DFSS Homeless Services Division: Information for CDGA RFPs

Spring 2018

Agenda:

1) About DFSS and our Strategic Framework
2) Why do these RFPs look different?
3) Overview of high-level changes
4) Division RFP changes

Chicago Department of Family and Support Services: Program Divisions

Children Services

CHICAGO DEPARTMENT OF
FAMILY & SUPPORT SERVICES
BUILD • SUPPORT • EMPOWER

Homeless Services

Youth Services

Veterans Services

Senior Services

Domestic Violence Services

Workforce Services

Human Services Delivery

DFSS launched the Strategic Framework in 2016 with a refreshed mission and department-wide priorities

CHICAGO DEPARTMENT OF
FAMILY & SUPPORT SERVICES
BUILD • SUPPORT • EMPOWER

OUR MISSION

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

OUR PRIORITIES

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

About DFSS Homeless Services Division

Our role and priorities

- DFSS's 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**

- We support **a range of services and infrastructure** for people experiencing (or at-risk of) homelessness, incl. prevention, outreach & engagement, shelter, housing supports, and system planning & coordination

- We **work closely and collaboratively with partners and stakeholders** (incl. the CoC, All Chicago, other City agencies, and service providers) to coordinate across the broader ecosystem of homeless services in Chicago

Our outcome goals

Goal	2017 actual
Reduce by 5% the number of homeless individuals identified in the PIT Count each year	4% decrease
Reduce by 5% the average number of days individuals and families remain homeless	17% increase
Increase by 5% the number of people who are placed in permanent housing each year	10% decrease
Increase by 10% the number of housing and/or shelter placement from street outreach each year	216% increase*
5% increase in HPCC calls for homeless prevention services	3% increase

*Note: Indicator influenced by change in HMIS workflow for one provider; will resolve and update results as needed. Labeled yellow until resolved.

We are working to translate the Strategic Framework into results-focused RFPs and contracts

Phase 1: Strategic Framework Development

Phase 2: Strategic Contracting

July 2016 – November 2017

Setting and operationalizing priorities and outcome goals internally

- Measure, report on, and refresh goals
- Make data-driven decisions that align funding and programs with priorities
- Cultivate opportunities for greater collaboration across DFSS

November 2017 – December 2018

Engaging delegates to improve services and outcomes in line with Phase 1 goals

- Conduct more robust planning for RFPs
- Develop RFPs and contracts focused on outcome goals
- Actively manage contracts to drive continuous improvement

DFSS made changes to our RFPs, selection criteria, and application questions for this CDGA cycle
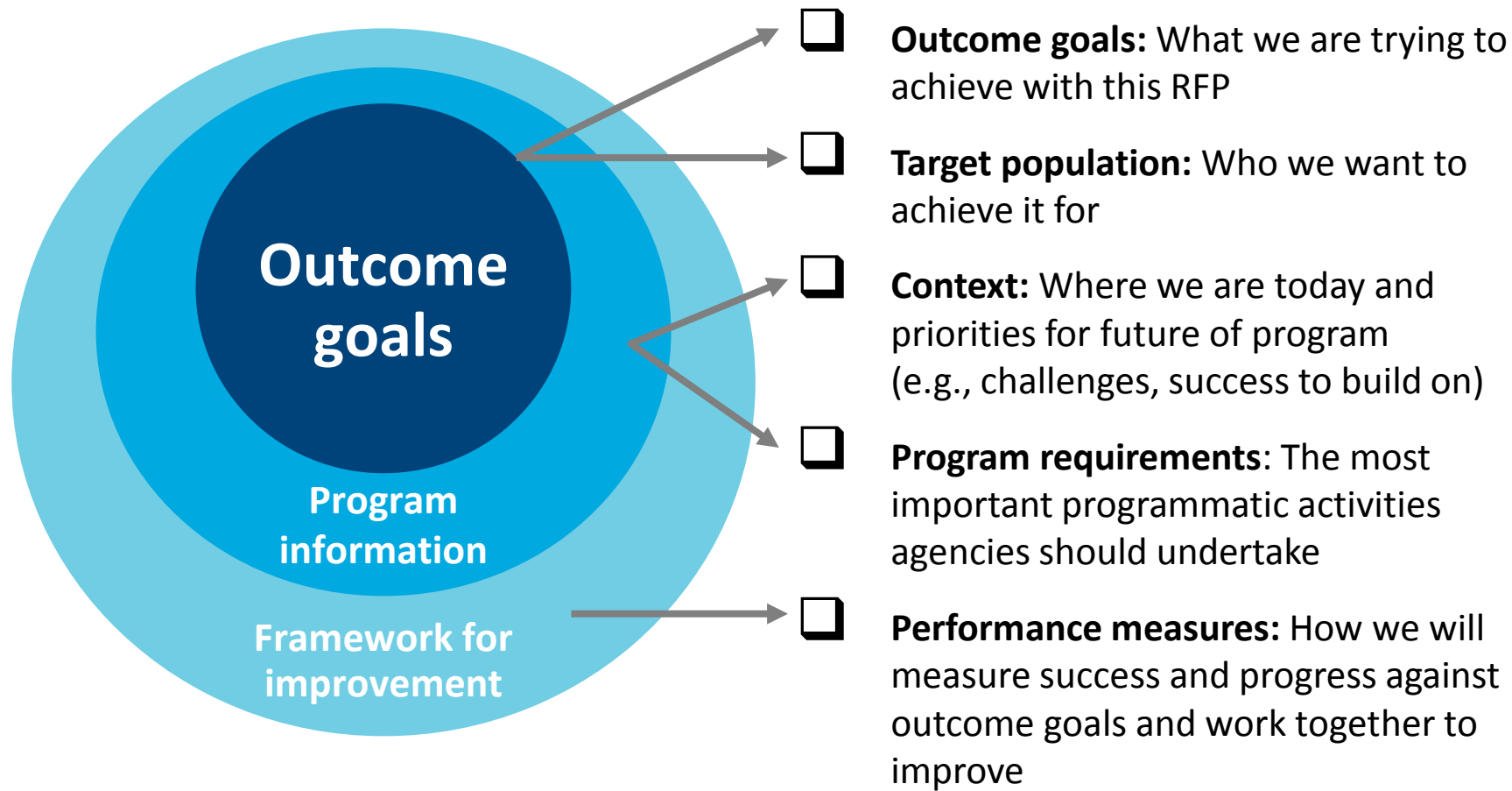
We want to use RFPs/contracts as critical tools to:

- Ensure outcomes continue to be at the center of our work
- Develop a shared understanding of priorities for and how we will track improvement
- Support two-way communication between DFSS and delegates about best practices, high-quality services, and the needs of those we serve

As a result, we've adjusted the structure & content of our RFPs and application questions to:

- Shift focus from activities to goals
- Align DFSS priorities with selection criteria and application questions
- Pose questions that provide the most relevant information for decision-making

DFSS RFPs articulate what we want to achieve together for Chicagoans, rather than focusing on activities alone

Outcome goals

Program information

Framework for improvement

☐ **Outcome goals:** What we are trying to achieve with this RFP

☐ **Target population:** Who we want to achieve it for

☐ **Context:** Where we are today and priorities for future of program (e.g., challenges, success to build on)

☐ **Program requirements**: The most important programmatic activities agencies should undertake

☐ **Performance measures:** How we will measure success and progress against outcome goals and work together to improve

Within Homeless Services, we pursued additional changes to our RFPs and application process...

Overall structure

We're releasing several overarching RFPs that encompass multiple program models

- RFPs oriented around common, higher-level outcome goals
- Similar activities that align with these goals grouped together
- Creating flexibility to support streamlined contracting

Performance measurement

We're using data in new ways to focus on continuous improvement

- Working to refine perf. measurement framework, incl.:
  - Seeking your input
  - Refined targets
  - Additional metrics
- HMIS data will be used to score performance for some RFPs
- Plan to engage actively and regularly with agencies to support improvement, spread best practices during contract

Space for learning

We're eager to learn about your unique strengths:

- Questions ask about your ability to serve special target populations and/or address distinct needs
- New structure also creates space for your innovative solutions

… while continuing to emphasize important priorities for the entire homeless services system

- Align with Chicago Plan 2.0 and Continuum of Care program models
- Advance the core values of Chicago's Homeless Services Continuum, incl.:
  - Housing first approach
  - Harm-reduction strategies/policies
  - Trauma-informed systems of care
  - Importance of relationship-building
  - Respect for cultural competence and non-discriminatory practices
  - Flexible, program participant-driven and strengths-based service delivery (i.e., self-determination)
  - Developmentally appropriate services (i.e., families, youth)
  - Use of evidence-based practices
- Maintain overall system capacity (e.g., beds) and ensure there is a continuum of services that can respond to the scale and variety of needs
- Support continued implementation of and improved coordination around the Coordinated Entry System system-wide
- Encourage partnerships, collaboration, and coordination

DFSS has developed an updated version of selection criteria that reflect our focus on results and best practices

Key changes:

- New category names and point values that reflect DFSS priorities

- Emphasized key concepts in human services like understanding of target population, using data to improve services, and building capacity to deliver

- Closely tied selection criteria to application questions to provide greater clarity on how we assess applications

New selection criteria categories:

① Strength of proposed program

Applicant proposes to deliver services appropriate to achieving desired outcomes for the target population, in line with an evidence base or field best practices

② Program performance, outcomes, and quality

Applicant has strong past performance and is capable of collecting and using data to manage performance

③ Organizational capacity

Applicant has appropriate staff, systems, processes, and other organizational capabilities to execute the work and reflects diversity of communities it serves

④ Reasonable costs, budget justification, and leverage of funds

Applicant is fiscally sound with reasonable proposed costs, and can leverage non-City funding for program

New application questions aim to solicit strong responses to help DFSS make more informed decisions

<u>**Key changes:**</u>

- Developed more specific questions tailored to human services context

- Added questions to reflect DFSS's focus on evidence, best practices, and using data to improve

- For some RFPs, requesting HMIS data from ART reports to assess past performance

- Larger number of questions, but "broken out" to help applicants provide focused, concise responses that meet 4000 character limits for text fields in eProcurement system

- For some RFPs, opportunity to apply for multiple similar projects under the same application (*we'll discuss in more detail later in this presentation*)

Example application questions you'll see in our RFPs

1 **Strength of proposed program**

- Please describe the target population your agency would serve through this program? If relevant, describe [if you will serve] a specific sub-population or special need?

- What are the challenges and critical needs faced by your intended client population?

- Describe the evidence base and/or best practices that support the proposed program…?

- In what ways will your agency partner or coordinate with other agencies to expand or improve services … in a client-centered, comprehensive way?

2 **Program performance, outcomes, and quality**

- If your agency previously operated this program please provide your performance outcomes over the last 12 month period? **OR** Please download, review, and attach the relevant HMIS ART report for January 1, 2017 to December 31, 2017.

- How does your agency ensure quality data collection, data entry, reporting, and performance management for program outcomes…?

- Please tell us about 1-2 times your agency made a programmatic or organizational change based on data collected…

3 **Organizational capacity**

- What organizational competencies, capabilities, infrastructure, relationships … [have you] developed to serve your intended target population?

- How does your agency reflect and engage the diverse people and experiences of the communities it serves (e.g., board and leadership composition, other activities)? Describe how your agency is (or is working to become more) inclusive…

4 **Reasonable costs, budget justification, and leverage of funds**

- Please describe your plans to use other funding / seek new funding on this program… [incl. sources, amounts, how funds will be used]

- Why do you consider your program costs to be reasonable, given the nature of services provided and requirements for this program? (If desired, you are welcome to explain key budgeting decisions… [and] rationale for inclusion in your program costs)

DFSS Homeless Services RFPs (1 of 2)

