CHICAGO DEPARTMENT OF

FAMILY & SUPPORT SERVICES

BUILD • SUPPORT • EMPOWER

DFSS Homeless Services Division: Consolidated webinar slides

For webinars held on April 25

Agenda:

1) Recap from TA session: why do these RFPs look different?
2) Key dates & deadlines, resources, and advice
3) Overview of Homeless Services RFPs
4) Going deep:

- Shelter RFP

- Outreach, Engagement, and Housing Navigation Services RFP

- Youth Intentional Housing Supports RFP

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

Overview of high-level changes DFSS made

Refreshed RFPs articulate what we want to achieve together rather than focusing on activities alone

Selection criteria updated to reflect our focus on results and best practices

New application questions to help DFSS make more informed decisions

Outcome goals

Program information

Framework for improvement

1 **Strength of proposed program**

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

3 **Organizational capacity**

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

Example questions

"What are the challenges and critical needs facing your intended client population?"

"Describe the evidence base and/or best practices that support the proposed program..."

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

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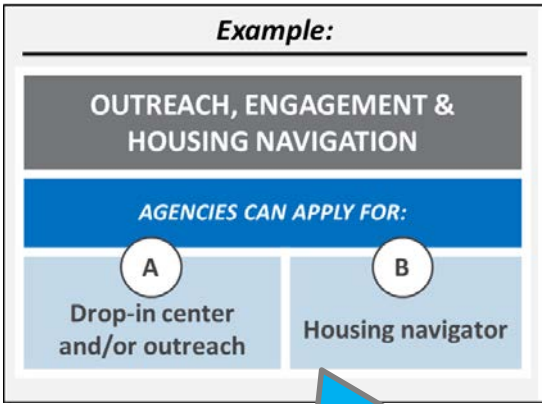
Overall structure

We're releasing several overarching RFPs that encompass multiple programs that provide opportunity for more streamlined contracts

Example:

OUTREACH, ENGAGEMENT & HOUSING NAVIGATION

AGENCIES CAN APPLY FOR:

A — Drop-in center and/or outreach

B — Housing navigator

Option to apply for multiple projects within an RFP category on one application

Performance measurement

We're using data to focus on continuous improvement incl. refining measurement frameworks, using HMIS data in scoring, and engaging actively with agencies to support improvement

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%

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.

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

Space for learning

We want to learn about your unique strengths and innovative solutions

3
ENHANCED SERVICES
Specialized or wrap-around supportive services

?

… 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

Key dates and deadlines

- **Reach out to Tami Cole with your clarifying questions** about RFPs and applications **before April 30**
  - Tami.Cole@cityofchicago.org or 312-746-8610
- We will issue a **formal "Q&A" document on May 4** as an addendum to the application so all applicants have access to these answers

- 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**

- **Applications due** on **May 31, 2018 at 12noon**

Advice for applicants

- **Start early** since a few components may be new to you
  - Read updated RFP narratives, selection criteria, and application questions closely to make sure you're prepared to respond to changes
  - Register and create your iSupplier account ASAP (note that you can now submit multiple applications for a single RFP under one e-mail address; this glitch has been fixed!)
  - Review your HMIS data early and check it for accuracy to make changes if needed

- **Take advantage of the resources** available to you including reaching out to Homeless Services with questions, reviewing info on DFSS CDGA website, HMIS helpdesk and City eProcurement support

- 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
  - Use spell check and don't forget to attach required attachments

- **Don't wait until the last moment:** submit 24-48 hours in advance of the deadline
  - Avoid the rush and potential mishaps by submitting early: <u>late applications won't be accepted</u>
  - You can "submit" your application and amend it later up until the due date of May 31 at 12noon

Resources available to you

Additional information from DFSS

Visit our CDGA info website for presentations, FAQs, webinars and more: https://www.cityofchicago.org/city/en/depts/fss/provdrs/policy_and_advocacy/alerts/2018/april/dfss-cdga-information.html

All Chicago HMIS Helpdesk

If you need help with ART reports, submit a ticket at https://hmis.allchicago.org or e-mail hmis@allchicago.org **before May 1**

Support on eProcurement system

If you need technical assistance, call the OBM eProcurement hotline at 312-744-0358 or e-mail at OBMGMU@cityofchicago.org

For questions on registration, e-mail eProcurementsupport@cityofchicago.org

Training materials including documents and videos are available here: https://www.cityofchicago.org/city/en/depts/dps/isupplier/online-training-materials.html

Addendums and Notifications in eProcurement

Addendum - Solicitation Number will be amended with a (zzzz,**1**)

Oracle Applications Home Page >   Worklist >

ⓘ **Information**

This notification has been closed and did not require a response.

Acknowledgement Required: Amendment 1 to RFQ 58 (SMOKING CESSATION SERVICES FOR ADULTS)

From	**McGaughy, Ryan**	Company	**The City of Chicago**
To	**JANE DOE**	Title	**SMOKING CESSATION SERVICES FOR ADULTS**
Sent	**25-Jul-2017 13:42:15**	Number	**58,1**
Closed	**25-Jul-2017 13:43:06**		
ID	**97018347**		

Responder

Negotiation Open **July 25, 2017 12:44 pm Central Time**
Negotiation Close **October 31, 2017 10:00 am Central Time**
Supplier **CITY OF CHICAGO TEST SUPPLIER**
Supplier Site

