate Agency must be:

- HUD-certified Housing Counseling Agency in good standing and for at least two (2) years.
- Located in and serves residents of the City of Chicago.

Successful applicants must demonstrate the ability to meet the criteria listed below:

- Housing Counselors must pursue and become HUD-Certified Housing Counselors.
- Dedicate a staff person to be trained on the City’s ECM on-line system.
- Maintain and use acceptable customer management or tracking software that can provide reports on program activity.
- Demonstrate 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.

- Demonstrate reasonable cost per client served. Proposals will be evaluated based on the proposed budget request and the number of clients to be served.
- Ability to substantially leverage other non-DPD 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).
- History of 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.
- 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 foreclosure counseling services to currently underserved client groups, such as non-English speaking populations.
- Ability to provide an eight hour homebuyer education program, which includes a combination of six hours of homebuyer education and two hours of one-on-one counseling.
- Capacity to provide foreclosure counseling services to clients located in underserved Chicago Neighborhoods.
- Agency’s program experience and capacity, including long term tenure as a Housing Counseling Agency and experience serving identified under the “Micro-Market Recovery Initiative” or other non-DPD funded programs with a long term tenure of servicing areas in the City with high foreclosure filings.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	13
Projects funded:	12
Range of funding:	\$30,000-\$142,000
Total funding:	\$655,470

PROGRAM CONTACT:

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DPD Program: Housing Technical Assistance and Support (HTAS)

PROGRAM DESCRIPTION:

DPD seeks not-for-profit organizations as housing services partners (applicants) to administer the following programs: Small Accessible Repairs for Seniors (SARFS); Housing Services Technical Assistance (TACIT); and Housing Services Technical Assistance (TACOM). Through DPD's Housing Technical Assistance Support (HTAS) program, DPD provide constituents and residents with resources to maintain or improve the quality of their housing by providing funding for: (1) minor repairs and accessibility related improvements for seniors; (2) technical assistance across the city by topical area of expertise; and (3) technical assistance within communities. Applicants may submit a proposal for performing activities in any of these programs.

PROGRAM DESIGN:

1) Small Accessible Repairs for Seniors (SARFS)

SARFS agencies are authorized by DPD to provide enabling devices and limited home improvements, at no cost, for 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.* 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.

Accessibility-related improvements include:

- Installation of ramps
- Repair and/or retro-fitting of the bathroom
- Repair and/or retro-fitting of the kitchen
- Installation and/or repair of assistive devices
- Miscellaneous small-scale modifications

Safety, security, hazardous conditions repairs and/or replacements include:

- Replacement of exterior doors when the unit is damaged beyond repair and does not provide secure closure as assessed by the inspector; this excludes the replacement of doors for accessibility purposes
- Replacement of exterior windows when the unit is damaged beyond repair and does not provide secure closure as assessed by the inspector; this excludes the replacement of windows for accessibility purposes.

2) Housing Services Technical Assistance - Citywide (TACIT)

This program provides funding to delegate agencies to provide training and technical assistance regarding Residential Landlord and Tenant Ordinance training (RLTO) to non-profits and industry-related entities in low- to moderate-income areas. The services and training programs under this program will be available citywide and shall address at least one of the following areas listed below; however, other areas may be considered for funding.

- **Tenants' rights and responsibilities** – Regarding code compliance, safety, cleanliness, damages, repairs, utilities, inspections, emergencies, general conduct, and remedies-and situations regarding foreclosure.

- **Landlord's rights and responsibilities** – Regarding code compliance, safety, cleanliness, damages, repairs, utilities, inspections, emergencies, general conduct, and remedies.
- **Tenant Counseling** – Provide counseling and coordinate with other service agencies and City services to ensure tenants are successful in their housing; work with tenants in foreclosure situations.
- **Landlord Counseling** – Provide counseling and coordinate with other service agencies and City services to ensure landlords are successful in their management.
- **Fair Housing** – Assisting with targeted outreach efforts among protected classes
- **Accessibility laws and practices** – Provide counseling, and coordinate with other service agencies to ensure individuals with disabilities are successful securing affordable housing.
- **Multi-unit, single family, single room property management**
- **Preservation of Affordable Housing** – Assisting affordable condominiums owners and start-ups and small condominium boards to succeed and preserve affordable housing.
- **Assistance for Seniors** – Legal and program assistance for seniors to remain in their homes; document review; tax assistance.
- **Conflict resolution** – For tenants, landlords, homeowners and others involved in the preservation of affordable housing.
- **Preservation of existing affordable and subsidized housing** – Educating, counseling and organizing the tenants with an additional focus on buildings facing foreclosure.
- **Pest Control** – Address and provide education, technical assistance and resources for pest control awareness for agencies, City departments, tenants and landlords.
- **Single Room Occupancy (SRO) agencies and owners** – Effectively address and provide education, technical assistance and resources for SRO agencies, SRO owners, buildings, managers, staff and tenants.

3) Housing Services Technical Assistance - Within Communities (TACOM)

Services in this category will be community focused and target low-to-moderate income census tracts. Agencies selected will promote the programs and resources of the City and DPD. Selected projects may include one or more of the following areas:

- Participate in the identification of problem buildings and coordinate efforts with DPD's Troubled Building Initiative.
- Assist in the preservation of existing affordable housing by identifying and addressing concerns of both tenants and landlords.
- Assist special-needs populations, including seniors and persons with disabilities in gaining access to affordable housing and supportive resources.
- 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 and tenants.
- Participate as facilitators in affordable housing expansion and housing for homeless.
- Coordinate housing activities with specific Homeless Service Providers and develop programs that facilitate the referral and placement of homeless individuals into suitable housing. If chosen, the funded activity and Homeless Service Provider must be specified in the application.
- All Agencies in this program must network with Technical Assistance-Citywide Agencies in providing specialized programming for their Community and its needs.

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 site.

SELECTION CRITERIA:

Program Evaluation

Small Accessible Repairs for Seniors (SARFS):

1. Capacity to (1) accept applications, (2) screen applications for eligibility and prioritize those who have limited or no alternative housing options, (3) assess the eligibility of proposed repairs, and (4) make repairs to approved properties.
2. Capacity to monitor quality assurance, quality control, and their contractors.

Housing Services Technical Assistance - Citywide (TACIT):

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 area of expertise, service, training, etc.

Housing Services Technical Assistance - Community (TACOM):

1. Evidence of an established program.
2. Capacity to promote City and DPD programs and assist the Community.

Agency Evaluation

In addition to the CDGA general selection criteria, DPD 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
- Ability to serve non-English speaking persons (where applicable)

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	66
Projects funded:	62
Range of funding:	\$15,000 - \$336,000
Total funding:	\$1,641,065

PROGRAM CONTACT:

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DPD Program: Local Industrial Retention Initiative (LIRI)

PROGRAM DESCRIPTION:

DPD seeks not for profit organizations as delegate agency partners for the Local Industrial Retention Initiative (LIRI) program. LIRI agencies provide assistance to industrial businesses primarily in the City's Industrial Corridors (place-based LIRIs) or in targeted industry sectors (sector-based LIRIs) with the purpose of retaining and expanding those businesses and strengthening the Industrial Corridors. LIRI agencies assess business needs, identify resources, provide project support, and act as counselors to resolve a variety of business issues. LIRI agencies also promote City programs and initiatives, identify real estate opportunities, and advocate for infrastructure investments that lead to continued Industrial Corridor development. These interventions result in completed projects, job retention and creation, leveraging public and private financing, and neighborhood development. Examples of how agencies help businesses include identifying and securing funding for property, business and workforce development; finding the right location and filling key property vacancies; attaining permits and business licenses and acting as a liaison with City departments; helping find resources to grow businesses; and providing guidance on City and policy issues that impact industrial companies.

PROGRAM REQUIREMENTS:

Place-based LIRI project activities include:

- A targeted number of consultations, counseling, and ongoing support to businesses in specific project areas; Helping a targeted number of businesses use City programs;
- Providing a list of and outreach plan for businesses in Industrial Corridor(s);
- Marketing City programs and initiatives;
- Providing opportunities for the City to communicate with area businesses. When applicable, aggressively marketing TIF programs and redevelopment sites in TIF areas to prospective businesses, developers, and investors; and
- Responding to DPD requests and assignments as needed.

Sector-based LIRI project activities include:

- Specific and measurable activities to be determined based on proposals.

LIRI agency performance will be evaluated based on the number and quality of these activities as well as the outcomes the activities produce.

The goal of all LIRI projects, both place-based and sector-based, is to provide the following outcomes:

- Increase in the amount of new businesses locating in the city;
- Increase in business retention and expansion;
- Increase in projects using City programs;
- Increase in jobs created and retained;
- Increase in public and private funds invested; and
- Increase in the number of businesses getting solutions to their issue.

PERFORMANCE MEASUREMENT:

Agency performance on LIRI projects will be evaluated based on the following:

- Work plan fulfillment and contract compliance;
- Timeliness and quality of reporting;
- Ability to meet or address goals listed in the preceding section; and
- As applicable, demonstrating progress on a corrective action plan.

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 site.

SELECTION CRITERIA:

The applicant’s existing capacity based on:

1. Staff assigned to the LIRI project;
2. The Board of Directors composition;
3. The agency’s experience with economic development projects;
4. The agency’s experience with industrial companies and issues;
5. LIRI project cost relative to other funding sources for similar work;
6. The agency’s fiscal stability including its sources of operating revenue;
7. Work plan fulfillment (if applicant is currently a delegate agency); and
8. Contract compliance (if applicant is currently a delegate agency).

Strength of the applicant’s project proposal based on:

1. Responsiveness to the LIRI Program expectations;
2. Responsiveness to the CDGA Application, including timeliness, quality, and completeness; and
3. Justification for the project, including an identified need for the project and the applicant’s ability to fulfill the need.

SUPPLEMENTAL DOCUMENTATION REQUIRED:

All applicants shall provide the supplemental documentation listed below, which will be available on the LIRI program’s eProcurement RFP application site. Documents must be provided in Excel format.

1. Proposed 2019 LIRI Work Plan using DPD’s template .
2. Fiscal Information: Provide a chart or list showing a complete list of all of the agency’s funding sources for 2017, 2018, and 2019 (proposed).
3. Agency’s proposed 2019 Cost Allocation Plan showing the proposed LIRI funding and all other fund sources and allocations for your entire organization.
4. Agency’s 2018 Cost Allocation Plan.

FUNDING:

2019 funding may be a combination of Corporate and Tax Increment Financing (TIF) funds. If so, specific reporting regarding TIF marketing activities will be required.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	12
Projects funded:	10
Range of funding:	\$15,302-\$119,911
Total funding:	\$741,223

PROGRAM CONTACT:

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DPD Program: Neighborhood Lending Program (NLP)

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 funds in order 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 DPD 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). DPD 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 program.

PROGRAM DESIGN:

NLP provides loans and subsidies in the following program areas:

- **Home Improvement:** NLP provides loans for improvements to single-family properties occupied by owners as their permanent residence.
- **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 single-family homes. Homeowners receiving assistance cannot own another property at time of loan closing.
- **Home Purchase and Purchase-Rehab:** NLP provides loans for first-time homebuyers to purchase or to purchase and rehab single-family 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
- Owner must live in property as principal residence
- 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. DPD 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.

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

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 site.

SELECTION CRITERIA:

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

- Satisfactory performance on current and prior delegate agency contracts
- Ability to clearly define activities and expected outcomes
- 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
- In-house staff capacity for qualification of borrowers and origination of loans sufficient to meet lending targets
- 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 in electronic format through Enterprise Case Management (ECM) system
- Evidence of sound financial management, including, but not limited to, understanding of contract management and vouchering
- Sufficient program staffing in place
- Competent Board of Directors and Staff responsive to communities served
- Ability to serve non-English speaking persons

PROGRAM CONTACT:

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DPD Program: Troubled Building Initiative (TBI)

PROGRAM DESCRIPTION:

DPD's Troubled Buildings Initiative program develops viable urban communities by providing decent housing for persons of low and moderate income. DPD 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 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 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 DPD 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
- 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% AMI 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 DPD. The selected applicant will provide loans and financing for the acquisition of troubled buildings.

The selected applicant will monitor and report activity to the DPD 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 condominiums 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 in 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 DPD.

The selected applicant will monitor and report activity to DPD 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, DPD 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.

PROGRAM CONTACT:

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DPH Program: Crisis Intervention: Bullying and Suicide Prevention Project

PROGRAM DESCRIPTION:

The Healthy Chicago (HC) 2.0 policy agenda references root causes and core action areas that, through strategic investments and improvements, will reduce gaps in health equity and improve the health and safety of Chicagoans. There are four HC violence reduction goals that inform DPH's violence prevention efforts: (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) Reduce mass incarceration and inequitable police attention in communities of color, and (4) Support the process of Chicago being a Trauma Informed (TI) city. Each goal is further supported by actionable strategies. The 2019 Bullying and Suicide Prevention Project aligns with several strategies calling for improved interventions and access to supports and improved public and provider awareness.

The Centers for Disease Control (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." 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 Bullying and Suicide Prevention program is primarily focused on the following goals:

- To identify, convene and engage in action, relevant Chicago based providers and interested stakeholders.
- To maximize data sharing, technical assistance, leveraging emerging research and 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 expand public awareness and provider competency to support youth and families with related concerns through training and technical assistance.
- To ensure youth and family leadership and engagement in this and other Bullying and Suicide prevention and response initiatives.

The program should specifically convene a leadership team and seek guidance from DPH's Office on Violence Prevention and Behavioral Health; the Lesbian, Gay, Bi-Sexual, Transgender, Questioning (LGBTQ) Health and Outreach program, and the Adolescent Health division. Beyond traditional Bullying and/or Suicide Prevention partners in Chicago, the program should engage existing restorative practices networks and partners in the trauma-informed and behavioral health development community to maximize synergies.

Note: 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 workplans, budgets and deliverables should be fully integrated into a single application.

PROGRAM REQUIREMENTS:

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

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.

Applicants must detail a plan to collect data for and report on the following performance measures (*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, where possible)
- Number of individuals trained and coached who go on to promote and/or offer designated training “services” (ensure your ability to document demographics – race, gender, age group, income level, where possible)
- Number of people who, once trained, go on to deliver Bullying and Suicide Prevention “services” (ensure ability to document demographics – race, gender identity, age group, income level, where possible)
- Number of persons participating in Bullying and Suicide prevention public awareness activities – clustered by age (youth vs. adults)
- Number of reports developed
- Number of capacity building trainings to stakeholders/community organizations held (administrative and/or governance)
- 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 and accurate voucher and monthly reports submitted across the contract term
- Number of referral partners identified
- Number of person referred to partners for clinical (or other) supports

Impact/Outcome

- 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 efficacy and willingness to assist others
- Increase in knowledge of risk and protective factors

Deliverables:

- Provide a minimum of 2 trainings per month
- (Using available data and knowledge of the population) Ensure training and outreach is delivered in close proximity to communities or populations with greatest needs (community stakeholders will refine this plan once convened)
- Train at a minimum: 150 youth, 150 adults, and cross train 10 stakeholders (collaborative) partners

- Routinely convene a collaborative of 5 or more stakeholders (from diverse communities and disciplines)
- Demonstrate participation in a collective impact effort where data is shared and co-reported at the community level and leveraged by city partners (DPH)

SELECTION CRITERIA:

Successful candidates must provide:

- Well detailed description of the population(s) to be served
- Demonstrated need for the program to conduct outreach and identify stakeholders in each of the communities suggested in the program plan
- Sufficient staffing to manage the program (roles must be defined)
- Demonstrate staff competency in the specific roles designated in the project; Submit job descriptions and resumes of staff.
- Program design that reaches the intended audience and addresses the intended goals; workplan must be attached.
- Applicant must be able to train, coach, and support community members and stakeholders in Bullying and Suicide prevention. Three (3) letters of support required to support training experience.
- A plan to promote Bullying and Suicide prevention in social media and at local events
- Two (2) letters of support from partner agencies that can speak to the applicant’s experience and expertise in convening partners and achieving goals.
- 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 how expenses will be tracked and monitored for auditing and compliance (Administrative cost will not exceed 10% of total budget)
- Willingness to collaborate with the HC 2.0, ReCAST, and other CDPH initiatives
- Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization
- 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

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

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

Applications received:	0
Projects funded:	0
Range of funding:	0
Total funding:	\$100,000

PROGRAM CONTACT:

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DPH Program: Chicago Health Adolescents & Teens (CHAT Program)

PROGRAM DESCRIPTION:

In 2016, chlamydia and gonorrhea were most commonly diagnosed in Chicago in youth and young adults aged 13-24, and over a quarter of HIV infections were from the same age group. The 2015 teen birth rate remains higher in the city of Chicago than the rest of the nation (27.5 per 1,000 females aged 15-19, compared the US rate of 22.3). Consequently, there is a need for innovative reproductive health initiatives to reach the youth of the city. The CHAT Program is one such initiative where reproductive health education is followed by STI testing, primarily in a school setting, with the ability to reach a large proportion 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 10,000 youth, aged 13-24 years, to be educated through this effort, with at least 6,500 being screened for STIs.

The education and screening efforts should take place in a variety of settings including youth-serving community based organizations, Chicago Public Schools (CPS) 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 strong referral or services in place for family planning services and 4) have policies and procedures in place for handling abnormal test results.

PROGRAM REQUIREMENTS:

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

Reporting Requirement:

- Number of 13-24 year olds positive for Gonorrhea (GC), Chlamydia (CT) or HIV
- % of 13-24 year olds screening positive for GC/CT treated for GC/CT
- % of 13-24 year olds screening positive for HIV that are linked to care
- Percentage of claims billed
- Percentage of accounts receivable claims greater than 30 days
- Percent of youth following up with a healthcare provider after screening

PERFORMANCE MEASURES:

- Number of STI/HIV screenings
- Number of youth educated
- Numbers of above by race, ethnicity and income level
- Percent of youth with positive tests that are treated within 30 days of lab receipt

Reimbursement Model:

- Education and administration fee at \$50 per unit (i.e. GC/CT or HIV) performed

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 bill for STI/HIV services through Medicaid (Managed Care) or private insurance
- Seamless relationship with lab that is capable of processing of gonorrhea, chlamydia tests

- Ability to do CLIA waived rapid HIV testing
- Solid experience delivering STI/HIV screening and reproductive health education , including contraception, to youth and young adults
- Experience in mandated reporting scenarios, and with CPS Sexual Violence Response Guidelines
- 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 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, pregnancy test, HPV vaccine and contraception
- Supplemental criteria: Ability to provide educational text push notifications to youth who desire information via this platform

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	2
Projects funded:	1
Range of funding:	\$355,837
Total funding:	\$355,837

PROGRAM CONTACT:

Sarah Parchem, Program Director

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https://www.cityofchicago.org/city/en/depts/cdph/provdrs/health_promotion/svcs/the_office_of_adolescentschoolhealth.html

DPH Program: Violence Prevention Initiative (VPI)

PROGRAM DESCRIPTION:

National research indicates that 60% of American youth are exposed to violence before the age of eighteen. Exposure to violence and other traumas and adverse experiences during childhood and adolescence increases the likelihood of future psychological, social, academic, interpersonal, and even long-term physical health challenges. Beyond the effects on individuals, 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. Grounded in the principles of Restorative Justice, Restorative Practice (RP) programs develop opportunities for meaningful dialogue, effective communication, and earnest efforts to repair and restore integrity between persons. Restorative Justice Hubs have been organized in various communities across Chicago to provide communities with consistent access to the restorative resolutions. DPH is committed to expanding Restorative Justice Hubs in two high need communities, in the **Austin** and **Chatham** communities. In addition to expanding RP work in the communities, we look to future leverage and build partnerships with DPH's Resiliency in Communities After Stress and Trauma (ReCAST) community engagement efforts underway in both of those communities.

The Healthy Chicago (HC) 2.0 policy agenda references root causes and core action areas that, through strategic investments and improvements, will reduce gaps in health equity and improve the health and safety of Chicagoans. There are four HC violence reduction goals that inform DPH's violence prevention efforts: (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) Reduce mass incarceration and inequitable police attention in communities of color, and (4) Support the process of Chicago being a Trauma Informed (TI) city. Each goal is further supported by actionable strategies. The 2019 Violence Prevention Initiative on Restorative Practices 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."

OVERVIEW & BENEFITS OF RESTORATIVE PRACTICES 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 in 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 also 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, Restorative Practice is an evolving framework that supports understanding, addressing and preventing trauma at a community or population level.

Restorative practices (RP) 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. RP offers communities opportunities to resolve conflicts and disputes before they escalate into criminal and abusive behavior and is also an effective approach in dealing with antisocial behavior and neighbor disputes. It 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; and
- 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 a number of ways, including reducing post-traumatic stress symptoms, increasing satisfaction with the resolution of their case, and lessening the desire for violent revenge (Adler, 2011).

Program Goals:

- Expands the use of restorative justice practices, in the Austin and Chatham communities
- Aims to prevent youth and community violence and victimization and injury reduction.
- Provides increased access to recovery services and supports for those affected by violence.

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

- Restorative practice training and capacity building for youth and adult residents and community stakeholders;
- 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 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

- Number of restorative practice trainings, workshops, and coaching sessions to community members (ensure ability to document demographics – race, gender, age group, income level, where possible)
- 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 political and social efficacy
- % 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 80% compliance
- % recidivism – targeting 25% recidivism reduction

Deliverables:

- Provide a minimum of 4 trainings to external partners
- Train at a minimum in Austin: 200 youth, 200 adults, and 10 stakeholders in RP practices; and in

- Chatham: 140 youth, 140 adults, and 10 stakeholders in RP practices
- Develop and routinely convene a 5 or more stakeholders
- 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
- Sufficient staff that are adequately trained for the project; Please submit job descriptions and resumes of staff
- Program design that reaches at a minimum in Austin: 200 youth, 200 adults, and 10 stakeholders in RP practices; and in Chatham: 140 youth, 140 adults, and 10 stakeholders in RP practices
- Applicants must be an established RP focused collaborative or network (currently addressing community and/or youth violence with at least 4 organizational partners who are serving multiple high risk communities (to ensure impacts in multiple locations).
- Applicant must be able to train, coach, and support community members and stakeholders in the use of restorative practices and ensure services delivered
- Plan to promote RP in social media and local events
- Provide a minimum of 4 trainings to external partners
- MOU/Agreements with 3 or more partner agencies that demonstrate the applicant’s experience and expertise
- MOU Agreement to demonstrate collaboration and coordination with existing RJ HUB
- 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)
- Willingness to collaborate with HC 2.0, ReCAST, and other CDPH initiatives
- 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

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

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

Applications received:	0
Projects funded:	0
Range of funding:	Austin: 1 grantee, up to \$300,000/ Chatham: 1 grantee, up to \$150,000
Total funding:	\$400,000

PROGRAM CONTACT:

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

PROGRAM DESCRIPTION:

The Healthy Chicago (HC) 2.0 policy agenda references root causes and core action areas that, through strategic investments and improvements, will reduce gaps in health equity and improve the health and safety of Chicagoans. There are four HC violence reduction goals that inform DPH's violence prevention efforts: (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) Reduce mass incarceration and inequitable police attention in communities of color, and (4) Support the process of Chicago being a Trauma Informed (TI) city. Each goal is further supported by actionable strategies. The 2019 Mental Health Services and Prevention Education for Children/Adolescent Victims of 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."

This program will both increase the availability of mental health services for children and adolescents (ages 17 and under) who are victims of sexual assault in Chicago and expand child sexual assault (CSA) prevention education in high need communities. Specifically, the program is two-fold, it will augment the current therapy services provided to children and adolescents with the goal of reducing the amount of time it takes to receive mental health services and minimizing waitlists. The program will also ensure that communities and populations with low reporting and/or high rates of victimization or offending are exposed to prevention curricula.

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 is greater than those that are currently provided by providers 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, or 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 to two mental health agencies to provide mental health services to at least 90 children and adolescents that are victims of sexual assault and their families. The mental health services these agencies provide 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 practices 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 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 are

able to introduce a training partnership (must be documented via a memorandum of understanding in this application). Whether directly or via contract, training will reach no less than 150 persons across multiple communities in small groups (versus 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 includes a planned increase in clinical deliverables in anticipation of enhanced capacity achieved through greater reimbursements.

Program Goals (summary):

To deliver 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 reduce increase family resilience, stability, while reducing clinical symptoms during sufficient to warrant a step down in treatment

To ensure that communities with the highest need have expanded access to content and trainers regarding risk factors and protective strategies to reduce child sexual risk.

To promote child sexual assault prevention and responsiveness.

PROGRAM REQUIREMENTS:

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

Successful applicant must meet the following criteria:

- 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. Referral networks should be functioning and capable of ensuring access to this population.
- Ability 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.
- Have sufficient funds or funding sources to provide care to the uninsured or to cover co-pays or other service costs for which your agency is not reimbursed.
- Have an active referral network to other providers of services to children or adolescents that experience sexual assault, a relationship with hospital trauma centers, and linkage agreements with other relevant social services providers.
- Be able to serve (and ensure access to services for) children from communities that are most affected by this concern.
- Ability to address the needs of bilingual or other language services.
- Demonstrate the use of relevant evidence-based and/or 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

Successful applicant must provide the following:

Clinical

- Effective best practices and whenever possible, empirically supported practices in mental health therapy to children and adolescents who are victims of sexual abuse.
- 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 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

- 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 and action

PERFORMANCE MEASURES:

Demonstrate the ability to track and report the following. *Additional measures may be added.*

- 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 care (and post referral follow-up to ensure referral connection).
- Clinical treatment provided to at least 90 unduplicated children/adolescents up to age 17 (categorized by age, primary language, race, ethnicity, income, insurance status level, and service type) and their families. Treatment modalities should include individual and family, and group therapies where appropriate.
- Number of unduplicated family members and/or siblings of child/adolescent clients 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.
- 80% of new, unduplicated children/adolescents remain in treatment after three months of service or have completed treatment (meaning, not lost to care).
- 60% of new, unduplicated children/adolescents who continue to need clinical support are securely linked to ongoing treatment after 4-6 months of service or have completed treatment (meaning, not lost to care). Must document the use a screening tool or consistent process to determine the need for ongoing care.
- 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.
- A minimum of a 10% reduction in time until the next available appointment for a new client when compare to the previous year.
- Number of trainings held and participant count per event (with key demographics for participants). (Total: no less than 150/year)

- Ensure event locations reach multiple high need communities (track by zipcode, community area and ward)
- Track, monitor and ensure training outcomes: satisfaction (85%), knowledge gain (85%), and willingness to engage in CSA prevention action (70%)
- Number of social media promotion and impressions for CSA prevention across the contract term
- Number of on time vouchering, reporting and budget utilization
- Detail commitment and progress to become a trauma informed organization

SELECTION CRITERIA:

- 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.
- Agency’s currently serves clients impacted by CSA
- 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.
- Soundness of ability and plan to address various service barriers.
- Capacity to provide expanded service hours coverage.
- Established referral network of mental health providers, hospital trauma centers, and other social services providers.
- Ability to serve a wide geographic distribution for clinical services
- Experience and current ability to provide effective CSA prevention training to community audiences
- Soundness of the sustainability plan to utilize and/or pursue eligibility to receive funding or third party reimbursement for clinical services.
- Ability to ensure on time monthly reporting, vouchering and scheduled budget utilization
- Willingness to participate in Healthy Chicago 2.0 convening and data requests
- Ability to effectively engage a culturally diverse audience base in action oriented training
- Existing capacity to track, monitor, and report on program metrics
- Capacity to deliver effective training based on evidence informed curricula
- Resumes/job descriptions for training staff demonstrate sufficient knowledge and skills

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	3
Projects funded:	1
Range of funding:	\$250,000
Total funding:	\$250,000

***Note:** the scope for this program has been modified for 2019-2020. Current funding is \$221,000.

PROGRAM CONTACTS:

Delrice Adams, Public Health Administrator III
 Office of Violence Prevention and Behavioral Health
 Chicago Department of Public Health
 312-745-0440
marlita.white@cityofchicago.org
 Website: www.cityofchicago.org/cdph

Department of Family and Supportive Services Strategic Framework Overview

As the City of Chicago’s primary social services provider and administrator, the 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 350 community-based organizations in order to promote the independence and well-being of individuals, support families, and strengthen Chicago neighborhoods. 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

DFSS is committed to moving beyond measuring *how many* people receive services, to focus on whether Chicagoans are *better off* after receiving services. As part of this outcome-oriented approach, DFSS has implemented a Strategic Framework that guides how the department measures, reports on, and reviews its priorities and outcome goals, and uses them to drive contracting, decision-making and greater collaboration.

DFSS Program: Intensive Case Advocacy and Support for At-Risk Seniors

INTRODUCTION:

The DFSS Senior Services Division is designated as the Area Agency on Aging for the City of Chicago. In that role, the Senior Services Division advocates, plans, coordinates, and funds services for older adults, especially those in greatest social and economic need, living alone, and those ages 85 and above. 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) ensuring that older persons have access to accurate information to participate in public policy.

Together with our service providers, we provide vital services such as congregate dining programs, home-delivered meals, 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, and promote social engagement among the elderly as an antidote to dependence, social isolation, and withdrawal.

PROGRAM DESCRIPTION:

The goal of the Intensive Case Advocacy and Support for Vulnerable Older Adults (ICAS) program is to support highly vulnerable, often older adults to live independently in their own communities and homes for as long as possible by addressing issues of safety and risk. ICAS agencies provide trained workers to conduct timely, in-home, face-to-face assessments of each individual's unique needs, develop a service plan to resolve the problem and support the safety and health of the client, and execute the plan by intervening and advocating on the client's behalf.

According to the 2016 American Community Survey, approximately 48% of the 437,818 seniors ages 60 and above in Chicago are living alone, including 39,491 ages 85 and above. The majority of older adults live independently without assistance. However, some face neglect by others, or lack the capacity to maintain their own safety due to physical or mental health issues – many fall into a state of self-neglect. ICAS targets highly vulnerable older adults (particularly ages 85 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 lack capacity to manage their own care and safety.

