REQUEST FOR PROPOSALS (RFP) FOR
Flexible Housing Pool (FHP)

ISSUED BY:
CITY OF CHICAGO DEPARTMENT OF FAMILY AND SUPPORT SERVICES
JUNE 12, 2018

All proposals shall be submitted via the eProcurement system to:

Maura McCauley
Director of Homeless Prevention, Policy and Planning
Department of Family and Support Services
1615 W. Chicago Ave, 3rd Floor West
Chicago, Illinois 60622

RESPONSES MUST BE RECEIVED NO LATER THAN
July 10, 2018
AT 12:00 NOON CST

RAHM EMANUEL
MAYOR

LISA MORRISON BUTLER
COMMISSIONER
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Section 1 - Purpose of RFP and Scope of Services

A. Introduction

As the City of Chicago’s primary social services provider and administrator, the Department of Family and Support Services (DFSS) manages a comprehensive, client-oriented human service delivery system that employs a holistic approach to improving the quality of life for our most vulnerable residents. DFSS administers resources and provides assistance and support to a network of over 350 community-based organizations in order to promote the independence and well-being of individuals, support families, and strengthen Chicago neighborhoods. The DFSS mission is:

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

DFSS’ priorities are to:

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

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

In support of this mission, the DFSS Homeless Services Division (Division) seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care (CoC), the CoC’s designated Collaborative Applicant (All Chicago), other City agencies, and community-based organizations to coordinate across the broader ecosystem of homeless services in the City towards the ultimate aim of preventing and ending homelessness in Chicago.

For more information on the DFSS strategic framework, visit www.cityofchicago.org/fss.

B. Flexible Housing Pool Background and Goals

DFSS seeks applications for an array of services and activities that collectively perform the function of a Coordination Agency for the City’s new Flexible Housing Pool (FHP). The overarching goal of the FHP is to rapidly and simply connect individuals with complex needs who are frequently using crisis systems (e.g., emergency rooms, shelters, or jail detention) to supportive housing and increase access to needed services. The FHP goes further to deliver these resources in a new model that increases efficiency in housing identification and placement, centralizes the housing coordination function, applies service delivery best practices such as Housing First and alignment between housing and health care supports,
and provides funding flexibility to overcome barriers to housing for this population. Very simply, the Flexible Housing Pool creates a mechanism for public and private funding sources that are often siloed, to join toward a common goal with unified, streamlined administrative and service practices.

Overview of Current Housing System

It is well documented that supportive housing – which offers both permanent affordable housing and linkages to services for physical and mental health, substance use, and other issues – can reduce long-term spending on emergency services such as shelter, emergency hospital services, police, court and jail services, and emergency medical care, while improving outcomes for chronically homeless individuals. An evaluation of the Los Angeles County Department of Health- Housing for Health program shows that every dollar invested in the program saved $1.20 in public spending. Prior to housing, program participants received public services costing $38,146 per person which decreased to $15,358 after one year in supportive housing. Other findings concluded that supportive housing interventions reduced ER visits by 57% and inpatient days by 75%. This not only represents an overall reduction, but a shift in where individuals are accessing care to promote more upstream and preventive engagement, and reducing the burden on the community’s crisis system of care.

Current Challenges

Despite mounting evidence of effectiveness, local governments, including the City of Chicago, often have trouble securing the necessary investments for supportive housing. According to the National Low Income Housing Coalition, the Chicago metropolitan area has a deficit of 264,442 affordable units for residents with Extremely Low Income (at or below 30% Area Median Income or poverty guidelines, whichever is higher). In addition to insufficient affordable housing inventory, individuals with complex needs often experience additional barriers to accessing supportive housing, including long waitlists, difficulty navigating the system, and ineligibility under traditional U.S. Department of Housing and Urban Development guidelines. Individuals experiencing homelessness in Chicago average an 83-day process from the time the individual/household is matched to a housing provider to when they are housed. In past Chicago housing initiatives that provided publicly funded housing subsidies/vouchers to individuals with complex needs, the length of time to housing was even longer than Chicago’s current average. Local and federal requirements for eligibility include extensive documentation and are multi-step processes that applicants struggle to complete even when supported by a dedicated housing support staff person. The secondary challenges in those initiatives include landlord recruitment, program marketing, and limited stock of available safe and quality housing units in communities of program participant choice.

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1 https://www.rand.org/content/dam/rand/pubs/research_briefs/RB10000/RB10000/RAND_RB10000.pdf
2 https://corpsh1.sharepoint.com/programdelivery/central/il/ProjectsOther/Forms/AllItems.aspx?id=%2Fprogramdelivery%2Fcentral%2Fil%2FProjectsOther%2FFlexible%20housing%20pool%2FNational%20research%2FHFH%20Progress%20Report%202013%2D2017%2Ep
4 https://www.allchicago.org/dashboard-to-end-homelessness
There is also a lack of coordination between health care and housing service providers, leading to gaps in care or duplication of effort. Local housing and health pilots have demonstrated successful coordination, health, and housing outcomes but have not yet gone to scale to meet the identified need in Chicago and Cook County.