This Negotiation has been amended. To be considered for award you must acknowledge each amendment and resubmit your respons
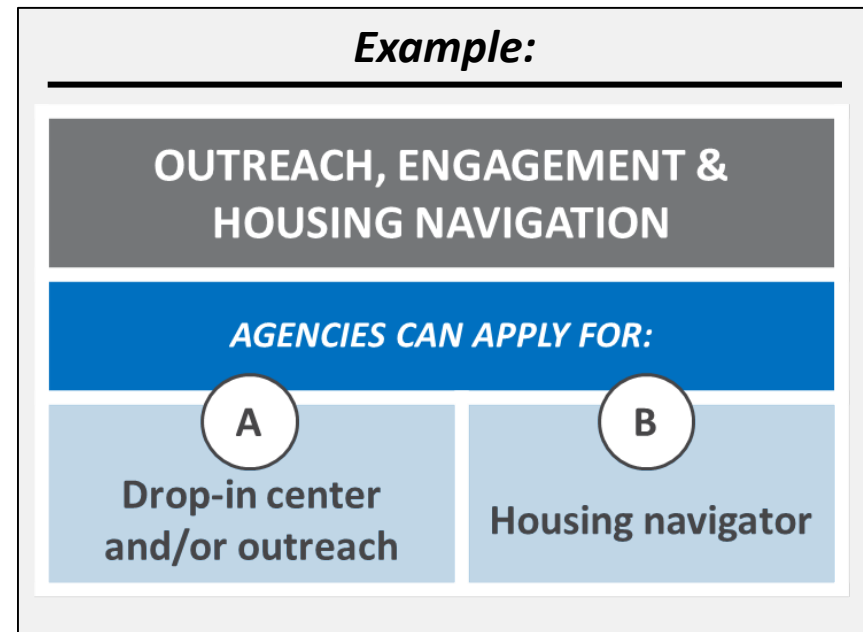
Please go to Review Changes page to review the changes for this amendment.

Return to Worklist
☐ Display next notification after my response

What are my options for applying for multiple projects within an RFP?

- 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

- If you choose to submit multiple applications for an RFP, you'll need multiple iSupplier usernames

- Review the RFP text closely to understand RFP-specific guidance
    - For some RFPs, there are categories that specify where you can consolidate and where you need to submit separate applications

- Decide on an approach that will help you prepare a strong application and/or easily administer the resulting contract for the work

- If you decide to include multiple projects in one application, you'll be asked to provide details about the sub-populations, locations, nature of services, breakdown of costs across projects

Example:

OUTREACH, ENGAGEMENT & HOUSING NAVIGATION

AGENCIES CAN APPLY FOR:

A	B
Drop-in center and/or outreach	**Housing navigator**

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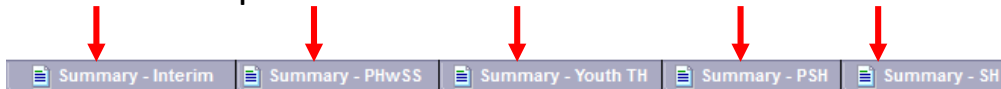
- Once data is accurate, submit excel <u>and</u> PDF copies of your reports as attachments for relevant app. question in eProcurement
- You will be given the opportunity to share any context/caveats we should consider when we review the data
- Please review your data for accuracy in April and run final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

All Chicago HMIS help desk is available to answer questions from April 16 to May 4

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

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RFPs for special "system coordination" roles:

> *For these RFPs, we're seeking to support one agency to provide a critical function for the Chicago Homeless Services system as a whole*

- Coordinated Entry
- Frequent Users Service Engagement (FUSE)
- Mobile Crisis Response and Shelter Referral
- Rapid Rehousing Program Coordinator
- Rental Assistance Program Manager

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
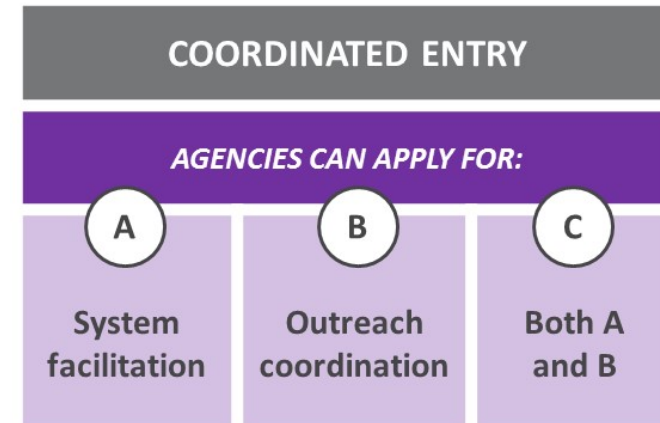
Agencies should try to address these priorities in application

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

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

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

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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

Programmatic RFPs with more limited changes:

> *For these RFPs, we are seeking agencies capable of delivering on these programs and have made some modest changes to RFPs (incl. structural and submission requirements)*

- Homeless Prevention Assistance Program
- Permanent Housing with Short-Term Supports *(need to submit ART reports)*
- Permanent Supportive Housing including Safe Havens *(overarching RFP, need to submit ART reports)*

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

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

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%

Key Performance Outcomes: SH

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. 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

Programmatic RFPs with more changes:

For these RFPs, we are seeking agencies capable of delivering on these programs and have made more significant changes to RFPs (including structural, submission requirements, and information we're asking you to speak to in your applications)

- Outreach, Engagement and Housing Navigation Services *(overarching RFP with new framing)*
- Youth Intentional Housing Supports *(overarching RFP with new framing, need to submit ART reports)*
- Shelter RFP *(overarching RFP with new framing, need to submit ART reports)*

Outreach, Engagement & Housing Navigation Services:
Overview of RFP

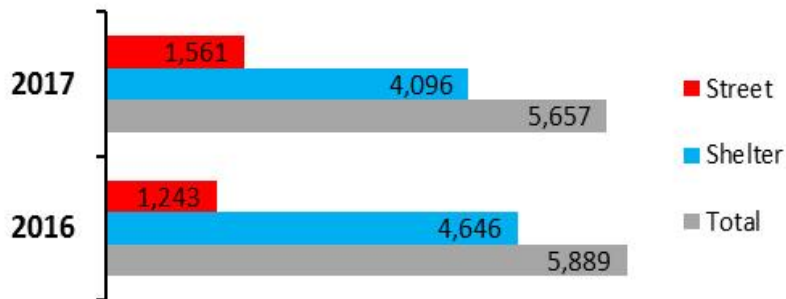The goal of the following program models is to engage individuals experiencing homelessness who are living on the street and who might not seek out services, with the goal of moving to more stable or permanent housing and necessary supports.