In 2017, the number of clients referred to an individual agency ranged from 12 to over 900.

The following provides a general overview of the ICAS program process:

When a police officer, paramedic, professional, or other citizen reports concerns about the welfare of a vulnerable older adult or "isolated senior in crisis" to DFSS Senior Services Division, the report is reviewed to evaluate preliminary risk to the person identified in the report. If the case involves self-neglect, risk of unlawful eviction, abuse, neglect, financial exploitation, or other perceived risk, Senior Services makes an immediate referral to the ICAS agency, and ICAS caseworkers make face-to-face contact with the individual within 24 hours.

ICAS caseworkers start by encouraging the client to be involved and begin to act on the situation herself/himself. The worker must not accept a first response of refusal, and if any person refuses to allow the worker access to the victim, law enforcement may be called to assist. Once access to the at-risk person is obtained, the worker observes and assesses the conditions of the person and home environment, and determines whether the situation requires further investigation or casework; or the

case can be closed, referred for in-home services, or closed as unfounded. ICAS requires a person-centered approach that respects the client’s view of the circumstances and seeks informed consent where possible before any intervention.

A gradual approach to gaining improvements in a client’s health, well-being, and home condition is more likely to be successful than an attempt to achieve desired outcomes quickly with one visit. In complex cases with significant risks, a multi-disciplinary and multi-agency approach to share information and agree on the steps to minimize the impact of specific risks may be necessary. All parties may need to move fluidly between planning, investigation, casework, and evaluation stages as the case progresses.

PROGRAM REQUIREMENTS:

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

The Applicant must assign trained caseworkers for home visits. Usually, one, two, or three workers can be allocated to manage the assigned caseload. DFSS and the delegate agency work together and agree when assigned cases are accepted by the delegate agency. There is always an opportunity to discuss an agency’s capacity to accept new cases.

The core components of work conducted by ICAS agencies are as follows, with program requirements pertaining to each listed below:



1. **Assess:** Investigate, verify, and evaluate the client’s safety and need for assistance.
 - All clients are referred by DFSS electronically to funded ICAS agencies.
 - Cases already allocated to another provider or delegate agency will also be visited and facts, conditions, and circumstances described in the report to DFSS.
 - Investigate, verify, and assess the client’s safety and need for assistance face to face within 24 hours of receiving a report referral from DFSS staff.
 - Home visits are required and workers should not rely only on proxy reports. The worker must observe for themselves the conditions of the client and home environment.
 - Assess risk, safety, care, and support needs.
 - Assess the capacity of the client to understand these risks.
 - Interview client and discuss cause for concern about safety, health, and well-being.
 - Obtain client’s view and understanding of the situation and the overall impact.
 - Research background information, referral history, responses, and actions taken to gain a complete understanding of the extent and impact of the self-neglect. This may require communication with partner entities (please refer to list of potential partners below).
 - Establish facts to provide a description of the capabilities and risks due to self-neglect.
 - If client refuses an assessment, services should be offered that may help lead to outcomes client wishes to achieve including home delivered meals, new housing, Medicaid application and enrollment, or benefits screening and enrollment. The ICAS agency or partner agency will arrange for these services.

- If the client refuses an assessment, or in cases of capacitated life-style choices, case records should demonstrate clearly that reasonable steps were taken and proportionate in all the circumstances.
 - Any client 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.
 - Repeat visits will likely be required.
2. Plan: Determine which services, if any, would resolve the problem and help maintain well-being.
- Engage the client to determine his/her views and wishes.
 - Develop a plan to meet needs over the course of days to months, including identification of next steps and outcome goals.
 - In complex cases with significant risks, a multi-disciplinary and multi-agency approach to share information and agree on the steps to minimize the impact of specific risks may be necessary (please refer to list of potential partners below).
3. Intervene: Conduct follow-up casework activities to protect the client's health and safety.
- Support the individual and assist them in reducing negative impact on their well-being and on others, including a plan that describes how the ICAS agency will provide these services. Establish partnership agreements to provide these services as appropriate (please refer to list of potential partners below).
 - 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.
 - Complete steps in a timely manner proportionate to the situation and risks.
 - Assist in providing ongoing support in line with client's mental capacity to make relevant decisions.
 - Conduct or refer for mental capacity assessments if needed. Agencies may plan for mental health petitions and writ of examination in cases of acute mental status changes or mental illness.
 - If self-neglect is affecting the client's finances or health care and if the client still has mental capacity, the worker may recommend a power of attorney. In some instances of self-neglect, a conservatorship or guardianship may be required.
 - Promote the safety of the client and community throughout the process.
 - All casework and actions must be appropriate and proportionate to the circumstances of the case. These should be formulated and agreed upon with Senior Services.
4. Coordinate: The worker and DFSS Senior Services Division must communicate throughout the process and work together in:
- Coordinating and carrying out investigation and assessments.
 - Planning what services and assessments are needed, and who should provide these.
 - Evaluating the outcomes of casework and interventions.
 - Deciding what action is needed in the case.

ICAS agency partners in assessment, planning, and intervention may include:

- Chicago Police Department
- Chicago Fire Department
- Chicago Department of Planning and Development
- Entities and individuals providing care support
- Public benefits
- Family
- Informal network including neighbors, friends, places of worship, as relevant
- Mental health services
- Animal care and control
- Primary care health provider or psychiatrist
- Pest control companies
- Landlords

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 are not limited to:

- Percentage of clients successfully moved to more appropriate housing.
- Percentage of clients that have Medicaid benefits or other insurance benefits verified and documented in case notes.

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 referred clients visited face to face within 24 hours.
- Percentage of cases with background information and history from collateral contacts, family, and informal network reached and documented in case notes.

As part of DFSS' commitment to become more outcomes-oriented, the Senior Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Average monthly total clients:	80-115
Applications received:	10
Projects funded:	10
Range of funding:	\$10,000 to \$165,000
Total funding:	\$465,000

PROGRAM CONTACT:

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

Alexandra Cooney, MPH, Deputy Commissioner
Phone: 312-810-1209
Email (preferred): Alexandra.Cooney@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Emergency Food Assistance for At-Risk Populations

INTRODUCTION:

The goal of the Human Services Division is to support the well-being of Chicago households at all stages of life and sets of circumstances. This goal is achieved 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 rehab referral, job training referral, and prisoner re-entry services. 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 stability.

PROGRAM DESCRIPTION:

The Emergency Food Assistance for At-Risk Populations programs 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. DFSS expects pantries within a 5-mile radius of our six Community Service Centers to receive additional food products to meet this need. Homeless Shelters are to receive fresh fruits and vegetables.

An estimated one in six Chicago residents are food insecure, experiencing reduced quality, variety, or desirability of diet and the possibility of reduced food intake. 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 and events. Complementing this healthy food system, the Good Food Purchasing Program (“GFPP”) was developed in 2012 and adopted in 2017 requiring Applicants to this RFP to comply with the Good Food Purchasing Standards. Refer to four attachments: Good Food Purchasing Policy Commitment, Good Food Purchasing Policy Resolution, Good Food Purchasing Standards, and Good Food Purchasing Tracking Template.

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, and create more well-paying jobs along the food supply chain. The Good Food Purchasing Standards (“Standards”) emphasizes five values: Local Economies, Environmental Sustainability, Valued Workforce, Animal Welfare, and Nutrition. As part of the Good Purchasing Standards, Applicants to this RFP are required to sign and submit the Good Food Purchasing Policy Commitment.

PROGRAM REQUIREMENTS:

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

The Applicant must have the ability to meet DFSS' operational needs for all three distribution models. Only one Applicant will be awarded a contract.

The three food distribution models are as follows:

1. Food pantries: Identify, select, and monitor local food pantries at locations concentrated in food insecure and food desert areas and/or located within a five-mile radius of DFSS' six Community Service Centers. Distribute food to selected pantries. Ensure that pantry coverage near DFSS Service Centers operate a minimum of 9 am to 5 pm, Monday through Friday. We also prefer to have some pantries open for extended evening and weekend hours;
2. Homeless shelters: Distribute food to homeless shelters identified by DFSS throughout the city;
3. Special circumstances: Distribute additional food upon demand due to an emergency, natural disaster, or special request such as turkeys, hams, and a vegetarian option (no meat/poultry or meat/poultry by-product) from primary location to DFSS' six community centers and Homeless Shelters for Thanksgiving and winter holidays.

Applicant must demonstrate the ability to meet the following requirements:

- Deliver on all three distribution models.
- Distribute at least 1.2 million pounds of food per year.
- Distribute at least .5 million pounds of food per year to shelters.
- Food provisions include both non-perishable and perishable items such as fruits, vegetables, dairy items, and meat.
- The Applicant must be able to satisfy 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.
- Distribute food provisions to Chicago food pantries identified by Applicant as well as DFSS-identified shelters located throughout the city (refer to DFSS Designated Homeless Shelters below – the list of shelters may change throughout the year).
- Provide additional food upon demand due to an emergency, natural disaster, or special request (such as Thanksgiving and other holiday observances).
- Possess adequate space to store up to a three-month reserve.
- Staff includes qualified food handlers.
- Conduct annual site visits at pantries and homeless shelters to ensure the sanitary storage of food for distribution.
- Maintain and monitor pantries and homeless 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;
 - Written pest control plan and contract with professional exterminator;
 - 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.
- Explain the use of donated foods and unaccepted donated foods.
- Maintain an adequate labor force to perform necessary tasks.
- Work closely with DFSS to redesign the program if needed to respond to population shifts or any other changes.

- Develop daily, weekly, and monthly reports that represent inventory, individual pantry/homeless shelter budget/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, dollar 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, demographic, ethnicity, frequency of use, and identification of pantry by patron as source of nutritional food.
- Applicant 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 Applicant’s selected pantries, DFSS homeless shelters, and outside donations to receive food in accordance with DFSS guidelines to include nondiscrimination policy.
- Develop order menu for pantries (minimum biweekly distribution).
- Distribute produce to homeless shelters every two weeks.
- 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.
- Sign and submit Good Food Purchasing Policy Commitment.
- Submit annual, itemized record of each fruit, vegetable, meat/poultry, dairy and grain products 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 a) price per unit and b) farm or ranch sourced. Reporting forms to be provided.
- Offer services to underserved populations including those with limited English proficiency.

DFSS Community Service Center Locations

Englewood Center 1140 W. 79th Street Chicago, IL 60620 North Area 845 W. Wilson Ave. Chicago, IL 60640	Garfield Center 10 S. Kedzie Ave. Chicago, IL 60612 South Chicago 8650 S. Commercial Ave. Chicago, IL 60617	King Center 4314 S. Cottage Grove Chicago, IL 60653 Trina Davila 4312 W. North Ave. Chicago, IL 60639
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DFSS Designated Homeless Shelters

A Little Bit of Heaven	1131 S. Wentworth Ave.	A Safe Haven	2750 W. Roosevelt
Franciscan Outreach	2715 W. Harrison	Franciscan Outreach	200 S. Sacramento
The Night Ministry	835 W. Addison	La Casa Norte	1736 W. 47th St.
La Casa Norte	1940 N. California	La Casa Norte	2408 S. Albany
Good News Partners	7632 N. Paulina Ave.	A Safe Haven	8040 S. Western
A Safe Haven	3857 W. Springfield	Breakthrough Urban	402 N. St. Louis
Breakthrough	3350 W. Carroll Ave.	Casa Central	1322 N. Kedzie
Catholic Charities	1114 W. Grace	Christian Comm.	8025 S. Honore Ave.
Cornerstone Comm.	4628 N. Clifton	Deborah’s Place	1532 N. Sedgwick

Holy Cross Outreach	5847 S. Morgan St.	Institute of Women	9519 S. Commercial
Institute of Women	7320 S. Yale Ave.	Interfaith House	3456 W. Franklin
New Life Family	1663 N. Mozart	North Side Housing	941 W. Lawrence
Olive Branch	6310 S. Claremont	Primo Center	115 N. Parkside
Primo Center	1609 S. Homan	San Jose Obrero	2408 S. Albany
San Jose Obrero	1856 S. Loomis	Sarah's Circle	4750 N. Sheridan
St. Leonard's Min.	1801 W. Adams	St. Leonard's Min.	2100 W. Warren Blvd.
Fraternite N.D.	501 N. Central Ave.	The Night Ministry	1110 N. Noble St.
YMCA	4251 W. Irving Park	You Can Make It	5200 S. Morgan

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:

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.
- 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.
- Shelter satisfaction with delivery and quality of food products received (as determined by surveys completed by shelters).

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

As part of DFSS' commitment to become more outcomes-oriented, the Human Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no previous experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add to this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no previous experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

DFSS may consider additional factors in selection to ensure a variety of needs are met: geography, service array, language, and ability to serve specific sub-populations.

An Applicant may submit ONLY one application for this program design.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	1
Projects funded:	1
Range of funding:	\$1,006,000
Total funding:	\$1,006,000

PROGRAM CONTACT:

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

Jenny Schuler, Project Administrator
Phone: 312-746-7291
Email: jenny.schuler@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Public Benefits Outreach and Enrollment (PBOE)

INTRODUCTION:

The goal of the Human Services Division is to support the well-being of Chicago households at all stages of life and sets of circumstances. This goal is achieved 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 rehab referral, job training referral, and prisoner re-entry services. 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 stability.

PROGRAM DESCRIPTION:

The objective of the Public Benefits Outreach and Enrollment (PBOE) program is to increase the resources available to low-income households by accessing federal, state, and/or local government-issued public benefits or programs. DFSS seeks to increase the number and percentage of households that are screened through the program and obtain one or more benefits. Program activities to be conducted by delegate agency such as conducting outreach, education, screening, application assistance, and follow-up support can result in eligible individuals and households obtaining needed benefits, such as Medicare and Medicaid, TANF (Temporary Aid to Needy Families), and SNAP (Supplemental Nutrition Assistance 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 \$100 savings that would otherwise be deducted from the monthly social security pension payment. This individual is increasing resources by \$292 per month and receiving healthcare coverage and food.

PROGRAM REQUIREMENTS:

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

The Applicant must agree to the following program requirements:

- Provide Public Benefits Outreach and Enrollment (PBOE) Services (particularly screening and enrollment of clients/households in benefit programs) at all of DFSS' six Community Service Center locations listed below during operating hours of the Centers (i.e. typically 9:00 a.m. to 5:00 p.m., Monday through Friday):
 - Englewood Center, 1140 W. 79th Street, Chicago, IL 60620
 - Garfield Center, 10 S. Kedzie Avenue, Chicago, IL 60612
 - King Center, 4314 S. Cottage Grove, 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
- 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's 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.

- Document follow-Up, retention, and redetermination services (i.e. program requires resubmittal every 6 months or client ages out of one program into another).
- 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 city location, clients/households with limited English proficiency, or physical disability.
- Document how clients were informed of the program.
- Submit monthly and quarterly reports detailing demographics of individuals/households served, services provided by location, program benefits screened, dollar value of benefits received by benefit, and other pertinent program information in the format provided by DFSS in a timely manner.
- Maintain listing of all possible benefits screened and respective monetary values or provide name of on-line website that provides screening tool.
- Participate in meetings with DFSS staff as needed.
- Submit end-of-year report highlighting agency's strengths, weaknesses, and suggestions to DFSS to increase program goal.
- Offer services to underserved populations including those with limited English proficiency.

PERFORMANCE MEASURES:

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

- Percentage and number of eligible clients/households that receive 1 benefit.
- Percentage and number of eligible clients/households that receive more than 1 benefit.
- Number of clients/households assessed.
- Dollar value of benefits received by benefit.
- Number of outreach activities.

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

As part of DFSS' commitment to become more outcomes-oriented, the Human Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no previous experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add to this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no previous experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

DFSS may consider additional factors in selection to ensure a variety of needs are met: geography, service array, language, and ability to serve specific sub-populations.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	3
Projects funded:	1
Range of funding:	\$257,000
Total funding:	\$257,000

PROGRAM CONTACT:

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

Jenny Schuler, Project Administrator
Phone: 312-746-7291
Email: jenny.schuler@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Tax Prep Chicago

INTRODUCTION:

The goal of the Human Services Division is to support the well-being of Chicago households at all stages of life and sets of circumstances. This goal is achieved 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 rehab referral, job training referral, and prisoner re-entry services. 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 that connect Chicagoans to vital resources that build stability.

PROGRAM DESCRIPTION:

The objective of the Tax Prep Chicago program is to provide free tax preparation to individuals earning up to \$30,000 and families earning up to \$55,000 with peak activity from January through mid-April. Private tax preparation can cost anywhere from \$90 to \$250 depending upon the number of tax forms used. Using the tax preparation assistance program, clients save on the preparation fee and ensure access to all tax credits such as the EITC and child tax credit resulting in higher tax refunds, at times reaching \$6,000. Volunteers are trained and coordinated by not-for-profit organizations providing services at tax sites throughout the city. DFSS expects a total of over 23,000 tax filings in every tax year as a result of this program.

PROGRAM REQUIREMENTS:

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

At a minimum, the Applicant must:

- Provide services to Chicago residents within the City of Chicago.
- Be an approved IRS VITA provider.
- Plan to operate at least six separate free tax preparation sites within the City of Chicago. Each site must be capable of serving at least 25 taxpayers per session. Applicant must show that it plans on serving at least 3,000 taxpayers during tax filing season.
- Provide tax preparation services to people with limited English proficiency.
- Provide tax preparation services to people with physical disabilities.
- Provide a listing of Tax Preparation Sites to include address, ward, community area, and days and hours of operation with this application.
- Develop and execute public relations/marketing approaches to reach eligible participants in all wards and community areas. This may include, but is not limited to, outreach events and workshops, direct mailings, and distribution of informational material.
- Document how clients were informed of the program.
- Provide services to individuals earning up to \$30,000 and families earning up to \$55,000.
- Maintain records regarding income eligibility of each client served demonstrating program eligibility.
- Provide Year-End Report summarizing where clients/households learned of free tax preparation services at respective or referral site, number of tax returns filed by tax site, and dollar value of refunds received.

- Provide a year-end program report highlighting performance strengths, weaknesses, and recommendations to DFSS to improve program goal.
- Meet annually with DFSS staff.
- Offer services to underserved populations including those with limited English proficiency.

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:

- Number of tax preparation sites addressing areas of city.
- Number of tax returns filed by tax site.
- Dollar value of refunds received by tax site.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Human Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no previous experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>

<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add to this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no previous experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

DFSS may consider additional factors in selection to ensure a variety of needs are met: geography, service array, language, and ability to serve specific sub-populations.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 2
Projects funded: 2
Total funding: \$850,000

PROGRAM CONTACT:

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

Jenny Schuler, Project Administrator
Phone: 312-746-7291
Email: jenny.schuler@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Workforce Services – Community Re-Entry Support Centers

INTRODUCTION:

The Workforce Services Division at DFSS seeks to improve employment outcomes for high-need populations in Chicago, including returning citizens with justice involvement. These high-need populations face increased hurdles in both securing and retaining a job, and require additional supports. As a result, DFSS provides a range of workforce services, including job readiness services, career counseling, skills training, job placement assistance, and case management services.

PROGRAM DESCRIPTION:

The objective of the Community Reentry Support Centers is to foster the successful reentry of returning citizens into communities, avoid engagement in criminal activities and recidivism, and succeed in life. This is achieved by providing returning citizens with support centers – a central location where they can receive connections to employment assistance and other comprehensive services and supports that are specific to their needs via telephone and in-person.

The percentage of the population served by demographic categories is given in the table below:

Populations served by demographic	% out of total served
African American	99%
Hispanic	.4%
White	.6%

According to the Illinois Department of Corrections (IDOC), 24,000 men and women return to Chicago from prison each year. They face many barriers to making the successful transition to become productive citizens. Some of these barriers include but are not limited to:

- Previous criminal record/felony background
- No State ID
- No driver's license
- Lack of income
- No transportation
- Limited or lack of work history
- Minimal employment skills
- Older job seeker
- Limited education or training
- Limited English proficiency
- Homelessness or the risk of being homeless
- Substance abuse or mental health issues
- Child support challenges

Without training and supportive services, half of these individuals will return to prison within the first three years.

The target population for this program, regardless of age, gender, race or ethnicity, is ex-offenders or any Chicago resident with justice involvement (i.e. arrest record or felony criminal background). Applicants should demonstrate a clear understanding of the specific target population they intend to serve. This includes describing how individualized supports would be provided that address participants' specific needs.

PROGRAM REQUIREMENTS:

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

The following are requirements for this program:

Serve as a “Clearing House” of information and services available to the reentry population.

- Operate a program in or near communities receiving high numbers of returning citizens.
- Provide a dedicated phone line with hours of operation from 8:30 am to 5:00 pm, Monday through Friday. Voice mail must be available for calls after 5:00 pm.
- Have technical and staff capability to receive large numbers of calls and the ability to refer these returning citizens to the appropriate service(s). Facilitate at a minimum 2,400 calls annually per Center.
- Respond in a timely manner or within one business day via phone or in-person to requests from the public about services available to returning citizens.

Provide information and referral to support services, including the gathering and communication of available resources, and follow-up.

- Provide a screening and initial assessment tool to determine a returning citizen’s specific needs and support services.
- Maintain a network of providers to assist in serving all participants.
- Maintain working relationships with the Cook County Sheriff’s Office, Community Support and Advisory Councils (CSACs), and the Illinois Department of Corrections (IDOC).
- Maintain linkage and coordination with the larger Workforce Innovation and Opportunity Act (WIOA) funded system administered by the Chicago Cook Workforce Partnership.
- Staff should attend informational workshops (i.e. financial literacy, anger management, criminal record sealing, and expungement, etc.) on a quarterly basis at a minimum to stay current with the latest information.
- Follow-up with referred individuals monthly.

Applicant must be able to connect clients to support services. These services may be delivered directly by the Applicant or through existing partnerships with other community-based organizations. These services must include, but are not limited to:

- Employment assistance and strategies for presenting a criminal record to future employers.
- Housing, including emergency housing.
- Substance use services.
- Mental health services.
- Legal assistance, including information on sealing or expunging criminal records.
- Family reunification and child support assistance.
- Public benefits assessment and enrollment.
- Mentoring, including support groups.
- Education and training.

Conduct outreach and marketing activities to inform potential clients of available resources.

- Distribute flyers and fact sheets (specifically including hours of operation) throughout the community, including local law enforcement offices, community bulletin boards, Chicago Public Library facilities, and area retail stores.

- Conduct monthly outreach to local justice-related and law enforcement offices, police districts, probation officers, aldermanic offices, area community-based organizations, and other community partners.
- Represent the Community Reentry Support Centers at such venues as returning citizen job fairs, City of Chicago Violence Reduction Strategy events for gang members, and other public service events.
- Develop and maintain a marketing plan to advertise available resources.

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:

- Percentage and number of returning citizens who obtain job interviews.
- Percentage and number of returning citizens who obtain a job and are retained for 30 days.
- Percentage and number of returning citizens who receive referrals for services and resources.
- Percentage and number of returning citizens who receive follow-up assistance after initial referral.

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 incoming calls to dedicated phone line.
- Number of staff who participate in informational workshops on financial literacy, anger management, etc. to stay current with the latest information.
- Number of callers who are returning citizens.
- Number of returning citizens who are homeless.
- Number of returning citizens who have limited English proficiency.
- Number of returning citizens requesting State IDs.
- Number of returning citizens requesting driver’s licenses.
- Number of returning citizens seeking information on education and acquiring a GED.
- Number of presentations at job fairs, resource fairs and other related events.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Workforce Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	7
Projects funded:	4
Range of funding:	\$75,000-\$125,000
Total funding:	\$380,000

PROGRAM CONTACT:

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

Juan Cruz, Workforce Services Coordinator

Phone: 312-746-7760

Email: Juan.Cruz@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Workforce Services – Employment Preparation and Placement

INTRODUCTION:

The Workforce Services Division at DFSS seeks to improve employment outcomes for high-need populations in Chicago. These high-need populations face increased hurdles in both securing and retaining a job, and require additional supports. As a result, DFSS provides a range of workforce services, including job readiness services, career counseling, skills training, job placement assistance, and case management services.

PROGRAM DESCRIPTION:

The goal of the Employment Preparation and Placement program is to provide high-need individuals with the necessary job readiness training and placement supports to obtain and sustain employment with wages at or above the Standard City Minimum Wage.

In order to be eligible for DFSS Workforce Programs, individuals must be unemployed or underemployed, low-income, and have limited work skills. These are defined as high-need individuals. Additionally, DFSS prioritizes individuals who are part of the following groups that face additional barriers to employment:

- a. returning citizens with justice-involved backgrounds
- b. persons who are homeless
- c. persons with limited English proficiency

These high-need individuals face unique hurdles in both securing and retaining a job. As a result, DFSS seeks delegate agencies that will provide individuals not only with employment preparation, skills development and job placement, but also with any supportive services and longer-term follow up that may be necessary to achieve sustained employment. Longer-term follow up may take the form of additional job placements in the event that initial job placements are not sustained.

In 2017, roughly 1,560 individuals received support through the Employment Preparation and Placement program. Out of those, 54% remained employed for one month, and 23% remained employed for three months. Additionally, out of those placed in jobs after the program, 67% received incomes at or above the Standard City Minimum Wage.

All participants served in 2017 met eligibility criteria. The percentage of the population served that faced additional barriers to employment, as well as an overall breakdown by demographic are given in the tables below:

Population served facing additional barriers to employment	% out of total enrolled
Returning citizens	25%
Persons who are homeless	10%
Persons with limited English proficiency	Data not available
Population served by demographic	% out of total enrolled
African American	62%
Hispanic	15%
White	11%
Other/not reported	12%

The program seeks to improve upon these outcomes by increasing the percentage of individuals who remain in their jobs and receive wages at or above the Standard City Minimum Wage. Additionally, the program seeks to increase the percentage of those served that face additional barriers to employment.

Applicants should demonstrate a clear understanding of the specific target populations they intend to serve. This includes articulating the unique challenges that prevent successful employment outcomes for the populations, and describing how individualized supports would be provided that would address participants' needs and move them towards sustained employment.

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 site for this program.

Proposed services should include, but are not limited to:

- Intake such as outreach, eligibility determination, orientation, and initial assessment.
- Comprehensive Assessment and Case Planning such as academic testing, career interest and aptitude testing, individualized employment planning, and career counseling.
- Case Management Services such as providing referrals for supportive services including child care, transportation, and substance use counseling.
- Job Readiness Training such as access to the Internet for employment services, interview training and resume writing, job clubs, life skills workshops including financial literacy, English-as-a-second-language (ESL) classes and literacy instruction. Each successful participant is expected to have a completed resume on file.
- Basic Skills Training such as life skills workshops including financial literacy, English-as-a-second-language (ESL) classes and literacy instruction.
- Placement Services such as job placement, job coaching, career counseling, enrollment into advanced training, or career advancement services.
- Retention and Follow-up Services such as ongoing case management, and follow-up activities to ensure retention and career advancement (i.e. participant development workshops and job coaching).

DFSS seeks delegate agencies that present compelling evidence that the proposed program will have a meaningful and observable impact on employment outcomes. Delegate agencies may provide these services themselves or may partner with other delegate agencies to facilitate a cohesive experience for participants in receiving the array of services that they need.

PERFORMANCE MEASURES:

The Workforce Services Division intends to implement performance-based contracts through this RFP. The goal is to tie services to outcomes and pay delegate agencies for achieving agreed upon benchmarks related to the goal of increased sustained employment.

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 are not limited to:

- Percentage and number of participants who enter unsubsidized employment.
- Percentage and number of participants who receive a base hourly pay equal to or above the Standard City Minimum Wage.

- Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days.

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 are returning citizens.
- Number of participants who are homeless.
- Number of participants who have limited English proficiency.
- Percentage and number of participants receiving employment counseling.
- Percentage and number of participants completing Job Readiness Training.
- Percentage and number of participants earning a credential or certificate, if applicable.

In addition to the performance indicators and output metrics listed above, DFSS encourages applicants 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.

As part of DFSS’ commitment to become more outcomes-oriented, the Workforce Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance 	<p>30</p>

<ul style="list-style-type: none"> The Applicant has experience using data to inform/improve its services or practices 	
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) The Applicant has adequate systems and processes to support reporting and monitoring for government contracts The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> If no prior experience, the Applicant can articulate investments made to do so The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested The Applicant leverages other non-City funds to support total program and administrative cost (i.e. state, federal, foundation, corporate, individual donations) 	15

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.

An applicant may submit ONLY one application for this program.

Funding for this program comes from two sources: federal Community Development Block Grant (CDBG) funds and federal Community Service Block Grant (CSBG) funds. Each of these funding sources has different eligibility criteria and requirements. DFSS will decide on the appropriate funding source(s) during proposal review and selection and will provide ongoing technical assistance to guide delegate agencies through the regulations and requirements of each funding source.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 51
Projects funded: 31
Range of funding: \$50,000 - \$150,000
Total funding: \$ 2,645,460

PROGRAM CONTACT:

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

Alan Placek, Workforce Services Coordinator

Phone: 312-746-8629

Email: Alan.placek@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Workforce Services – Industry-Specific Training and Placement

INTRODUCTION:

The Workforce Services Division at DFSS seeks to improve employment outcomes for high-need populations in Chicago. These high-need populations face increased hurdles in both securing and retaining a job, and require additional supports. As a result, DFSS provides a range of workforce services, including job readiness services, career counseling, skills training, job placement assistance, and case management services.

PROGRAM DESCRIPTION:

The goal of the Industry-Specific Training Program is to provide high-need individuals with the opportunity to enter industries that offer placements with clear pathways to progressively higher skill and wage levels.