Vision and Goals for Flexible Housing Pool’s Role in System Transformation

The Flexible Housing Pool will re-orient the system response – from crisis to stability – to high utilizers of crisis systems with complex health needs and/or frequent detention in the jail system resulting from untreated mental health and homelessness. The FHP seeks to achieve the following system and individual level goals:

- Improvement in overall health of participants
- Increased use of appropriate health services, and corresponding reduction in use of crisis care such as hospital emergency rooms
- Fewer days in Cook County jail, court, or police custody
- Reduced utilization of homeless crisis response system
- Increased stability and length of residency in supportive housing

Working in collaboration with support services providers, health care providers, housing finance agencies, housing developers, and philanthropy, the FHP aims to facilitate the creation of hundreds of housing units and facilitate linkages between residents and the health system. The City of Chicago wants to reduce the number of people experiencing homelessness, reduce the burden on strained crisis and health care resources, and improve health outcomes.

DFSS seeks an organization that can perform a range of housing-related functions and has the demonstrated ability to collaborate with support service providers, property owners, and public agencies. This is a pioneering approach to supportive housing that: a) requires a systemic approach with collective impact to achieve scale, and b) recognizes that current sources of rental subsidies are inadequate to meet needs.

In order to ensure the FHP is maximizing use of existing funding and resources, the FHP intends to explore multiple funding models for housing tenancy supports. The FHP will utilize the fund as well as Medicaid reimbursement when available and appropriate for housing tenancy supports.

Flexible Housing Pool Strategic Planning

The City of Chicago, in consultation with public and private hospitals, not-for-profit leaders, community partners and other governmental entities, released a Request for Information in January 2018 with targeted questions around Flexible Housing Pool program design, organizational and fiscal capacity of the FHP Coordination Agency, and fiscal and performance management concepts. Feedback from the RFI respondents helped shape the design of the Flexible Housing Pool described in this RFP.

Target Population

The Flexible Housing Pool will target high utilizers of crisis services who have high behavioral health needs, physical health needs, and high rates of detention in jail, and are experiencing homelessness. Based on data and analysis from the Collaborative Research Unit at Cook County Health and Hospitals System (CCHHS), there are estimated to be approximately 2,700 individuals in Chicago who meet the
definition outlined above. As the project increases in scale, towards the FHP’s goal of housing 750 individuals, the target population may be adjusted in order to best meet community needs.

Individuals will be identified for the Flexible Housing Pool through Chicago’s Coordinated Entry System, which will incorporate data from health and justice systems. The FHP Coordination Agency will work with DFSS, the Continuum of Care, and CCHHS to implement this identification process.

C. Flexible Housing Pool Coordination Agency Program Requirements

This RFP solicits Respondents for the role of the FHP Coordination Agency. The FHP Coordination Agency is responsible for administering the subsidy and provision of housing tenancy supports, collaborating with entities to implement and operate the FHP and working at the direction of DFSS to implement the FHP. In conjunction with DFSS and in keeping with the established guidelines, the FHP Coordination Agency will work collaboratively to develop program regulations for the FHP. The FHP Coordination Agency program requirements include:

Housing Portfolio Management
- Using a variety of methods, identify and secure a broad range of decent, safe, and affordable housing throughout the city of Chicago for individuals who are homeless (FHP Housing Portfolio).
- Outreach to and engagement of landlords and unit identification.
- Create and implement housing inspection process, inclusive of housing quality standards.
- Enter into a range of leasing agreements (e.g. master leasing, scattered site leasing, subleasing management).
- Create and manage a streamlined housing application process.
- Create and manage payments of rent.
- Manage 24/7 crisis availability for landlord issues.

(Following Appendix A for a detailed description of the activities listed above.)

Fund Management
- Provide accurate and dependable monthly rent subsidy payments to a growing number of participating property owners/operators.
- Administer a Client Assistance Fund in order to meet emergent tenant needs such as transportation, food, or medication.
- Utilize best practices to ensure that there are strong financial controls in place that govern the disbursement of all FHP funds that include robust capabilities for tracking, reporting, and data analysis.