Outreach, Engagement & Housing Navigation Services:
2017 Homeless Street Count
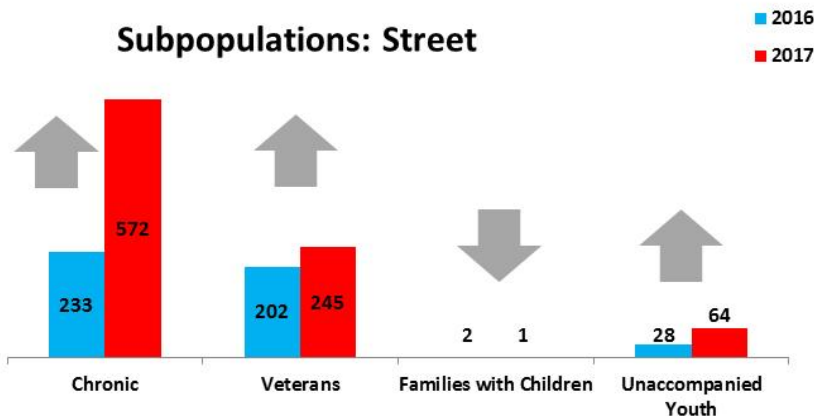
2017 results show an increase in the street population across key subpopulations.

Outreach, Engagement & Housing Navigation Services:

2017 Point-in-Time Count
Location of Unsheltered Persons

Number of Persons
- · 1 - 2
- 3 - 5
- 6 - 9
- 10 - 19
- 20 +

Community Area Boundaries

Does not include persons on CTA vehicles or at stations
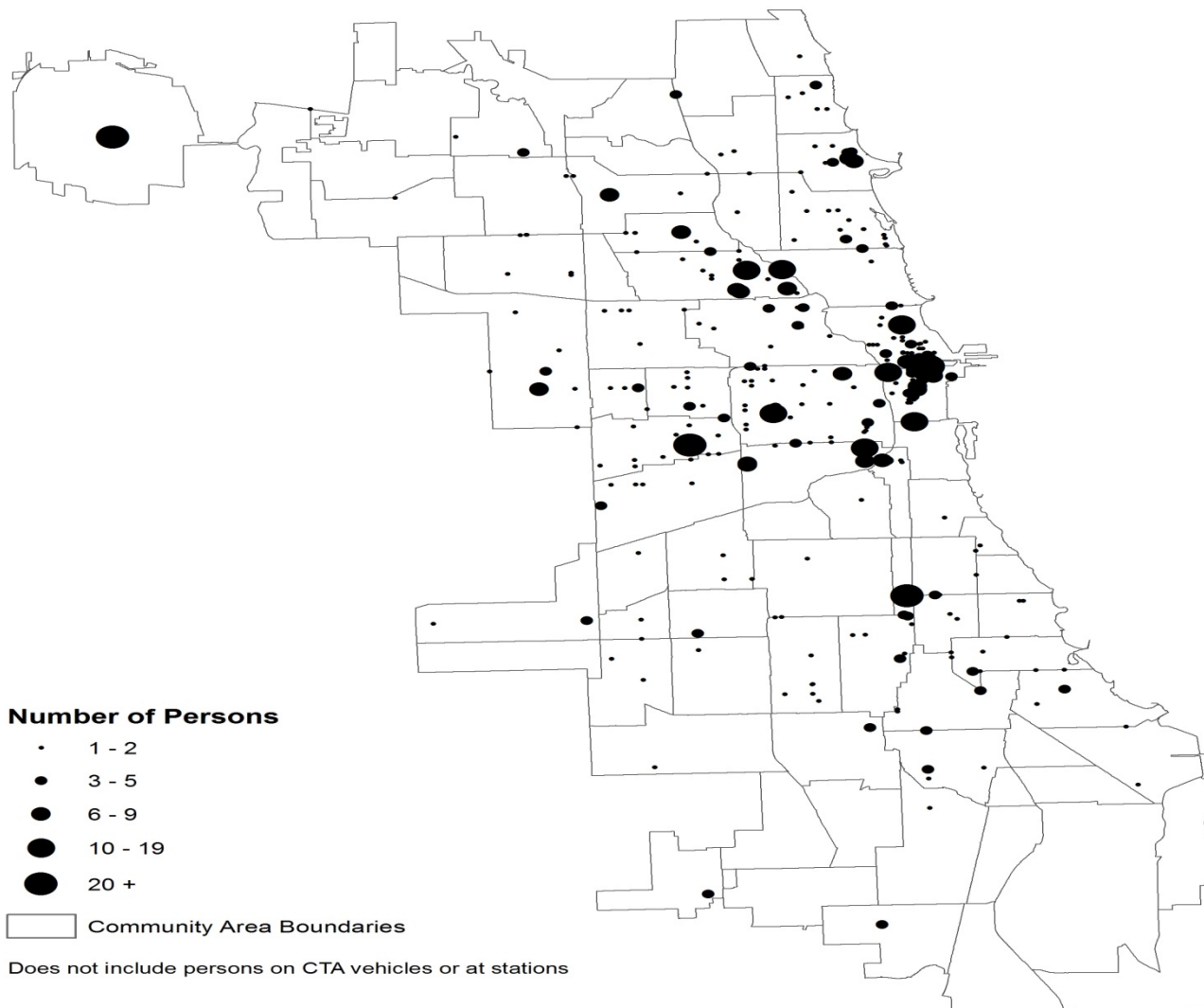
Prepared by the Voorhees Center, University of Illinois at Chicago