In order to do so, the proposed program should provide intensive training that will better prepare these high-need individuals for a specific industry. The training curriculum must be customized for employers and include active participation and extensive collaboration from industry representatives in order to effectively address the needs of Chicago's businesses.

It is envisioned that participants will complete training programs that will be directly linked to placement into full-time permanent employment or advanced training with an expected retention of at least 180 days of employment at or above the Standard City Minimum Wage. Delegate agencies are expected to provide case management services to both the participant and the employer to support placement and retention success.

Targeted industries should offer employment opportunities at various skill levels and clear pathways to progressively higher skill and wage levels within the industry. DFSS has identified the following industry sectors as priorities: Hospitality (Tourism, Retail, Culinary Arts); Healthcare; Transportation, Distribution, Logistics (TDL); Manufacturing; and Information Technology. Other industry sectors will be considered if the applicant can provide material demonstrating the industry's need for a particular type of skilled worker, which could include evidence from employers.

In order to be eligible as high-need individuals, the individuals must be unemployed or underemployed, low-income, and have limited work skills. Additionally, DFSS prioritizes individuals who face one or more of the following barriers to employment:

- a. returning citizens with justice-involved backgrounds
- b. persons who are homeless
- c. persons with limited English proficiency

These high-need individuals face unique hurdles in both securing and retaining a job. As a result, DFSS seeks delegate agencies that will provide individuals not only with industry-specific training, but also with any supportive services and longer-term follow up that may be necessary to achieve sustained employment or advanced training. Longer-term follow up may take the form of additional job placements or advanced training in the event that initial placements are not sustained.

In 2017, roughly 440 individuals received support through this program. Out of those, 59% remained employed for one month, and 28% remained employed for three months. Additionally, out of those

placed in jobs after the program, 92% received incomes at or above the Standard City Minimum Wage.

All participants served in 2017 met eligibility criteria. The percentage of the population served that faced additional barriers to employment, as well as an overall breakdown by demographic are given in the tables below:

Population served facing additional barriers to employment	% out of total enrolled
Returning citizens	27%
Persons who are homeless	24%
Persons with limited English proficiency	Data not available
Population served by demographic	% out of total enrolled
African American	71%
Hispanic	10%
White	11%
Other/not reported	8%

The program seeks to improve upon these outcomes by increasing the percentage of individuals who remain in their jobs and receive wages above the Standard City Minimum Wage. Additionally, the program seeks to increase the percentage of those served that face additional barriers to employment.

Applicants should demonstrate a clear understanding of the specific target populations they intend to serve. This includes articulating the unique challenges that prevent successful employment outcomes for the populations, and describing how individualized supports would be provided that would address participants’ needs and move them towards sustained employment.

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 site.

Proposed services should include, but are not limited to:

- Intake such as outreach, eligibility determination, orientation, and initial assessment.
- Comprehensive Assessment and Case Planning such as academic testing, career interest and aptitude testing, individualized employment planning, and career counseling.
- Case Management Services such as providing referrals for supportive services including child care, transportation, and substance use counseling.
- Job Readiness Training such as access to the Internet for employment services, interview training and resume writing, job clubs, life skills workshops including financial literacy, English-as-a-second-language (ESL) classes and literacy instruction. Each successful participant is expected to have a completed resume on file.
- Basic Skills Training such as life skills workshops including financial literacy, English-as-a-second-language (ESL) classes and literacy instruction.
- Industry-Specific Training through a customized curriculum designed with an identified employer or group of employers. This may also include a paid work experience or internships with an employer.
- Placement Services such as implementation of a plan to address specific industry/occupation workforce needs, placing participants in jobs with employers, and identification of other

resources that would benefit businesses such as assistance in applying for tax credits. It is strongly encouraged that applicants identify employers that agree in advance to hire individuals upon successful completion of the training.

- Retention and Follow-up Services such as ongoing case management, AND follow-up activities to ensure retention and career advancement (i.e. participant development workshops, job coaching).

DFSS seeks delegate agencies that present compelling evidence that the proposed program will have a meaningful and observable impact on employment outcomes. Delegate agencies may provide these services themselves or may partner with other delegate agencies to facilitate a cohesive experience for participants in receiving the array of services that they need.

PERFORMANCE MEASURES:

The Workforce Services Division intends to implement performance-based contracts through this RFP. The goal is to tie services to outcomes and pay delegate agencies for achieving agreed upon benchmarks related to the goal of increased sustained employment.

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 are not limited to:

- Percentage and number of participants who enter unsubsidized employment or advanced training.
- Percentage and number of participants who receive a base hourly pay equal to or above the Standard City Minimum Wage.
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days.

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 are returning citizens.
- Number of participants who are homeless.
- Number of participants who have limited English proficiency.
- Percentage and number of participants receiving employment counseling.
- Percentage and number of participants completing Job Readiness Training.
- Percentage and number of participants completing Industry-Specific Skills Training.
- Percentage and number of participants earning a credential or certificate, if applicable.
- Number of employers that hired program graduates.

In addition to the performance indicators and output metrics listed above, DFSS encourages applicants 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.

As part of DFSS' commitment to become more outcomes-oriented, the Workforce Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and 	15

administrative cost (i.e. state, federal, foundation, corporate, individual donations)	
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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.

An applicant may submit ONLY one application for this program.

Funding for this program comes from two sources: federal Community Development Block Grant (CDBG) funds and federal Community Service Block Grant (CSBG) funds. Each of these funding sources has different eligibility criteria and requirements. DFSS will decide on the appropriate funding source(s) during proposal review and selection and will provide ongoing technical assistance to guide delegate agencies through the regulations and requirements of each funding source.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	20
Projects funded:	14
Range of funding:	\$64,000 - \$180,000
Total funding:	\$1,315,193

PROGRAM CONTACT:

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

Alan Placek, Workforce Services Coordinator
 Phone: 312-746-8629
 Email: Alan.placek@cityofchicago.org
 Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
 Julia Talbot: Julia.Talbot@cityofchicago.org, and
 OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Workforce Services – Community Construction Training Program

INTRODUCTION:

The Workforce Services Division at DFSS seeks to improve employment outcomes for high-need populations in Chicago. These high-need populations face increased hurdles in both securing and retaining a job, and require additional supports. As a result, DFSS provides a range of workforce services, including job readiness services, career counseling, skills training, job placement assistance, and case management services. For this RFP, DFSS has partnered with the Chicago Department of Aviation (CDA) to support their job training program.

On February 28, 2018, Mayor Rahm Emanuel introduced a historic plan called the O’Hare 21 Program between the City of Chicago and its airline partners that will create tens of thousands of jobs and transform O’Hare International Airport with the biggest terminal expansion ever, adding 25 percent more gate capacity, modernizing existing terminals, and improving passengers’ experience.

The project will create 60,000 construction jobs through 2026 and ensures one of the City’s economic engines is positioned to drive significant growth for the region in the years and decades to come. Through the plans outlined in the agreement, passengers traveling through O’Hare will enjoy better customer service, fewer delays, more choices for travel, and a seamless journey to their destination.

CDA intends to leverage services through this RFP to create a pipeline for construction workers at both Midway and O’Hare airports.

PROGRAM DESCRIPTION:

In partnership with DFSS, the Chicago Department of Aviation (CDA) is seeking qualified and experienced Pre-Apprenticeship Training Programs for construction jobs and with a history of serving communities that have less access to opportunities, including people of color, women, veterans, individuals with disabilities, and socially disadvantaged individuals. The programs will provide foundational construction training, employment, and retention services to increase and diversify the registered apprenticeship pool.

In order to do so, the proposed program should provide intensive training that will better prepare these high-need individuals for a specific trade. The training curriculum must be customized for employers and include active participation and extensive collaboration from industry representatives in order to effectively address the needs of Chicago’s businesses.

It is envisioned that participants will complete training programs that will be directly linked to placement into full-time permanent employment or advanced training with an expected retention of at least 180 days of employment at or above the Standard City Minimum Wage. Delegate agencies are expected to provide case management services to both the participant and the employer to support placement and retention success.

Targeted industries should offer employment opportunities at various skill levels and clear pathways to progressively higher skill and wage levels within the industry. The following types of trade jobs have been identified as priorities: Operating Engineers, Laborers, Carpenters, Cement Masons, Electricians, Plumbers, Pipefitters, Iron Workers, Painters, Glazers, Roofers, Teamsters, and other trades.

In order to be eligible as high-need individuals, the individuals must be unemployed or underemployed, low-income, and have limited work skills. Additionally, DFSS and CDA prioritize individuals who face one or more of the following barriers to employment:

- a. returning citizens with justice-involved backgrounds
- b. persons who are homeless
- c. persons with limited English proficiency

In 2017, the Chicago Department of Aviation and the Department of Family and Support Services launched its first pilot that introduced 20 returning citizens and 12 women to the construction trades; 13 received Department of Labor (DOL) certification in Carpentry and Occupational Safety & Health Administration (OSHA), and 10 graduates have been placed in full-time employment and are being sponsored in full apprenticeships. All other apprentices are working in the industry.

Applicants should demonstrate a clear understanding of the specific target populations they intend to serve. This includes articulating the unique challenges that prevent successful employment outcomes for the populations, and describing how individualized supports would be provided that would address participants' needs and move them towards sustained employment.

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 site.

Proposed services should include, but are not limited to:

- Intake such as outreach, eligibility determination, orientation, and initial assessment.
- Comprehensive Assessment and Case Planning such as academic testing, career interest and aptitude testing, individualized employment planning, and career counseling.
- Case Management Services such as providing referrals for supportive services including child care, transportation, and substance use counseling.
- Job Readiness Training such as access to the Internet for employment services, interview training and resume writing, job clubs, life skills workshops including financial literacy, English-as-a-second-language (ESL) classes and literacy instruction. Each successful participant is expected to have a completed resume on file.
- Basic Skills Training such as life skills workshops including financial literacy, English-as-a-second-language (ESL) classes and literacy instruction.
- Industry-Specific Training through a customized curriculum designed with an identified employer or group of employers. This may also include a paid work experience or internships with an employer. Complete training for entrance into union apprentice programs.
- Placement Services such as implementation of a plan to address specific industry/occupation workforce needs, placing participants in jobs with employers and identification of other resources that would benefit businesses such as assistance in applying for tax credits. It is strongly encouraged that applicants identify employers that agree in advance to hire individuals upon successful completion of the training.
- Retention and Follow-up Services such as ongoing case management, and follow-up activities to ensure retention and career advancement (i.e. participant development workshops, job coaching).

DFSS seeks delegate agencies that present compelling evidence that the proposed program will have a meaningful and observable impact on employment outcomes. Delegate agencies may provide these

services themselves or may partner with other delegate agencies to facilitate a cohesive experience for participants in receiving the array of services that they need.

PERFORMANCE MEASURES:

The Workforce Services Division intends to implement performance-based contracts through this RFP. The goal is to tie services to outcomes and pay delegate agencies for achieving agreed upon benchmarks related to the goal of increased sustained employment.

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 are not limited to:

- Percentage and number of participants who enter unsubsidized employment or advanced training.
- Percentage and number of participants who receive a base hourly pay equal to or above the Standard City Minimum Wage.
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days.

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 are returning citizens.
- Number of participants who are homeless.
- Number of participants who have limited English proficiency.
- Percentage and number of participants receiving employment counseling.
- Percentage and number of participants completing Job Readiness Training.
- Percentage and number of participants completing Industry-Specific Skills Training.
- Percentage and number of participants earning a credential or certificate, if applicable.
- Number of employers that hired program graduates.

In addition to the performance indicators and output metrics listed above, DFSS encourages applicants 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.

As part of DFSS' commitment to become more outcomes-oriented, the DFSS Workforce Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (i.e. state, federal, foundation, corporate, individual donations) 	15

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.

An applicant may submit ONLY one application for this program.

Funding for this program comes from Corporate funds through the Chicago Department of Aviation.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	3
Projects funded:	3
Range of funding:	\$75,000-\$100,000
Total funding:	\$200,000

PROGRAM CONTACT:

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

Alan Placek, Workforce Services Coordinator

Phone: 312-746-8629

Email: alan.placek@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Workforce Services – Transitional Jobs

INTRODUCTION:

The Workforce Services Division at DFSS seeks to improve employment outcomes for high-need populations in Chicago. These high-need populations face increased hurdles in both securing and retaining a job, and require additional supports. As a result, DFSS provides a range of workforce services, including job readiness services, career counseling, skills training, job placement assistance, and case management services.

PROGRAM DESCRIPTION:

Transitional Jobs programs provide time-limited subsidized employment opportunities coupled with intensive wraparound services and skills development to high-need individuals who lack competitive work history and/or knowledge of the workplace necessary. The goal of the program is to help these participants overcome challenges to obtain and sustain employment with wages at or above the Standard City Minimum Wage.

In order to be eligible for DFSS Workforce Programs, individuals must be unemployed or underemployed, low-income, and have limited work skills. These are defined as high-need individuals. Additionally, DFSS prioritizes individuals who are part of the following groups that face additional barriers to employment:

- a. returning citizens with justice-involved backgrounds
- b. persons who are homeless
- c. persons with limited English proficiency

Research has shown that transitional jobs programs, with their combination of subsidized employment and intensive case management, literacy services and support services are more successful than traditional employment and training models in supporting these individuals in obtaining and retaining employment.

As these high-need individuals face unique hurdles in both securing and retaining a job, DFSS seeks delegate agencies that will provide individuals not only with subsidized employment opportunities, employment preparation, skills development, and unsubsidized job placement, but also with any supportive services and longer-term follow up that may be necessary to achieve sustained employment. Longer-term follow up may take the form of additional job placements in the event that initial job placements are not sustained.

In 2017, roughly 640 individuals received support through this program. Out of those, 51% remained employed for one month, and 23% remained employed for three months. Additionally, out of those placed in jobs after the program, 56% received incomes at or above the Standard City Minimum Wage.

All participants served in 2017 met eligibility criteria. The percentage of the population served that faced additional barriers to employment, as well as an overall breakdown by demographic are given in the tables below:

Population served facing additional barriers to employment	% out of total enrolled
Returning citizens	27%

Persons who are homeless	33%
Persons with limited English proficiency	Data not available
Population served by demographic	% out of total enrolled
African American	79%
Hispanic	5%
White	8%
Other/not reported	9%

The program seeks to improve upon these outcomes by increasing the percentage of individuals who remain in their jobs and receive wages at or above the Standard City Minimum Wage. Additionally, the program seeks to increase the percentage of those served that face additional barriers to employment.

Applicants should demonstrate a clear understanding of the specific target populations they intend to serve. This includes articulating the unique challenges that prevent successful employment outcomes for the populations, and describing how individualized supports would be provided that would address participants' needs and move them towards sustained employment.

PROGRAM REQUIREMENTS:

Proposed services should include, but are not limited to:

- Intake such as outreach, eligibility determination, orientation, initial assessment, seminars, information on available training and supportive services, and assistance in establishing eligibility for other training and support programs.
- Comprehensive Assessment and Case Planning such as academic testing, career interest and aptitude testing, individualized employment planning, and career counseling.
- Case Management Services such as providing referrals for supportive services including child care, transportation, and substance use counseling.
- Job Readiness Training such as resume preparation, interviewing techniques, job clubs, and workshops.
- Basic Skills Training such as contextualized literacy instruction, literacy tutorials, financial literacy training, and other basic education.
- Transitional Jobs that provide subsidized employment opportunities by partnering with employers that lead to full-time unsubsidized employment.
- Work-based Learning that allows the participant to develop skills through the subsidized employment opportunity.
- Placement Services such as outreach to identify industries/occupations interested in providing an employment opportunity, implementation of a plan to address specific industry/occupation workforce needs, placing participants in jobs with pre-identified employers, and identification of other resources that would benefit businesses such as assistance in applying for tax credits.
- Retention and Follow-up Services such as ongoing case management, follow-up activities to ensure retention and career advancement (i.e. participant development workshops, job coaching), and provisions for support services such as child care, transportation, substance abuse counseling, and other services as needed.

DFSS seeks delegate agencies that present compelling evidence that the proposed program will have a meaningful and observable impact on employment outcomes. Delegate agencies may provide these services themselves or may partner with other delegate agencies to facilitate a cohesive experience for participants in receiving the array of services that they need.

PERFORMANCE MEASURES:

The Workforce Services Division intends to implement performance-based contracts through this RFP. The goal is to tie services to outcomes and pay delegate agencies for achieving agreed upon benchmarks related to the goal of increased sustained employment.

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 are not limited to:

- Percentage and number of participants who enter subsidized employment.
- Percentage and number of participants who enter unsubsidized employment.
- Percentage and number of participants who receive a base hourly pay equal to or above the Standard City Minimum Wage.
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, 180 days.

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 are returning citizens.
- Number of participants who are homeless.
- Number of participants who have limited English proficiency.
- Percentage and number of participants receiving employment counseling.
- Percentage and number of participants completing Job Readiness Training.
- Percentage and number of participants earning a credential or certificate, if applicable.

In addition to the performance indicators and output metrics listed above, delegate agencies are encouraged to propose additional indicators and metrics that demonstrate early success and are indicative of participants' progress toward being able to obtain and sustain employment.

As part of DFSS' commitment to become more outcomes-oriented, the Workforce Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (i.e. state, federal, foundation, corporate, individual donations) 	15

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.

An applicant may submit ONLY one application for this program.

Funding for this program comes from two sources: federal Community Development Block Grant (CDBG) funds and federal Community Service Block Grant (CSBG) funds. Each of these funding sources has different eligibility criteria and requirements. DFSS will decide on the appropriate funding source(s) during proposal review and selection and will provide ongoing technical assistance to guide delegate agencies through the regulations and requirements of each funding source.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	24
Projects funded:	17
Range of funding:	\$78,873 - \$166,867
Total funding:	\$2,136,671

PROGRAM CONTACT:

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

Juan Cruz, Workforce Services Coordinator
Phone: 312-746-7760
Email: Juan.Cruz@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Domestic Violence – Counseling Services for Victims of Domestic Violence

INTRODUCTION:

The goal of the DFSS Division on Domestic Violence (DDV) is to increase safety and enhance the well-being of victims (and their children) of intimate partner and teen dating violence. Intimate partner violence is defined as any physical or sexual violence, stalking, or psychological aggression by a current or former intimate partner. A 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. The Division achieves this goal by funding community-based agencies to provide assistance and advocacy.

PROGRAM DESCRIPTION:

Counseling Services for Victims of Domestic Violence programs will increase safety and enhance well-being for victims (and their children) of intimate partner and teen dating violence by providing immediate supportive crisis counseling, safety planning and education regarding victim rights under the Illinois Domestic Violence Act, and ongoing emotional support and case management.

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Center for Disease Control 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 Center for Disease Control. 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. At the same time, only [18.3% of intimate partner violence victims received assistance from a victim service agency in 2015](#), according to the Bureau of Justice Statistics. Survivors find counseling to be a key piece for healing in the immediate and in the long term. According to the Chicago Metropolitan Battered Women’s Network Outcome Measures Report, 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.

Any Chicago resident (and their children) who has been the victim of intimate partner and teen dating violence is eligible for services. Applicants must be able to offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims.

PROGRAM REQUIREMENTS:

Applicants must demonstrate the ability to deliver, at a minimum, all of the following services:

- Triage service requests immediately, 24 hours per day, and 7 days per week, and connect to crisis care.
- Respond to service requests within 48 hours.
- Provide emotionally supportive crisis counseling.
- Assist victim to create a safety plan for himself/herself and his/her child(ren).
- Provide an explanation of victim rights and legal protections under the Illinois Domestic Violence Act.
- Provide an explanation of how to obtain an Order of Protection.

- Create a service plan led by victim-stated priorities and goals and show victim progress towards service plan goals via case notes.
- Provide ongoing individual interaction between a 40-hour trained domestic violence worker and victim. These interactions should include at a minimum:
 - Ongoing assessment of victim needs.
 - Ongoing referrals to currently needed services, both within the agency and to other service providers.
 - Emotional support and guidance.
 - Education and information about the dynamics of domestic violence.
 - Problem solving and discussion of options.
- Provide, where applicable, group counseling facilitated by a trained and qualified counselor.
- Coordinate victim care within the agency and with other agencies to expand the range of services available to victim such as legal services, shelter/housing, entitlement income, and medical services.
- Advocate on victim's behalf with a third party after execution of necessary release of information, including advocacy with DCFS, victim's employer, housing provider, IDHS, etc.
- Assist victim to complete DDV-issued Evaluation of Services Surveys and submit surveys to DDV.
- Provide community education workshops and/or outreach events to educate the general public and allied service providers about domestic violence and available services.
- Offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims.
- Maintain victim confidentiality and confidentiality of client files.

In addition, Applicant must demonstrate a history of providing required services to victims of intimate partner violence. Each staff person providing services must have, at a minimum, 40 hours of domestic violence training from an accredited agency and experience providing required services to victims of intimate partner violence. Applicants must accept referrals from and provide referrals to the Illinois Domestic Violence Hotline.

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 are not limited to:

- Percentage of clients who know more ways to plan for their safety.
- Percentage of clients who know more about available community resources.
- Percentage of clients who felt supported in making their own decisions.
- Percentage of clients who understand that they are not responsible for the abuse.
- 75% of newly enrolled clients will develop a service plan with the assistance of their worker.
- 60% of clients who develop a service plan will show progress towards a service plan goal.
- 50% of adult clients will complete an Evaluation of Services Survey.

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 clients who receive supportive counseling and case management.
- Number of group counseling session held.
- Number of clients receiving interventions with entities other than law enforcement or legal systems such as DCFS, client's employer, housing provider, IDHS, etc.
- Number of community education/awareness workshops on domestic violence presented.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Division on Domestic Violence 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population, including needs beyond counseling • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) • The Applicant shows how participants are empowered by program participation including strengthening of problem solving skills and increased self-sufficiency 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>

<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group • The Applicant’s organization reflects and engages the diverse people of the communities it serves, including undocumented victims, non-English speakers, male victims, those who are disabled, and LGBTQ victims • Applicant demonstrates active engagement with the Chicago domestic violence service provider community 	<p>25</p>
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs and funding request 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 24
Projects funded: 13
Range of funding: \$31,000-\$48,600
Total funding: \$510,495

PROGRAM CONTACT:

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

Meera Raja, Program Development Coordinator
Phone: 312-746-8719
Email: Meera.Raja@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Domestic Violence – Legal Advocacy and Counseling Services for Victims of Domestic Violence

INTRODUCTION:

The goal of the DFSS Division on Domestic Violence (DDV) is to increase safety and enhance the well-being of victims (and their children) of intimate partner and teen dating violence. Intimate partner violence is defined as any physical or sexual violence, stalking, or psychological aggression by a current or former intimate partner. A 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. The Division achieves this goal by funding community-based agencies to provide assistance and advocacy.

PROGRAM DESCRIPTION:

Legal Advocacy and Counseling Services for Victims of Domestic Violence programs will increase safety and enhance well-being for victims (and their children) of intimate partner and teen dating violence by assisting victims in completing paperwork to petition for an Order of Protection, and accompanying them to court for emotional support and advocacy. Additionally, programs will educate victims regarding their rights under the Illinois Domestic Violence Act, and provide supportive crisis counseling, safety planning, and ongoing emotional support and case management.

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Center for Disease Control 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 Center for Disease Control. 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. At the same time, only [18.3% of intimate partner violence victims received assistance from a victim service agency in 2015](#), according to the Bureau of Justice Statistics. Research by V.L. Holt, cited in the Journal of American Medical Association, found that having a permanent Order of Protection in effect was associated with an 80% reduction in physical violence in the next year.

Any Chicago resident (and their children) who has been the victim of intimate partner and teen dating violence is eligible for services. Applicants must be able to offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims.

PROGRAM REQUIREMENTS:

Applicants must demonstrate the ability to deliver, at a minimum, all of the following services:

- Triage service requests immediately, 24 hours per day, and 7 days per week, and connect to crisis care.
- Respond to service requests within 48 hours.
- Provide emotionally supportive crisis counseling.
- Assist victim to create a safety plan for himself/herself and his/her child(ren).
- Provide an explanation of victim rights and legal protections under the Illinois Domestic Violence Act.
- Provide an explanation of how to obtain an Order of Protection.

- Assist victim with completion of paperwork to petition for an Order of Protection 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.
- Advocate on victim's behalf with civil or criminal court or law enforcement.
- Advocate on victim's behalf with a third party after execution of necessary release of information, including advocacy with DCFS, victim's employer, housing provider, IDHS, etc.
- Create a service plan led by victim -stated priorities and goals and show victim progress towards service plan goals via case notes.
- Provide ongoing individual interaction between a 40-hour trained domestic violence worker and victim. These interactions should include at a minimum:
 - Ongoing assessment of victim needs.
 - Ongoing referrals to currently needed services, both within the agency and to other service providers.
 - Emotional support and guidance.
 - Education and information about the dynamics of domestic violence.
 - Problem solving and discussion of options.
- Provide, where applicable, group counseling facilitated by a trained and qualified counselor.
- Coordinate victim care within the agency and with other agencies to expand the range of services available to victim such as shelter/housing, entitlement income, and medical services.
- Assist victim to complete DDV-issued Evaluation of Services Surveys and submit surveys to DDV.
- Provide community education workshops and/or outreach events to educate the general public and allied service providers about domestic violence and available services.
- Offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims.
- Maintain victim confidentiality and confidentiality of client files.

In addition, Applicant must demonstrate a history of providing required services to victims of intimate partner violence. Each staff person providing services must have, at a minimum, 40 hours of domestic violence training from an accredited agency and experience providing required services to victims of intimate partner violence. Applicants must accept referrals from and provide referrals to the Illinois Domestic Violence Hotline.

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 are not limited to:

- Percentage of clients who know more about available community resources.
- Percentage of clients who know more way to plan for their safety.
- Percentage of clients who feel supported in making their own decisions.
- Percentage of clients who better understand who happens in court.
- 50% of clients seeking an Order of Protection with the assistance of the program will be granted an Order of Protection.
- 50% of adult clients will complete an Evaluation of Services Survey.

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 clients who receive supportive counseling and case management.
- Number of group counseling session held.
- Number of clients accompanied to court.
- Number of times staff accompanied clients to court.
- Number of clients receiving civil, criminal, or law enforcement interventions.
- Number of clients receiving intervention with entities other than law enforcement or legal systems such as DCFS, client’s employer, housing provider, IDHS, etc.
- Number of clients seeking an Order of Protection receiving legal remedy other than an Order of Protection such as a continuance, restraining order, etc.
- Number of community education/awareness workshops on domestic violence presented.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Division on Domestic Violence 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population, including needs beyond counseling and legal advocacy • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) • The Applicant shows how participants are empowered by program participation including strengthening of problem solving skills and increased self-sufficiency 	<p>30</p>

<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group • The Applicant’s organization reflects and engages the diverse people of the communities it serves, including undocumented victims, non-English speakers, male victims, those who are disabled, and LGBTQ victims • Applicant demonstrates active engagement with the Chicago domestic violence service provider community 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs and funding request 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 10
Projects funded: 7
Range of funding: \$38,880-\$76,095
Total funding: \$448,123

PROGRAM CONTACT:

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

Meera Raja, Program Development Coordinator

Phone: 312-746-8719

Email: Meera.Raja@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Domestic Violence – Legal Services for Victims of Domestic Violence

INTRODUCTION:

The goal of the DFSS Division on Domestic Violence (DDV) is to increase safety and enhance the well-being of victims (and their children) of intimate partner and teen dating violence. Intimate partner violence is defined as any physical or sexual violence, stalking, or psychological aggression by a current or former intimate partner. A 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. The Division achieves this goal by funding community-based agencies to provide assistance and advocacy.

PROGRAM DESCRIPTION:

Legal Services for Victims of Domestic Violence programs will increase safety and enhance well-being for victims (and their children) of intimate partner and teen dating violence by providing legal representation in domestic violence and family courts. Programs will educate victims about their rights under the Illinois Domestic Violence Act, and provide legal advice and counseling. In addition, legal service providers will provide immediate supportive crisis counseling and safety planning as needed.

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Center for Disease Control 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 Center for Disease Control. At the same time, only [18.3% of intimate partner violence victims received assistance from a victim service agency in 2015](#), according to the Bureau of Justice Statistics. Research by V.L. Holt, cited in the Journal of American Medical Association, found that having a permanent Order of Protection in effect was associated with an 80% reduction in physical violence in the next year.

Any Chicago resident (and their children) who has been the victim of intimate partner and teen dating violence is eligible for services. Applicants must be able to offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims.

PROGRAM REQUIREMENTS:

Applicants must demonstrate the ability to deliver, at a minimum, all of the following services:

- Triage service requests immediately, 24 hours per day, and 7 days per week, and connect to crisis care.
- Respond to service requests within 48 hours.
- Provide an explanation of victim rights and legal protections under the Illinois Domestic Violence Act.
- Provide victims with legal advice and legal counseling.
- Assist victim 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 the Violence Against Women Act (VAWA) such as Stalking No Contact Orders (SNCO), 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 DCFS, victim's employer, housing provider, IDHS, etc.
- Assist victim to create a safety plan for himself/herself and his/her child(ren).
- Provide an explanation of how to obtain an Order of Protection.
- Assist victim to complete DDV-issued Evaluation of Services Surveys and submit copies of surveys to DDV.
- Provide community education workshops and/or outreach events to educate the general public and allied service providers about domestic violence and available services.
- Provide services that are responsive to the background, circumstances, and cultures of the communities and individuals they serve.
- Offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims.
- Maintain victim confidentiality and confidentiality of client files.

In addition, Applicant must ensure that all legal services are provided by an attorney with license to practice in Illinois. Each staff person providing services to victims including attorneys must have, at a minimum, 40 hours of domestic violence training from an accredited agency and experience providing required services to victims of intimate partner violence. Applicants must accept referrals from and provide referrals to the Illinois Domestic Violence Hotline.