RFP name	Overview
Coordinated Entry	• System facilitator: guide and oversee implementation of CES to match households to appropriate housing interventions • Outreach coordinator: work with outreach providers to ensure successful housing placements for matched households
FUSE	Engage vulnerable families who are frequent users of the shelter system and help them transition to more stable housing
Homeless Prevention Assistance program	Provide Chicagoans at risk of losing their housing with financial assistance and/or services to prevent them from becoming homeless
Mobile Crisis Response & Shelter Referral	Respond to non-life-threatening requests for assistance and coordinate referrals to shelter and other appropriate social services
Outreach, Engagement & Housing Navigation Services	Engage individuals experiencing street homelessness and connect them to necessary supports and more stable or permanent housing (incl. different types of outreach activities, drop-in centers, housing navigation for different sub-populations)
Permanent Housing with Short-Term Supports	Enable homeless households to regain self-sufficiency and sustain permanent housing through short-term rental assistance and services

DFSS Homeless Services RFPs (2 of 2)

RFP name	Overview
Permanent Supportive Housing Support Services (incl. Safe Havens)	Help formerly homeless individuals maintain residential stability in permanent housing through provision of appropriate wraparound supportive services – including Safe Havens (specialized service-enriched living environments)
Rapid Rehousing Program Coordinator	Coordinate all rapid rehousing (RRH) services across the Chicago CoC system; RRH is designed to quickly transition households experiencing homelessness to permanent housing
Rental Assistance Program Manager	Coordinate the provision of short-term rental assistance payments to prevent those at risk of losing their current housing from becoming homeless
Shelter	Provide a safe, accessible place to stay for those experiencing homelessness and move them towards and into appropriate and stable permanent housing (through array of shelter services incl. emergency, interim for different sub-populations incl. youth, domestic violence, etc.)
Youth Intentional Housing Supports	Quickly house youth experiencing housing insecurity while providing the support needed to remain stably housed and build a foundation for success in the future (incl. different types of transitional and permanent supportive housing with services tailored to the needs of youth)

For some RFPs, we're asking you to submit ART reports based on HMIS data for each project you apply for as evidence of past performance

Providers currently administering these projects…	…. will be assessed using data from this ART report summary tab…	…as part of their application for the following RFP
Interim Housing (**not** *for domestic violence projects)**	Interim	Shelter RFP
Permanent Housing with Short-term Supports (**not** *for domestic violence projects)**	PHwSS	Permanent Housing with Short-Term Supports RFP
Permanent Supportive Housing	PSH	Permanent Supportive Housing Support Services (including Safe Havens) RFP
Safe Havens	SH	
Youth Intentional Transitional Housing (project-based or scattered-site)	Youth TH	Youth Intentional Housing Supports RFP
Youth Permanent Supportive Housing (PSH)	PSH	

*Note: Does not apply to any domestic violence projects – will be asked to submit own performance indicators
Applicants who do not currently operate program should explain why they can execute against this work & achieve desired outcomes.

A detailed instruction guide will help you pull the right data

Key steps

- Pull one report for each project
- Consult the client and household source data in the report for accuracy
- Review performance metrics in relevant tab

📄 Summary - Interim	📄 Summary - PHwSS	📄 Summary - Youth TH	📄 Summary - PSH	📄 Summary - SH
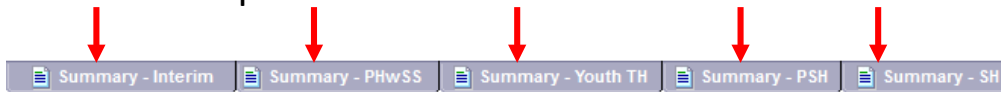
- Once data is accurate, submit excel <u>and</u> PDF copies of your reports as attachments for relevant app. question in eProcurement
- You will be given the opportunity to share any context/caveats we should consider when we review the data
- Please review your data for accuracy in April and run final report for submission after May 1

All Chicago HMIS help desk is available to answer questions from April 16 to May 1

Instruction Guide from All Chicago will be e-mailed to delegates and will be available online at DFSS's website

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Chicago Department of Family & Support Services 2018 CDGA RFP Applications: HMIS ART Report Documentation and Instructions

How to Run the DFSS CDGA RFP Report in HMIS

Current homeless service providers will run the **2018 DFSS CDGA RFP Evaluation Report** to submit as part of their applications for the following Spring 2018 DFSS CDGA RFPs:

- Shelter RFP *(Interim Housing projects only)*
- Permanent Housing with Short-Term Supports RFP
- Permanent Supporting Housing Support Services (including Safe Havens) RFP
- Youth Intentional Housing Supports RFP

The report is generated from ServicePoint's Advanced Reporting Tool (ART). **Please note only Agency Technical Administrators (ATAs) have the ability to run this report.**
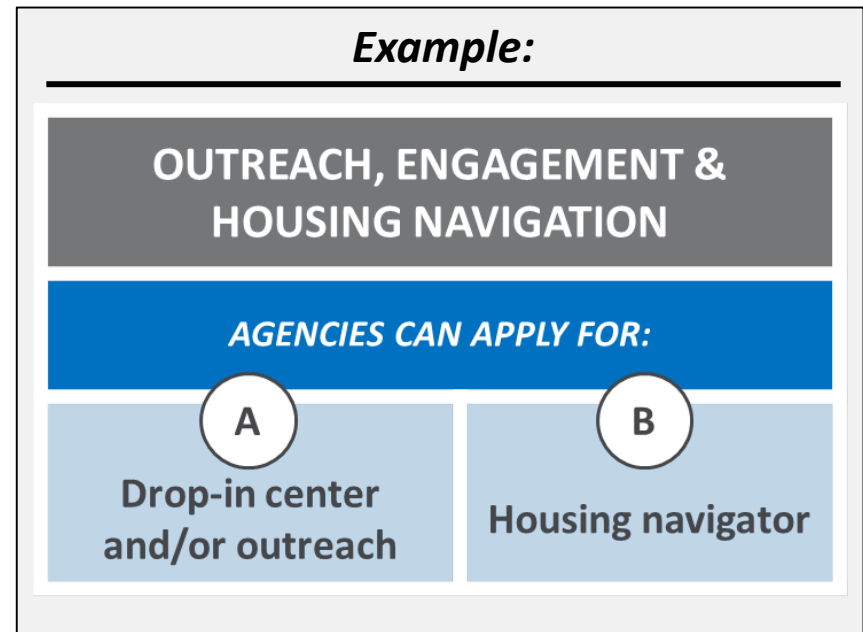
The formulas for the calculations in the report are included below.