Outreach, Engagement & Housing Navigation Services:
Chicago's Street Homelessness – 2017

Community Areas with Greatest Decrease

Community Areas with Greatest Increase
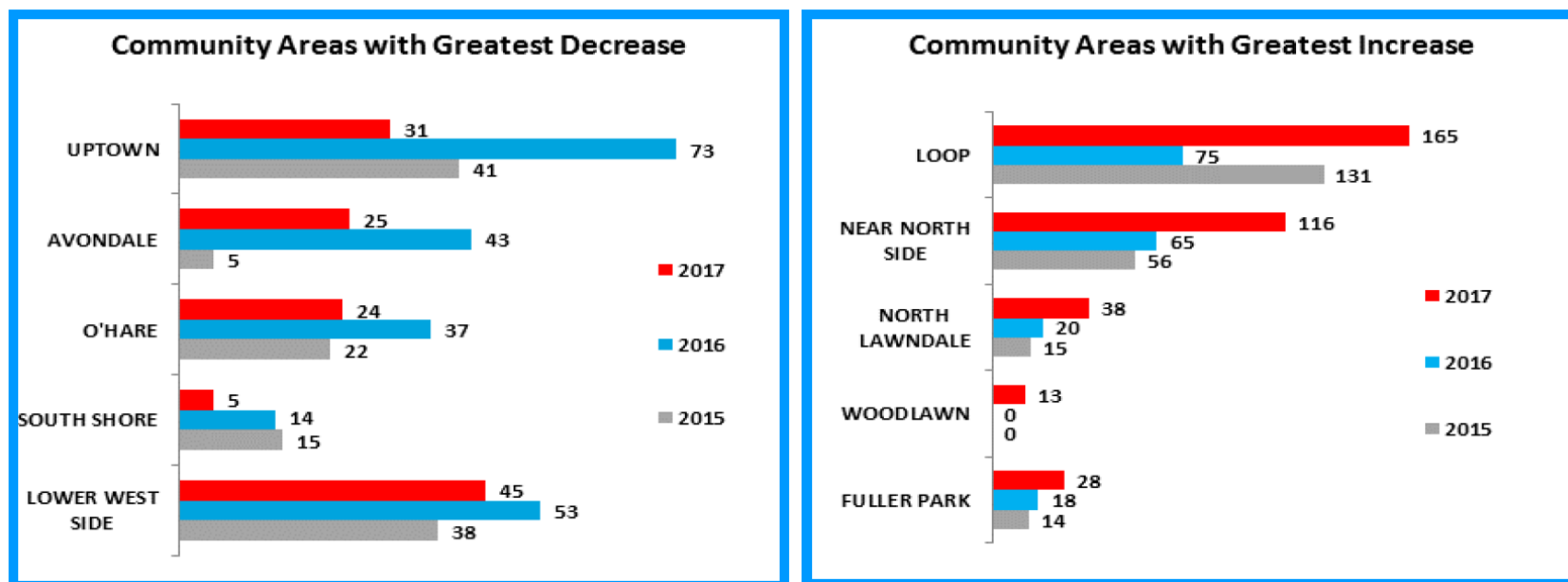
2017 Unsheltered Homeless by Community Area				
	2015	2016	2017	2017 % Change
Loop	131	75	165	54.5%
Near North	56	65	116	44.0%
Near South	0	9	12	25.0%
Total	187	149	293	49.1%

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Outreach, Engagement & Housing Navigation Services:
Service Overview

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 management, 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

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

Outreach, Engagement & Housing Navigation Services:
Application Approach

OUTREACH, ENGAGEMENT & HOUSING NAVIGATION

AGENCIES CAN APPLY FOR:

A — Drop-in center and/or outreach

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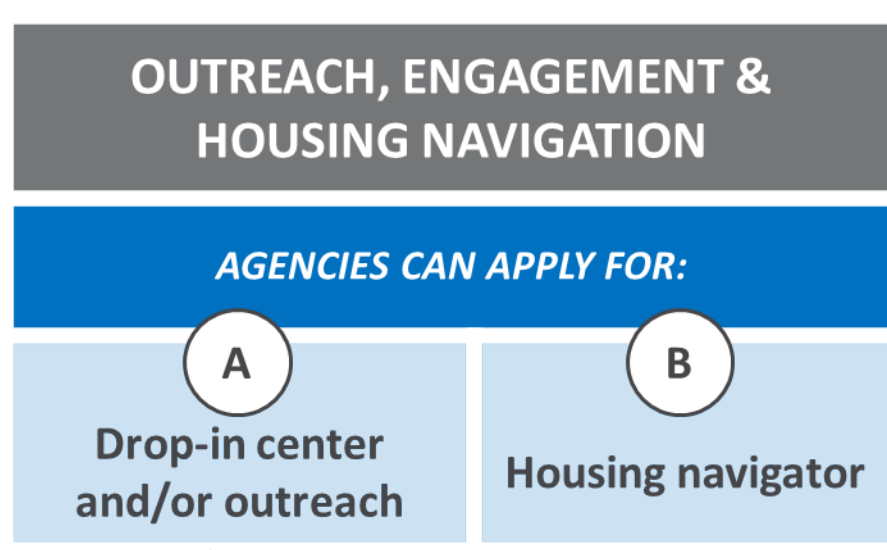
Applicants must submit separate applications for each category; we recommend applying for multiple projects with each application (to streamline contracting) but agency may choose to submit multiple applications

Outreach, Engagement & Housing Navigation Services:
Chicago Continuum of Care Program Models

- Drop-In Center

- Basic Outreach

- Specialized Outreach

- Youth Drop-In Center

- Youth Outreach

- Housing System Navigator

Outreach, Engagement & Housing Navigation Services:
Target Population

General – Unsheltered, at-risk homeless households or households matched through the CES that require navigation services.