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 are not limited to:

- Percentage of clients that know more about available community resources.
- Percentage of clients that were given information on how laws can provide protection.
- Percentage of clients that felt supported in making their own decisions.
- Percentage of clients that better understand what happens at court.
- 50% of clients seeking an Order of Protection with the assistance of the program will be granted an Emergency Order of Protection.
- 30% of clients seeking an Order of Protection with the assistance of the program will be granted a Plenary Order of Protection.
- 50% of adult clients will complete an Evaluation of Services Survey.

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 Illinois Domestic Violence Act.
- 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.

- Number of community education/awareness workshops presented by delegate that educate attendees about the dynamics of domestic violence and highlight available resources.

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

As part of DFSS' commitment to become more outcomes-oriented, the Division on Domestic Violence 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population, including needs beyond legal services • The Applicant's proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) • The Applicant shows how participants are empowered by program participation including strengthening of problem solving skills and increased self-sufficiency 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>

<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group • The Applicant’s organization reflects and engages the diverse people of the communities it serves, including undocumented victims, non-English speakers, male victims, those who are disabled, and LGBTQ victims • Applicant demonstrates active engagement with the Chicago domestic violence service provider community 	<p>25</p>
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs and funding request 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 6
Projects funded: 4
Range of funding: \$34,000-\$66,000
Total funding: \$225,880

PROGRAM CONTACT:

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

Meera Raja, Program Development Coordinator
Phone: 312-746-8719
Email: Meera.Raja@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Domestic Violence – Multi-Disciplinary Team Services for Victims of Domestic Violence

INTRODUCTION:

The goal of the DFSS Division on Domestic Violence (DDV) is to increase safety and enhance the well-being of victims (and their children) of intimate partner and teen dating violence. Intimate partner violence is defined as any physical or sexual violence, stalking, or psychological aggression by a current or former intimate partner. A 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. The Division achieves this goal by funding community-based agencies to provide assistance and advocacy.

PROGRAM DESCRIPTION:

Multi-Disciplinary Team Services for Victims of Domestic Violence increase safety and enhance well-being for victims (and their children) of intimate partner and teen dating violence by providing crisis outreach to victims referred by participating Chicago Police Department (CPD) districts. Service providers contact victims over the phone and provide crisis counseling, safety planning, and education regarding victim rights under the Illinois Domestic Violence Act, and link victims to needed services such as legal services, supportive emotional counseling, and shelter.

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Center for Disease Control 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 Center for Disease Control. At the same time, only [18.3% of intimate partner violence victims received assistance from a victim service agency in 2015](#), according to the Bureau of Justice Statistics. When a Chicago Police Officer in a participating district responds to a domestic violence call, Multi-Disciplinary Team services connect a victim to supportive crisis counseling, the State's Attorney's Office, and referrals to community services.

Any Chicago resident (and their children) who has been the victim of intimate partner and teen dating violence is eligible for services. Applicants must be able to offer services to underserved populations including undocumented victims, those whose do not speak English, male victims, those who are disabled, and LGBTQ victims.

PROGRAM REQUIREMENTS:

Applicants must demonstrate the ability to deliver, at a minimum, all of the following services:

- Accept referrals from Chicago Police districts participating in the Multi-Disciplinary Team (currently the 3rd, 4th, Southwest Area, and 14th Chicago Police districts).
- Assess victim risk and prioritize immediacy and frequency of follow-up contact.
- Attempt to contact victims within 24 hours of receipt of referral from CPD.
- Provide victim with safety planning over the phone.
- Provide victim with supportive counseling over the phone.
- Review and inform victim of available domestic violence services.
- Refer victims to appropriate domestic violence services, including counseling, legal advocacy and legal representation, shelter, etc.

- Offer services to underserved populations including undocumented victims, non-English speakers, male victims, those who are disabled, and LGBTQ victims.
- Maintain victim confidentiality and confidentiality of client files.
- Work with the Chicago Police Department, the Illinois States Attorney's Office, the Chicago Department of Family Support Services, probation, and community members to improve MDT procedures and protocols.

In addition, Applicant must demonstrate a history of providing required services to victims of intimate partner violence. Each staff person providing services must have, at a minimum, 40 hours of domestic violence training from an accredited agency and experience providing required services to victims of intimate partner violence.

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 are not limited to:

- Contact will be attempted to 100% of victims agreeing to MDT services.
- 80% of victims classified as “high risk” based on CPD’s initial assessment will be contacted within 24 hours of receipt of referral from CPD.
- Number of victims interviewed.
- Number of victims not interviewed due to disconnected or wrong number or no answer.
- Number of victims contacted who accept services.
- Number of victims contacted who decline services.
- Number of victims that receive safety planning, review of options, counseling, and other assistance during call or follow-up call.
- Number of victims referred to counseling services, legal advocacy, legal representation, shelter, and other services.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Division on Domestic Violence 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) • The Applicant shows how participants are empowered by program participation including strengthening of problem solving skills and increased self-sufficiency 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group • The Applicant’s organization reflects and engages the diverse people of the communities it serves, including undocumented victims, those whose do not speak English, male victims, those who are disabled, and LGBTQ victims • Applicant demonstrates active engagement with the Chicago domestic violence service provider community 	<p>25</p>
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs and funding request 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 2
Projects funded: 2
Range of funding: \$44,600-\$65,895
Total funding: \$110,495

PROGRAM CONTACT:

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

Meera Raja, Program Development Coordinator
Phone: 312-746-8719
Email: Meera.Raja@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Domestic Violence – Resource and Information Advocacy Services for Victims of Domestic Violence

INTRODUCTION:

The goal of the DFSS Division on Domestic Violence (DDV) is to increase safety and enhance the well-being of victims (and their children) of intimate partner and teen dating violence. Intimate partner violence is defined as any physical or sexual violence, stalking, or psychological aggression by a current or former intimate partner. A 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. The Division achieves this goal by funding community-based agencies to provide assistance and advocacy.

PROGRAM DESCRIPTION:

Resource and Information Advocacy Services for Victims of Domestic Violence (RIA) programs increase safety and enhance well-being for victims (and their children) of intimate partner and teen dating violence by proactively engaging victims at various locations throughout Chicago’s Central Domestic Violence Courthouse, reviewing options available to victims, and assisting victims in determining which options to pursue inside and outside the courthouse.

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Center for Disease Control 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 Center for Disease Control. At the same time, only [18.3% of intimate partner violence victims received assistance from a victim service agency in 2015](#), according to the Bureau of Justice Statistics. Research by V.L. Holt, cited in the Journal of American Medical Association, found that having a permanent Order of Protection in effect was associated with an 80% reduction in physical violence in the next year.

Any Chicago resident (and their children) who has been the victim of intimate partner and teen dating violence is eligible for services. Applicants must be able to offer services to underserved populations including undocumented victims, those whose do not speak English, male victims, those who are disabled, and LGBTQ victims.

PROGRAM REQUIREMENTS:

Applicants must demonstrate the ability to deliver, at a minimum, all of the following services:

- Provide brief services (average of 15 minutes) to a large number of victims (average of 1000 or more per year) at the Central Domestic Violence Courthouse (555 W. Harrison Street).
- Awarded applicants must coordinate RIA service delivery during domestic violence court’s normal operating hours.
- Serve as an entry point guide at the Central Domestic Violence Courthouse for victims who are not familiar with services available to victims of domestic violence.
- Proactively engage victims at various locations throughout the Central Domestic Violence Courthouse such as the courthouse entrance, the pro se clerk desk, the help desk, and the inside and outside of all courtrooms.
- Direct victims to services inside and outside the courthouse.
- Review options available to victims and assist victims in determining which options to pursue.

- Provide victims with information about no-contact orders.
- Assist victims in completing petitions for Orders of Protection.
- Educate victims about next steps before and after court proceedings.
- Link victim to available court advocates within the courthouse.
- Provide victim with other services such as assistance to obtain a copy of court documents, accompanying victim to court, providing emotional support, etc.
- Accept referrals from and provide referrals to the Illinois Domestic Violence Hotline.
- Provide victims with information about their rights and legal options under the Illinois Domestic Violence Act.
- Work in concert with other funded RIA programs to ensure RIA coverage during court operating hours.
- Offer services to underserved populations including undocumented victims, mono-lingual speakers of Spanish, Polish, or Mandarin Chinese, male victims, those who are disabled, and LGBTQ victims.
- Maintain victim confidentiality and confidentiality of client files.
- Applicants are encouraged to provide multilingual services, including but not limited to services in Spanish, Polish, and Mandarin Chinese.

In addition, Applicant must demonstrate a history of providing required services to victims of intimate partner violence. Each staff person providing services must have, at a minimum, 40 hours of domestic violence training from an accredited program and experience providing required services to victims of intimate partner violence. Applicant must accept referrals from and provide referrals to the Illinois Domestic Violence Hotline.

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 are not limited to:

- 80% of victims served will agree that they are better informed about their legal options.
- 80% of victims served will 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:

- Number of victims receiving service.
- Number of victims receiving individual explanation of their rights under the Illinois Domestic Violence Act.
- Number of victims receiving an overview of civil no-contact orders.
- 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.
- Number of victims receiving post-hearing information.
- Number of victims receiving assistance completing forms.
- Number of victims receiving translation services.
- Number of victims receiving referral to the Illinois Domestic Violence Hotline.
- Number of clients receiving other referrals.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Division on Domestic Violence 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population. • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) • The Applicant shows how participants are empowered by program participation including strengthening of problem solving skills and increased self-sufficiency 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant’s organization reflects and engages the diverse people of the communities it serves including undocumented victims, non-English speakers, male victims, those who are disabled, and LGBTQ victims • The applicant has quality experience working with the target population and has relevant capabilities, partnerships, and or infrastructure needed to serve this group 	<p>25</p>

<ul style="list-style-type: none"> Applicant demonstrates active engagement with the Chicago domestic violence service provider community 	
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> The Applicant demonstrates reasonable implementation costs and funding request 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 given the nature of the services provided and provides justification for the level of funding requested The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 5
 Projects funded: 2
 Range of funding: \$60,000-\$167,863
 Total funding: \$227,863

PROGRAM CONTACT:

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

Meera Raja, Program Development Coordinator
 Phone: 312-746-8719
 Email: Meera.Raja@cityofchicago.org
 Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
 Julia Talbot: Julia.Talbot@cityofchicago.org, and
 OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Domestic Violence – Supervised Visitation and Safe Exchange for Domestic Violence

INTRODUCTION:

The goal of the DFSS Division on Domestic Violence (DDV) is to increase safety and enhance the well-being of victims (and their children) of intimate partner and teen dating violence. Intimate partner violence is defined as any physical or sexual violence, stalking, or psychological aggression by a current or former intimate partner. A 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. The Division achieves this goal by funding community-based agencies to provide assistance and advocacy.

PROGRAM DESCRIPTION:

Supervised Visitation and Safe Exchange for Domestic Violence programs consider as their highest priority the safety of child(ren) and adult victims when providing visiting parents with opportunities to visit with child(ren) of whom they do not have custody. Supervised Visitation services protect the safety of the custodial parent and the child(ren) during a supervised visit between the visiting parent and the child(ren). Safe exchange services protect the safety of the custodial parent during the transfer of child(ren) to the visiting parent for an unsupervised visit. Safety is facilitated by structural elements of the facility such as separate parking lots, entrance and exits, and separate waiting rooms for custodial and visiting parents. Additionally, staggered arrival and departure times and security cameras are utilized to augment safety. Supervised Visitation and Safe Exchange services covered by this grant are court-ordered due to a history of intimate partner violence between the custodial and visiting parents.

Nearly half of all women and men will experience psychological aggression by an intimate partner in their lifetime (Center for Disease Control 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 Center for Disease Control. At the same time, only [18.3% of intimate partner violence victims received assistance from a victim service agency in 2015](#), according to the Bureau of Justice Statistics. In addition, according to the Chicago Metropolitan Battered Women's Network Outcome Measures Report, a substantial minority of participants reported needing help managing ongoing contact with the abuser, leading to their recommendation of funding child visitation support.

Any Chicago resident (and their children) who has been the victim of intimate partner and teen dating violence is eligible for services. Applicants must be able to offer services to underserved populations including undocumented victims, those who do not speak English, male victims, those who are disabled, and LGBTQ victims. In a situation where a custodial and visiting parent are not residing together, only one parent must be a city of Chicago resident.

PROGRAM REQUIREMENTS:

Applicants must demonstrate the ability to deliver, at a minimum, all of the following services with safety as the highest priority of the program:

- Respond to victim service requests within 48 hours.
- Provide a secure location for a supervised visitation program and determine the ability to also conduct safe exchanges at the location.

- Conduct individual intake/orientation sessions with new families. Develop a visitation plan and facilitate court-ordered visitation between visiting parent and child(ren).
- Facilitate safe exchanges of child(ren) from custodial parent to visiting parent, monitoring compliance with time allotted for visit, and facilitating the safe exchange of child(ren) back to custodial parent.
- Develop program policies and procedures for ongoing safety for the custodial parent and child(ren) from the visiting parent.
- 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: Supervised Visitation and Safe Exchange Grant Program”:
 - Provide a coordinated referral system which ensures that courts, other referring agencies, and survivors are informed of security measures at each supervised visitation center, including separate entrances and waiting rooms for parents, program protocols such as staggered arrival and departure times, and staff expertise that prevents disclosure of confidential addresses and communication. 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.
 - 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.
 - Allow custodial parents to wait on- or off-site, based on the safety needs, age and developmental stage of the visiting child(ren). The waiting area must be secure and not in a location accessible to the visiting parent. DFSS requires the applicant have separate waiting areas for custodial and non-custodial 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 the 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 child(ren), custodial parent and visiting parent.
 - In circumstances where such features are not available, the Applicant must develop and implement enhanced procedures to ensure the safety of all clients, and that custodial and visiting parents do not come in contact with one another. If the Applicant 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 Applicant’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.
- Develop 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.
- Ensure that all court personnel and other stakeholders understand the nature, dynamics, and impact of domestic violence by providing ongoing trainings; community education workshops and/or outreach events to educate the general public. Provide crisis counseling as needed.

- Coordinate victim care within the agency and with other agencies to expand the range of services available to victim.
- 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 explanation of victim rights and legal protections under the Illinois Domestic Violence Act as needed.
- Provide explanation of how to obtain an Order of Protection as needed.
- Develop policies and protocols by which cases are rejected, suspended, or terminated if the safety needs of custodial parent, visiting parent, or child(ren) 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 child(ren), the custodial parent, Applicant staff or other individuals. Prior to terminating a visit and if it is safe to do so, the Applicant staff can attempt to redirect or stop a parent's behavior.
- Through ongoing training, monitoring and reporting, ensure that supervised visitation centers provide high-quality, enhanced SVSE services that adhere to the Guiding Principles, are consistent in record keeping and that their safety protocols are up to date.
- Facilitate victim completion of DDV-issued Evaluation of Services Surveys and submission of surveys to the DDV
- Attend quarterly Local Counsel Committee meetings. Provide culturally competent supervised visitation services that will accommodate families who speak languages other than English; offer services to underserved populations including undocumented victims, male victims, those who are disabled, and LGBTQ victims.
- Maintain victim confidentiality.
- Report incidents to DFSS immediately and provide written incident reports in 24 hours.

In addition, Applicant should demonstrate experience providing required services. Staff providing services should demonstrate at a minimum, 40 hours of domestic violence training from an accredited program and experience providing required services to victims of intimate partner violence, perpetrators, and their children. Applicant should provide referrals to the Illinois Domestic Violence Hotline.

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 are not limited to:

- Percentage of clients that know more about available community resources.
- Percentage of clients that felt supported in making their own decisions.
- Percentage of clients that felt safe from their abuser while at the center.
- 80% of scheduled supervised visits will be attended by both custodial and visiting parents.
- 80% of scheduled safe exchanges will be attended by both custodial and visiting parents.
- 50% of adult clients will complete an Evaluation of Services Survey.

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 Illinois Domestic Violence Act.
- Percentage of participants who agree that the program and staff were helpful and that they received the legal assistance they needed.
- Number of community education/awareness workshops presented by delegate that educate attendees about the dynamics of domestic violence and highlight available resources.

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

As part of DFSS’ commitment to become more outcomes-oriented, the Division on Domestic Violence 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided directly or through partnerships with other agencies that are appropriate to addressing needs of and achieving desired outcomes for the target population. • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) • The Applicant shows how participants are empowered by program participation including strengthening of problem solving skills and increased self-sufficiency • The Applicant demonstrates knowledge of, and ability to implement, strategies to ensure safety including monitoring compliance with time allotted for visit; physical, auditory, and visual separation of custodial and visiting parents while on-site; staggered arrival and departure times; separate entrance and exits; and the use of security cameras 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key 	<p>30</p>

<p>participant and performance data and evaluate and manage performance</p> <ul style="list-style-type: none"> The Applicant has experience using data to inform/improve its services or practices 	
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising The Applicant has adequate systems and processes to support reporting and monitoring for government contracts The Applicant provides services that are responsive to the background, circumstances, and cultures of the communities and individuals they serve, The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> If no prior experience, the Applicant can articulate investments made to do so The Applicant’s organization reflects and engages the diverse people of the communities it serves, including undocumented victims, non-English speakers, male victims, those who are disabled, and LGBTQ victims Applicant demonstrates active engagement with the Chicago domestic violence service provider community 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> The Applicant demonstrates reasonable implementation costs and funding request 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 given the nature of the services provided and provides justification for the level of funding requested The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 4
Projects funded: 3
Range of funding: \$133,640-\$151,470
Total funding: \$405,110

PROGRAM CONTACT:

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

Meera Raja, Program Development Coordinator

Phone: 312-746-8719

Email: Meera.Raja@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Coordinated Entry

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the Chicago CoC's Coordinated Entry System (CES) is to ensure that all people experiencing a housing crisis have fair and equal access to the service system – no matter where or when they present for services – and that the people who need assistance the most can receive it in a timely manner. The CES 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. A key feature of the CES is the coordination of housing and homeless services to prioritize providing assistance to those with the highest vulnerability and most severe service needs across the city. 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.

In 2016 and 2017, DFSS and its partners ramped up the assessment of some priority homeless populations into the CES – including veterans, youth, families, and chronically homeless households – through outreach programs, which offer basic needs and engagement into case management leading to shelter and/or stable housing. Coordination of the outreach providers conducting CES assessments has been a successful ongoing collaboration in which the coordinator serves as a liaison between outreach workers and the participant matched to a housing provider to expedite the placement.

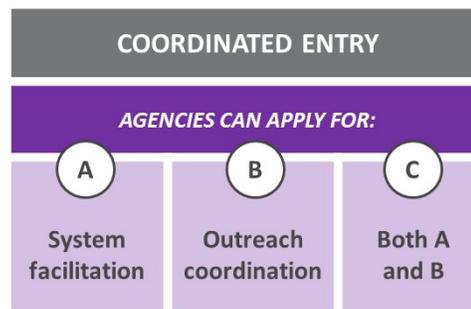
In 2017, over 7,000 homeless individuals, representing approximately 87% of the unsheltered population, were assessed and entered into the CES. As of March 2018, 520 households have been housed and another 407 are awaiting housing. As a result, today the vast majority of the unsheltered population (often the most vulnerable people experiencing homelessness) has been entered into the CES and prioritized by vulnerability, and the system has started to match homeless households to appropriate housing resources.

DFSS wants to build on this progress by continuing to support the effective implementation of CES and scale the use of the CES' standardized assessment by outreach staff, shelter providers, and housing providers across Chicago to ensure that scarce housing resources are allocated as effectively as possible. A key priority for DFSS is to decrease the length of homelessness by reducing the time from participant identification to CES assessment to match to housing. As of March 2018, the average length of time from identification to housing was 171 days, and 82 days for match to housing (according to Chicago's Dashboard to End Homelessness). In particular, DFSS believes this will require strengthening coordination between outreach providers and enrolled participants who have been "matched" by CES to

housing interventions, which improves the probability that participant screening or entry, and connection with the housing provider is completed successfully and in a timely manner.

Applicants for both of these functions must work with service providers across Chicago’s homeless system and with all subpopulations of people experiencing or at risk of homelessness.

DFSS seeks Applicants to fulfill the primary CES functions: Coordinated Entry System Facilitation and Outreach Coordination. Agencies may apply for one or both of these functions, and should reference the corresponding category (A, B, or C) from the figure at right in their application. Collaborative applications are encouraged. DFSS will make awards by considering the full set of applications and identifying the most effective, efficient, and high-quality way to deliver these functions given the options presented.



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 applicant regarding the funding amount and other items of any contract resulting from this RFP.

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 each coordinated entry service model.

System Facilitation

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 the system. The facilitator will be required to do the following:

- Coordinate training to service providers and other key stakeholders on CES-related topics.
- Establish access points for CES assessment and entry into the system.
- Match households to appropriate housing interventions.
- Engage mainstream providers who serve homeless populations to assist with assessments and documentation of disability status.
- Ensure System Integration Team process (*described below in Outreach Coordination*) is implemented across populations within the homeless system.
- Ensure compliance with coordinated entry policies and procedures.
- Collect feedback on CES effectiveness and functionality.
- Make system improvements to ensure accessibility and appropriate use of resources.
- Conduct gap analysis related to housing and service needs.

Outreach Coordination

The Outreach Coordinator will coordinate with outreach providers in order to support households matched to a permanent housing provider to ensure a successful housing placement. This will require

building collaborative relationships between partners including outreach providers, housing providers, and other service providers.

- Oversee the outreach services coordination.
- Conduct System Integration Team Meetings. Under the Systems Integration Team (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 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.
- Assist with connecting matched clients to outreach 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.

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 are not limited to:

System Facilitation

- 50% of participants enrolled in a project of a homeless system provider 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.

Outreach Coordination

- 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 Applicant and recruited partner agencies) will assess households or connect households to entities conducting the CES assessment.

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:

For both System Facilitation and Outreach Coordination:

- Average number of days from identification to housing (*with the goal of improving over time*)
- Average number of days from match to housing (*with the goal of improving over time*)

The metrics and specific targets above are aligned with those established and measured by the Chicago CoC for these types of programs (or are currently tracked by the Chicago CoC on Chicago's Dashboard to End Homelessness). In particular, the DFSS Homeless Services Division is focused on continuous improvement against these metrics. We are committed to working with delegate agencies to monitor improvement in key performance indicators and sharing data with delegate agencies to assess and understand our progress.

More broadly, as part of DFSS' commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including participation in and use of HMIS as appropriate) <ul style="list-style-type: none"> ○ For System Facilitation: applicant must demonstrate the ability to manage and administer the CES and its agency’s integration with HMIS. • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>
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DFSS may consider additional factors in selection to ensure a variety of 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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 2
 Projects funded: 2
 Range of funding: \$80,000-\$350,000
 Total funding: \$430,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services
 Phone: 312-746-8610
 Email: Tami.Cole@cityofchicago.org
 Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
 Julia Talbot: Julia.Talbot@cityofchicago.org, and
 OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Frequent Users Service Engagement (FUSE)

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The purpose of the Frequent Users Service Engagement (FUSE) program is to engage highly vulnerable homeless families that are frequent users of the shelter system and help them to transition to more stable housing. This 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 to the degree necessary to prevent further episodes of homelessness.

DFSS seeks applicants that can implement the FUSE program with vulnerable families and serve as a “lead agency” system-wide. The agency will also provide training, technical, and clinical assistance to interim housing providers that will ensure greater success of participant families remaining stably housed. DFSS intends to fund one agency under this model, but collaborative applications are encouraged.

In recent years, the numbers of families in shelter appears to have declined in Chicago. According to the 2017 Point-In-Time Homeless Count (PIT), 570 families (comprised of 1,966 people) were in shelter on the night of the PIT count. This represents a 14% decrease since 2016 (continuing a larger trend of decline since 2014), though average family size increased from 3.25 in 2016 to 3.45 in 2017. However, the homeless system continues to see families that cycle in and out of shelters and experience prolonged lengths of homelessness. According to data collected by DFSS-funded shelters in 2017, almost half of the families entering shelter had used another shelter in the previous 12 months. Among prior shelter users, roughly 13% had used 3+ shelters in the previous 12 months (representing approximately 140 families comprised of approximately 500 people coming through DFSS-funded shelters). Through the FUSE program and its other efforts, DFSS seeks to continue to improve services for these most vulnerable families and reduce the incidence of returns to homelessness among families.

Services are specifically targeted to families who are identified as frequent users of the shelter system, families who have multiple discharges from interim housing programs, and families who are at risk of being discharged from interim housing programs. DFSS and its partners have used system-wide data to identify families most in-need of these services in our community. As a result, the eligibility requirements for the program are:

- Homeless and residing in an emergency or interim shelter within the City of Chicago.
- Parent(s) or guardian must be at least 18 years of age.

- Highly vulnerable families who have been in at least 3 or more shelters within the past 12 months as reported by HMIS.
- Meeting risk for abrupt discharge from the shelter.
- Must complete program intake and participate in follow-up services.

PROGRAM REQUIREMENTS:

FUSE programs are centered on ascertaining the needs of families and providing intensive case management and clinical services to help address their barriers to obtaining permanent housing. DFSS seeks applicants with the ability to deliver the following services/activities:

- Assess and provide supportive services to the entire family.
- 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 that address housing stability and crisis intervention services that prevent ongoing homelessness and trauma reduction.
- Provide training, technical, and clinical assistance to interim housing providers focused on supporting housing stability of vulnerable families within the shelter setting.
- Develop ongoing collaboration and coordination with shelters and other service providers to ensure a single, well-integrated experience of support for families.
- Integrate with the Coordinated Entry System as directed by DFSS.
- Must have relevant staff, systems, and processes needed to collect key participant and performance data. Must evaluate and manage performance including the use of HMIS as appropriate.

These services can be provided by the applicant or through linkages to services provided by other organizations. Throughout all components of the FUSE program and FUSE lead agency role, the applicant will be expected to implement service delivery models that incorporate tenets of housing first, harm reduction, trauma informed care, and strengths-based practices, which have shown to be successful in housing vulnerable populations. To ensure families with significant needs receive intensive case management, DFSS recommends a “case manager to family” ratio of 1:15 or lower for this program.

In addition to requirements outlined above, we welcome innovative ideas that contribute to the outcomes sought for the target population. DFSS is also interested in programs that are presented with compelling evidence that the proposed program will have a meaningful and observable impact on stable housing outcomes for the target population.

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 are 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 (may include mental health, substance use, employment, child-focused services).

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.

More broadly, as part of DFSS’ commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance including the use of HMIS as appropriate. • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>

<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 1
Projects funded: 1
Range of funding: \$350,000
Total funding: \$350,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services
Phone: 312-746-8610
Email: Tami.Cole@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Homeless Prevention Assistance Program

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the Homelessness Prevention Assistance Program is to reduce the number of individuals and families who ultimately become homeless. To do this, 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.

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. The most common causes reported by households entering DFSS-funded shelters in 2017 included family dispute (21% of households), insufficient income (17%), domestic violence (14%), job loss (12%), eviction (9%), and release from correctional institutions (7%). 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 to respond to it.

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 demonstrated that households receiving funding through the program were 76% less likely to become homeless after 6 months than those that did not, and that the effects were present for up to two years.

In 2017, the Homeless Prevention Assistance Program served 736 individuals and families, and 62% maintained their permanent housing at 6- and 12-month follow-up after initially receiving the assistance (about 20 percentage points lower than the target of 85%). DFSS is committed to working with delegate agencies to improve the performance of the prevention program. Accordingly, we seek applicants 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.

The target population for this program includes individuals or families who are at immediate risk of becoming homeless due to a variety of circumstances.

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 financial assistance, legal representation for tenants facing eviction, or other housing stabilization or relocation assistance. Applicants can specialize in one type of prevention service or provide multiple services.

Core elements of this program include:

- Agencies are required to use the Homelessness Prevention Call Center (311) as part of the Coordinated Entry System (CES) for program referrals.
- Client assessment of housing and service needs.
- 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 (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 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.
- 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.

In addition, 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 that are presented with compelling evidence that the proposed program will have a meaningful and observable impact on housing outcomes for the target population.

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 are not limited to:

- 100% of participants 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.

The specific targets above were established by the CoC for these types of programs. 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.

More broadly, as part of DFSS’ commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships/linkage agreements with other agencies) that are appropriate to addressing the variety of needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>

<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population (persons who are at risk of experiencing homelessness) and has relevant capabilities, partnerships, and/or infrastructure needed to provide these services (e.g., quality of legal services background) <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

DFSS may consider additional factors in selection to ensure a variety of 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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 4
Projects funded: 3
Range of funding: \$59,000 - \$107,000
Total funding: \$241,458

PROGRAM CONTACT:

Applicants are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions please contact:
Tami Cole, Director of Human Services
Phone: 312-746-8610
Email: Tami.Cole@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Mobile Crisis Response and Shelter Referral

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the Mobile Crisis Response and Shelter Referral Program (previously called "Mobile Outreach Human Services") is to serve as a critical entry point and referral into the social services system for residents in need of in-depth, comprehensive services that address and resolve problems such as homelessness, substance abuse, and domestic violence. The DFSS Homeless Services Division seeks a qualified applicant to operate a Mobile Crisis Response and Shelter Referral program that will respond to non-life-threatening requests for assistance citywide and coordinate referrals to shelter and other appropriate services on behalf of the Division.

While the Mobile Crisis Response and Shelter Referral program is designed to be responsive to a variety of needs, including assistance for victims of fire and senior well-being checks, one of its most significant roles is as a conduit into the homeless and domestic violence shelter system. DFSS is integral to the coordination of shelter placement for Chicago residents, and is unique across the country in funding a single delegate agency to transport, triage, and place residents facing homelessness in open shelter beds across the city. To support this, the awarded agency serves as a central clearinghouse for shelter beds for single individuals, maintaining a real-time inventory of available beds, and collaborating actively with shelter service providers to do so.