Accessing ART

1. Log in to ServicePoint and navigate to the Advanced Reporting Tool section in either of the following ways:
   a. Reports -> Under Custom Reports click on **ART**
   b. Top right corner under Mode: -> click on **Connect To ART**
2. Once connected to ART:
   a. Navigate to **Public Folder > Chicago CoC Reports (Secure) > DFSS > DFSS CDGA RFP Evaluation Report**
   b. Click on the magnifying glass to the left of the report name. In the resulting pop-up window, select "View Report" to open the ART report-running dialog.

What if I have multiple projects I'd like to apply for within one of your RFPs?

- You'll need multiple iSupplier accounts for the eProcurement system
- In the past, we've asked you to submit one application for each project
- This year, you have a few choices:
  - (1) You can submit one application covering multiple projects that fall within the same category of an overarching RFP (e.g., multiple interim shelter programs for families) **OR**
  - (2) You can submit one application for each project
- We recommend #1 to give you more flexibility in administering your contracts
  - I.e., one contract covering a broader set of work vs. multiple specific contracts for each project
  - Remember that your application will correspond to your budget and contract
- Review the RFP text closely to understand RFP-specific guidance
- Decide on an approach that will help you prepare a strong application and/or easily administer the resulting contract for the work

Example:

OUTREACH, ENGAGEMENT & HOUSING NAVIGATION

AGENCIES CAN APPLY FOR:

A
Drop-in center and/or outreach

B
Housing navigator

About contracts resulting from this RFP

- **Contract term will be 2 years**: from January 1, 2019 to December 31, 2020
- Notification of awards will be at the end of 2018, based on the City's budget cycle
- Contracts will be executed at the beginning of 2019

**Contracts will also establish expectations for performance management**

- DFSS's Homeless Services Division is focused on supporting **continuous improvement** against our outcome goals
- We plan to **share data back with our delegate agencies** so we can all understand current performance (absolute, relative, and improvement)
- In some programs with lower overall performance than desired, DFSS **plans to meet regularly with providers** to discuss performance data (e.g., monthly, quarterly)
- By sharing and engaging on performance data, our goal is to identify trends, respond more quickly to performance problems, and share best practices and opportunities for improvement across the delegate community

Coordinated Entry RFP

RFP overview	
Goal of program	Ensure that all people experiencing a housing crisis have fair and equal access to the service system, and that people who need assistance most receive it in a timely manner
Service overview	• <u>System facilitator</u>: guide and oversee implementation of CES to match households to appropriate housing interventions • <u>Outreach coordinator</u>: work with outreach providers to ensure successful housing placements for matched households
Target pop.	All people experiencing or at risk of homelessness in Chicago
Key perf. metrics (subset)	• <u>System facilitator</u>: 90% of participants entering homeless system will be assessed, 100% of available units/openings in CES will receive matches through HMIS • <u>Outreach coordinator</u>: 75% of participants enrolled in outreach or housing navigation matched through CES will move into PH
Other division priorities	• Continue to support implementation of CES and scale use of standardized assessment tool across providers • Decrease the length of homelessness by reducing time from identification to assessment to match to housing

Application approach:

COORDINATED ENTRY

AGENCIES CAN APPLY FOR:

A	B	C
System facilitation	Outreach coordination	Both A and B
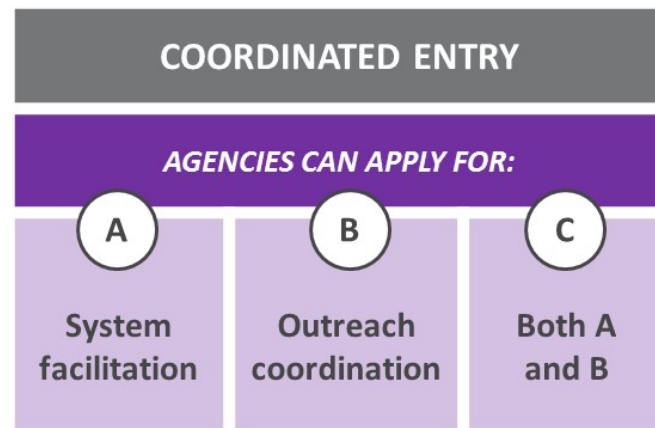
Agencies should try to address these priorities in application

Frequent Users Service Engagement (FUSE) RFP

RFP overview	
Goal of program	Transition vulnerable families who are frequent users of the shelter system into permanent housing and stabilize the family to the degree necessary to prevent further episodes of homelessness
Service overview	• Engage families and help them transition to more stable housing through intensive case management, clinical and supportive services that help them manage and navigate their housing and family needs and address housing instability • DFSS seeks applicant that can implement FUSE and serve as "lead agency" system-wide (incl. TA/training/coordination with shelters, service providers)
Target population	Homeless families living in shelter who have been in 3+ shelters within last 12 months, at risk of abrupt discharge
Key perf. metrics	• 70% of families move to more stable housing • <10% of families will be discharged to another interim shelter • 85% of families engage in ongoing specialized services to promote housing stability
Other division priorities	• Continue to improve services for the most vulnerable families and reduce incidence of returns to homelessness

RFP, selection criteria, and app Qs also reflect broader changes made across DFSS; limited change to program currently

Homeless Prevention Assistance Program RFP

RFP overview	
Goal of program	Provide Chicagoans at risk of losing their housing from becoming homeless
Service overview	DFSS seeks to fund a range of services that could include but is not limited to: • Financial assistance • Legal representation • Housing stabilization • Relocation assistance
Target population	Individuals and families at immediate risk of becoming homeless due to a variety of circumstances
Key perf. metrics	• 100% of households maintain permanent housing after crisis intervention • 85% maintain after 6 months • 80% of households maintain after 12 months
Other division priorities	• Improve the performance of the program by increasing the percentage of households that receipt support who maintain their housing up to and beyond one-year after intervention

RFP, selection criteria, and app Qs also reflect broader changes made across DFSS