Other considerations–

- Youth ages 12 to 24
- Geographic locations

Outreach, Engagement & Housing Navigation Services:
Performance Measures

Key Performance Metrics	• % 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 (family, friends, longer-term shelter/housing programs or permanent housing) • For Housing System Navigator only: % of enrolled participants permanently housed

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 partisipants engaged in services move to more stable housing.
		50% of participants particpate 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.

Outreach, Engagement & Housing Navigation Services:
Other DFSS 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

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. 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): *Population*

Voices of Youth Count, Cook County Report

- 65% identified as Black or African American
- 59% of the male youth who reported having a pregnant partner or being a parent had custody of their children
- 34% of the female youth reported being pregnant or a parent.
- 35% had been in foster care or spent time in juvenile detention/jail/prison, 14% had experienced both.
- 25% identified as LGBQA

Youth Intentional Housing Supports (3): *Strategies*

Housing First

- Immediate access to housing
- Youth choice and self-determination
- Individualized and youth-driven supports
- Persistent engagement

Engaging Youth

- Positive youth development
- Trauma informed care
- Harm Reduction

Youth Intentional Housing Supports (4):
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
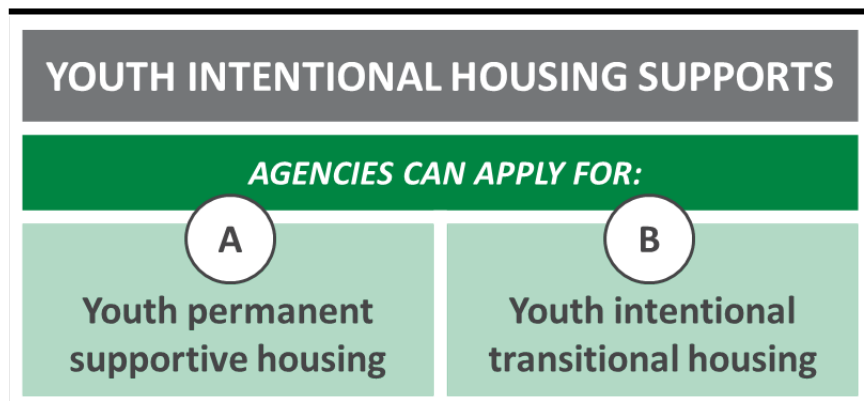
Youth TH: Key Performance Outcomes

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

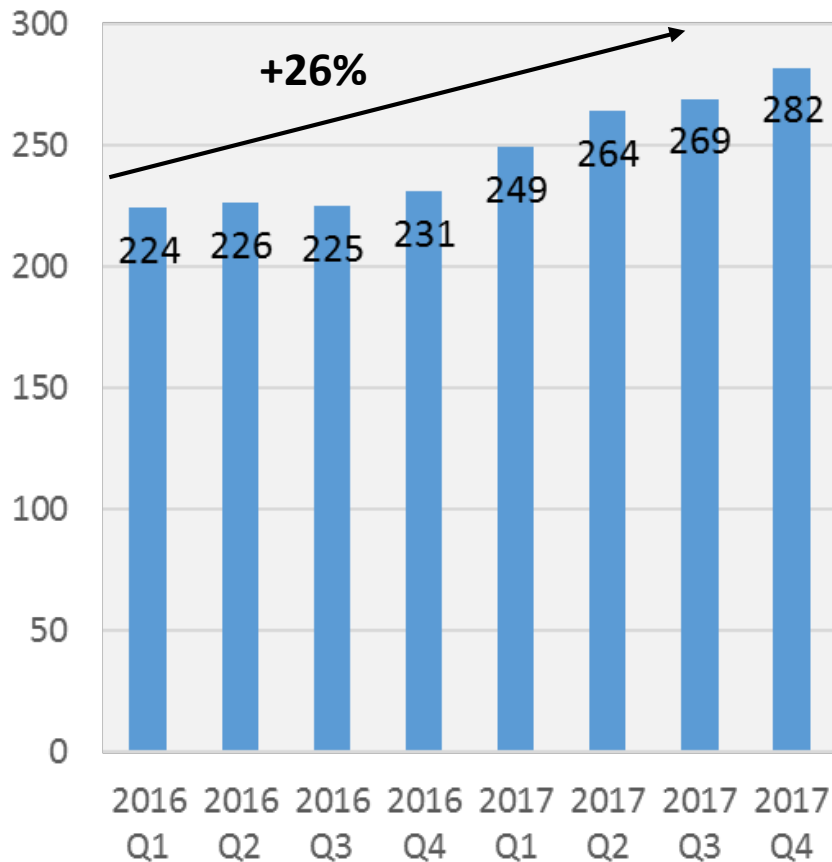**B** Youth intentional transitional housing

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
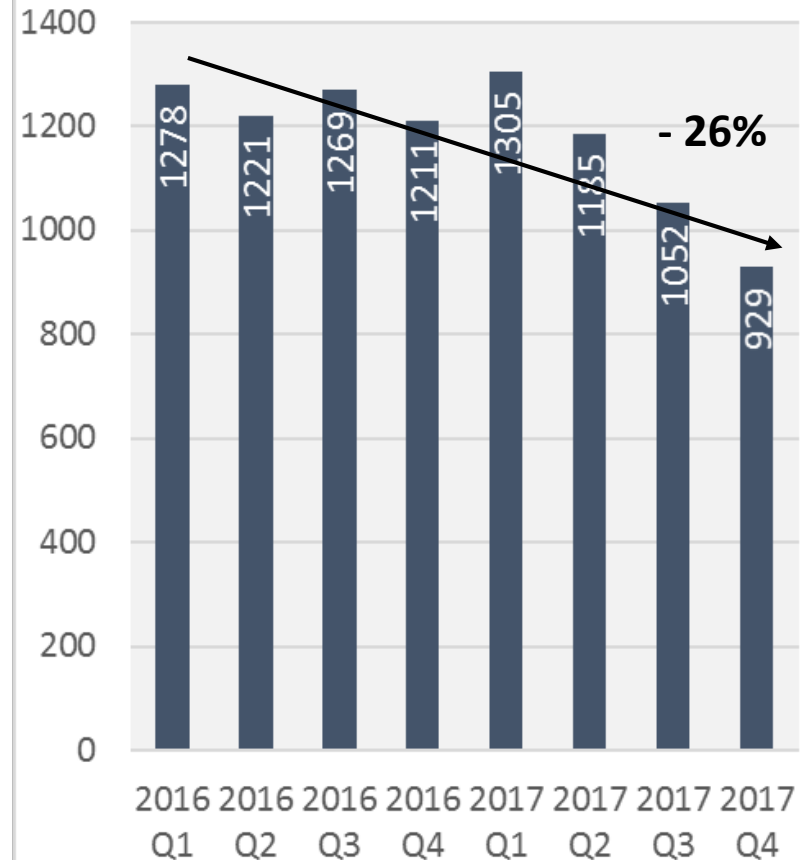
41