Housing Tenancy Support Services (HTS)
- Provision of a “whatever it takes” wrap around services approach to assist the individual in regaining stability and improved health. HTS includes pre-tenancy supports and housing tenancy sustaining supports. See Appendix B for detailed definitions of both types of supports.
- HTS provision may occur through the FHP Coordination Agency (directly or via subcontracting) or they may be provided through a CCCHS CountyCare delegate community provider at the direction of CCHHS.
- The HTS Provider, CCHHS, and the FHP Coordination Agency will communicate and work collaboratively in meeting tenants’ goals and desired health outcomes.
- Provision of initial client outreach and engagement with the FHP when a client’s primary service
provider is within the homeless system (e.g. street outreach team, emergency shelter).
- Partner with CCHHS' client outreach and engagement process for the FHP when a client’s’ primary service provider is within the CCHHS network.

Relationship management
- Dedicate a full-time project manager to the FHP that serves as a point of contact to DFSS, landlords, and project partners.
- Establish and maintain relationships with project partners including landlords, HTS Providers, public agencies, and participating funders.
- Work to address any tenant/client, property, and community issues that arise during the course of FHP operations.
- Work collaboratively with DFSS and the FHP governance structure to use data to inform program modifications and improve the performance of the FHP over time.

Data collection, fiscal management, and reporting
- Provide DFSS with reports of all financial transactions, landlord engagement activities, and services provided to clients. DFSS will require specific information to be included in quarterly reports.
- Participate in broader FHP evaluation.
- May develop and operate an information technology system with the capacity to interface with the Homeless Management Information System (HMIS).

DFSS seeks Respondents that integrate the following best practices in all aspects of FHP program design and operations:
- Cultural Competence
- Equity
- Housing First
- Harm Reduction
- Person-Centered Care
- Assertive outreach and engagement
- Quality Housing
- Landlord Engagement and Retention
- Trauma Informed Care

D. FHP Partnership Structure
The Flexible Housing Pool encompasses multi-system partnerships. FHP partners and proposed governance structure that the FHP Coordination Entity will interface with for the FHP are outlined below.

Chicago Department of Family and Support Services (DFSS)
DFSS will be responsible for overall program design, policy development, and monitoring. DFSS will liaison with the FHP Oversight Council, which will provide recommendations to DFSS for implementation. DFSS will manage the RFP and procurement process to select the FHP Coordination Agency. The Department will hold the contractual relationship and be responsible for all oversight of the FHP Coordination Agency.
**Cook County Health and Hospital Systems (CCHHS)**

CCHHS will provide patient identification, program linkage, and all care coordination and clinical behavioral health services for patients/tenants. The Collaborative Research Unit of CCHS will provide utilization data analytics for tenant identification and impact evaluation.

**Flexible Housing Pool Oversight Council**

The FHP Oversight Council is intended to provide recommendations to DFSS regarding implementation and management of the FHP. This might include recommendations around program rules and eligibility, new investor marketing and engagement, reporting and performance of the FHP Coordination Agency, quality service and housing criteria, among others. The FHP Oversight Council is comprised of representatives from entities currently investing in or leveraging services for the FHP. The current entities include:

- Chicago Housing Authority
- City of Chicago Department of Family and Support Services
- City of Chicago Department of Planning and Development
- Cook County Health and Hospitals System
- CountyCare

As new investors join the FHP, one seat will be added for each government, foundation, and health care sector investing organization. Additional agencies and representatives including Housing Authority of Cook County, Chicago Department of Public Health, individuals with lived experience of homelessness/tenants of the FHP, and safety net hospitals as represented by someone from the Alliance for Health Equity will serve the oversight council in an advisory capacity.

**Advisory Committees**

DFSS and the FHP Oversight Council will activate advisory groups in order to inform the model and implementation. Advisory groups may include tenants or individuals with lived experience, landlords/property managers, continuum of care stakeholders, or other stakeholders groups to be determined by the FHP Oversight Council. Advisory groups may assist with drafting recommendations and providing feedback on project outcomes.

**Participating Funders**

Additional participating funders may join this project by making contributions to the FHP. It is envisioned that additional participating funders will include governmental, non-profit, and private organizations. The FHP Oversight Council will work collaboratively to lead efforts in securing financial contributions from foundations and health system partners.

**Landlords**

Funds administered by the FHP Coordination Agency could be used to secure any housing setting (bridge units or permanent) that is appropriate for the individual being housed and that meets applicable housing, health and safety codes, as well as the guidelines promulgated for this program. Landlords for the FHP may include private market landlords and non-profit housing developers and providers.