Agencies should try to address in application

Mobile Crisis Response and Shelter Referral RFP

RFP overview	
Goal of program	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.
Service overview	DFSS seeks an agency that can respond to non-life-threatening requests for assistance and coordinate referrals to shelter and other appropriate social services, incl.: • Coordinate shelter placement and transportation • Well-being checks for seniors • Assistance for victims of fire and other disasters • Help provide transportation in response to extreme weather, citywide mass care emergencies, emergency vacate orders
Target pop.	Residents in crisis in Chicago (homeless, domestic violence, at-risk seniors, fire/disaster)
Key perf. metrics	• 75% of shelter placement requests, well-being requests, and transport requests will be completed within 3.5 hours and remaining within 5 hours (within each category) • 80% of individuals contracted through outreach efforts will be accept one or more basic assistance services; 65% will be connected to case management, housing, or other appropriate settings (e.g., hospital, family reunification)
Other division priorities	• Respond to increases in street homelessness and move those individuals off the streets and into shelter • Reduce the re-occurrence of homelessness and repeat use of the mobile crisis response unit

Formerly called "Mobile Outreach" RFP

Agencies should try to address these priorities in application

Outreach, Engagement, and Housing Navigation Services
RFP (1): *Overview of RFP*

Goal of program	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.
Service overview	DFSS seeks a coordinated network of services that can: • Engage homeless individuals and develop trusting relationships/rapport to get them to accept services, move into stable housing • Activities range from low-demand basic engagement services, assessment, and support to establishing a housing connection (incl. special housing system navigation role) • Services are provided on the street, in drop-in centers, and at identified public transit and public spaces Includes but is not limited to CoC program models: basic outreach, specialized outreach, drop-in centers, housing system navigation
Target pop.	Unsheltered, at-risk homeless households or households matched through CES that require navigation services to ensure connection to housing provider (including sub-populations like youth, special geographic areas like CTA, O'Hare)
Key perf. metrics (subset)	• % and # of encounters resulting in completed CES assessments • % and # of enrolled participants engaged with case management services • % and # of enrolled participants who exit to more stable housing • Housing system navigation only: % of enrolled participants permanently housed
Other division priorities	• Respond to increases in street homelessness with particular attention to communities that have seen increases in street homelessness, panhandling, and encampments • Increase the number of individuals who are assessed, accept services, and successfully moved to stable housing • Strengthen the CES by closing fragmented access points into supportive housing, prioritizing access for the most vulnerable, matching individuals based on their needs, and housing quickly

Outreach, Engagement, and Housing Navigation Services
RFP (2): *Service array and application categories*

Components of service array:

Engagement	Supportive services	Connection to housing

Engagement
- Develop trust in order to engage them in formal, coordinated services
- Assess for physical, psychological, and housing needs
- Benefits screening and linkage to resources

Supportive services
- Based on assessments, provide or assist individuals in accessing services they need (e.g., community-based case mngmt, medical care, substance abuse/mental health treatment, crisis intervention)
- Support them in navigating complex processes/systems

Connection to housing
- Assess individuals for CES
- Assist participants matched through CES in connecting with housing providers (incl. support documentation, appointment follow-through, warm hand-offs)
- Also need housing navigation services that can specialize in supporting connection to housing for outreach system as a whole

Application approach:

OUTREACH, ENGAGEMENT & HOUSING NAVIGATION

AGENCIES CAN APPLY FOR:

A Drop-in center and/or outreach

B Housing navigator
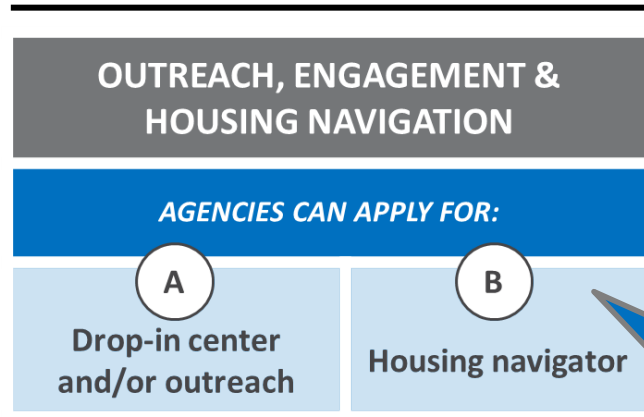
> We laid out common elements of service array shared across many types of outreach & engagement interventions. Applicants may provide one or more but should tell us how they connect to broader array of services

> Applicants must submit separate applications for each category; we recommend applying for multiple projects with each application (to streamline contracting) but agency may choose to submit multiple applications

Permanent Housing with Short-term Supports RFP (1):
Overview of RFP

RFP overview	
Goal of program	Enable individuals or families who are homeless to regain self-sufficiency and sustain permanent housing
Service overview	Provide short-term rental assistance and supportive services that will ultimately enable individuals to assume their lease by time of program completion • Conduct client assessments • Provide direct supportive services or linkage to a range of services tailored to meet each participant's needs (e.g., medical, mental health, substance use treatment, case management, etc.) • Address barriers that can prevent clients from staying housed • Rental subsidy phases out gradually over time (24 months)
Target pop.	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 (referred by CES)
Key perf. metrics (subset)	• 85% of participants assume apartment lease or other independent PH within 2 years • 85% of participants without source of income at entry will obtain cash benefits, non-cash benefits, and/or employment (or combination) • 50% of households served will move into housing within 30 days of CES referral to agency
Other division priorities	• Promote successful movement through the program (increase the % of households that make the transition out of the program and into-self sufficiency) so as to ensure scarce housing resources are utilized as effectively as possible

Permanent Housing with Short-term Supports RFP (2):
Assessing performance

Agencies that have previously administered Permanent Housing with Short-term Supports projects will need to pull and submit ART reports based on HMIS data with key performance measures for this model as part of their application

Key Performance Outcomes

A. Of the households who left the project, what percentage exited to permanent housing and/or assumed responsibility for their lease within 2 years?	X%
B. What percentage of households without income at entry obtained employment?	X%
Y. What percentage of households without source of non-cash benefits at entry, obtained non-cash benefits through mainstream resources?	X%
Z. What percentage of households maintained or increased their income through cash benefits, earned income, or combination of both?	X%

For Domestic Violence Permanent Housing with Short-term Supports projects :
Agencies should provide their own performance outcomes (from the CoC Program Models Chart) over the last 12 month period for each project instead of running report