The 2017 Point-in-Time Homeless Count identified 4,096 homeless individuals residing in shelters and 1,561 unsheltered on the street or other locations not meant for human habitation. While the number of sheltered individuals decreased by 12 percent from 2016 to 2017, street homelessness increased by 26% during that time. An effective Crisis Response and Shelter Referral service is a necessary component of supporting the movement of homeless individuals off the streets and into shelter. In 2017, this program responded to 23,814 shelter requests alone, up 11.6% from the previous year's 21,336 shelter requests.

DFSS seeks to reduce the re-occurrence of homelessness, and resulting repeat use of Mobile Crisis Response and Shelter Referral services by any one individual or household through the successful referral to appropriate social services capable of addressing and resolving these larger and longer-term issues.

Characteristics of individuals and households served include:

- literally homeless
- predominantly low-income

- typically either a single person or a single parent
- unemployed
- undocumented
- LGBTQ
- non-English speakers and/or diverse ethnic populations
- those with disabilities

Residents in crisis seek shelter primarily through the 311 system, calling from police stations or hospital emergency rooms. In 2017, DFSS responded to approximately 27,000 service requests in the following categories (by percentage): shelter placement and transportation services (88%); senior well-being checks and outreach (9%); and all other services (3%).

PROGRAM REQUIREMENTS:

The Crisis Response and Shelter Referral Program must respond to non-life-threatening requests for assistance 24 hours a day, seven days a week, 365 days per year in the City of Chicago. Mobile Outreach teams retrieve requests for assistance through 311 City Services. Services include mobile outreach and engagement, assessment of needs, delivery of short-term supports, relocation of client(s) for services, and referral. Applicants must demonstrate robust relationships and linkages to services such as mental health, substance abuse treatment, education, child care, medical services, and life skills training. Additionally, participation is required in all mass care activities as directed by the City of Chicago Office of Emergency Management and Communications (OEMC) during citywide emergencies that may result in large scale evacuations requiring temporary shelter.

For this RFP, DFSS is seeking proposals for a variety of activities that are listed below under Service Delivery. The proposed program must reflect the core values of Chicago’s homeless services continuum including a housing first approach, harm reduction, trauma informed care, and the use of culturally competent, non-discriminatory, developmentally-appropriate practices.

Coordination of the Homeless Shelter Bed Management System

Mobile Outreach Teams will be responsible for placing and transporting clients (e.g. single males, single females, families, domestic violence victims) seeking shelter to appropriate shelters. The Applicant must maintain an up-to-date and accurate inventory of available beds across the homeless system for individuals and conduct a bed availability inventory for individuals. The mobile outreach teams will transport families to shelter and coordinate family bed availability with the Emergency Homeless Assessment and Response Center program (EHARC) operated by the Salvation Army.

Service delivery

The Mobile Outreach Teams are responsible for delivering services to clients in the following areas:

1. **Shelter Placement and Transportation:** Interview resident to determine appropriate shelter placement needs, complete intake, and transport resident from their location to available shelter beds.
2. **Well-Being Checks:** Visit homes of seniors to verify that the resident is safe and well; provide referrals to DFSS Senior Services Division or coordinate with Chicago Police Department as needed.
3. **Assistance for Victims of Fire or Other Disasters:** Assist with relocation and transportation to temporary shelter, as requested by relevant City agencies.

4. **Outreach and engagement:** Canvass areas of the city to offer homeless residents access to shelter placement and transportation, as requested by DFSS.
5. **Transportation in Extreme Weather:** Support the City's response to extreme weather events as requested by DFSS (e.g. transporting residents to City-operated warming and cooling centers, engaging unsheltered residents).
6. **Mass Care Services:** Support the City's response to a citywide emergency as requested by DFSS and directed by OECM (e.g. mass relocation of impacted residents to temporary emergency shelters).
7. **Emergency Vacate Orders:** Relocate households displaced by eviction and vacate orders to shelter or alternative residences, as requested by DFSS and relevant City agencies.

Staffing requirements

Applicants are responsible for determining the number and qualifications of staff to provide Mobile Crisis Response and Shelter Referral services. Applicants should provide the appropriate staff for the program that can provide on-site crisis counseling and crisis management, and who have robust backgrounds in human services and experience with issues including mental health and substance abuse. The proposed staffing model should include both supervisory, service, and administrative positions to adequately manage the fleet of vehicles, operations, service provision, and placement of families or individuals that are in crisis.

Fleet requirements

Applicants will be responsible for determining the number and type of vehicles needed to provide Mobile Crisis Response and Shelter Referral services. All vehicles will need to be labeled or marked as belonging to the selected applicant and will need to maintain the minimum insurance requirements stated in the contract with DFSS. Additionally, the Applicant will need to ensure that all drivers have a valid driver's license and meet all driving requirements as required by the State of Illinois. With 88% of service requests for shelter placement and transportation, DFSS suggests maintaining an adequate number of 12 passenger vans in addition to 6 passenger vans. At least two vehicles should be able to accommodate persons in wheelchairs. DFSS can provide the Applicant with access to parking spaces at its Garfield Community Service Center located at 10 S. Kedzie Avenue. If the Applicant is proposing an alternate work site, then that location must have a secured on-site parking lot.

Work site requirements

DFSS will provide office space for the selected applicant at its Garfield Community Service Center located at 10 S. Kedzie Avenue. The awarded applicant will be required to enter into a lease with the Department of Fleet and Facility Management. Non-profit entities will not be charged rent, but will be responsible for a pro-rated portion of operating costs based on the square footage of the leasehold – 3,461 sq. ft. – in relation to the 10 S. Kedzie Avenue Building; these include utilities, telecommunications, custodial, security, engineering services, landscaping, pest control, and other associated costs. Applicant staff will have access to an on-site office space which seats up to 35 people and is currently furnished with desks, chairs, etc. The Applicant is free to use any existing furniture but will be responsible for purchasing and/or providing any different furniture, the purchase of which will not be considered as an allowable cost under this contract. The Applicant must receive prior permission from DFSS before performing any significant re-configuring of the space.

Technology requirements

DFSS will provide computers, printers, internet access and configuration, and access to all specific databases necessary for the selected applicant to complete the outlined tasks. Currently, computers are

Dell 9030 All In One PC's with a Windows 7 Operating System; Office Suite products will not be provided to the applicant.

Program reporting and meeting requirements

Applicants must demonstrate their ability to accurately collect, maintain, and report on clients served, demographic characteristics, services provided, and outcomes met. The selected applicant will be required to enter data into the following information systems on a daily basis and DFSS will provide training for these systems, if necessary:

1. Customer Service Request (CSR) Database - 311 City Service
2. Homeless Management Information System (HMIS) - Homeless client information

The Applicant is expected to complete and close 90% of the 311 City Service Requests within 24 hours and the remaining within 48 hours.

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 are not limited to:

Short-Term Client Engagement and Crisis Response

- 75% of shelter placement requests will be completed within an average of 3.5 hours and the remaining 25% within 5 hours.
- 75% of well-being checks will be completed within an average of 3.5 hours and the remaining 25% within 5 hours.
- 75% of transportation requests will be completed within an average of 3.5 hours and the remaining 25% within 5 hours.

Mobile Outreach

- 80% of households contacted through outreach efforts will accept one or more basic assistance services (i.e. clothing, transportation, etc.).
- 65% of households contacted through outreach efforts will be connected to community-based case management, housing, or to the appropriate situations/settings (i.e. hospital, family unification, etc.).

As part of DFSS' commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 	35
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance including use of HMIS as appropriate • The Applicant has experience using data to inform/improve its services or practices 	25
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

DFSS may consider additional factors in selection to ensure a variety of 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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 1
Projects funded: 1
Range of funding: \$2,748,000
Total funding: \$2,748,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services
Phone: 312-746-8610
Email: Tami.Cole@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Outreach, Engagement & Housing Navigation Services

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the programs under this RFP is to direct and coordinate activities that develop relationships between outreach staff and street homeless, resulting in an increased number of individuals who are assessed, accept services, and successfully moved to stable housing. DFSS seeks services that will engage individuals experiencing homelessness who are living on the street and who might not seek out services, with the goal of moving to more stable or permanent housing and necessary supports. Activities range from low-demand basic engagement services, assessment, and support to establishing a housing connection. Services are provided on the street, in drop-in centers, and at identified public transit and public spaces. In support of this, DFSS would like to strengthen the Coordinated Entry System for such individuals by closing fragmented access points into supportive housing, prioritizing access based on the most vulnerable, aligning the needs of the individual to the type of housing supports and interventions to which they are matched, and housing individuals quickly.

Each year, delegate agencies and DFSS' Homeless Outreach Program teams engage in an average of roughly 12,000 encounters. Despite these efforts to build rapport with homeless individuals, the 2017 Point-In-Time Homeless Count Summary (see attachment) shows street homelessness increased by 26% from 2016. Density of street populations in certain community areas also changed over time, decreasing in areas such as the Austin and Uptown while increasing drastically in the downtown and near north side. Since 2015, the downtown area has seen an increase of 49.1%. The perception of this increased visibility has put street homelessness, panhandling, and encampments at the forefront of many community and public agendas.

Living in public spaces presents a variety of risks to a person experiencing homelessness that includes exposure to the elements, lack of sanitary conditions, losing valuable documents and belongings when leaving their items behind, and even violence. These teams have completed over 7,000 assessments and entries into the Coordinated Entry System (CES) in 2017, representing approximately 87% of the unsheltered population. The increase in the number of unsheltered individuals that were assessed for the CES is a testament to the success of the coordination of outreach services citywide. Through this RFP, DFSS seeks to build on this success by increasing the number of assessed individuals who accept services and are successfully moved to stable housing.

A majority of Chicago's unsheltered population qualifies as experiencing chronic homelessness or an extended period of time without housing. The goal of this program is to successfully move individuals

into housing, as housing will reduce length of homelessness and improve individuals' health and safety. Access to housing alone, however, does not always yield success. For example, the 2017 Chronic Homeless Pilot for the Uptown viaducts identified housing options for encampment residents and yet faced challenges moving homeless residents into these units. Although housing is the biggest incentive to move individuals inside, homelessness is not illegal and individuals cannot be forced inside. Successful programs must, therefore, also address other barriers individuals' face, such as substance use, mental illness, and lack of trust in order to support successful housing transitions.

DFSS therefore seeks to secure a coordinated network of outreach, engagement, and housing navigation service providers that establishes a well-integrated experience for homeless individuals in receiving an array of services based on their needs and ultimately resulting in a housing connection. Agencies may provide these services themselves or may partner with other programs to facilitate an uninterrupted array of services for the target population. DFSS encourages providers to collaborate by means of coordination of coverage area, communication between service providers, and connection to drop-in sites. The rest of this RFP details the critical service components and specific sub-populations that DFSS seeks to serve.

PROGRAM REQUIREMENTS:

Service Array

For this RFP, DFSS is seeking proposals for an array of services that engage individuals experiencing homelessness who are living on the street, and connects them to necessary supports and more stable or permanent housing. Applicants may provide one or more of these components, but should be able to articulate how they connect to the broader array of services that help move unsheltered individuals into housing. The core components of this service array include:



Engagement

Outreach programs are intended to identify, engage, and support individuals who are experiencing homelessness but who might not otherwise seek out services. To do so, outreach programs must develop trust with the target population to engage them in formal, coordinated services that will culminate in a permanent housing placement or more stable housing. Such outreach can be street-based or based in other public spaces (i.e. meet the individual where they are) or facility-based (i.e. provide safe daytime spaces that meet the needs of households experiencing homelessness, such as laundry, showers, resting space, personal storage, and child-friendly space). Once individuals are engaged, their needs must be assessed to ensure they are connected to person-centered services that meet them where they are, both in terms of their level of need and geography. Core components/best practices of engagement include:

- Develop trust in order to engage individual or family into case management.
- Assessment of household for physical, psychological, and housing needs.
- Benefits screening and linkage to mainstream resources.

Supportive Services

Based on assessments, agencies should provide, or assist individuals in accessing, the assistance they need. The goal is to develop trust and provide individuals with the support they need to navigate

processes and systems that are often complex so that individuals successfully engage in formal services that support their movement to permanent housing. Providers should dedicate adequate resources to ensure staff can walk with participants through referral processes as needed, including follow up to confirm successful connections and to ensure participants are receiving appropriate services. Core components/best practices of supportive services include:

- Provision of, or linkages to community-based case management and referrals to, needed services (basic healthcare, mental health, and substance use disorder treatment services).
- Participants and staff are trained in conflict mediation, crisis intervention, violence prevention and intervention, and community accountability approaches to preventing, interrupting, and transforming violence to promote long-term engagement.
- Capacity to appropriately serve people experiencing mental illness, chronic health issues, or substance abuse. These populations face unique barriers to successful housing and may require the provision of, or access to, special services such as medical care, substance abuse, and/or mental health treatment that may be addressed by specialized, disability-specific teams.
- Crisis intervention services (e.g. mediation, de-escalation).
- For day employment only:
 - Provision of paid day-labor opportunities.
 - All participants that accept day employment will be assessed and provided case management.

Connection to Housing

To ultimately move individuals to more stable or permanent housing, providers must have the ability to assess individuals for the Coordinated Entry System – the CoC’s gateway into available housing resources and options – and help successfully transition individuals into housing by collaborating with them through the steps of the housing process. Core components/best practices of connecting individuals into housing include:

- Complete the Coordinated Entry System (CES) assessment with participants in geographic area and those assigned through CES.
- Assist participants matched through CES in connecting with housing providers including support documentation, appointment follow through, and a warm hand off to the housing provider.

In addition, DFSS also seeks service providers that can play a more specialized role in supporting the connection to housing as “housing navigators” for the outreach system as a whole. Navigators should support households matched to housing and identified by the CES as in need of additional support to ensure they enter permanent housing. In addition to the above, this can include but is not limited to assisting with documentation, transportation, appointment follow through, and other areas related to making the connections with permanent housing.

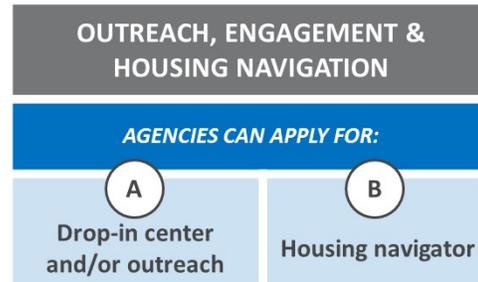
Throughout all components of the work, providers should implement service delivery models which incorporate tenets of harm reduction, trauma informed care, and strengths-based practices, which have shown to be successful in housing vulnerable populations. DFSS and the CoC also require that the staffing ratio for these programs must not exceed 50 clients (1:50) for adults or 25 participants (1:25) for youth.

In describing the components above, this RFP encompasses but is not meant to be limited to current CoC program models of Drop-In Centers, Basic Outreach, Specialized Outreach, and Housing System Navigator for all homeless subpopulations.

We welcome innovative ideas that support the above array of services and contribute to the outcomes sought for the target population. DFSS is also interested in programs that are presented with compelling evidence that the proposed program will have a meaningful and observable impact on stable housing outcomes for targeted populations.

Guidance for applications

In their applications, applicants should indicate which general type of service they plan to offer with reference to categories A and B 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. Applicants should use their applications to speak to how their work addresses or connects to the broader array of services above.



DFSS recommends that agencies submit one application per category. Agencies administering multiple “projects”¹ within one category can include all of those projects in the same application. For example, an agency operating both a drop-in center and street outreach program may apply for both under one application for category A. **Applicants may not submit an application that covers both categories A and B above.**

In past RFPs, applicants were asked to submit one application for each project. DFSS wants to create flexibility for providers administering multiple but strongly integrated or related projects – including streamlined contracts that encompass a broader set of outreach & engagement work. **However, if desired, agencies may continue to submit separate applications for projects within the same category** 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 applicant regarding the funding amount and other items of any contract resulting from this RFP.

Target Population

The general target population for this model is unsheltered, at-risk homeless households, or households matched through the CES that require navigation services to ensure connection to housing provider. Additionally, DFSS seeks applications that specifically target the following subpopulations and explain how the proposed program model will meet the unique needs of that subpopulation:

Youth

Youth ages 12 to 24, living on the street, 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) is another priority target population. This population often requires specialized services that use elements of positive youth development (i.e. relationship building, youth leadership opportunities, youth-driven program design, and community engagement) to engage young people in strengths-based programs and

¹ “Project” is a term that corresponds to a specific program and is used to track services in HMIS within the broader homelessness system.

services. Programs targeting youth should have policies and procedures that address youth participant issues related to violence, conflict, mediation, and other crisis and steps to resolve such issues.

Specific Geographic Areas (i.e. CTA, O'Hare Airport, etc.)

The annual PIT is conducted citywide and collects geographic data on homeless persons found on the street by community area. Over time, the data has shown migration patterns of homelessness between community areas. The PIT data also includes counts of homeless individuals on CTA route lines. Since 2016, the coverage of the CTA trains has been done at each end of each line. The method eliminates the need to extrapolate the number of homeless persons using the trains as shelter. The 2017 PIT found an increase in the number of homeless persons on the trains during the PIT and survey responses of planning to spend the night on the train also doubled. DFSS seeks applicants to target specific public spaces or transit hubs that may include unique service offerings.

PERFORMANCE MEASURES:

To track progress toward achieving the program's goal of connecting individuals with more stable or permanent housing and necessary supports, DFSS seeks proposals that establish performance metrics that inform the management of contract programs and help DFSS understand when Agencies achieve success with participants. DFSS will monitor a set of performance indicators that may include, but are not limited to:

- Percentage and number of encounters resulting in completed CES assessments.
- Percentage and number of enrolled participants engaged with case management services.
- Percentage and number of enrolled participants who exit to more stable housing (family, friends, longer-term shelter/housing programs, or permanent housing).
- For Housing System Navigator only: percentage of enrolled participants permanently housed.

In addition, a set of more specific indicators and associated targets for these measures that are appropriate to specific sub-populations and types of delivery (listed below) were established by the CoC for these types of programs. 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.

Program Model	Subpopulation	Target
Drop-In Center	General	50% of participants will engage in case management.
		40% of enrolled 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	80% of participants receive a comprehensive assessment and engage in services.
		25% of participants engaged in services move to more stable housing. 50% of participants participate in leadership development and community building activities.
Outreach	General	50% of participants will engage in case management.
		75% of participants receiveing case management will connect to support systems.
		45% of enrolled participants move to more stable housing (family, friends, longer-term shelter/housing programs or permanent housing).
	Youth	50% of participants will engage in case management.
		75% of participants receiveing case management will connect to support systems. 15% of participants move to more stable housing of enrolled participants move to more stable housing (family, friends, longer-term shelter/housing programs or permanent housing).
Housing Navigator	General & Youth	50% of assigned participants will be enrolled with System Navigagors.
		75% of System Navigation enrolled participants will be permanently housed.

More broadly, as part of DFSS’ commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30

<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including participation in and use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 28
Projects funded: 19
Range of funding: \$23,000-\$865,000
Total funding: \$3,298,000

PROGRAM CONTACT:

Applicants 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, Chief Planning Analyst
Phone: 312-746-6685
Email: Adriana.Camarda@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Permanent Housing with Short Term Supports

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the Permanent Housing with Short Term Supports program (PHwSTS) is to enable individuals or families who are homeless to regain self-sufficiency and sustain permanent housing. This goal is achieved by providing short-term rental assistance and supportive services that will ultimately enable participants to assume their lease by the time of program completion. By providing a safe and affordable place to live, PHwSTS helps break the cycle of housing instability and provides a platform for participants to increase their income and employment, improve their health, and build or re-establish social and community connections. Supportive services during the course of the program should be voluntary and tailored to meet each participant's unique needs and address barriers that can prevent them from staying housed.

The PHwSTS program is designed to gradually phase out supports within two years (24 months) so that the household is eventually able to maintain their unit independently and the housing subsidy can transition to support a new household. Despite the design of this program, service providers may struggle to help households make the transition out of the program and into self-sufficiency. One of DFSS' priorities for delegate agencies in the PHwSTS program is to promote participants' successful movement through the program to ensure scarce housing resources are utilized as effectively as possible.

The target population for the PHwSTS program is households that are homeless or at imminent risk of homelessness, but are likely to be able to "get back on their feet" and regain self-sufficiency with short-term assistance. In this way, the PHwSTS program addresses a specific sub-population within the broader suite of supportive housing interventions. The Chicago CoC's Coordinated Entry System will identify appropriate participants based on vulnerability assessment and refer them to PHwSTS providers.

PROGRAM REQUIREMENTS:

DFSS welcomes innovative ideas that contribute to the outcomes sought for the target population. We are also interested in programs that are presented with compelling evidence that the proposed program will have a meaningful and observable impact on housing outcomes for the target population. DFSS seeks applicants for the PHwSTS program with the ability to deliver the following services/activities:

- Offer rent subsidies (intended to be time limited to 24 months).
- Provide coordination between property management and/or landlord and service provider.
- Conduct client assessment of housing and service needs.

- Provide direct provision of or linkage to a range of needed services including medical care, mental health care, substance use disorder treatment, employment training and placement, legal assistance, parenting support, etc.
- Provide linkage to intensive community-based case management services, which may scale down over time as the household becomes more independent.
- Offer benefits acquisition (e.g. assessment, application, and follow up).
- Provide delivery of or linkage to child focused assessment and appropriate services.
- Arrange for appropriate referrals for children ages 5 and under to early childhood education programs, such as Head Start, Early Head Start, public preschools, childcare subsidies, and home visiting services.
- Provide 24-hour on-call services and on-site supervision.
- Offer assurance that all children ages 0 to 5 receive appropriate development screenings (either directly or through referral), and that all children ages 5 and up are enrolled in school.
- Housing placement if desired or expected by client.
- Offer assistance in accessing housing relocation resources and supports (e.g. security deposits, utilities, furnishings, etc.).
- Must have relevant staff systems and processes needed to collect key participant and performance data. Must evaluate and manage performance including the use of HMIS as appropriate.

Applicants are also encouraged to consult and incorporate best practices from CSH’s “Dimensions of Quality Supportive Housing” report (see attached).

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 are not limited to:

- 85% of participants assume the apartment lease or maintain other independent, stable housing within 2 years.
- 85% of participants without a source of reportable income at program entry will obtain cash benefits.
- 85% of participants without a source of reportable income at program entry will obtain non-cash benefits.
- 85% of participants without a source of reportable income at program entry will obtain employment.
- 85% of participants maintain/increase benefits, employment, or a combination of both.
- 50% of households served will move into housing within 30 days of Coordinated Entry System (CES) referral to agency.
- The remaining 50% of households served will move into housing within 60 days of CES referral to agency.

The specific targets above were established by the CoC for these types of programs. 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.

More broadly, as part of DFSS' commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant's proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant'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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including participation in and use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant'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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>
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DFSS may consider additional factors in selection to ensure a variety of 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 is focused on using quality data to make more informed funding and policy decisions and understand and improve program performance with our delegates. To improve the quality of the data we use in our reading and scoring process, **we are requesting that applicants for this RFP submit key performance measures reports based on HMIS data from January 1, 2017 to December 31, 2017 as part of their applications.** DFSS will be utilizing Advanced Reporting Tool (ART) reports that All Chicago’s HMIS Team has built and that the Chicago CoC uses as part of its HUD NOFA competition. By doing so, DFSS aims to align with existing approaches used by the CoC and reduce the separate reporting burden for agencies.

We will be requesting the ART reports for the Permanent Housing with Short-Term Supports CoC program model. Points will be awarded to delegates on the basis of absolute and relative performance on key indicators calculated in the ART reports. Key indicators include:

- Percentage of households who left the project that exited to permanent housing and/or assumed responsibility for their lease within 2 years.
- Percentage of households without income at entry that obtained employment.
- Percentage of households without source of non-cash benefits at entry that obtained non-cash benefits through mainstream resources.
- Percentage of households that maintained or increased their income through cash benefits, earned income, or a combination of both.

Applicants will also have the opportunity to provide additional context to inform DFSS about this data and add supplemental performance information for DFSS’ consideration. Applicants that do not currently operate the program they are applying for or that do not participate in HMIS will be scored based on other information they provide demonstrating their ability to achieve results.

More instruction and information – including how to pull these reports and how the indicators above are calculated in reports – will be provided in the eProcurement system with application questions for this RFP, shared broadly with DFSS’ stakeholders and potential applicants, and reviewed at Homeless Services Division technical assistance webinar sessions.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 4
Projects funded: 3
Range of funding: \$48,000-\$246,000
Total funding: \$504,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services
Phone: 312-746-8610
Email: Tami.Cole@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Permanent Supportive Housing Support Services including Safe Havens

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of Permanent Supportive Housing Support Services (including Safe Havens) is to help individuals maintain residential stability in permanent housing. Permanent Supportive Housing Support Services (PSHSS) achieves this goal by providing wrap-around supportive services for persons who are formerly homeless and residing in Permanent Supportive Housing (PSH) or Safe Haven facilities. By providing wrap-around supportive services with no time limits, PSHSS programs break the cycle of housing instability by providing participants who have a hard time maintaining housing with a platform 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 providing or connecting clients through referrals/linkages to essential physical and mental health services, employment services, access to benefits, and other community services as appropriate.

DFSS seeks to partner with agencies to support PSHSS programs that can meet the needs of multiple sub-populations. In the past, DFSS has funded two major types of programs:

- 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.
- 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 (mental illness/substance abuse disorder). 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.

Permanent Supportive Housing is a nationally recognized and evidence-based model, and a core part of adopting a “housing first” approach within the homeless services system. Among other studies, research conducted by Barrow, Rodriguez, and Cordova (2004) has shown that supportive housing has positive effects on housing stability, employment, mental and physical health, and school attendance. Simply put, people in supportive housing live more stable and productive lives. PSH programs across the Chicago CoC system have performed well in recent years – with a 92% retention rate in housing for those served. DFSS seeks to build on this progress by supporting delegates as they strive to continually improve performance and ensure cost-effective delivery of services.

The general target population for PSHSS programs includes individuals and/or families who:

- Are at 20% of area median income or less.
- Have chronic health conditions, such as mental illness, HIV/AIDS, and substance use issues.
- Present other substantial barriers to housing stability, such as domestic violence, trauma, or a history of out-of-home placements.

DFSS' PSHSS program also coordinates directly with Permanent Supportive Housing programs designed and implemented by DFSS and partner City agencies to meet the needs of targeted sub-populations. DFSS seeks Applicants able to ensure service delivery in coordination with these programs:

- *Veteran target population*: Services specifically targeted to veterans who are homeless.
- *Frequent Users Service Engagement (FUSE)*: Supports families with multiple shelter stays or at risk of discharge from shelter programs.
- *CPS Families in Transition program (FIT)*: Supports Chicago Public Schools Students in Temporary Living Situations Program at six targeted schools.

PSHSS programs will 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).

PROGRAM REQUIREMENTS:

PSH Support Services

DFSS seeks applicants to provide traditional PSHSS services at project-based or scattered-site housing locations. Applicants must be able to deliver the following core program services/activities:

- Provide supportive services that help promote residential stability, increase household's skill levels or income, and promote greater self-determination.
- Programs will not impose time limits.
- Clients must reside in a PSH program.
- Promote focus on connections to mainstream resources or Medicaid billing for eligible clients.
- Provide services that will emphasize the assessment of housing barriers, plans for housing retention, connection to a source(s) of income and health care benefits, substance abuse and/or mental health treatment as applicable, and developmentally appropriate assessments and services for children in the household as applicable.
- Case management may be offered on-site at the housing unit or at a community-based location, but must be available at the housing unit if clinically needed.
- Services must utilize trauma-informed, strength-based, and harm reduction approaches.
- Projects should align with the Dimensions of Quality Supportive Housing.
- Ensure the program reflects the core values of the Chicago's homeless services continuum including housing first approach, harm reduction, trauma informed care, and use of culturally competent, non-discriminatory, developmentally appropriate practices.
- Must have relevant staff systems and processes needed to collect key participant and performance data and evaluate and manage performance including the use of HMIS as appropriate.

Safe Havens

DFSS seeks applicants to provide Safe Havens programs: safe and non-intrusive living environments in which skilled staff members work to engage persons in housing and needed services. Safe Havens has no

limit on length of stay. For Safe Havens, applicants must demonstrate the ability to deliver, at a minimum all of the following services:

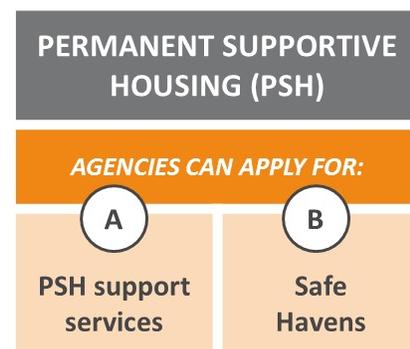
- Engage hard to-reach homeless persons who:
 - Have severe mental illness (and may have co-occurring disabilities).
 - Have been living unsheltered.
 - Have been previously unable or unwilling to participate in supportive services.
- Maintain flexible admissions criteria to ensure that there are sufficient 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.
- Provide daily living services (i.e. meals, transportation).
- Provide case management and formal linkages with services in support of the client’s case plan.
- Refer and enroll clients in public benefits and employment services.
- Must have relevant staff systems and processes needed to collect key participant and performance data and evaluate and manage performance including the use of HMIS as appropriate.

Programs must inform participants of their rights, responsibilities, and expectations prior to enrollment into the program.

Guidance for applications

In their applications, applicants should indicate which general types of service they plan to offer with reference to categories A and B 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 recommends that agencies submit one application per category. Agencies administering multiple “projects”² within one category can include all of those projects in the same application (and should specify which projects are included). **Applicants may not submit an application that covers both categories A and B above.** For example, an agency administering both a PSHSS project and a Safe Havens project should submit two separate applications for categories A and B, respectively.