Shelter RFP: Trends in the system that informed our RFP

While the number of people experiencing homelessness and using shelters is on the decline, system indicators highlight challenges of slow system "flow" and movement into housing

Average number of days families & individuals remain homeless *(per quarter, according to HMIS system-level data)*

+26%

2016 Q1	2016 Q2	2016 Q3	2016 Q4	2017 Q1	2017 Q2	2017 Q3	2017 Q4
224	226	225	231	249	264	269	282

Number of people placed in permanent housing *(per quarter, according to HMIS system-level data)*

- 26%

2016 Q1	2016 Q2	2016 Q3	2016 Q4	2017 Q1	2017 Q2	2017 Q3	2017 Q4
1278	1221	1269	1211	1305	1185	1052	929

Source: All Chicago: system performance metrics based on HMIS data across system (not just shelter)

# **Shelter RFP:** Trends in the system that informed our RFP

> Many DFSS-funded delegates did not meet performance expectations for key outcome goal targets related to housing

DFSS-funded shelters: performance on housing outcome goals (2017)

	Performance metric and target *(for a subset of housing-related 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 180 days	23%	24%	8%
Youth interim housing (2)	55% of participants assessed will exit to more stable housing	69%	35%	50%
Emergency shelter for adults (2)	25% of participants move to more stable housing	2%	5%	0%
Youth low-threshold overnight shelter (4)	25% of participants move to more stable housing	18%	13%	25%

Example: Interim housing projects (2017)

Of the households exiting shelter to permanent housing, what % exited within 180 days

Target: 50%

Source: Quarterly performance data submitted to DFSS by interim housing projects in 2017
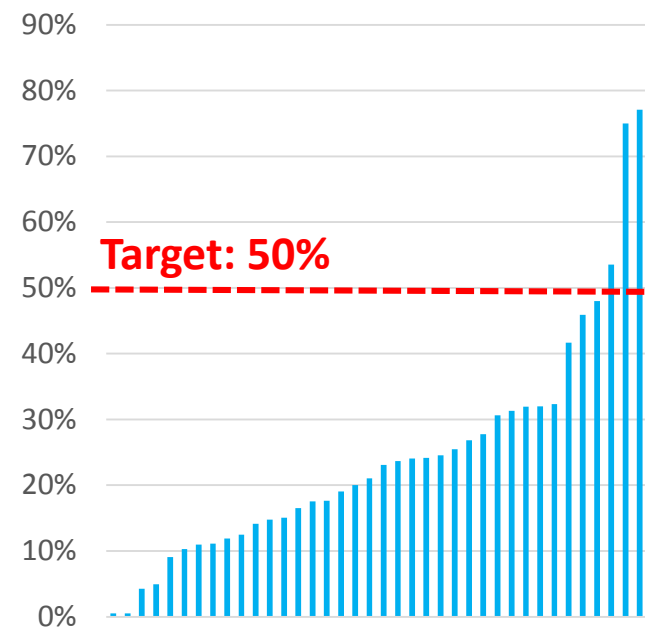
Shelter RFP: We conducted interviews with a representative group of shelter to inform our strategy and this RFP

- Significant diversity in the spectrum of services provided by shelters across our system
  - 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), goals (e.g., safe place to sleep, vs. move to permanent housing); philosophy or theory of change, resources, rules/regulations, operations and more
  - Lines between program models feel blurry between emergency shelter and interim housing for adults

- Shelter providers are working hard to permanently house clients but face challenges
  - Lack of affordable housing and low-incomes of clients
  - Many clients not eligible for PSH or prioritized for resources; some delays with implementing the CES system
  - Limited availability of resources that can help address barriers to housing (e.g., mental health services workforce programs, child care to enable parents to work)

- Many performance targets don't feel realistic in current context
  - Haven't supported improvement, can feel demotivating and create unintended incentives (e.g., turning folks out)

- There are some "hard to serve" sub-populations within the current system
  - Incl. long stayers, clients with behavioral health needs, medically vulnerable, seniors, and undocumented

- Opportunities to improve collaboration incl. sharing data and best practices across shelters, working together on diversion and long-stayers, and coordinating with housing providers

- DFSS can improve its RFP and contracting processes to reduce administrative burden