Permanent Supportive Housing Support Services incl. Safe Havens (1): *Overview of RFP*

RFP overview	
Goal	Help individuals maintain residential stability in permanent housing
Service overview	Provide wrap-around supportive services for persons who are formerly homeless and residing in Permanent Supportive Housing (PSH) or Safe Haven facilities – including direct provision or linkages to physical and mental health services, employment services, benefits, or other supports. Two major types of programs: • PSH Support Services: "Traditional" PSH programs in which supportive services are provide in different housing settings • 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.
Target pop.	Formerly homeless households at or below 20% AMI, with chronic health condition, and other substantial barriers to housing stability. Including special sub-populations: • Veterans • Frequent Users Service Engagement: families with multiple shelter stays/at-risk of shelter discharge • CPS Families in Transition • Safe Havens (detailed above)
Key perf. metrics (subset)	• PSH Support Services: 85% of households remain permanently housed for 12 months, 85% of households will maintain/increase benefits, employment, or both • Safe Havens: 100% attain basic needs, 80% of households remain permanently housed for 12 months, 85% of households will maintain/increase benefits, employment, or both

Permanent Supportive Housing Support Services incl. Safe Havens (2): *Assessing performance and application categories*

Agencies that have previously administered projects will need to pull and submit ART reports based on HMIS data with key performance measures for this model as part of their application

PSH: Key Performance Outcomes		**Key Performance Outcomes: SH**	
A. What percentage of households remained permanently housed for 12 months or exited to permanent destination within the first 12 months of enrollment?	X%	A. Of the program participants who left the project, what percentage who have been in the project for at least 12 months exited to permanent destinations?	X%
B. Of the households who left the project, what percentage who have been in the project for at least 12 months exited to permanent destinations?	X%	B. What percentage of program participants remained permanently housed for 12 months or exited to permanent destination within the first 12 months of enrollment?	X%

Y. What percentage of households without source of non-cash benefits at entry, obtained non-cash benefits through mainstream resources?	X%
Z. What percentage of households maintained or increased their income through cash benefits, earned income, or combination of both?	X%

Application approach:

PERMANENT SUPPORTIVE HOUSING (PSH)

AGENCIES CAN APPLY FOR:

A — **PSH support services**

B — **Safe Havens**

Agencies must submit separate applications for each category; we recommend applying for multiple projects with each application (to streamline contracting) but agency may choose to submit multiple applications

Rapid Rehousing Program Coordinator RFP

RFP overview	
Goal of program	Quickly transition households experiencing homelessness to permanent housing, preventing subsequent shelter entrance and future instability
Service overview	DFSS seeks an agency that can coordinate and manage the RRH program across Chicago and quickly deploy resources incl.: • Coordinate with property management or landlords • Administer financial assistance for up to a year • Provide housing relocation and stabilization services • Conducting data collection, evaluation and other admin activities
Target pop.	Homeless individuals and families identified by CES (usually those that have income since they are expected to pay for/sustain housing after 12 months)
Key perf. metrics (subset)	• 55% of households enrolled exit to permanent destinations, and 80% remain housed at 3- and 6-month follow-up • 70% do not return to homelessness in following 12 months • 50% of households move into housing within 30 days of RRH referral, remaining 50% within 60 days • Average # of days it takes households to be placed in housing
Other division priorities	• Decrease number of days it takes for households to be placed in permanent housing through RRH program • DFSS plans to engage with coordinator to review #/list of households and barriers for those not place in permanent housing >30 days

> RFP, selection criteria, and app Qs also reflect broader changes made across DFSS

> Agencies should try to address in application

Rental Assistance Program Manager RFP

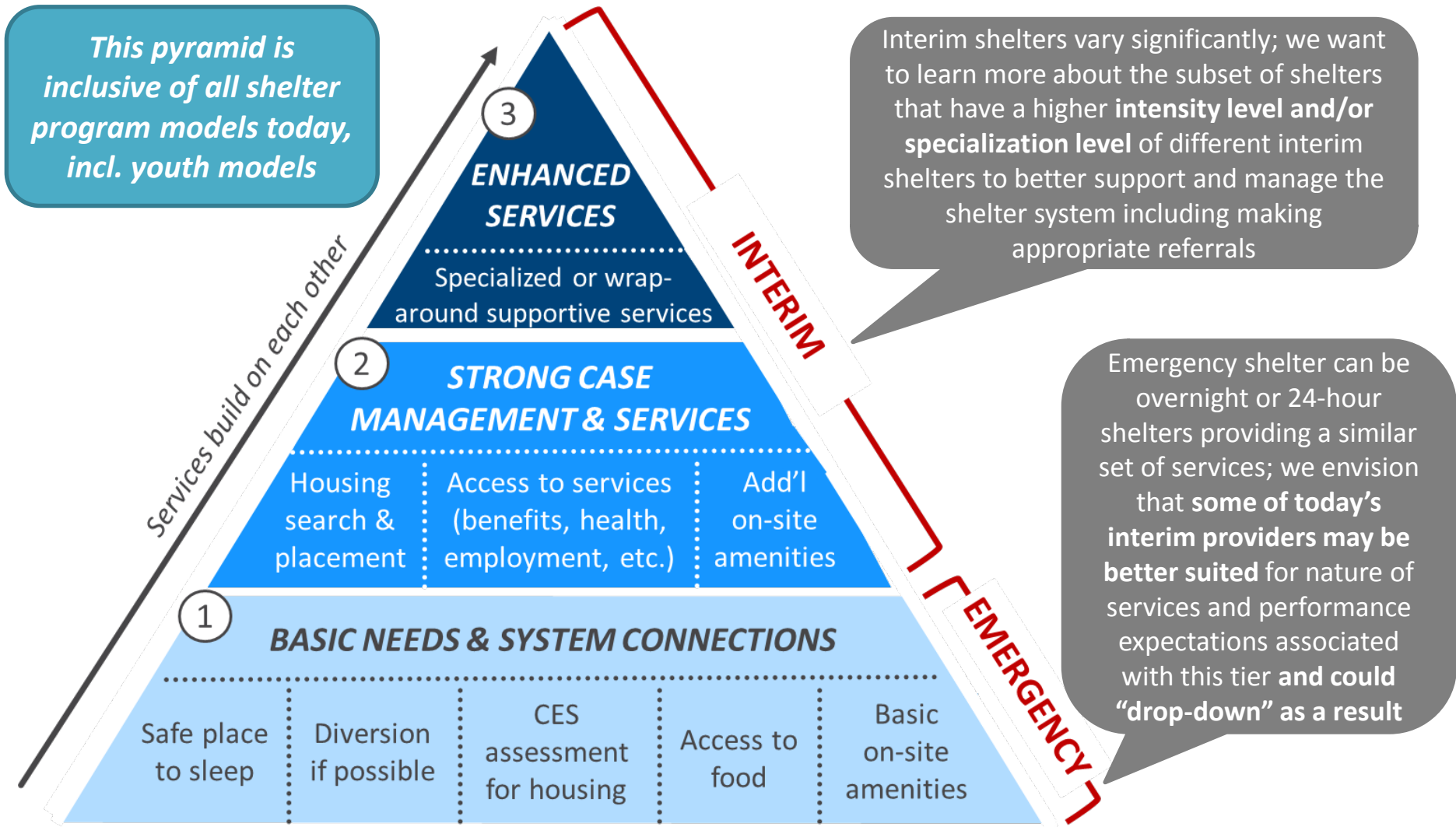| RFP overview	
Goal of program	Prevent those at risk of losing their current housing from becoming homeless
Service overview	DFSS seeks an agency that can quickly provide short-term rental assistance payments through DFSS's network of six Community Service Centers (CSCs). Role incudes: • Conduct housing inspections within 3-5 days of receiving request from DFSS CSCs • Coordinate with DFSS CSCs to provide rental assistance check payments to property owners/managers within 5 days of receiving request (after property has passed inspection) • Monitor fiscal activity, provide regular reports to DFSS, and maintain database of service provision information
Target population	Individuals and families at immediate risk of becoming homeless because of their inability to make a rent payment
Key perf. metrics	• 100% of third party payments to property owners or their agents will be made within 5 business days of receipt from DFSS • 100% of all assisted units meet HUD habitability standards prior to providing rental assistance • Average number of days before payment is made to property owners/managers