In past RFPs, applicants were asked to submit one application for each project. DFSS wants to create flexibility for providers administering multiple but strongly integrated or related projects – including streamlined contracts that encompass a broader set of supportive services in housing. **However, if desired, agencies may continue to submit separate applications for projects within the same category** if they believe that will enable them to prepare a stronger application and/or more easily administer the resulting contract for the work.

² “Project” is a term that corresponds to a specific program and is used to track services in HMIS within the broader homelessness system.

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 applicant regarding the funding amount and other items of any contract resulting from this RFP.

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 are not limited to:

PSH Support Services

- 50% of households served will move into housing within 30 days of CES referral to agency.
- The remaining 50% of households served will move into housing within 60 days of CES referral to agency.
- 75% of Households departing the program to permanent housing retain housing for at least six months.
- 85% of participants will remain permanently housed for 12 months.
- 80% of Households will assume a lease or maintain other permanent, stable housing upon exit.
- 85% of participants will maintain/increase benefits, employment, or a combination of both.
- 85% of participants without a source of reportable income at program entry will obtain cash benefits.
- 85% of participants without a source of reportable income at program entry will obtain non-cash benefits.

Safe Havens

- 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 assessment.
- 80% of Households move to other permanent, stable housing at program exit.
- 80% of participants remain permanently housed for 12 months.
- 85% of participants without a source of reportable income at program entry will obtain cash benefits.
- 85% of participants without a source of reportable income at program entry will obtain non-cash benefits.
- 85% of participants maintain/increase benefits, employment or a combination of both.

The specific targets above were established by the CoC for these types of programs. 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.

More broadly, as part of DFSS' commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance including the use of HMIS as appropriate. • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 	15

<ul style="list-style-type: none"> • The Applicant proposes a reasonable cost per person or per unit given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	
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DFSS may consider additional factors in selection to ensure a variety of 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 is focused on using quality data to make more informed funding and policy decisions and understand and improve program performance with our delegates. To improve the quality of the data we use in our reading and scoring process, **we are requesting that applicants for this RFP submit key performance measures reports based on HMIS data from January 1, 2017 to December 31, 2017 as part of their applications.** DFSS will be utilizing Advanced Reporting Tool (ART) reports that All Chicago’s HMIs Team has built and that the Chicago CoC uses as part of its HUD NOFA competition. By doing so, DFSS aims to align with existing approaches used by the CoC and reduce the separate reporting burden for agencies.

We will be requesting the ART reports for the Permanent Supportive Housing CoC program model and/or the Safe Havens CoC program model, depending on the projects proposed by the applicant. Points will be awarded to delegates on the basis of absolute and relative performance on key indicators calculated in the ART reports. Key indicators for both of these reports include:

- Of the households who left the project, percentage that have been in the project for at least 12 months that exited to permanent destinations.
- Percentage of households that remained permanently housed for 12 months or exited to permanent destinations within the first 12 months of enrollment.
- Percentage of households without source of non-cash benefits at entry that obtained non-cash benefits through mainstream resources.
- Percentage of households that maintained or increased their income through cash benefits, earned income, or a combination of both.

Applicants will also have the opportunity to provide additional context to inform DFSS about this data and add supplemental performance information for DFSS consideration. Applicants that do not currently operate the program they are applying for or that do not participate in HMIS will be scored based on other information they provide demonstrating their ability to achieve results.

More instruction and information – including how to pull these reports and how the indicators above are calculated in reports – will be provided in the eProcurement system with application questions for this RFP, shared broadly with DFSS’ stakeholders and potential applicants, and reviewed at Homeless Services Division technical assistance webinar sessions.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 36
 Projects funded: 26
 Range of funding: \$20,000-\$500,000

Total funding: \$2,917,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services

Phone: 312-746-8610

Email: Tami.Cole@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Rapid Rehousing Program Coordinator

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the Rapid Rehousing (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 financial assistance for up to a year, housing and stabilization services, and helping households develop a plan to retain and maintain their housing.

Rapid Rehousing is a critical component of our system's housing first approach, and it is designed to be deployed and delivered quickly. The initial expectation is that eligible households identified through the Coordinated Entry System obtain permanent housing within 30 days of being identified and enrolled in the program. In 2017, 414 clients in total were enrolled in RRH, but only 16% of those enrolled were permanently housed within 30 days. DFSS seeks to reduce the time clients wait to be placed into permanent housing with RRH, and to ensure that these clients are able to sustain housing at the 3/6/12-month follow-up. Applicants should be able to work with participants to identify barriers and provide a plan of action to assist families and individuals in moving into permanent housing more quickly than what is currently being reported to DFSS.

The program seeks to target the following populations:

- Singles, families, and veterans identified from the Coordinated Entry System.
- Literally homeless people, Category 1 of the HUD definition who are at or below 30% of Area Median Income at the time of program recertification.

PROGRAM REQUIREMENTS:

DFSS seeks applicants capable of coordinating and managing RRH program services across the Chicago CoC. Responsibilities of the Program Coordinator include deploying financial assistance for up to a year; providing housing relocation and stabilization services, and; conducting data collection, evaluation, and other administrative activities required to implement the program. Households must have income to be enrolled into the program, since they will be expected to pay for and sustain permanent housing after 12 months of exiting the program. An action plan for each of the households is required that will work towards placing and sustaining them in permanent housing.

The Rapid Rehousing Program elements include but are not limited to:

- Coordination of services: Coordinate with property management or landlord and program participants, and with emergency shelters and interim housing programs to identify eligible participants.
- Housing location services: Services may include housing search and placement, housing stability case management, and/or landlord-tenant mediation.
- Housing inspection services: As required by HUD, any unit to which a Rapid Rehousing recipient is newly occupying must be inspected to meet habitability standards, lead-based paint requirements, and any other local requirements.
- 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.
- Housing stability case management: As required by the HUD ESG Program, RRH participants must engage in a minimum of monthly case management sessions unless the participant circumstances meet requirements of federal legislation pertaining to violence against women.
- Follow-up services: As required by the HUD ESG Program, the Program Coordinator will be responsible for assessing housing stability when services end for the client.
- Data collection/HMIS: Have relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (use of HMIS as appropriate).

Applicant will receive referrals from the Coordinated Entry System and ensure that Rapid Rehousing services are accessible in all 77 Chicago Community Areas. Rapid Rehousing will be accessed through the coordinated system and selected applicants will be required to work with DFSS and the coordinated entry system facilitator to align program components with the new system procedures.

The Program Coordinator will have the ability to sub-contract with other agencies that will be identified as sub-contractors. These sub-contractors will be responsible for providing the supportive services to households as outlined in this Request for Proposal and the resulting contract.

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 are not limited to:

- 55% of enrolled households will exit to permanent destinations.
- 80% of households exiting to permanent destinations will remain in permanent housing at 3- and 6-month follow-up.
- 70% of households will not return to homelessness in the following 12 months.
- 75% of households will maintain or increase income.
- 50% of households served will move into housing within 30 days of Rapid Rehousing referral to agency.
- The remaining 50% of households served will move into housing within 60 days of Rapid Rehousing referral to the agency.

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 the following:

- On a monthly basis, provide the number of households and list barriers of those who are not placed in permanent housing within:
 - 30 days
 - 60 days
 - Over 60 days
- Number of days it takes for households to be placed into permanent housing (*with the goal of decreasing this indicator*)

The specific targets above are established by the Chicago CoC for these types of programs. Within this framework, the DFSS Homeless Services Division is particularly focused on continuous improvement against these metrics in pursuit of meeting or exceeding these targets over time – particularly those related to speed of housing with RRH and the ability of households to sustain housing at follow-up. We are committed to working with delegate agencies to monitor improvement against these indicators and sharing data with delegate agencies to assess and understand our progress.

More broadly, as part of DFSS’ commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes 	30

<ul style="list-style-type: none"> • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts, particularly the Emergency Solutions Grant • The Applicant has experience as a program coordinator overseeing sub-contractors • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

DFSS may consider additional factors in selection to ensure a variety of 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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 1
Projects funded: 1
Range of funding: \$1,300,000
Total funding: \$1,314,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services

Phone: 312-746-8610

Email: Tami.Cole@cityofchicago.org

Website: www.cityofchicago.org/fss

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

Julia Talbot: Julia.Talbot@cityofchicago.org, and

OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Rental Assistance Program Manager

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of the Rental Assistance Program is to reduce the number of individuals and families who ultimately become homeless by quickly providing those at risk of losing their current housing with short-term rental assistance through DFSS' network of six Community Service Centers (CSCs).

The role of the Rental Assistance Program Manager is to: 1) Conduct housing inspections within 3-5 days of receiving request from DFSS CSCs; and 2) Coordinate with DFSS CSCs to provide rental assistance check payments to property owners/managers within 5 days of receiving request and property passed inspection.

The target population 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 an unexpected circumstance.

PROGRAM REQUIREMENTS:

The Rental Assistance Program Manager coordinates with the DFSS Community Service Centers to deliver rental assistance to households in need of support through timely check payments to property owners/managers. The program manager will monitor the approved applications received directly from 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 rental assistance to ensure clients maintain permanent housing.

The program manager is expected to:

- Conduct housing inspections, which includes performing habitability standards/lead screening on all rental units within 3-5 days of receiving request from DFSS' CSCs in accordance with HUD's Habitability Standards: <https://www.hudexchange.info/resource/1153/hprp-housing-habitability-standards-inspection-checklist/>
- Distribute rental assistance payments to property owners/managers or their agents; these payments must be made within 5 days of receiving request from DFSS' CSCs and the property passing inspection.
- Monitor fiscal activity.
- Provide regular reports to DFSS on applications processed, households assisted, units inspected, and fiscal expenditures.
- Maintain a database with critical service information including but not limited to:
 - property owner/manager information

- client information
- check amount
- date of check request
- originating center
- check mailing date
- Use HMIS as appropriate.

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 are 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 all assisted units meet HUD habitability standards prior to providing rental assistance.
- Provide average number of days before payment is made to property owner/managers.

More broadly, as part of DFSS’ commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> ● The Applicant demonstrates a clear understanding of the target population and their needs and challenges ● The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population ● The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field ● The Applicant has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	<p>30</p>
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> ● The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes ● The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including use of HMIS as appropriate) ● The Applicant has experience using data to inform/improve its services or practices 	<p>30</p>

<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has experience in the capacity of program management with qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	<p>15</p>

DFSS may consider additional factors in selection to ensure a variety of 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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 1
Projects funded: 1
Range of funding: \$400,000
Total funding: \$401,929

PROGRAM CONTACT:

Applicants are strongly encouraged to submit all questions and comments related to the RFP via e-mail. For answers to program-related questions please contact:
Tami Cole, Director of Human Services
Phone: 312-746-8610
Email: Tami.Cole@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Shelter

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The DFSS Homeless Services Division seeks applications for an array of different shelter services that together make up an important part of Chicago's continuum of homeless services system and overall social safety net. The goal of the shelter system as a whole is to provide a safe, accessible place to stay for those experiencing homelessness and to move them towards and into appropriate and stable permanent housing. Shelters achieve this ultimate goal by connecting homeless 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).

Shelters of all kinds make up a critical part of the city's crisis response system. According to the National Alliance to End Homelessness, "people experiencing a housing crisis or fleeing an unsafe situation need to find a place to stay, quickly. Emergency shelter and interim housing can fill this role in a crisis response system." Chicago's homeless and domestic violence shelter system works to stabilize those in crisis and helps lay the foundation for a better future for individuals, families, and youth.

Shelter system overview

Today, Chicago has roughly 4,600 temporary shelter beds serving individuals, families, and young people across the entire CoC system.³ DFSS funding supported over 3,300 of these beds at 50 facilities operated by 32 delegate agencies in 2017. (See *Figures 1-2 in the data supplement at the end of this RFP for more information*).

In recent years, DFSS has supported two primary types of shelters:

- (1) **Emergency shelter:** low-demand shelter designed to provide refuge from the street, typically overnight. Includes two CoC program models: emergency shelter (for adults) and youth low-threshold overnight shelter (ages 18-24).
- (2) **Interim shelter:** short-term program focused on re-housing with 24/7 access. Includes two CoC program models: interim housing (for adults/families) and youth interim housing (ages 14-24).

In 2017, DFSS-funded interim shelters reported serving roughly 5,800 households made up of 11,000 people and DFSS-funded emergency shelters reported serving another roughly 2,000 households and

³ 2017 Housing Inventory Count for the Chicago CoC.

individuals.⁴ Over the last three years, the number of households (people) served annually in DFSS-funded shelters has declined by about 5% (8%) overall, with declines for all shelter program models except low-threshold overnight shelter for youth (which increased by 8%). (See Figures 3, 4, and 5 in the data supplement at the end of this RFP for more information). This is in keeping with broader citywide trends observed in the annual Homeless Point-in-Time (PIT) Counts during the same time period: the PIT found a 17% decline in the overall homeless population counted in one night in Chicago from 2015 to 2017. In 2017, the PIT Count found just over 4,000 people residing in shelters, which represents the lowest number ever recorded in a Chicago PIT Count for the sheltered population.

Although the decline in Chicago’s sheltered population is an important sign of progress, our shelter system still faces a number of challenges and areas for improvement to ensure households experiencing homelessness are quickly connected to housing. Homeless households are still moving too slowly through the shelter system into housing – and some do not end up permanently housed. The CoC has established performance targets that 30% of those households exiting interim housing into permanent housing will be housed within 120 days of entry and 50% within 180 days. In 2017, DFSS-funded shelters reported that 18% were housed within 120 days and 23% within 180 days (less than half the target). Only 18% of projects met or exceeded the 120-day target, which dropped to 8% against the 180-day target.

Recent system-level trends across Chicago’s homeless services system also indicate a slower pipeline and “flow” from shelter to housing. The average number of days that a household is homeless⁵ in Chicago in Q4 2017 was 282 days – an increase of 26% since Q1 2016.⁶ Similarly, the number of people placed in permanent housing across the homeless services system per quarter declined almost 27% during the same time period. (See Figures 6 and 7 in the data supplement at the end of this RFP for more information). These trends seem to be related to the roll-out of the Chicago CoC’s Coordinated Entry System (CES) – a centralized process designed to ensure that scarce CoC housing resources are targeted to the most vulnerable households using a standardized assessment tool. As the system has ramped up, there have been some delays in assessing, matching, and housing participants, which may have contributed to recent longer waiting periods in shelter.

Priority areas for improvement

DFSS is interested in working with providers to speed up and increase flow through the shelter system into housing, and sees potential opportunities for improvement at the front door, back door, and in shelter.

At the shelter door, improving diversion can reduce the number of people entering homelessness and preserve shelter resources, freeing up more staff time to focus on other clients (like harder-to-house or long-stayer households). Close to half of those exiting shelters in Chicago left in less than 30 days. The most common cause of homelessness reported by those entering DFSS interim housing programs in 2017 was “family dispute” (reported by 21% of households) and the most common destination for households leaving the programs was “moving in with family/friends” (24% of those exiting, and 42% of those exiting with known destinations). These statistics demonstrate some of the effective work shelters

⁴ DFSS-funded shelters are asked to provide an unduplicated count of households and clients for the year. There may be some duplication across shelters, so this number is potentially an over-estimate. Note that these numbers do not reflect households served by an additional 2,000 shelter beds in Chicago that DFSS does not fund.

⁵ From system performance goals published by All Chicago for the Chicago CoC. This measures length of homelessness across the entire CoC system – including both sheltered and unsheltered persons.

⁶ This is well below the CoC goal of 30 days.

are already doing to address crises and reunify families. **DFSS is interested in building on this success by working with agencies that can offer effective approaches to safe and appropriate diversion.** We also envision that the introduction of the Salvation Army’s Emergency Housing Assessment Response Center (EHARC) – a temporary emergency shelter for families that will help place families into interim housing – will provide additional opportunities for diversion at a system-level over the long-term.

In the long-run, shelter providers will still continue to face challenges in finding and securing affordable, appropriate housing for the low-income population they serve due to rising rents, the scarcity of both CoC housing resources and mainstream affordable housing resources, and the low income levels of the target population among other factors. **Given that, DFSS is interested in working not only with agencies that can quickly connect homeless households to the CES, but also those that can offer creative solutions and approaches to successfully housing those in shelter.**

Targeting the “long-stayer” population in shelter for extra support could also provide a lever for improvement. Although the median length of stay in shelters is between 30 and 60 days, the average is roughly 3-4 months due to a small but meaningful group of “long-stayers” in emergency and interim shelters. *(See Figure 8 in data supplement at the end of this RFP for more information).* Analysis of HMIS data from across the Chicago CoC suggests that while less than 20% of those who used shelters stayed for over 180 days, these long-stayers made up over 60% of bed nights in shelters.⁷ Long-stayers may require creative strategies and supports to help them make the transition out of shelter. Shelters deal daily with challenges this group poses, with staff trying to strike the right balance of providing a safe and welcoming environment while also encouraging movement out of shelter. This issue comes into sharp relief for interim housing programs – which are designed to be shorter-term programs. Consistent with our previous policy, DFSS does not want households to be “kicked out” of shelter and further destabilized as a result of extended stays, and is therefore **interested in working with applicants that have either deployed creative, effective approaches to supporting movement among the long-stayer population or are interested in exploring best practices with DFSS.**

More broadly, DFSS plans to focus on continuous improvement and performance measurement as a central part of our partnership with shelter providers in the years to come. Figure 9 in the data supplement at the end of this RFP captures some of the key desired outcome metrics and the performance of today’s DFSS-funded shelter system against those. Performance falls significantly short of targets for several key metrics related to housing and income, particularly for interim housing programs. Youth interim and youth overnight programs have exceeded targets in for some indicators. Aggregate performance has generally stayed steady or improved slightly in the last two years. This data – along with feedback from shelter providers – suggests that targets for some of the metrics can be improved to continue to incentivize improvement and better enable DFSS to use performance data to inform funding decisions. In addition, DFSS wants to more deeply understand performance and ensure it is measuring the right intermediate steps to assess progress toward high-level goals. This will also require a more nuanced understanding of the variety of shelter services offered and populations served with DFSS funding. As a result, **DFSS seeks applicants that are focused on continuous improvement and expects all awarded agencies to engage and “come to the table” with DFSS and their peers to use data to understand performance and improve practice,** including but not limited to attending monthly provider meetings focused on this.

⁷ Analysis of emergency shelter (ES) and transitional housing (TH) data from 2017. ES and TH are HUD-designated terms and include all emergency and interim shelter programs in Chicago, but may also include some transitional, longer-term projects. As a result, this might overestimate length of stay. However, trends are consistent with data submitted by DFSS interim shelters.

Target population

The target population for shelters is households that are literally homeless (in accordance with the federal [HEARTH definition](#)). Within that group, DFSS seeks applicants that can serve a variety of different homeless sub-populations. Major sub-groups populations are listed in the table below:

Sub-population group	# (%) in PIT Count in 2017	% of DFSS-funded beds in 2017	Additional information from the PIT Count
Single adult men	2,790 (49%)	25%	Among single adults: <ul style="list-style-type: none">• 15% chronically homeless⁸• 42% were unsheltered• 8% were youth (age 18-24)
Single adult women	916 (16%)	11%	
Families (adults with children)	1,966 (35%)	59%	<ul style="list-style-type: none">• Average family size was 3.45 in• 26% of families were headed by parenting youth (age 18-24)
Youth (age 18-24)	519 (9%)	4%	<ul style="list-style-type: none">• Youth are included in groups above, and are often served by shelters for those groups.

Figure 10 in the data supplement at the end of this RFP includes more information about the make-up of Chicago's homeless population from the PIT Count, including race, ethnicity, gender, and age.

In particular, DFSS and its partners across the City see a need for programs that specialize in serving homeless young people – including youth ages 18-24 and adolescent minors under the age of 18 who are seeking services without a parent/guardian. While often served in adult settings, homeless or unstably housed youth have distinct needs and vulnerabilities. The range of experiences and diversity within this population is also significant, including: runaway youth, street-based youth, youth involved with the child welfare system, youth impacted by the criminal justice system (35% of population), LGBTQA (25% of population), pregnant or parenting youth (34% of population), victims of abuse, youth with substance use issues, disabled youth, HIV-positive youth, and youth involved in the sex trade/street economy.⁹ This sub-population may be living on the street, in other shelters, or couch-surfing.

In addition to youth, DFSS is also interested in funding some programs that specialize in or are capable of serving the following groups:

- Victims of domestic violence
- Medically vulnerable (i.e., those discharged from hospital but still significantly ill or injured)
- LGBTQA persons
- Those with limited English proficiency (in recent years, Spanish and Polish speakers have been most common)
- Sex-offenders (who cannot be served at many locations due to zoning and proximity to children)
- Seniors (age 60+)

⁸ 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 3 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.

⁹ Percentages quoted are from Voices of Youth Count report and represent population data for Cook County as a whole.

- Persons with disabilities¹⁰ who require ADA and Section 504 compliant facilities

DFSS will take into account which sub-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 target populations agencies seek to serve and are presented with compelling evidence that the proposed program will have a meaningful and observable impact on stable housing outcomes for those target populations.

PROGRAM REQUIREMENTS:

Gaining clarity on the spectrum of different shelter services

Today, there is significant diversity in the programs offered by shelters across our system. There is variation in shelter setting (e.g. beds vs. cots, congregate vs. private rooms), services and programs (e.g. types and intensity), case management (e.g. approaches, staff-to-client ratios, meeting frequency), philosophy or theory of change, resources, rules/regulations, operations and more. Within this, some agencies have developed specialized expertise and programs designed to address the needs of more specific sub-populations (e.g. medically vulnerable clients, domestic violence survivors, women). This variation exists within and across the CoC program models – particularly within interim housing where there is significant diversity in type and intensity of services offered.

As a result, DFSS has observed that there is a spectrum of shelter services – ranging from basic services to more enhanced, specialized services. **DFSS seeks to use this RFP to gain greater clarity on where different shelters lie across this spectrum and the sub-populations that shelters are best posed to serve.** This will allow DFSS to better understand and interpret shelter performance, support the sharing of best practices across agencies, and develop a more effective approach to matching clients with shelters that are appropriate to their needs in the long-term. DFSS also wants to create flexibility for providers to develop innovative approaches to achieving our ultimate goal of permanently housing individuals and families.

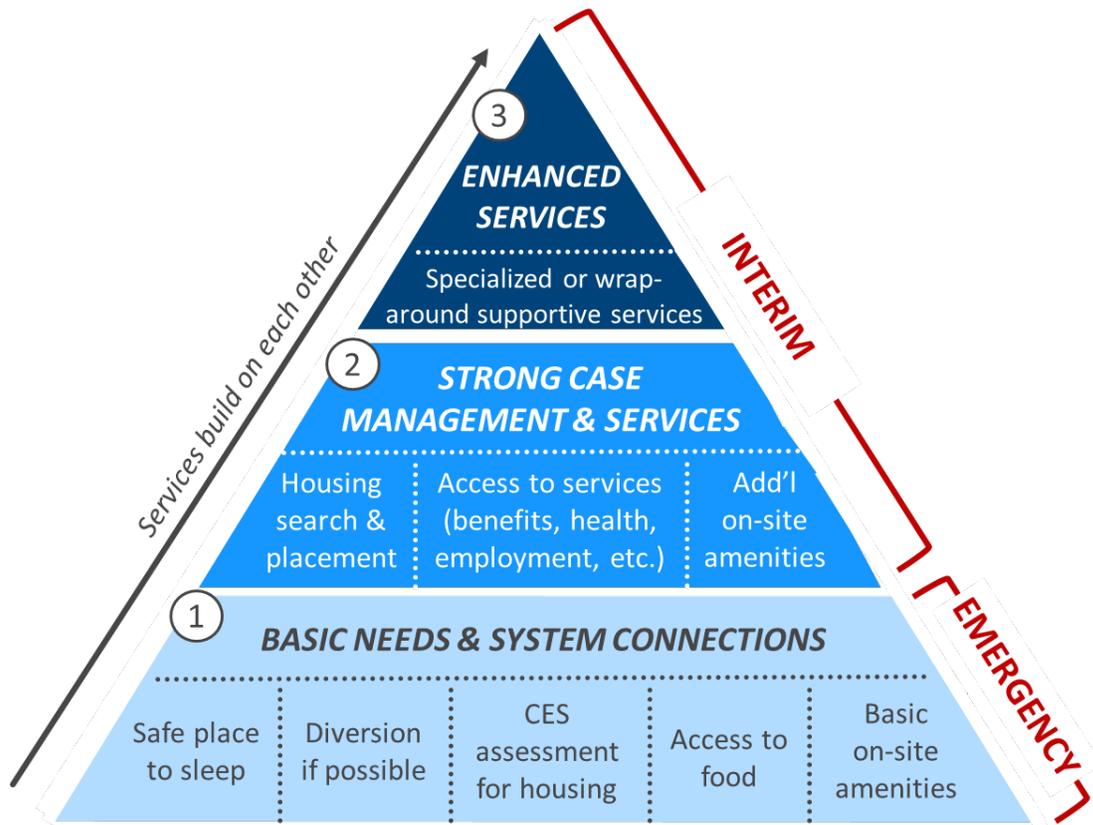
Service array

DFSS seeks proposals from qualified agencies to provide an array of different shelter services for the target population above. For this RFP, **DFSS requests that applicants not only indicate which CoC program model they plan to operate, but also provide more information about the nature of services offered and service intensity** so DFSS can assemble the right portfolio of services across the city. In the application, shelters will be asked to designate which of the buckets below (1A to 3C) best describes their work.

¹⁰ According to the ADA, 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](#).

EMERGENCY SHELTER		INTERIM SHELTER			
BASIC NEEDS & SYSTEM CONNECTIONS		STRONG CASE MANAGEMENT & SERVICES	ENHANCED OR SPECIALIZED SERVICES		
1A	1B	2	3A	3B	3C
Overnight or 24-hour adult shelter	Youth low-threshold overnight shelter	Interim housing for adults and/or families	Domestic violence interim housing	Youth interim housing	Other specialized or intensive interim housing

To help applicants understand how DFSS thinks about this spectrum of services and identify the appropriate category for their application, the pyramid graphic and sections below articulate the different levels and types of services that DFSS seeks to fund.



1. Basic needs and system connections

DFSS seeks applications from agencies that can **operate basic, emergency shelters with the primary goal of meeting the immediate needs of clients experiencing homelessness**. These shelters are low-demand facilities designed to remove individuals from the imminent danger of being on the street. Basic shelters provide a safe environment with a place to sleep and access to meals/kitchen and modest

amenities (e.g. showers, hygiene). They tend to be “no-frills” facilities, providing cots on the floor or beds in a congregate setting with some on-site amenities (e.g. hygiene, storage).

Basic emergency shelters offer limited to no case management, but are expected to provide critical connections for clients into the broader homeless services system that can help put an individual on the pathway to housing. Most importantly, these shelters should ensure CES housing assessments are completed for all clients (either directly or through referral to another agency) and be able to provide basic information and linkages to other resources (e.g. drop-in or day centers, individualized case management, clinical service providers). If appropriate for the population served, these shelters might also engage in diversion efforts. Shelters should offer right of return, without the need to line up, for all or a large percentage of their beds.

Emergency shelters can be either 12-hour overnight shelters or shelters open for 24-hours. In particular, **DFSS wants to give agencies currently operating lower-intensity versions of interim housing programs the opportunity to apply as an emergency shelter and reduce the intensity of their services, staffing costs, and key performance metrics accordingly.** Applicants should ensure they have the appropriate special use zoning permits to operate for the shelter hours they propose. Applicants should also have staffing sufficient to cover basic operations, ensure safety, and make necessary system connections and linkages. In the past, DFSS has recommended a minimum staff to participant ratio of 1:50 for overnight programs.

Applicants can propose to serve an adult population or a youth population (ages 18-24). Shelters serving youth should follow the core elements of the low-threshold youth overnight shelters program model including customizing the elements above to be developmentally-appropriate and specific to the basic needs of youth, ensuring shelters are welcoming and easy to access for the diverse youth outlined in target population above, coordinating with youth outreach workers, and ensuring staff are trained in positive youth development and experienced in working with vulnerable youth and their families. More information can be found on the [Chicago CoC's Program Model Chart](#). DFSS welcomes the opportunity to learn more about any relevant sub-populations that applicants for basic shelter are able to serve, **however at this time DFSS is not planning to fund basic, emergency shelters for families** (who should be served by an interim shelter).

2. Strong case management and services

DFSS also seeks applications from agencies that can build on the elements of basic needs and system connections in pursuit of the primary goal of quickly moving households into appropriate and stable permanent housing. **These interim shelters can provide a variety of services and/or linkages dedicated to re-housing clients as quickly as possible.** They are open 24-hours with assigned bunks/beds and offer a broader range of amenities (e.g. showers, storage, laundry).

Shelters should provide high-quality, case management focused on housing placement and increasing income. Case management approaches should reflect best practices in the field including individualization, strengths-based approaches, client-driven goal setting, and providing patient and consistent support. These shelters also ensure access to other services (through direct provision or linkages to other providers and community resources) that can address client needs and support their journey into housing including but not limited to: benefits screening, physical and mental health services, substance abuse treatment, employment/job readiness services. Shelters should strive to provide these services and linkages in a coordinated, client-centered manner. Shelters serving families should also meet the needs of children including appropriate connections to care and education (e.g.

children over 5 are attending school, children under 5 are connected to appropriate developmental screenings, early childhood education programs, and other childcare resources). Once clients are housed, shelters should ensure they are connected to other local community resources that can provide ongoing support to ensure they remain housed.

DFSS expects shelters in this group to take more robust approaches to diversion which may involve problem-solving conversations, crisis resolution, identifying community supports, and offering lighter-touch solutions. DFSS is also interested in shelters that can offer creative solutions to housing clients who are unlikely to be prioritized for CoC housing resources distributed through the CES process.