For a detailed overview of these best practices, see Appendix C.
E. Performance Measures
Through this RFP, DFSS seeks input on performance measures for the FHP Coordination Agency’s role in the FHP and will use that input to formalize more specific measures in resulting contract negotiations. DFSS anticipates updating or changing outcomes of interest, particularly as the program grows in scale. General metrics under consideration for the FHP Coordination Agency include but are not limited to:

- FHP housing portfolio management and landlord engagement indicators
- Number of tenants housed
- Tenant satisfaction
- Landlord satisfaction
- Number of individuals who were identified but not enrolled and why (reasons including but not limited to not able to locate, declined, deceased, needed of higher level of care, etc.)
- Length of time from identification to location
- Length of time between location/referral/enrollment and being housed
- Housing retention rates, number of tenants that left housing and reasons for leaving

The DFSS Homeless Division seeks to actively and regularly collaborate with delegate agencies to enhance contract management, improve results, and adjust program delivery and policy based on learning what works. As such, DFSS reserves right to request/collect other key data and metrics from delegate agencies and set expectations for what this collaboration will look like in any resulting contract.

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

F. Contract Management and Data Reporting Requirements
As part of DFSS’ commitment to become more outcomes-oriented, Homeless Services seeks to actively and regularly collaborate with delegate agencies to enhance contract management, improve results, and adjust program delivery and policy based on learning what works. Reliable and relevant data is necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and drive program improvements and policy decisions. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS. Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Delegate agencies must have the ability to submit reports electronically to DFSS. The City’s Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doit/supp_info/is-and-it-policies.html.

G. Anticipated Term of Contract and Funding Source
The term of contract(s) executed under this RFP will be from August 1, 2018, – July 31, 2021. Based on need, availability of funds and contractor performance, DFSS may extend this term for up to two
additional years with each extension not to exceed one year. Continued support will be dependent upon the Respondent’s performance and the continued availability of funding.

The current funding for the Flexible Housing Pool is anticipated to be $1.8 million. Investments include $800,000 from the Chicago Housing Authority, $500,000 from DFSS, and $500,000 in Affordable Housing Opportunity Funds from the Chicago Department of Planning and Development. This RFP is for the initial implementation phase of the FHP – housing and supporting 50 individuals. However, DFSS is interested in growing this fund if the initial phase is successful. It is anticipated that in the future investors may contribute funds to the FHP and will identify clients to receive rental subsidies. If the FHP is expanded, then the FHP scope and the budget for the FHP Coordination Agency will be modified accordingly to include new or increased funding, target populations in addition to initial target population, and expanded geographic coverage. This contract will operate on a reimbursement basis only. No advances will be given.

This initiative is administered by the Department of Family and Support Services through City of Chicago Corporate funds. Consequently, all guidelines and requirements of the Department of Family and Support Services and the City of Chicago must be met.

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

**H. Eligible Respondents**

This is a competitive process open to all entities: non-profit, for-profit, faith-based, private and public. Respondents may apply as a single agency or in partnership with multiple agencies, where one agency serves as the lead agency for the partnership and other agencies serve as subcontractors of the lead agency. Subcontracted agencies must demonstrate competence to implement programmatic elements whereas lead agencies must also demonstrate financial strength and ability to comply with all administrative requirements outlined in the RFP. By partnering with subcontractors, lead agencies will expand the number of organizations that have extensive youth development experience and enhance service provision in communities throughout Chicago.

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

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

**Section 2 - RFP and Submission Information**

**A. Due Date for Proposals**
The due date for submission of proposals is:
July 10, 2018, 12:00 Noon

B. Pre-Proposal Webinar

A Pre-Proposal Webinar will be held on June 22, 2018, from 1:00 p.m. – 2:00 p.m. Attendance is not mandatory but is advised.

Please register prior to the webinar’s start using this link: https://attendee.gotowebinar.com/register/4653576703206662402

A link to the completed Webinar will be available on-line at the DFSS website after the time and date listed above for those who cannot attend at the live scheduled time. Please register prior to the Webinar’s start.

C. The New E-Procurement System

In October, 2017 the City of Chicago replaced its Cybergrants system with the new eProcurement system. eProcurement (also known as iSupplier) is the City of Chicago’s new online purchasing system. The goals of eProcurement are to move to a universal system that can handle all contract administration including RFP management, contract execution, and payment processing. All delegate agencies seeking to do business with the City must register and submit information through this online purchasing system. This includes the RFP process.

eProcurement is a full service purchasing system that allows delegate agencies to:
- Manage Delegate Agency information and account details
- Review and Respond to RFP solicitations & upload required Information
- Submit proposals/applications
- Submit payments/Vouchers
- Communicate with Departments

In order to complete an application for this RFP, ALL POTENTIAL RESPONDENTS will need to set up an account in the new eProcurement/iSupplier system.

Registration in iSupplier is the first step to ensuring your agency’s ability to conduct business with the City of Chicago and DFSS. Please allow five to seven days for your registration to be processed.

The Department of Procurement Services (DPS) manages the iSupplier registration process. All delegate agencies are required to register in the iSupplier portal at www.cityofchicago.org/eProcurement. All vendors must have a Federal Employer Identification Number (FEIN) and an IRS W9 for registration and confirmation of vendor business information.