RFP, selection criteria, and app Qs also reflect broader changes made across DFSS

Shelter RFP (1): *Overview of RFP*

Goal	Provide a safe, accessible place to stay for those experiencing homelessness and move them towards and into appropriate and stable permanent housing
Service overview	DFSS seeks to fund an array of different shelter services that can meet the needs of a diverse group of households experiencing homelessness in Chicago. While shelters may provide different services at different intensity levels, all shelters should connect homeless households with appropriate housing options as well as other services and community resources that will help them obtain or maintain housing (incl. building income and addressing a variety of physical, mental, emotional, and other needs). Three major types of shelters with increasing service intensity and shelter amenity levels: • <u>Emergency shelter</u>: basic needs, safe place to sleep, CES assessment, connect to case mngmt • <u>Interim shelter with strong case management</u>: above + case management designed to move clients quickly into housing and connections to broader array of services • <u>Interim shelter with enhanced/specialized services</u>: above + more robust, customized wraparound supports that are not provided widely by the system today for sub-populations with unique needs
Target pop.	Literally homeless households across all household types and age groups: single adult men, single adult women, youth ages 18-24, families with children, unaccompanied youth. DFSS also needs to provide shelter services for sub-populations incl.: victims of domestic violence, medically vulnerable, LGBTQA, limited English speakers, sex-offenders, seniors, persons with disabilities
Key perf. metrics (subset)	• % and # of participants exiting shelter to permanent (or more stable) housing: overall and at time intervals of within 120 days, 180 days, and 270 days • # and % of households assessed for CES • # and % of households that return to homelessness
Other division priorities	• Deep, active focus on continuous improvement given poor overall performance for shelter system • Speed up and increase flow through the shelter system via strategies including stronger diversion, creative housing solutions, and working with long-stayer population • Gain greater clarity about variation in services offered to improve support, coordination, referrals

Shelter RFP (2): *Service array*

DFSS plans to fund an array of different shelter services in different program models and intensity levels to ensure we assemble the right portfolio of shelter services across the city. We seek more information about the nature of services you can provide using the below framework:

This pyramid is inclusive of all shelter program models today, incl. youth models

Services build on each other

③ **ENHANCED SERVICES**

Specialized or wrap-around supportive services

② **STRONG CASE MANAGEMENT & SERVICES**

| Housing search & placement | Access to services (benefits, health, employment, etc.) | Add'l on-site amenities |

① **BASIC NEEDS & SYSTEM CONNECTIONS**

| Safe place to sleep | Diversion if possible | CES assessment for housing | Access to food | Basic on-site amenities |

INTERIM

EMERGENCY

Interim shelters vary significantly; we want to learn more about the subset of shelters that have a higher **intensity level and/or specialization level** of different interim shelters to better support and manage the shelter system including making appropriate referrals

Emergency shelter can be overnight or 24-hour shelters providing a similar set of services; we envision that **some of today's interim providers may be better suited** for nature of services and performance expectations associated with this tier **and could "drop-down" as a result**

Shelter RFP (3): *Application categories*

Application approach: Think carefully about the right category for your projects…

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	

Agencies must submit separate applications for each category; we recommend applying for multiple projects with each application (to streamline contracting) but agency may choose to submit multiple applications

3C is a special group for higher intensity or specialized services; providers must have a compelling rationale for why their services meet this bar

Shelter RFP (4): *Assessing performance in applications*

For Interim (non-youth, non-DV):
Agencies that have previously administered interim shelter projects will need to submit ART reports based on HMIS data with key performance measures for this model as part of their application

Key Performance Outcomes

A. Of the households who left the project, what percentage went into permanent housing within 180 days?	X%
B. Of the households who left the project, what percentage went into permanent housing after any amount of time in the project?	X%
C. What percentage of households without income at entry obtained employment?	X%
D. Of the households who left the project, what percentage went into permanent housing within 120 days?	X%
Y. What percentage of households without source of non-cash benefits at entry, obtained non-cash benefits through mainstream resources?	X%
Z. What percentage of households maintained or increased their income through cash benefits, earned income, or combination of both?	X%