- DFSS doesn't fund the true cost of providing shelter services and agencies face rising costs
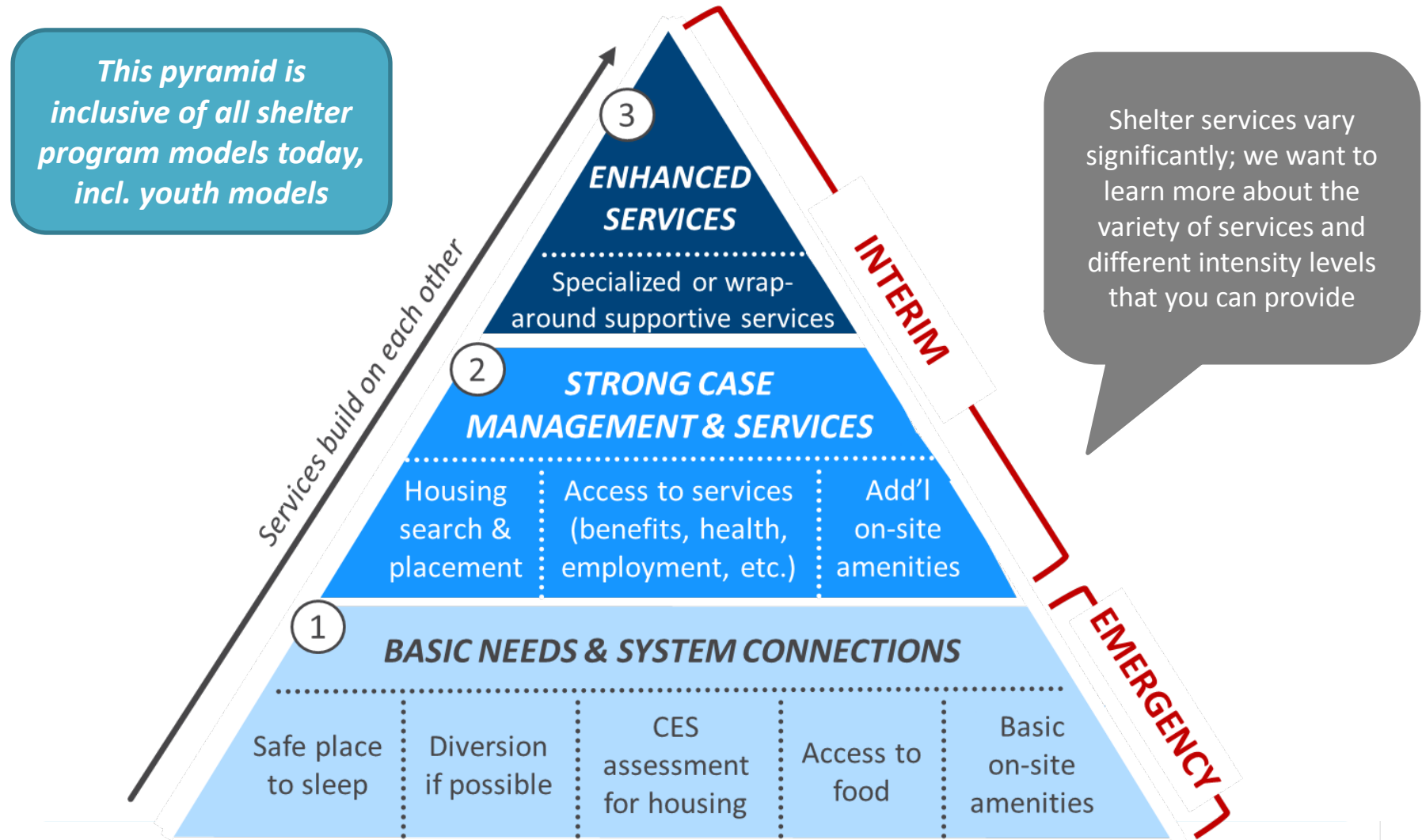
We learned a lot from your input, and were able to incorporate some though not all of your feedback. We want to continue the conversation and keep trying to improve!
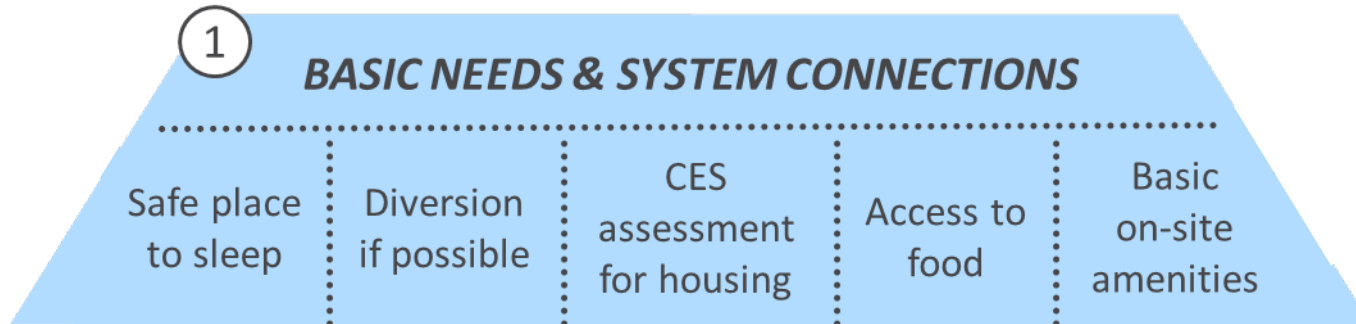
Shelter RFP: *Overview*

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: *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

Shelter services vary significantly; we want to learn more about the variety of services and different intensity levels that you can provide