1. New Vendors – Must register at www.cityofchicago.org/eProcurement
2. Existing Vendors – Must request an iSupplier invitation via email. Include your Complete Company Name and City of Chicago Vendor/Supplier Number (found on the front page of your contract) in your email to eprocsupport@cityofchicago.org You will then receive a response from DPS so you can complete the registration process. Please check your junk email folder if you have made a request and not heard back as many agencies have reported responses going their junk folder.
To receive training about ALL aspects of the eProcurement system, please register using the link below, and be sure to include the name of the agency which you will represent. This training will be a review of the following eProcurement functions:

- iSupplier Registration and Overview
- Responding to RFPs
- Creating an Invoice
- Reviewing / Tracking Payments

For further help specifically eProcurement, please use the following contacts:

- **Questions on Registration:**
  - eprocsupport@cityofchicago.org
- **Questions on eProcurement for Delegate Agencies including:**
  - OBMGMU@cityofchicago.org, or contact the eProcurement hotline at 312-744-0358
- **Online Training Materials (Documents and Videos):**

Respondents are required to submit an application for the request for proposal via the eProcurement system. The link to the eProcurement system will be given as part of the eProcurement/iSupplier registration process.

*Please be aware that for this application, all answers to application questions are limited to 4,000 characters. This includes spaces and punctuation.*

**D. For Respondents Who Wish to Submit More than One Application to a RFP**

Organizations who desire to submit more than one proposal (up to a maximum of three) may do so by submitting each proposal by a separate, unique registered account user with online bidding responsibilities, using their individual login information.

If you are having difficulty registering additional people, please refer to this handout [https://www.cityofchicago.org/content/dam/city/depts/dps/isupplier/training/Vendor_Create_New_Address_and_Contact.pdf](https://www.cityofchicago.org/content/dam/city/depts/dps/isupplier/training/Vendor_Create_New_Address_and_Contact.pdf)


Additionally, Respondents may e-mail obmgmu@cityofchicago.org to receive more specific advice and troubleshooting.

**E. Contact person information**

Respondents are strongly encouraged to submit all questions and comments related to the RFP via e-mail.

For answers to program-related questions please contact:
Maura McCauley, Director of Homeless Prevention, Policy & Planning
Maura.McCauley@cityofchicago.org
312.746.7447
Section 3 - Evaluation and Selection Procedures

A. Evaluation Process

Each proposal will be evaluated on the strengths of the proposal and the responsiveness to the selection criteria. DFSS reserves the right to consult with other city departments during the evaluation process. Successful Respondents must be ready to proceed with the proposed program within a reasonable period of time upon contracting.

Failure to submit a complete proposal and/or to respond fully to all requirements may cause the proposal to be deemed unresponsive and, therefore, subject to rejection. The Commissioner upon review of recommended agency(ies) may reject, deny or recommend agencies that have applied for grants based on previous performance and/or area need.

The Department of Family and Support Services (DFSS) reserves the right to ensure that all mandated services are available citywide, and provided in a linguistically and culturally appropriate manner.

B. Selection Criteria

An Evaluation Committee, which will include representatives from the Department of Family and Support Services and may include representatives of other departments of the City or external partner organizations ("Evaluation Committee" or "EC") will review and evaluate the applications, as described below.

In evaluating applications, the EC will first consider the completeness and responsiveness of the Respondent’s application. The Respondent evaluation process is organized into three phases:

- Phase I – Preliminary Application Assessment
- Phase II – Application Evaluation
- Phase III – Oral Presentations

Phase I – Application Evaluation

Phase I will involve an assessment of the Respondent’s compliance and adherence to all submittal requirements in the RFP application. Applications which are incomplete and missing key components necessary to fully evaluate the application may, at the discretion of the EC, be rejected from further consideration due to "non-responsiveness" and rated Non-Responsive. Applications providing responses to all sections will be eligible for detailed analysis in Phase II, Application Evaluation.

Phase II - Application Evaluation

In Phase II, the EC will evaluate the extent to which a Respondent’s application meets the service requirements set forth in the RFP. Phase II will include a detailed analysis of the Respondent’s qualifications, experience, proposed implementation and management plan, cost proposal, and other factors based on the evaluation criteria outlined. As part of the evaluation process, the EC will review the information required for each application received. The EC may also review other information
gained by checking references, reviewing past performance and by investigating the Respondent’s financial condition.

The City reserves the right to seek clarification of any information that is submitted by any Respondent in any portion of its application or to request additional information at any time during the evaluation process. Any material misrepresentation made by a Respondent may void the application and eliminate the Respondent from further consideration.