Utilization information

	# Beds	# Enrolled	Utilization
PIT1 1/25/17	4	1	25.00%
PIT2 4/26/17	4	1	25.00%
PIT3 7/26/17	4	1	25.00%
PIT4 10/25/17	4	2	50.00%
AVG	4	1.26301	31.58%

For Emergency/Overnight, Youth overnight, Youth interim, and Domestic violence interim:
Agencies that have previously administered these models should provide performance outcomes (from the CoC Program Models Chart) over the last 12 month period for each project

For agencies that have not previously operated this program/project:
Agencies should explain why they can execute against this program and achieve desired outcomes

Youth Intentional Housing Supports (1): *Overview of RFP*

Goal	Quickly house youth experiencing housing insecurity while providing the support needed to remain stably housed and build a foundation for success in the future
Service overview	DFSS seeks to provide a range of different housing supports for youth with diverse needs, including: • <u>Youth Intentional Permanent Supportive Housing</u>: non-time-limited, specialized age- and service-appropriate version of PSH for youth with complex needs and multiple barriers to housing • <u>Youth Intentional Transitional Housing</u>: time-limited housing model focused on building a support system for young people while they transition into self-sufficiency including developing life skills, staying in school or securing work, and connecting with appropriate housing interventions to help them transition into permanent housing or remain permanently housed All youth intentional housing support projects should contribute to building blocks for youth success in the long-term including connection to benefits, education and employment support, legal aid, leadership opportunities, and links to physical and mental health care.
Target pop.	Target population is between the ages of 14 and 25 referred through CES, with different eligibility criteria for different program types: • PSH: homeless youth ages 18-25 with disability or other youth-specific indicator of vulnerability • TH: homeless youth (or at imminent risk), ages 14-25 for project-based and 18-25 for scattered site
Key perf. metrics (subset)	• Average # of days between match and housing • 80% of participants permanently housed for 12 months (PSH) or 70% exit to stable housing (TH) • 69% of participants 18+ maintain or increase total income (PSH) or 50% without reportable income see increase in cash benefits/income (TH) • 50% of participants exit with employment (TH) or 50% of participants exit with high school diploma or enrolled in educational program (TH)
Other division priorities	• Ensure youth are housed as quickly as possible: improve speed from identification to match to enrollment to housing • Continue to ensure services are customized for the unique needs of the diverse youth population

Youth Intentional Housing Supports (2):
Assessing performance and application categories

Agencies that have previously administered projects will need to pull and submit ART reports based on HMIS data with key performance measures for this model as part of their application

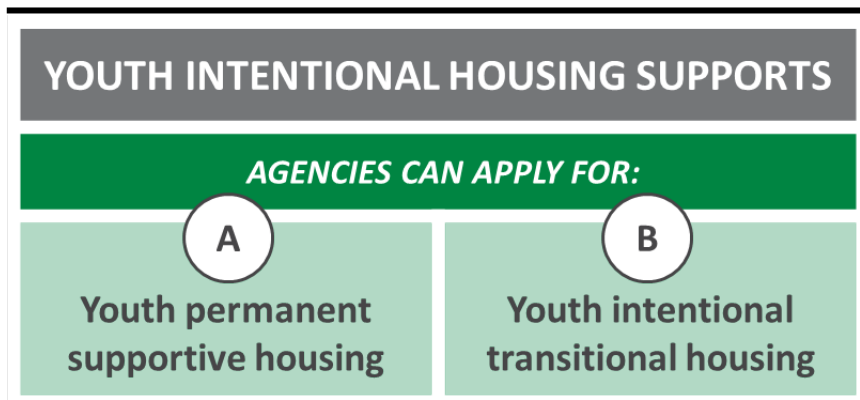### Youth TH: Key Performance Outcomes

A. What percentage of households exited to permanent destinations?	X%
B. Of the households who left the project, what percentage exited with employment?	X%

PSH: Key Performance Outcomes

A. What percentage of households remained permanently housed for 12 months or exited to permanent destination within the first 12 months of enrollment?	X%
B. Of the households who left the project, what percentage who have been in the project for at least 12 months exited to permanent destinations?	X%

Y. What percentage of households without source of non-cash benefits at entry, obtained non-cash benefits through mainstream resources?	X%
Z. What percentage of households maintained or increased their income through cash benefits, earned income, or combination of both?	X%

Application approach:

YOUTH INTENTIONAL HOUSING SUPPORTS

AGENCIES CAN APPLY FOR:

A Youth permanent supportive housing

B Youth intentional transitional housing

Agencies must submit separate applications for each category; we recommend applying for multiple projects with each application (to streamline contracting) but agency may choose to submit multiple applications

Advice for applicants

- **Start early** since a few components may be new to you
  - Register and create your iSupplier account(s) ASAP
  - Review your HMIS data early and check it for accuracy to make changes if needed

- **Take advantage of the resources** available to you
  - City's website has eProcurement training resources and training workshops
  - If you need help, get in touch with the HMIS help desk staff at All Chicago before May 1

- Read RFPs in advance and **identify your application approach** (e.g., number of applications for different projects, categories)

- Review application questions and **make sure you fully answer all questions**
  - Don't forget the 4,000 character limit for answer text fields
  - Don't forget to attach required attachments

- **Don't wait until the last moment**: submit 24-48 hours in advance of the deadline

- **Tune in for our webinar sessions** and/or reach out to us with questions

Key dates and deadlines

Webinar sessions for Homeless Services division:
- **April 25, 10am-12noon:** General info + more details on Shelter RFP
- **April 25, 2pm-4pm:** General info + more details on Youth Intentional Housing Supports RFP and Outreach, Engagement & Housing Navigation Services RFP

- If applicable, **check data** for ART reports and **get help from HMIS helpdesk** from **April 16 to May 1**
- **Pull your final ART report** for submission **after May 1**

- **Application questions** launch on **April 16, 2018 at 9am** in eProcurement system
- **Applications due** on **May 31, 2018 at 12noon**

Questions?

Please contact Tami Cole
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312-746-8610

Thank you!

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