Services build on each other

INTERIM

EMERGENCY

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**

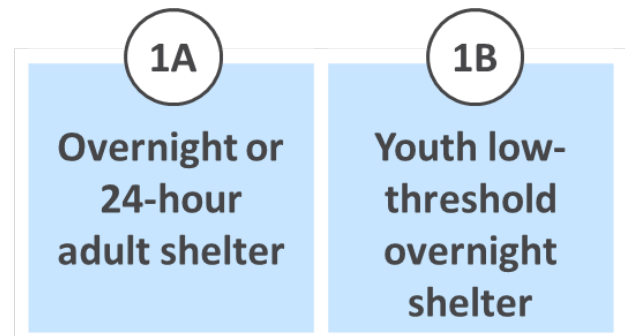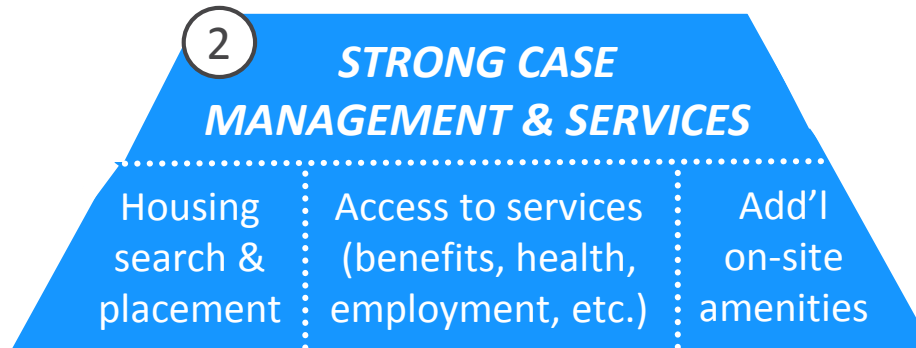| Safe place to sleep | Diversion if possible | CES assessment for housing | Access to food | Basic on-site amenities |

Shelter RFP: *Service array*

- Basic, emergency shelters with the primary goal of meeting the immediate needs of clients experiencing homelessness

- Low-demand facilities designed to remove individuals from imminent danger of being on the street
  - "No frills," congregate, cots/beds, modest amenities (e.g., hygiene, storage)

- Limited to no case management, but expected to provide critical connections into broader homeless services system that can help put an individual on the pathway to housing
  - CES assessment, basic info/linkages to other resources

- Can be overnight or 24-hour shelters providing a similar 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
  - Should offer right of return, without lining up, for all or a large percentage of beds
  - Make sure to stay within bounds of your special use permits

- DFSS is not funding emergency shelter for families at this time

You can apply within these two categories:

47

Shelter RFP: *Service array*

② **STRONG CASE MANAGEMENT & SERVICES**

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

- Most interim shelters today should fit this description
- Primary goal of quickly moving households into appropriate and stable permanent housing
- Build on the elements of basic needs and system connections, and provide services needed to re-housing clients as quickly as possible
- 24-hour with assigned bunks/beds and broader range of amenities (e.g., shower, storage, laundry)
- High-quality case management focused on housing placement and increasing income
  - Direct provision or linkages to other services incl. benefits screening, physical and mental health services, substance abuse treatment, employment/job readiness, care/education for children
  - Aligned with best practices (individual, strengths-based, goal-setting, patient & consistent support), delivered in a coordinated, client-centered manner (incl. connections once housed)
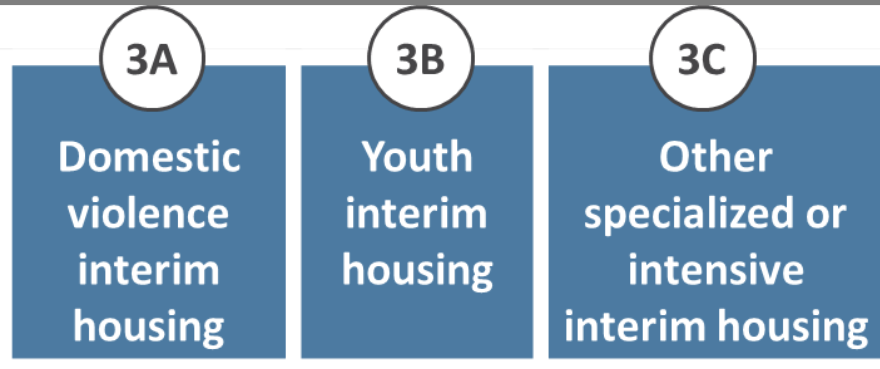- Interested in creative approaches to diversion and housing solutions

You can apply within one category:

② **Interim housing for adults and/or families**

Shelter RFP: *Service array*

You can apply within these three categories:

3

ENHANCED SERVICES

·····························

Specialized or wrap-around supportive services

3A
Domestic violence interim housing

3B
Youth interim housing

3C
Other specialized or intensive interim housing

- Build on basic needs, strong case management by providing either specialized or more intensive, holistic wraparound services that address needs of different sub-populations with goal of moving households into permanent housing
  - Additional services provided in support of, not at expense of, focus on housing placement
- Likely to offer case management at lower ratios and to have broader array of services in-house
  - Staff should be specially trained to provide services and address needs of intended clients
- Sub-populations appropriate for this tier need special or more robust supports that are not provided widely by system today (e.g., homeless women, families with complex problems, medically vulnerable)
  - Youth and DV (given their specialization) are considered part of this group as well
  - "3C" is a special group, must have a compelling rationale for why your services meet this bar
- This group is among today's interim shelters – we want to learn about what/how you're "doing more"
  - Want to learn about evidence-based programs and innovations that can support stronger outcomes
  - This will help us improve our coordination of the shelter system and better match sub-populations with shelters
- Given constrained resources, we will not be able to pay full cost of these services; want to partner with agencies that are willing and able to bring their own resources to implement innovative programs

Shelter RFP: *Other key program requirements*

All shelter services must reflect the Chicago CoC's core values…

- Housing first approach
- Harm reduction
- Trauma-informed care
- Respect for cultural competencies and non-discriminatory practices
- Use of evidence-based practices
- Recognition of the importance of relationship building
- Developmentally-appropriate services for youth and children

… and adhere to DFSS / CoC program requirements including but not limited to:

- Practice family preservation
- Use of HMIS (except DV) and tracking exit/entry into program
- Written policies and procedures for intake, grievance, conflict resolution
- Compliance with HEARTH act
- Confidentiality of client records
- Participation in PIT counts and DFSS shelter bed clearinghouse

All requirements and regulations will be incorporated in contracts

Shelter RFP: *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

Shelter RFP: *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

Thank you!

@ChiFamSupport

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