**Phase III – Oral Presentation**

Oral presentations will be held to allow Respondents to present their proposed program to the EC and answer any clarification questions. The oral presentation will be scored as part of the Selection Criteria.

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<th>CRITERIA</th>
<th>POINTS</th>
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<tr>
<td><strong>Strength of proposed program</strong></td>
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<tr>
<td>• The Respondent demonstrates a clear understanding of the target population and their needs and challenges</td>
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<td>• The Respondent clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population</td>
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<td>• The Respondent’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field</td>
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<td>• The Respondent’s proposed program reflects the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and use of culturally competent, non-discriminatory, developmentally-appropriate practices</td>
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<td>• The Respondent has an effective approach to identifying and retaining program participants (incl. rules/regulations that reduce barriers to participation)</td>
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<td>• The respondent has an effective approach to building and maintaining a robust housing portfolio including geographic diversity, master leasing with capacity to increase scale.</td>
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<tr>
<td>• The Respondent has previous experience in bringing a new project online and bring it up to scale.</td>
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<td><strong>Program performance, outcomes, and quality</strong></td>
<td>20</td>
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<td>• The Respondent has relevant prior experience and/or a track record of success in a similar role (e.g., has previously managed high volume of units, relationships with relevant players).</td>
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<tr>
<td>o If no prior experience, the Respondent provides a clear rationale for its ability to execute against this program and achieve desired outcomes</td>
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<td>• The Respondent has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including participation in and use of HMIS as appropriate).</td>
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<tr>
<td>• The Respondent has experience using data to inform/improve its services or practices.</td>
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</tr>
<tr>
<td>• The respondent has an effective approach to building and maintaining a robust housing portfolio including geographic diversity, master leasing with capacity to increase scale.</td>
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• The Respondent has previous experience in bringing a new project online and bring it up to scale.

Organizational capacity
• The Respondent has qualified staff and a staffing structure/plan conducive to being a responsive partner to all involved parties.
• The Respondent has adequate systems and processes to support reporting and monitoring for government contracts.
• The Respondent has quality experience working with the target population and similar services and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group.
  o If no prior experience, the Respondent can articulate investments made to do so.
• The applicant has experience in effective marketing and engagement strategies for landlords and property managers. The Respondent’s organization reflects and engages the diverse people of the communities it serves.

Financial capacity, budget justification, and leverage of funds
• The Respondent demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan.
• Overall, the Respondent is fiscally sound, as evidenced by the financial history and record of the organization, as well as audited financial statements (or the equivalent) from the current fiscal year.
• The Respondent demonstrates financial capacity to serve as a fund administrator and to administer a reimbursement budget/contract if required.
• The Respondent has the capacity to leverage and utilize Medicaid billing for some housing tenancy supports.

Oral Presentation
• The Respondent articulates strategic plan for implementation and growth of the Flexible Housing Pool.
• The Respondent demonstrates ability to innovate, collaborative across multiple partners and sectors and adapt to emerging needs or challenges over time.
• The Respondent clearly answers questions and clarifying points identified by review panel in the application review process.

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

DFSS reserves the right to seek clarification of information submitted in response to this Application and/or to request additional information during the evaluation process and make site visits and/or require Respondents to make an oral presentation or be interviewed by the review subcommittee, if necessary. Failure to submit a complete proposal and/or to respond fully to all requirements may cause the proposal to be deemed unresponsive, and therefore, subject to rejection. Selections will not be final until the City and the respondent have fully negotiated and executed a contract. The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the respondent in
anticipation of a fully executed contract. Receipt of a final application does not commit the department
to award a grant to pay any costs incurred in the preparation of an application.

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

Section 4 - Legal and Submittal Requirements

A description of the following required forms has been included for your information. Please note that
most of these forms will be completed prior to grant agreement execution but are not necessary for
the completion of this proposal. A complete list of what forms will be required at the time of
contracting is listed at the end of this section.

A. City of Chicago Economic Disclosure Statement (EDS)
Respondents are required to execute the Economic Disclosure Statement annually through its on-line
EDS system. Its completion will be required for those Respondents who are awarded contracts as part of
the contracting process.