DFSS expects that most interim housing programs in operation today fit this description. Applicants can propose to serve families, single adults, or both. Applicants should ensure staffing sufficient to cover basic operations, ensure safety, and provide effective case management taking into account family size and needs of the population they intend to serve. In the past, DFSS has recommended a minimum staff to participant ratio of 1:30 for interim housing programs. DFSS also welcomes the opportunity to learn more about any relevant sub-populations that applicants in this tier of shelters are able to serve.

3. Enhanced or specialized services

DFSS also seeks applications from **interim housing agencies that can provide a set of specialized and/or more intensive services that address the needs of different sub-populations** with the goal of moving households into appropriate and stable permanent housing. Sub-populations appropriate for enhanced shelters can vary but should be those that need special or more robust supports that are not provided widely by the system today (e.g. homeless women, families with significant or complex problems that are repeat shelter users, medically vulnerable clients).

Enhanced shelters deliver all of the elements laid out in the basic needs and strong case management tiers of the pyramid **and** provide either specialized or more holistic wraparound services to ensure successful housing. Additional services should be provided in support of, not at the expense of, a focus on housing placement. These shelters are **typically among today's interim housing providers**. They are open 24-hours with assigned bunks/beds and offer a broader range of amenities. Staff should be specially trained to address the needs of the intended clients. Based on the model, enhanced shelters may offer case management at lower caseload ratios and may provide a broader array of services in-house than other interim shelters in the "strong case management and services" level of the spectrum.

In particular, **DFSS will need applicants capable of providing specialized services for two key groups: domestic violence victims and youth.**

- **Domestic violence (DV) victims**: Domestic violence shelters will 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. DV shelters will have a safe, undisclosed location for all services and are not required to enter data into HMIS.
- **Youth (ages 14-24)**: Shelters serving youth should **follow the core elements of the youth interim program model** including developmentally-appropriate case management and psychosocial assessment, life/independent living/interpersonal skills training to help young people transition to living on their own, and safety assessments. These shelters must be welcoming and easy to access for the diverse youth outlined in the target population description above. Staff should also be trained in positive youth development and have experience in

working with vulnerable youth and their families. More information can be found on the [Chicago CoC's Program Model Chart](#).

DFSS wants to learn from applicants about the variety of evidence-based programs that can support the success of different homeless sub-populations. This will help the Homeless Services division both appropriately match sub-populations to shelter services and learn from innovative programs that may be capable of achieving stronger outcomes over the long-term. For this level of service in particular, DFSS seeks applicants capable of leveraging other sources of funding to support programming. Given constrained resources, DFSS will not be able to pay the full cost of more enhanced services but seeks partners that have demonstrated a willingness and ability to bring their own resources to the table to implement innovative programs.

Other requirements

All shelter services, programs, and delivery approaches should reflect the Chicago CoC's core values, particularly:

- *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*: shelter leadership understands the wide impact of trauma on participants, and staff are trained to recognize and respond to the signs and symptoms of trauma in clients. Policies, procedures, and practices should integrate knowledge about trauma.
- *Respect* for cultural competence and non-discriminatory practices.
- *Use of evidence-based practices* in program design and service delivery.
- *Recognition of the importance of relationship-building* as a core part of programs.

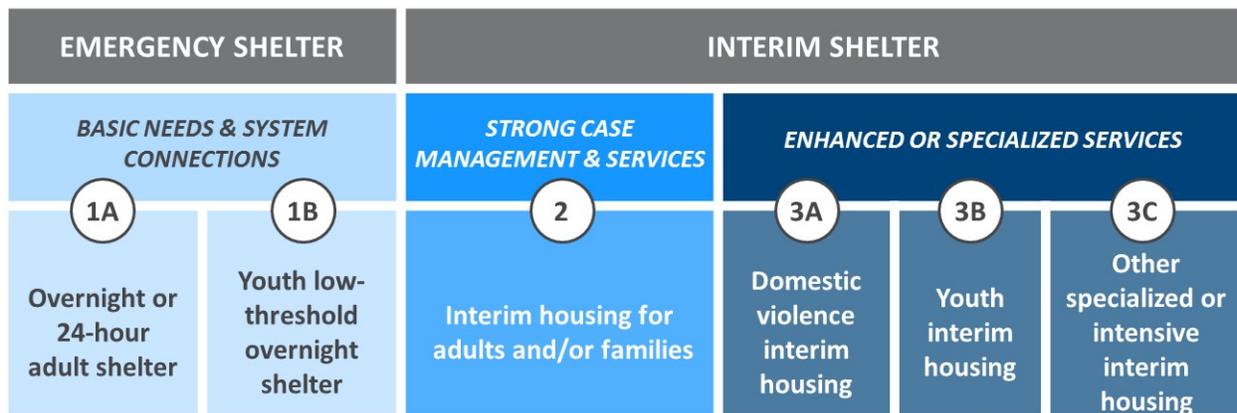
Selected applicants must also adhere to a variety of CoC and DFSS requirements and regulations for shelters at the time of contract. These items will be incorporated into contracts, and include but are not limited to:

- Compliance with HEARTH Act.
- Programs must inform participants of their rights, responsibilities, and expectations.
- Shall not discriminate on the basis of race, religion, national origin, sexual orientation, disability, or family composition.
- Practice family preservation by accepting and keeping together families of all sizes and ages at the shelter door and keeping them together (in line with federal requirements).
- All clients must be entered into the Homeless Management Information Systems (HMIS) with the exception of designated domestic violence agencies.
- 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.

- Programs must track and document client entry and departure into the program, including but not limited to destination and reason for leaving.
- Programs must maintain confidentiality of client records.
- Facilities must comply with applicable local fire, environmental, health, and safety standards and regulations which apply to the safe operation of the shelter and should be maintained in clean and sanitary condition.
- Must participate in DFSS Point-in-Time counts and the DFSS Shelter Bed Clearinghouse (including associated activities and reporting requirements).
- *For interim shelters:* follow-up with clients after housing placement at time intervals to be specified by DFSS.
- *For youth-serving shelters:* must comply with relevant licensing/regulatory guidelines associated with serving this population (e.g. 14-15 year olds must have parental/guardian consent).

Guidance for applications

DFSS requests applications from agencies capable of offering emergency or interim shelter that can provide a clear articulation of their services and how those align against the service levels in the pyramid above. Applicants should indicate which services they can offer with reference to the categories in the graphic below numbered 1A to 3C and indicate the sub-populations they can serve. This information will help DFSS understand, compare, and select the right mix of delegates as part of a broader portfolio of services. Since DFSS seeks services across this spectrum, DFSS plans to make awards in each category.



DFSS recommends that agencies submit one application per category numbered 1A to 3C. Applicants administering multiple “projects”¹¹ within one category can include all of those projects in the same application (and should specify which projects are included). For example, an agency that operates three interim housing projects for families could submit one application for category 2 covering these three projects. **Applicants may not submit an application that covers multiple categories above.** For example, an agency operating a youth low-threshold overnight shelter project and a youth interim housing project should submit two separate applications for categories 1B and 3B, respectively.

In past RFPs, applicants for DFSS shelter programs were asked to submit one application for each project. DFSS wants to create flexibility for providers administering multiple projects with the same

¹¹ “Project” is a term that corresponds to a specific location/program and is used to track services in HMIS within the broader homelessness system.

program – including streamlined contracts that encompass a broader set of shelter work. **However, if desired, agencies may continue to submit separate applications for projects within the same category** if they believe that will enable them to prepare a stronger application and/or more easily administer the resulting contract for the work.

DFSS will consider all applications based on what they can contribute to the broader service array and the goals DFSS seeks to accomplish across the shelter system. Therefore, applicants will not be penalized for selecting one category over another; if needed, DFSS will consider an application in the context of another category as well if the Applicant’s services do not align with the descriptions above (e.g., will compare an application for 3C with those for 2 if the application is a better fit for the description for 2).

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 applicant regarding the funding amount and other items of any contract resulting from this RFP. These programs will be funded by a variety of funding sources including ESG, CDBG, CSBG, IDHS, and City of Chicago corporate dollars. The Homeless Services Division will work with successful applicants to assemble appropriate contracts against these funding sources and inform them about associated compliance activities.

PERFORMANCE MEASURES

To track progress toward achieving our goals and assess success of the program, DFSS will **monitor a set of performance indicators across all shelter programs** that may include, but are not limited to:

- Percentage and number of participants who exit shelter to permanent (or more stable) housing.
- Percentage and number of participants who exit shelter to permanent (or more stable) housing at each of these time intervals: within 120 days, 180 days, and 270 days of entry.
- Percentage and number of households assessed for the Coordinated Entry System.
- Percentage and number of households without source of non-cash benefits at entry that obtained non-cash benefits through mainstream resources.
- Percentage and number of households that return to homelessness.

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

- Average length of stay in shelter.
- Utilization of shelter bed capacity.
- Number of participants enrolled.
- Number of participants diverted.

Specific targets have not been included for these metrics, since DFSS is seeking the input of applicants and the delegate community in further developing this measurement framework to ensure appropriate metrics are tracked for specific programs and sub-populations, and that performance expectations established in resulting contracts are appropriate for each type of shelter. 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.

In addition to the above, DFSS will monitor additional metrics specific to different types of shelter programs including but not limited to the metrics on the next page:

EMERGENCY SHELTER

INTERIM SHELTER

**KEY PERFORMANCE METRICS
FOR SPECIFIC PROGRAMS
(X= applies to program)**

	BASIC NEEDS & SYSTEM CONNECTIONS		STRONG CASE MGMT & SERVICES 2	ENHANCED OR SPECIALIZED SERVICES		
	1A Overnight or 24-hour adult shelter	1B Youth low-threshold overnight shelter		3A Domestic violence interim housing	3B Youth interim housing	3C Other specialized or intensive interim housing
% receiving needs assessment	X	X				
% of assessed participants connect to supportive services at drop-in centers or other community providers	X	X				
% participate in leadership development and community building activities		X				
% of households that maintained or increased their income through cash benefits, earned income, or a combination of both			X	X	X	X
Less than 5% will exit to another homeless services location			X	X	X	X
% of households without income at entry that obtained employment			X	X		X (if approp.)
% of households that learn about safety planning and the cycle of violence, respectively				X		
% of participants complete a psychosocial assessment and develop an individual case plan						
% of participants increase community connection and support as evidenced through eco-map or comparable evidence-based tool					X	
% of participants engage in programs or services designed to increase employment readiness					X	
<i>Other metrics appropriate to sub-populations</i>						X (TBD)

The metrics above are aligned with those established and measured by the Chicago CoC for these types of programs and for the CoC system as a whole. In particular, the DFSS Homeless Services Division is focused on continuous improvement against these metrics. We are committed to working with delegate agencies to monitor improvement in key performance indicators and sharing data with delegate agencies to assess and understand our progress.

More broadly, as part of DFSS’ commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying (if appropriate) and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including participation in and use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so 	25

<ul style="list-style-type: none"> • The Applicant’s staff is capable of delivering services in line with 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 • The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g. state, federal, foundation, corporate, individual donations) 	15

DFSS is focused on using quality data to make more informed funding and policy decisions and understand and improve program performance with our delegates. To improve the quality of the data we use in our reading and scoring process, we are requesting that applicants for this RFP that currently administer interim housing projects submit key performance measures reports based on HMIS data from January 1, 2017 to December 31, 2017 as part of their applications. DFSS will be utilizing Advanced Reporting Tool (ART) reports that All Chicago’s HMIS Team has built and that the Chicago CoC uses as part of its HUD NOFA competition. By doing so, DFSS aims to align with existing approaches used by the CoC and reduce the separate reporting burden for agencies.

For those applicants supplying ART reports for interim housing projects, points will be awarded on the basis of absolute and relative performance on the key indicators calculated in the ART reports. Key indicators include:

- Percentage of the households who left the project that exited to permanent housing (overall, within 180 days, and within 120 days).
- Percentage of households without income at entry that obtained employment.
- Percentage of households without source of non-cash benefits at entry that obtained non-cash benefits through mainstream resources.
- Percentage of households that maintained or increased their income through cash benefits, earned income, or a combination of both.
- Bed utilization.

Applicants will also have the opportunity to provide additional context to inform DFSS about this data and add supplemental performance information for DFSS’s consideration. Applicants that do not currently operate interim housing projects or that do not participate in HMIS (e.g., domestic violence shelters) will be scored based on other information they provide demonstrating their ability to achieve results.

More instruction and information – including how to pull these reports and how the indicators above are calculated in reports – will be provided in the eProcurement system with application questions for

this RFP, shared broadly with DFSS's stakeholders and potential applicants, and reviewed at Homeless Services Division technical assistance webinar sessions.

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 articulated above. 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.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	46
Projects funded:	43
Range of funding:	\$76,000-\$1,200,000
Total funding:	\$18,500,000

PROGRAM CONTACT:

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

Tami Cole, Director of Human Services
Phone: 312-746-8610
Email: Tami.Cole@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

DFSS Program: Homeless Services – Youth Intentional Housing Supports

INTRODUCTION:

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), 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.

PROGRAM DESCRIPTION:

The goal of Youth Intentional Housing Supports is to quickly house youth experiencing housing insecurity while providing the support needed to remain stably housed and build a foundation for success in the future. The building blocks for success include connection to benefits, education and employment support, legal aid, leadership opportunities, and links to physical and mental health care. Under the umbrella of Youth Intentional Housing Supports, the DFSS Homeless Services Division seeks to provide supportive services to participants in Youth Intentional Permanent Supportive Housing (PSH) and Transitional Housing (TH). Youth Intentional PSH is a non-time-limited, specialized age- and service-appropriate version of Permanent Supportive Housing for youth with complex needs. Similar to adult PSH, these programs target youth who experience multiple barriers to housing, and are unable to maintain housing stability without supportive services. Youth Intentional TH is a time-limited housing model focused on building a support system for young people while they transition into self-sufficiency. This model has a focus on developing life skills and staying in school or securing work. Both models seek to provide young people, with a variety of unique needs, with appropriate housing interventions to help them transition into permanent housing or remain permanently housed.

HUD summarized research by HHS that identified the impact of prolonged episodes of homelessness for youth:

- Factors Associated with Prolonged Youth Homelessness. Youth who experience prolonged homelessness also face greater challenges than many of their peers, including greater involvement with the child welfare and criminal justice systems; histories of child maltreatment; higher rates of substance use and mental health challenges; higher rates of dropping out of school; higher rates of unemployment and informal work; and unstable housing and living situations.
- Serious Mental Illness and Prolonged Youth Homelessness. Mental health disorders among youth can increase the risk of homelessness. At the same time, the more time youth spend on the streets, the greater their likelihood of developing mental health disorders. Early interventions for youth with mental health issues may help prevent and address prolonged homelessness among young people.
- Interventions for Addressing Prolonged Youth Homelessness. Supportive housing for youth, social enterprise interventions, functional family therapy, and early interventions for mental health such as Coordinated Specialty Care programs hold promise for youth experiencing prolonged homelessness.

Today, our broader system faces the challenge of ensuring that homeless youth are quickly housed to help them begin the journey toward a more successful future as soon as possible. According to Chicago's Dashboard to End Homelessness, in March 2018 there were 1,227 youth experiencing homelessness in Chicago. Of those, 126 were matched to projects and awaiting enrollment, and 45 youth experiencing homelessness were enrolled in projects and awaiting permanent housing. An average of 158 new youth seek support from our system each month, and it takes 144 days from identifying a youth to that 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.

Eligibility for Youth Intentional Housing Supports varies by program type:

- Youth Intentional Permanent Supportive Housing is designed to serve unaccompanied youth ages 18 up to their 25th birthday, experiencing literal homelessness, and who have a disability or other youth-specific indicator of vulnerability.
- Project-Based Youth Intentional Transitional Housing is designed to serve youth ages 14 up to their 25th birthday.
- Scattered-Site Youth Intentional Transitional Housing is designed to serve youth ages 18 up to their 25th birthday.
- Youth Intentional Transitional Housing serves youth who are literally homeless or at imminent risk of homelessness.
- For all program types, eligible youth will be identified and referred through CES.

Recent 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:

- Sixty-five percent of the surveyed youth identified as Black or African American and 6 percent as multiracial, yet the populations represented only 24 percent and 2 percent, respectively, of the overall Cook County population.
- Fifty-nine percent 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 percent of homeless and unstably housed male youth in the 22-county aggregate sample.
- Thirty-four percent of the female youth in Cook County reported being pregnant or a parent.
- Thirty-five percent 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 percent had experienced both.
- Twenty-five percent of the Cook County homeless and unstably housed youth identified as lesbian, gay, bisexual, questioning, or asexual (LGBQA) to some extent.

The Voices of Youth Count, Cook County report also noted that the 18- to 25-year-olds in Cook County were more likely to be categorized as sheltered than their peers in the 22-county aggregate sample. Yet, there remains an unmet need for housing, as the majority of transitional housing and supportive housing programs reported having waiting lists and two-thirds of the emergency shelters and half of the transitional housing programs turned youth away during the past year. Taken together, these findings suggest a need for increased capacity to provide youth ages 18 and older with both emergency and longer-term housing options. The Voices of Youth Count, Cook County report is included as an attachment to this RFP.

PROGRAM REQUIREMENTS:

DFSS is seeking a continuum of developmentally appropriate, supportive housing support services that help transition youth into permanent housing or remain permanently housed. Through past RFP's, DFSS has funded Youth Intentional Permanent Supportive Housing and Youth Intentional Transitional Housing (both project-based and scattered-site) programs. This year, successful programs will have a system in place to quickly house participants once they are matched to their programs. Housing may be provided in a project-based setting or scattered-site model.

Programs must provide the following supportive services 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. Services include but are not limited to:

- Participant assessment for housing and service needs.
- Needed services including medical care, mental health care, substance use disorder treatments, and legal assistants.
- Supports for education, employment, positive connections to family or other significant people (where appropriate), and skill building (including independent living and interpersonal skills).
- Supports for parenting youth including developmental screening and school or early childhood program enrollment.
- Connection to benefits (e.g. TANF, LINK, SSI, etc.).
- Connection to youth development activities.
- Extend follow-up support or after-care services to eliminate barriers to maintaining stable housing into adulthood.
- For scattered-site programs, housing location/relocation supports and coordination or mediation between property management or landlords, clients, and service providers.

Additional program requirements:

- Programs must follow CES processes for program referrals.
- Programs must provide 24 hour on-call or on-site access to staff support.
- Youth Intentional Transitional Housing programs are time-limited to 24 months.
- Programs serving youth under 18 must comply with State licensing and regulatory guidelines.
- Youth under 18 must be connected to a Comprehensive Community Based Youth Services (CCBYS) provider.
- Programs must conduct safety assessments.
- Youth Intentional PSH and Scattered Site TH must maintain a staff to client ratio of one to 30.

Programs must be designed to follow a housing first philosophy. As identified by HUD, core principles of housing first for youth are:

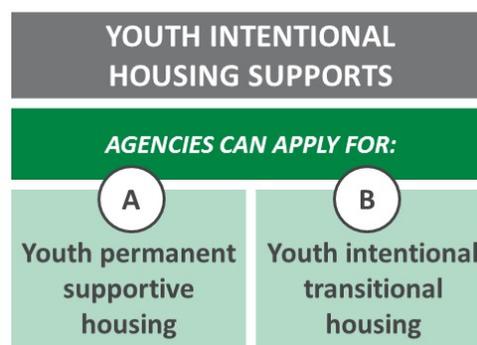
- Immediate access to permanent housing with no preconditions: Youth should be provided with access to safe and secure permanent housing that meets their needs as quickly as possible.
- Youth choice and self-determination: Housing First is a person-centered approach that promotes choice regarding housing and service options, while maintaining high expectations for youth.
- Individualized and youth-driven supports: All youth are different. Once housed, the level of service offered will depend on the unique needs and choices of the youth. Non-time-limited supports provide a practical, person-centered approach that assist in helping youth maintain their housing independently.
- Persistent Engagement: Staff should utilize an assertive style of case management, and continuously attempt to engage youth, even if youth are resistant to services.

Programs should include the following techniques for engaging youth:

- **Positive youth development:** Focuses on the strengths that youth already have and builds protective factors and resiliency. Positive youth development strategies include giving youth access to experiences that build leadership and boost self-awareness.
- **Trauma Informed Care:** Most homeless youth have experienced trauma in their lives that is affecting the ways in which they currently behave. This technique recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system, and responses fully integrate knowledge about trauma into policies, procedures, and practices.
- **Harm Reduction:** For youth and young adults who are actively engaged in substance use, a harm reduction approach is important for youth to be able to honestly address substance use issues and make responsible decisions regarding their substance use. Abstinence focused models may be available for youth and young adults; however, the choice should lie with the project participant, and communities should ensure that housing options are available for youth at all stages of recovery, including youth who continue to use drugs or alcohol. Sexual health is an important part of physical well-being and should be incorporated in harm reduction conversations with youth.

Guidance for applications

In their applications, applicants should indicate which type of service they plan to offer with reference to categories A and B 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. Note that category B covers both project-based and scattered-site youth intentional transitional housing.



DFSS recommends that agencies submit one application per category. Agencies administering multiple “projects”¹² within one category can include all of those projects in the same application (and should specify which projects are included). For example, an agency operating both a youth intentional transitional housing scattered-site program and a youth intentional transitional project-based program may apply for both projects under one application for category B. **Applicants may not submit an application that covers both categories A and B above.** An agency operating programs in both categories A and B should submit separate applications for each category.

In past RFPs, applicants were asked to submit one application for each project. DFSS wants to create flexibility for providers administering multiple but strongly integrated or related projects – including streamlined contracts that encompass a broader set of youth housing supports. **However, if desired, agencies may continue to submit separate applications for projects within the same category** 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 applicant regarding the funding amount and other items of any contract resulting from this RFP.

¹² “Project” is a term that corresponds to a specific program and is used to track services in HMIS within the broader homelessness system.

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 are not limited to:

Participants are quickly housed and remain stably housed

- PSH: 80% of participants will remain permanently housed for 12 months or will exit to other permanent housing.
- TH: 70% of participants will exit to stable housing.
- PSH & TH: Number of days between when a youth is connected to the program and when that youth is housed (*with the goal of improving over time from the current average of 144 days*).

Youth report an increase in income

- PSH: 69% of people 18 years and older will maintain or increase their total income (from all sources) as of the end of the operating year.
- PSH: 75% of participants without a source of reportable income will report an increase in cash benefits or income. And 85% of participants with a source of reportable income will report an increase or maintenance of cash benefits or income (i.e. SSI).
- PSH: 85% of participants without non-cash benefits will gain access to non-cash benefits (i.e. Medicaid).
- TH: 50% of participants without a source of reportable income will report an increase in cash benefits or income. And 75% of participants with a source of reportable income will report an increase or maintenance of cash benefits or income.
- TH: 80% of participants without non-cash benefits will gain access to those non-cash benefits.

Youth gain employment or advance employment skills and/or education

- TH: 50% of participants will exit with employment.
- TH: 70% of participants will engage in programs or services designed to increase employment readiness, such as transitional employment programs, internships, or vocational coursework.
- TH: 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, or college).

Applicants may offer alternative metrics to meet the outcomes listed above.

The specific targets above are drawn from the Chicago CoC Program Models Chart. While DFSS is interested in prioritizing the outcomes listed above, delegate agencies may be required to report on additional metrics established by the Chicago CoC for these types of programs.

Within this framework, the DFSS Homeless Services Division is particularly focused on continuous improvement against these metrics in pursuit of meeting or exceeding these targets over time. We are committed to working with delegate agencies to monitor improvement against these indicators and sharing data with delegate agencies to assess and understand our progress. As the Chicago CoC's youth system evolves, we anticipate working further to strategically align performance around key national youth measures in the areas of housing, permanent connections, education and employment, and social and emotional wellbeing.

More broadly, as part of DFSS' commitment to become more outcomes-oriented, the DFSS Homeless Services Division 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 is 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 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 will be expected to collect and share data with DFSS in a format specified by DFSS.

SELECTION CRITERIA	POINTS
<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant’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 • The Applicant has an effective approach to receiving matches from CES and has a robust method retaining program participants (incl. rules/regulations that reduce barriers to participation) • For scattered-site models, Applicant has an effective approach to reducing days between intake and when a youth is housed 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant 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 <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant engages in regular staff training in line with best practices and has the capacity to develop/attend training to meet the changing needs of the youth population. 	25

<ul style="list-style-type: none"> The Applicant’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 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 given the nature of the services provided and provides justification for the level of funding requested The Applicant leverages other non-City funds to support total program and administrative cost (e.g., state, federal, foundation, corporate, individual donations) 	15

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 is focused on using quality data to make more informed funding and policy decisions and understand and improve program performance with our delegates. To improve the quality of the data we use in our reading and scoring process, **we are requesting that applicants for this RFP submit key performance measures reports based on HMIS data from January 1, 2017 to December 31, 2017 as part of their applications.** DFSS will be utilizing Advanced Reporting Tool (ART) reports that All Chicago’s HMIS Team has built and that the Chicago CoC uses as part of its HUD NOFA competition. By doing so, DFSS aims to align with existing approaches used by the CoC and reduce the separate reporting burden for agencies.

We will be requesting the ART reports for the Youth Transitional Housing CoC program model and/or the Permanent Supportive Housing CoC program model, depending on the projects and programs proposed by the applicant. Points will be awarded to delegates on the basis of absolute and relative performance the key indicators calculated in the ART reports. Key indicators for these reports include:

Youth Transitional Housing report <i>(to be used for youth intentional transitional housing, both project-based and scattered site)</i>	Permanent Supportive Housing report <i>(to be used for youth international PSH)</i>
<ul style="list-style-type: none"> Percentage of households who exited to permanent destinations Of the households who left the project, percentage that exited with employment 	<ul style="list-style-type: none"> Of the households who left the project, percentage that have been in the project for at least 12 months that exited to permanent destinations Percentage of households that remained permanently housed for 12 months or exited to permanent destinations within the first 12 months of enrollment

For both Youth Transitional Housing report and Permanent Supportive Housing report:

- Percentage of households without source of non-cash benefits at entry that obtained non-cash benefits through mainstream resources
- Percentage of households that maintained or increased their income through cash benefits, earned income, or a combination of both

Applicants will also have the opportunity to provide additional context to inform DFSS about this data and add supplemental performance information for DFSS' consideration. Applicants that do not currently operate the program they are applying for or that do not participate in HMIS will be scored based on other information they provide demonstrating their ability to achieve results.

More instruction and information – including how to pull these reports and how the indicators above are calculated in reports – will be provided in the eProcurement system with application questions for this RFP, shared broadly with DFSS' stakeholders and potential applicants, and reviewed at Homeless Services Division technical assistance webinar sessions.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received: 8
Projects funded: 7
Range of funding: \$40,000-\$150,000
Total funding: \$574,900

PROGRAM CONTACT:

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

Ceri Holroyd Moy, Project Coordinator, Youth Homeless Prevention, Policy & Planning
Phone: 312-746-5670
Email: Ceri.Moy@cityofchicago.org
Website: www.cityofchicago.org/fss

Questions regarding the technical aspects of responding to this RFP may be directed to:
Julia Talbot: Julia.Talbot@cityofchicago.org, and
OBM: OBMGMU@cityofchicago.org or 312-744-0358

BACP Program: Neighborhood Business Development Centers (NBDC)

PROGRAM DESCRIPTION:

The City of Chicago Department of Business Affairs and Consumer Protection (BACP) will provide funding to not-for-profit organizations to provide business development assistance to Chicago's small business community through its Neighborhood Business Development Centers (NBDC) program. Participants of the NBDC program, also known as NBDC "grantees", will deliver customized business counseling, foster neighborhood engagement with the local business community, drive neighborhood economic vitality through business attraction and retention, enlist small businesses in making their neighborhoods safer for business, and build their capacity to more effectively deliver services. NBDC grantees will work in partnership with the City of Chicago (City) to significantly improve the small business experience in Chicago by providing small businesses, and fellow NBDC grantees, with expert training and resources to help address common challenges and support key City priorities. NBDC Program applicants may apply to any, or all, of the program categories listed below.

PROGRAM CATEGORIES:

To ensure that small businesses, and NBDC grantees, receive the expert guidance and support they need, the City seeks NBDC Program participants to work directly with the small business community to provide specialized services, or with fellow NBDC grantees to help build their capacity to successfully serve Chicago's small businesses and neighborhoods. The City is seeking NBDC Program participants to provide services that fall into the following six (6) categories:

1. Generalist
2. Diversity Outreach
3. Small Business Opportunity Centers (SBOC)
4. Innovation Centers
5. Special Projects
6. Peer-to-Peer Training

Applicants must identify which category, or categories, they are applying for, and be able to comply with the following minimum requirements for each category:

- Implement the activities and fulfill the targets set in the approved grantee work plan;
- For program compliance, all NBDC grantees will be required to submit documentation and reports, also known as "deliverables", to validate completion of program activities;
- For fiscal compliance, all NBDC grantees will be required to submit vouchers/invoices and participate in all City and BACP-sponsored audits, site visits, evaluation, and quality assurance activities.

CATEGORY 1: NBDC - GENERALIST

The City seeks not-for-profit organizations, as NBDC - Generalist grantees, to provide geographic-based business development assistance to Chicago's small business community in defined geographic areas, which includes providing customized business counseling, fostering neighborhood engagement with the local business community, driving neighborhood economic vitality through business attraction and retention, enlisting small businesses in making their neighborhoods safer for business, while also building their capacity to more effectively deliver services.