More information about the on-line EDS system can be found at:
https://webapps.cityofchicago.org/EDSWeb/appmanager/OnlineEDS/desktop

B. Disclosure of Litigation and Economic Issues
Legal Actions: Respondent must provide a listing and brief description of all material legal actions,
together with any fines and penalties, for the past five (5) years in which (i) Respondent or any division,
subsidiary or parent company of Respondent, or (ii) any officer, director, member, partner, etc., of
Respondent if Respondent is a business entity other than a corporation, has been:

- A debtor in bankruptcy; or
- A defendant in a legal action for deficient performance under a contract or in violation of a
  statute or related to service reliability; or
- A Respondent in an administrative action for deficient performance on a project or in violation
  of a statute or related to service reliability; or
- A defendant in any criminal action; or
- A named insured of an insurance policy for which the insurer has paid a claim related to
  deficient performance under a contract or in violation of a statute or related to service
  reliability; or
- A principal of a bond for which a surety has provided contract performance or compensation to
  an obligee of the bond due to deficient performance under a contract or in violation of a statute
  or related to service reliability; or
- A defendant or Respondent in a governmental inquiry or action regarding accuracy of
  preparation of financial statements or disclosure documents.

Any Respondent having any recent, current or potential litigation, bankruptcy or court action and/or any
current or pending investigation, audit, receivership, financial insolvency, merger, acquisition, or any
other fiscal or legal circumstance which may affect their ability currently, or in the future, to successfully
operate the requested program, must attach a letter to their proposals outlining the circumstances of
these issues. Respondent letters should be included in a sealed envelope, directed to Commissioner Lisa
Morrison Butler. Failure to disclose relevant information may result in a Respondent being determined ineligible or, if after selection, in termination of a contract.

C. Grant Agreement Obligations
By entering into a grant agreement with the City, the successful respondent is obliged to accept and implement any recommended technical assistance. The grant agreement will describe the payment methodology. DFSS anticipates that payment will be conditioned on the Respondent’s performance in accordance with the terms of its grant agreement.

D. Funding Authority
This initiative is administered by the Department of Family and Support Services using the City of Chicago Corporate funds. Consequently, all guidelines and requirements of the Department of Family and Support Services and the City of Chicago must be met. Additionally all delegate agencies must comply with the Single Audit Act if applicable.

E. Insurance Requirements
Respondents must provide and maintain at Respondent’s own expense or cause to be provided, during the term of the Agreement, the insurance coverage and requirements specified below, insuring all operations related to the Agreement.

i) Workers Compensation and Employers Liability
Workers Compensation Insurance, as prescribed by applicable law, covering all employees who are to provide a service under this Agreement and Employers Liability coverage with limits of not less than $500,000 each accident, illness or disease.

ii) Commercial General Liability (Primary and Umbrella)
Commercial General Liability Insurance or equivalent with limits of not less than $2,000,000 per occurrence for bodily injury, personal injury and property damage liability. Coverages must include the following: All premises and operations, products/completed operations, separation of insureds, defense, sexual abuse and molestation (with emotional distress as the trigger) and contractual liability (not to include Endorsement CG 21 39 or equivalent).

The City of Chicago is to be named as an additional insured under the Provider’s and any subcontractor’s policy. Such additional insured coverage shall be provided on ISO endorsement form CG 2010 for ongoing operations or on a similar additional insured form acceptable to the City. The additional insured coverage must not have any limiting endorsements or language under the policy such as but not limited to, Provider’s sole negligence or the additional insured’s vicarious liability. Contractor’s liability insurance shall be primary without right of contribution by any other insurance or self-insurance maintained by or available to the City. Provider must ensure that the City is an additional insured on insurance required from subcontractors.

Subcontractors performing work or services for the Provider must maintain limits of not less than $1,000,000 with the same terms herein.

iii) Directors and Officers Liability
Directors and Officers Liability Insurance must be maintained by the Respondent in connection with this Agreement with limits of not less than $1,000,000. Coverage must include any actual or alleged act, error or omission by directors or officers while acting in their individual or collective capacities. When
policies are renewed or replaced, the policy retroactive date must coincide with precede commencement of services by the Provider under this Agreement. A claims-made policy which is not renewed or replaced must have an extended reporting period of two (2) years.

iv) Additional Requirements
Provider must furnish the City of Chicago, Department of Family and Support Services, 1615 West Chicago Avenue, 3rd Floor, Chicago IL. 60622, original Certificates of Insurance, or such similar evidence, to be in force on the date of this Agreement, and Renewal Certificates of Insurance, or such similar evidence, if the coverages have an expiration or renewal date occurring during the term of this Agreement. Provider must submit evidence of insurance prior to execution of Agreement. The receipt of any certificate does not constitute agreement by the City that the insurance requirements in the Agreement have been fully met or that the insurance policies indicated on the certificate are in compliance with all requirements of Agreement. The failure of the City to obtain certificates or other insurance evidence from Provider is not a waiver by the City of any requirements for the Provider to obtain and maintain the specified coverages. Provider must advise all insurers of the Agreement provisions regarding insurance. Non-conforming insurance does not relieve Provider of the obligation to provide insurance as specified in this Agreement. Nonfulfillment of the insurance conditions may constitute a violation of the Agreement, and the City retains the right to suspend this Agreement until proper evidence of insurance is provided, or the Agreement may be terminated.