NBDC - Generalist Key Functions:

- Maintain current and quality strategies for supporting businesses and neighborhoods.
- Serve as an extension of the BACP's Small Business Center,

- For business owners who are ready to apply for a City of Chicago business license and/or Public Way Use permit:
 - Identify the type of license/permit that aligns with the business activity
 - Prior to business investment (lease and/or purchase of property), identify via the City of Chicago Zoning map if the desired business location is properly Zoned to allow the business activity.
 - Identify issues/challenges in securing the license/permit
 - Support the applicant through the application process
 - Advise applicants of the online business license application system in addition to in-person consultations/applications
- For business owners who are not ready to apply for a City of Chicago business license and/or Public Way Use permit:
 - Provide them with mentorship, technical assistance and/or next steps to be ready to apply for a license/permit
 - If not offered in-house, recommend capacity building resources (e.g. entrepreneurial training program, business incubator)
 - Ensure the applicant is on a path to successfully secure a license/permit
- Business Consultations (non-Tax Increment Financing (“TIF”) related): These services include identifying the business or entrepreneur’s needs as they start-up and grow, as well as providing progressive actions to address their needs to a final resolution. Examples include, but are not limited to: helping businesses with financial counseling; business planning; access to training and resources; applying for City licenses and permits; and helping businesses navigate City government.
- Business Consultations (TIF-related) (where applicable): This service includes marketing TIF to current or prospective businesses, developers, and investors and assisting them in securing the TIF incentive.
- Welcomes, and provides ongoing support to, newly licensed businesses within their geographic region as identified from the City Data Portal.
- Provides referrals for businesses seeking assistance to both business and non-business resource partners.
- Connects with partners to support businesses, for example connecting with the nearest Small Business Opportunity Centers, Innovation Centers, and Microlenders.
- Forms a coalition with at least 2-3 geographic and/or industry-based partners to develop a regional strategy or initiatives the support the small business landscape in their geographic region.
- Develops business events, that will foster engagement and communication, which can include Networking, Educational, Business Roundtables, Business-to-Business, Safety Seminars, Working Group/Task Force
- Develops consumer events, to promote local spending, which can include: Producing Festivals, Marketing Events, Buy Local Event, and/or events designed to drive customer traffic.
- Produces campaigns that showcase assets and/or leverages several business owners to create engaging, unique ways for consumers to connect with the business community (e.g. Buy Local Campaign).
- Maintains an active and viable list of real estate vacancies in the district by gathering listing information from property owners and/or real estate brokers.
- Develops and maintains a community profile to be used as a business attraction strategy.
- Maintains relationships with local property owners and brokers, and plays an active role in business attraction to storefronts.

- Must have a functioning website, email, phone and social media outlets that at minimum include City and local resources for businesses; links to the City of Chicago Small Business Center Website and Site Selector; links to aldermen’s offices for the NBDC service area; and calendar of events, e-blasts and e-newsletters.
- Attend the triannual mandatory NBDC grantees meetings called “ChiBiz Chat”. At least one NBDC grantee staff member is required to attend each one of the three (3) ChiBiz Chats per year, and stay for the duration of the meeting. The events are an opportunity for NBDC grantee representatives to learn about the latest NBDC Program-related updates, participate in speaker discussions, network and exchange best practices.

CATEGORY 2: NBDC - DIVERSITY OUTREACH

The City seeks not-for-profit organizations, as NBDC - Diversity Outreach grantees, to provide diversity-based business development assistance, and support services, directly to target populations in Chicago’s small business community. Target populations include, but are not limited to, minorities, women, people with disabilities, LGBT individuals, returning citizens, New Americans, and military veterans.

NBDC - Diversity Outreach Key Functions:

- Provide 1:1 business counseling and referral services to the target populations
- Work collaboratively with other NBDC grantees, including, but not limited to, participating in a Regional Impact Project
- Host business events such as Networking, Educational, Business Roundtables, Business-to-Business, Safety Seminars, Working Group/Task Force
- Help their target population(s) businesses lease or purchase commercial sites in the City
- Implement activities that attract customers to their target population(s)’ businesses
- Convey stories about agency’s impact on their target populations
- Must have a functioning website, email, phone and social media outlets that at minimum includes City and local resources for businesses; links to the City of Chicago Small Business Center Website and Site Selector; links to aldermen’s offices for the NBDC service area; calendar of events, e-blasts and e-newsletters.
- Attend the triannual mandatory NBDC grantees meetings called “ChiBiz Chat”. At least one NBDC grantee staff member is required to attend each one of the three (3) ChiBiz Chats per year, and stay for the duration of the meeting. The events are an opportunity for NBDC grantee representatives to learn about the latest NBDC Program-related updates, participate in speaker discussions, network and exchange best practices.

CATEGORY 3: NBDC - SMALL BUSINESS OPPORTUNITY CENTERS (SBOC)

The City seeks not-for-profit organizations, as NBDC - SBOC grantees, to provide support, counseling and coaching assistance to entrepreneurs in Chicago’s small business community that require access to capital. This includes accepting referrals from NBDC grantees, and other referral partners, of business owners looking to borrow funds and be matched with the right lender. NBDC-SBOCs are expected to develop a curriculum/individualized work plan for business owners based on their stage in the loan-readiness process.

NBDC - SBOC Key Functions:

- For business owners who are ready to apply for a small business loan:

- Identify the best financing product to pursue and recommend options for financing (e.g. microloans, SBA loans, conventional loans, crowd funding, etc.)
- Enhance an applicant’s existing loan activity so the SBOC can make stronger referrals
- Help assemble business loan application documents
- For business owners who are not ready to apply for a small business loan:
 - Provide them with mentorship, credit building coaching, technical assistance and/or credit counseling opportunities and providers
 - If not offered in-house, recommend capacity building resources (e.g. entrepreneurial training program, business incubator)
- Maintain relationships with financial institutions and programs that provide access to capital
- Must have a functioning website, email, phone and social media outlets that at minimum includes City and local resources for businesses; links to the City of Chicago Small Business Center Website and Site Selector; links to aldermen’s offices for the NBDC service area; calendar of events, e-blasts and e-newsletters.
- Attend the triannual mandatory NBDC grantees meetings called “ChiBiz Chat”. At least one NBDC grantees staff member is required to attend each one of the three (3) ChiBiz Chats per year, and stay for the duration of the meeting. The events are an opportunity for NBDC grantee representatives to learn about the latest NBDC Program-related updates, participate in speaker discussions, network and exchange best practices.

CATEGORY 4: NBDC - INNOVATION CENTERS

The City seeks not-for-profit organizations, as NBDC - Innovation Center grantees, to create, or develop, neighborhood-based shared work environments for small businesses and entrepreneurs through an incubator, accelerator, and/or co-working center.

NBDC - Innovation Center Key Functions:

- Identify the type of shared working space the applicant will develop or expand: incubator, accelerator, and/or co-working center
- Describe the business profile of those served by the applicant’s Innovation Center (e.g., targeted population and/or industry, annual sales, etc.)
- Develop space and programming to support the needs of the applicant’s targeted enrollee (e.g., office suites, conference rooms, internet access, B2B meet-and-greets, etc.).
- Develop a recruitment/marketing approach (e.g. expos, flyers, website, newsletters, aldermen’s offices, word of mouth)
- Screen entrepreneurs and/or businesses and provide ongoing management and support:
 - For entrepreneurs/businesses that are enrolled in the applicant’s Innovation Center:
 - Keep baseline data that will be collected periodically throughout their tenure and upon graduation from the Innovation Center
 - Provide services such as, but not limited to: access to capital, business plan development, legal assistance, technology, marketing; data analysis, coaching, classes/workshops, and other business services; refer enrollees when needed to appropriate City resource partners (e.g. (e.g. Small Business Opportunity Centers (SBOCs), Microlenders, and legal services)
 - Create an Exit Strategy for enrollees that may include, but is not limited to:
 - Create an action plan with an assigned coach
 - Connect enrollee with relevant City resource partners
 - Monitor revenue growth

- Monitor capacity/space needs
- Monitor jobs created
- Monthly check-ins/updates
- Create exit plan (custom to each business)
- Execute exit plan 12-18 months from start of action plan
- For entrepreneurs/businesses that are not enrolled in the applicant’s Innovation Center:
 - Provide them with mentorship and connection with the appropriate referral partner in the Innovation Center network based on their needs (e.g. business is not ready for an accelerator and is referred to an incubator, or a mid-growth company is too large for an incubator and is referred to an accelerator) as well as referrals to City resource partners (e.g. SBOCs, Microlenders, legal services)
- Create/update an Innovation Center Toolkit that is scalable and user-friendly for NBDCs to know how to work with Innovation Centers
- Must have a functioning website, email, phone and social media outlets that at minimum includes City and local resources for businesses; links to the City of Chicago Small Business Center Website and Site Selector; links to aldermen’s offices for the NBDC service area; calendar of events, e-blasts and e-newsletters.
- Attend the triannual mandatory NBDC grantees meetings called “ChiBiz Chat”. At least one NBDC grantees staff member is required to attend each one of the three (3) ChiBiz Chats per year, and stay for the duration of the meeting. The events are an opportunity for NBDC grantee representatives to learn about the latest NBDC Program-related updates, participate in speaker discussions, network and exchange best practices.

CATEGORY 5: NBDC - SPECIAL PROJECTS

The City seeks not-for-profit organizations, as NBDC - Special Project grantees, to work directly with small businesses and/or other NBDC grantees through current, expanded and/or innovative pilot projects that will spur small business growth and/or neighborhood economic development.

NBDC - Special Project Key Functions:

- State the gap for proposed project(s) for the geographic area, targeted population and/or targeted industry/sector
- Identify the expected impact of the proposed project(s)
- List reasons why the applicant is successful in implementing the project(s)
- Proposed program, expected outcomes, and evaluation methods
- How the proposal will expand an existing program or is innovative
- Identify up to five short-term goals for the project and how they align with your long-term goals
- Identification of meaningful indicators that show the impact of the applicant’s proposed activities (e.g., jobs created or retained, businesses created or retained, increased sales or fundraising, or other relevant outcomes or metrics)
- How the impact will be tracked, quarterly metrics, and final deliverables
- Experience and credentials in delivering similar services or programs
- Why funding from the NBDC-Special Project program is required to achieve goals
- Must have a functioning website, email, phone and social media outlets that at minimum includes City and local resources for businesses; links to the City of Chicago Small Business Center Website and Site Selector; links to aldermen’s offices for the NBDC service area; calendar of events, e-blasts and e-newsletters.

- Attend the triannual mandatory NBDC grantees meetings called “ChiBiz Chat”. At least one NBDC grantees staff member is required to attend each one of the three (3) ChiBiz Chats per year, and stay for the duration of the meeting. The events are an opportunity for NBDC grantee representatives to learn about the latest NBDC Program-related updates, participate in speaker discussions, network and exchange best practices.

CATEGORY 6: NBDC - PEER-TO-PEER TRAINING

The City seeks not-for-profit organizations, as NBDC - Peer-to-Peer Training grantees, to work directly with NBDC grantees, with a focus on building the capacity of the organization.

NBDC - Peer-to-Peer Training Key Functions:

- Determines objectives that will be pursued collectively with the NBDC grantee and establishes timelines to meet them
- Sets clear short-term and long-term goals for activities and outcomes and establishes the priorities, guiding the plan and providing a shared sense of purpose
- Identifies best practices/models taking into account needs of the community
- Tracks growth and improvement through metrics
- Develops activities and initiatives that will promote growth and expansion
- Provides training and technical assistance as well as tools and resources
- Establishes regular meetings and check-ins
- Must have a functioning website, email, phone and social media outlets that at minimum includes City and local resources for businesses; links to the City of Chicago Small Business Center Website and Site Selector; links to aldermen’s offices for the NBDC service area; calendar of events, e-blasts and e-newsletters.
- Attend the triannual mandatory NBDC grantees meetings called “ChiBiz Chat”. At least one NBDC grantees staff member is required to attend each one of the three (3) ChiBiz Chats per year, and stay for the duration of the meeting. The events are an opportunity for NBDC grantee representatives to learn about the latest NBDC Program-related updates, participate in speaker discussions, network and exchange best practices.

REPORTING REQUIREMENTS:

NBDC grantees will be required to track a range of metrics using BACP-mandated platforms and report on targets agreed upon by the applicant and the City. A portion of these will be measured against preset agency targets as part of their contractual obligation, while others will be collected for information-gathering purposes for the City. Proposed metrics for the 2019/2020 NBDC program include, but are not limited to:

- Business consultations and referrals
- Contacting newly licensed businesses
- Stories/photos about helping businesses start and/or grow, profiling successful implementation of a neighborhood engagement project, and receiving media coverage
- Business and consumer events
- Commercial attraction activities

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 site.

SELECTION CRITERIA:

All proposals that are received by the deadline will undergo a technical review to determine whether all required components have been addressed and included. Proposals that are determined by BACP to be incomplete may not be considered. BACP reserves the right to waive irregularities that, within its sole discretion, BACP determines to be minor. If such irregularities are waived, similar irregularities in all proposals will be waived. Proposals that are determined to be complete will be forwarded to a Review Panel. The Review Panel will evaluate and rate all remaining proposals based on the following evaluation criteria:

- Applicant demonstrates it has the following key existing capacities for the NBDC program section of this RFP:
 - Ability to provide assistance to businesses according to the program requirements as listed in the “Key Functions of NBDCs” above
 - Experience in or verifiable ability of performing contractual obligations to execute expected commitments of NBDCs
 - Filling a noted program gap and describing why/how the NBDC funding is required to achieve goals. The applicant must identify any 2017/2018 NBDCs currently servicing the proposed geographic area and describe how their services are distinctive from the services provided by the 2017/2018 NBDCs.
- Applicant demonstrates how it is successful in performing activities listed in the “Key Functions of NBDCs” section of this RFP.
- Number of years the agency is financially in the black as evidenced by IRS Form 990’s.
- Overall quality and completeness of the application.
- Not responding to any question in the application (e.g. stating the agency is “not a City grantee” etc.) will be considered an incomplete application and may disqualify the application.

BACP reserves the right to recommend qualified funding proposals out of rank to ensure adequate geographic distribution of services. Qualified proposals will be scored against proposals in the same modality or type of service. City funding for the NBDC program is meant to be a minor supplement to an applicant’s fundraising efforts, member dues, or revenue from events or other sources.

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	N/A
Projects funded:	90
Range of funding:	\$15,000 to \$92,000
Total funding:	\$3,360,000

PROGRAM CONTACT:

Edwin Tumlos, Assistant Commissioner
Email: NBDC@cityofchicago.org
Phone: 312-744-5366
Website: www.cityofchicago.org/BACP

CHR Program: Fair Housing

PROGRAM DESCRIPTION:

The CHR Fair Housing program will address housing discrimination pursuant to the Fair Housing Ordinance based on 14 protected classes: race, color, sex, gender identity, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military status, and lawful source of income. Through CHR's administrative hearing process violators can be ordered to pay damages, attorney fees, and fines to the City. Injunctive relief may also be ordered.

Service providers will conduct fair housing discrimination tests and educational outreach in multiple Chicago neighborhoods to test for:

- Source of Income Discrimination based on the use of Chicago Housing Authority (CHA) Housing Choice Vouchers (HCV), commonly referred to as Section 8 vouchers.
- National origin and/or race discrimination

Service providers will also be required to provide detailed plans illustrating how the selected agency will conduct educational outreach in those neighborhoods where the testing program has identified discriminatory rental practices against voucher holders.

The goal of the program will be to determine the prevalence of discrimination in specific areas in the City for the purpose of directing educational and outreach efforts.

PROGRAM DESIGN:

Applications will be evaluated based on the following criteria:

Fair Housing Testing

- Capacity to conduct a sufficient amount of tests in five to six Chicago neighborhoods (neighborhoods will be determined at a later date:
 - No fewer than 20 tests per neighborhood within a 3-6 month period
- Provide statistically relevant findings to determine whether outreach efforts are needed to deter and prevent discriminatory conduct against HCV holders.
- Capacity to complete testing.
- Analysis of the results within 6-9 months.

Educational Outreach

- Capacity to design and implement a fair housing training program:
 - For the selected neighborhoods
 - For property owners and property managers
 - Within a 3-6 month timeframe.
- Demonstrated ability to conduct outreach to property owners and managers.
- Ability to engage property owners and managers in training programs.

Agency Evaluation

Each application will be evaluated on the strengths and responsiveness to the program specific questions and the selection criteria outlined below:

- Detailed plans illustrating how the selected agency will conduct educational outreach in those neighborhoods where the testing program has identified discriminatory rental practices against voucher holders

- Ability to clearly define activities and expected outcomes
- Capacity to coordinate and network with other groups in the 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
- Sufficient program staffing currently in place
- Competent Board of Directors and staff responsive to community served

PRIOR YEAR STATISTICS FOR THIS PROGRAM:

Applications received:	1
Projects funded:	1
Range of funding:	\$50,000-\$85,335
Total funding:	\$85,330

PROGRAM CONTACT:

JoAnn Newsome, Director of Compliance/Fair Housing
Phone: 312-744-1548
Email: Joann.Newscome@cityofchicago.org
Website: www.cityofchicago.org/HumanRelations

DEPARTMENT OF FAMILY SUPPORT SERVICES SHELTER PROGRAM DATA SUPPLEMENT

Figure 1: Breakdown of DFSS-funded shelter bed inventory by household type in 2017

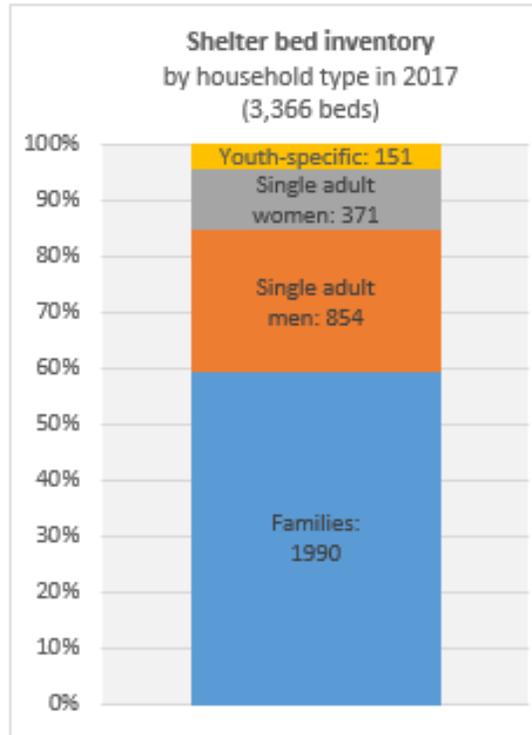


Figure 2: Breakdown of DFSS-funded shelter bed inventory in 2017 by program and sub-population

	Number of beds (2017)	% of total beds in DFSS-funded system (2017)
Interim shelters	2,791	82%
Adult individuals	744	22%
Families	1807	54%
Youth-specific	36	1%
Domestic violence	140	4%
Medical respite	64	2%
Emergency shelters	575	17%
Adult individuals	385	11%
Youth-specific	115	3%
Families (Salvation Army EHARC)	75	2%

Figures 3: Number of clients and households served by DFSS-funded shelter system in 2017 and recent trends

	Served in 2017		Change since 2015	
	Households	Clients	Households	Clients
Interim: Single adults & families	5,749	10,942	Down 6%	Down 9%
Interim: Youth (age 14-24)	122	128	Down 9%	Down 24%
Emergency: Single adult overnight	1,118	1,118	Down 10%	Down 10%
Emergency: Youth overnight (age 18-24)	946	986	Up 8%	Up 8%

Figure 4 (below at left): Number of households served annually by DFSS-funded interim shelters (2015-2017)

Figure 5 (below at right): Number of households served annually by DFSS-funded emergency shelters (2015-2017)

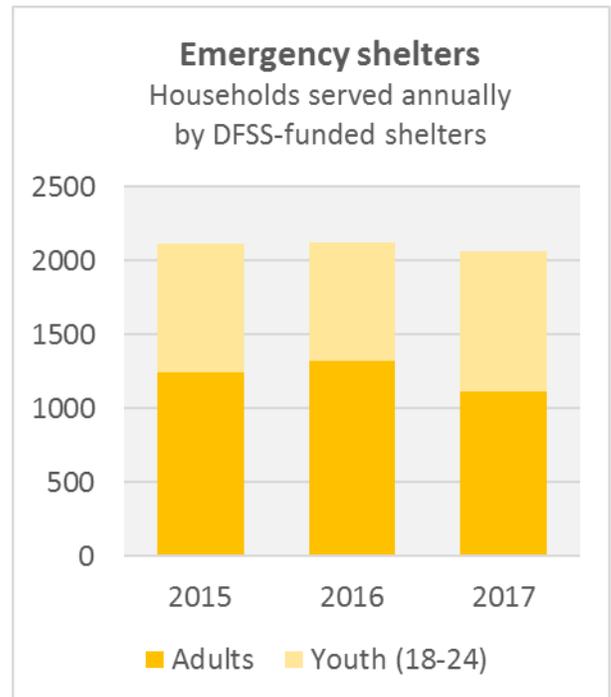
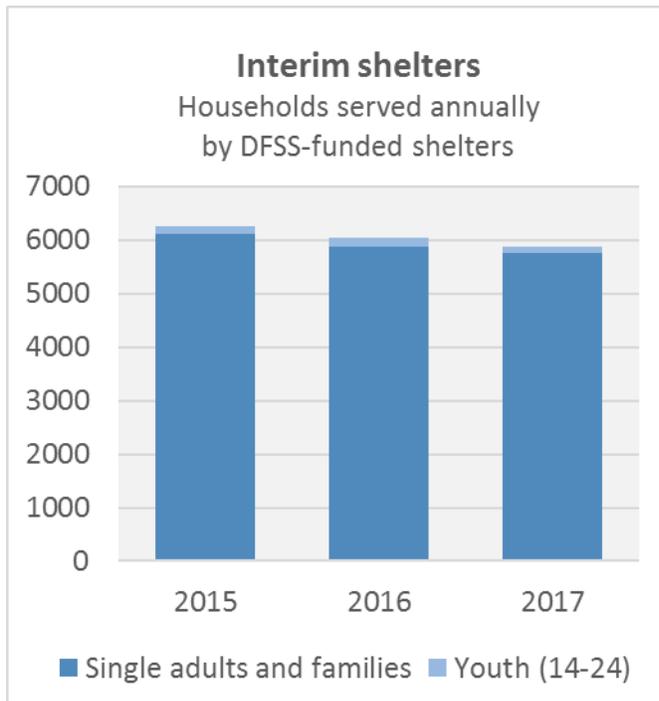


Figure 6 (below at left): Trends in length of homelessness across the Chicago CoC (Q1 2016 – Q4 2017)
 Figure 7 (below at right): Trends in housing placements across the Chicago CoC (Q1 2016 – Q4 2017)

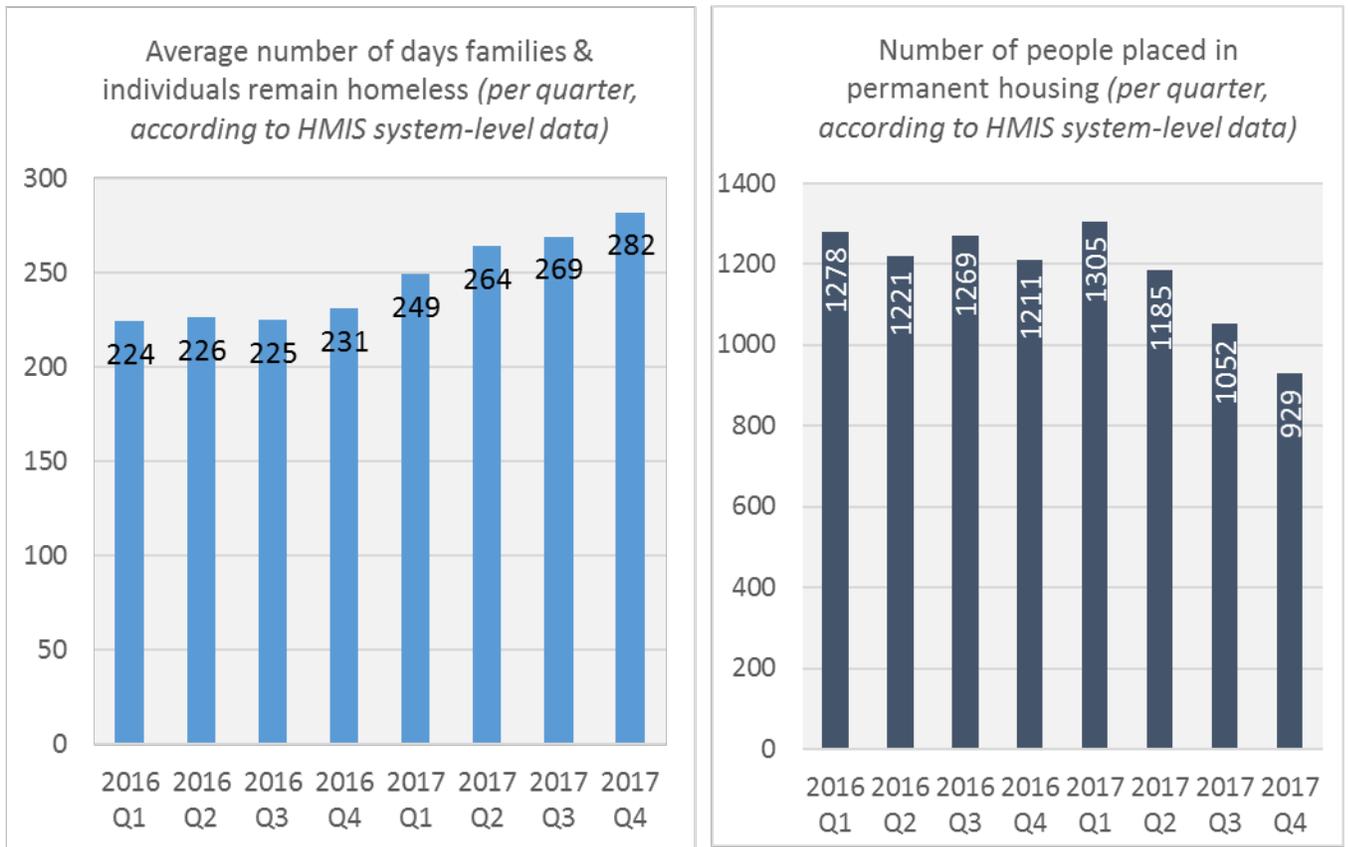


Figure 8: Length of stay in relevant Chicago CoC programs system-wide in 2017

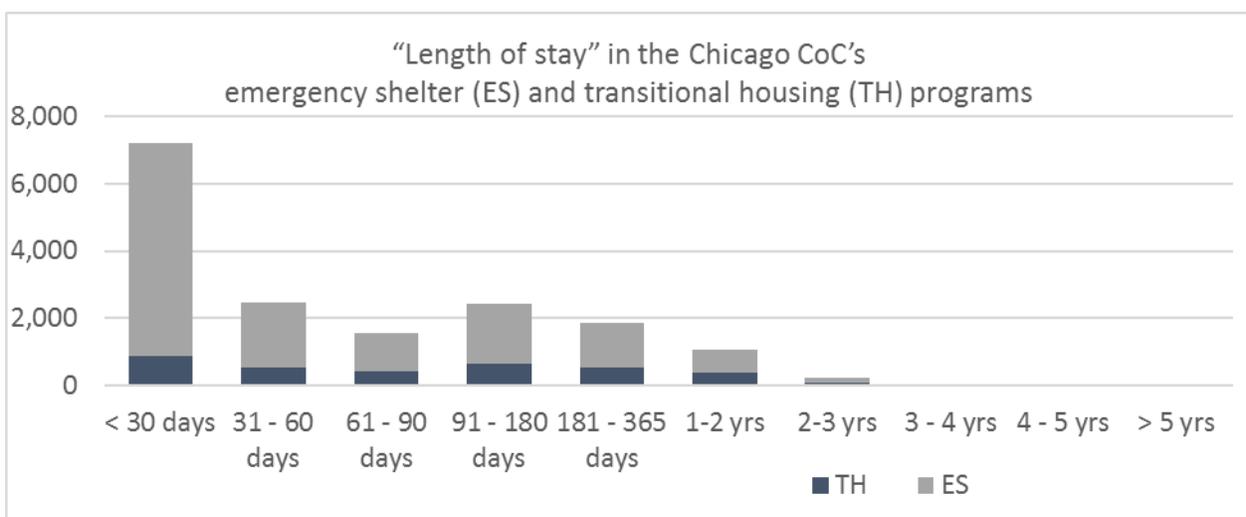


Figure 9: Performance of today's DFSS-funded shelter system against key indicators in 2017 based on quarterly reports submitted to DFSS

	Performance metric and target (for a key subset of indicators)	Total across DFSS-funded shelters	Average per project	% of projects meet target
Interim housing (38 projects)	30% of participants exit program to permanent housing within 120 days	18%	18%	18%
	50% of participants exit program to permanent housing within 120 days	23%	24%	8%
	85% of participants maintain/increase benefits, employment or combination of both	26% (up from 15% in 2015)	30%	0%
Interim - DV (4)	80% of households learn about safety planning	85%	84%	75%
Youth interim housing (2)	55% of participants assessed will exit to more stable housing	69% (up from 44% in 2015)	35%	50%
	60% of participants served will complete a psychosocial assessment and develop an individual case plan	70%	84%	100%
	50% of participants will engaging in programs designed to increase employment readiness	27%	30%	0%
	60% of participants will increase community connection and support	53% (up from 32% in 2015)	75%	50%
Emergency shelter for adults (2)	25% of participants move to more stable housing	2%	5%	0%
	50% of participants receive a needs assessment	28% (down from 100% in 2015)	60%	50%
	50% of assessed participants connect to supportive services	90% (up from 24% in 2015)	92%	100%
Youth low-threshold overnight shelter (4)	25% of participants move to more stable housing	18%	13%	25%
	50% of participants connect to supportive services at drop-in centers or other providers	75%	76%	100%
	50% of participants participate in leadership development & community building activities	65% (up from 41% in 2015)	65%	75%

Figure 10: Demographics of target population according to Chicago's 2017 Point-In-Time Count