The Provider must provide for 60 days prior written notice to be given to the City in the event coverage is substantially changed, canceled or non-renewed.

Any deductibles or self-insured retentions on referenced insurance coverages must be borne by Provider.

Provider hereby waives and agrees to require their insurers to waive their rights of subrogation against the City of Chicago, its employees, elected officials, agents or representatives.

The coverages and limits furnished by Provider in no way limit the Provider’s liabilities and responsibilities specified within the Agreement or by law.

Any insurance or self-insurance programs maintained by the City of Chicago do not contribute with insurance provided by Provider under this Agreement.

The required insurance to be carried is not limited by any limitations expressed in the indemnification language in this Agreement or any limitation placed on the indemnity in this Agreement given as a matter of law.
If the Provider maintain higher limits than the minimums shown above, the City requires and shall be entitled to coverage for the higher limits maintained by the Provider. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.
If Provider is a joint venture or limited liability company, the insurance policies must name the joint venture or limited liability company as a named insured.

The Provider must require all subcontractors to provide the insurance required herein, or Provider may provide the coverages for subcontractors. All subcontractors are subject to the same insurance requirements of Provider unless otherwise specified in this Agreement. Provider must ensure that the City is an additional insured on Endorsement CG 2010 of the insurance required from subcontractors.
Notwithstanding any provisions in the Agreement to the contrary, the City of Chicago Risk Management Department maintains the right to modify, delete, alter or change these requirements.

F. Indemnity
The successful Respondent will be required to indemnify City of Chicago for any losses or damages arising from the delivery of services under the grant agreement that will be awarded. The City may require the successful Respondent to provide assurances of performance, including, but not limited to, performance bonds or letters of credit on which the City may draw in the event of default or other loss incurred by the City by reason of the Respondent's delivery or non-delivery of services under the grant agreement.

G. False Statements
i. 1-21-010 False Statements.
Any person who knowingly makes a false statement of material fact to the city in violation of any statute, ordinance or regulation, or who knowingly falsifies any statement of material fact made in connection with an proposal, report, affidavit, oath, or attestation, including a statement of material fact made in connection with a bid, proposal, contract or economic disclosure statement or affidavit, is liable to the city for a civil penalty of not less than $500.00 and not more than $1,000.00, plus up to three times the amount of damages which the city sustains because of the person's violation of this section. A person who violates this section shall also be liable for the city's litigation and collection costs and attorney's fees.

The penalties imposed by this section shall be in addition to any other penalty provided for in the municipal code. (Added Coun. J. 12-15-04, p. 39915, § 1)

ii. 1-21-020 Aiding and Abetting.
Any person who aids, abets, incites, compels or coerces the doing of any act prohibited by this chapter shall be liable to the city for the same penalties for the violation. (Added Coun. J. 12-15-04, p. 39915, § 1)

iii. 1-21-030 Enforcement.
In addition to any other means authorized by law, the corporation counsel may enforce this chapter by instituting an action with the department of administrative hearings. (Added Coun. J. 12-15-04, p. 39915, § 1)

H. Compliance with Laws, Statutes, Ordinances and Executive Orders
Grant awards will not be final until the City and the respondent have fully negotiated and executed a grant agreement. All payments under grant agreements are subject to annual appropriation and availability of funds. The City assumes no liability for costs incurred in responding to this RFP or for costs incurred by the respondent in anticipation of a grant agreement. As a condition of a grant award, Respondents must comply with the following and with each provision of the grant agreement:

i. Conflict of Interest Clause: No member of the governing body of the City of Chicago or other unit of government and no other officer, employee, or agent of the City of Chicago or other government unit who exercises any functions or responsibilities in connection with the carrying out of the project shall have any personal interest, direct or indirect, in the grant agreement.
The respondent covenants that he/she presently has no interest, and shall not acquire any interest, direct, or indirect, in the project to which the grant agreement pertains which would conflict in any manner or degree with the performance of his/her work hereunder. The respondent further covenants that in the performance of the grant agreement no person having any such interest shall be employed.

ii. Governmental Ethics Ordinance, Chapter 2-156: All Respondents agree to comply with the Governmental Ethics Ordinance, Chapter 2-156 which includes the following provisions: a) a representation by the respondent that he/she has not procured the grant agreement in violation of this order; and b) a provision that any grant agreement which the respondent has negotiated, entered into, or performed in violation of any of the provisions of this Ordinance shall be voidable by the City.

iii. Successful Respondents shall establish procedures and policies to promote a Drug-free Workplace. The successful respondent shall notify employees of its policy for maintaining a drug-free workplace, and the penalties that may be imposed for drug abuse violations occurring in the workplace. The successful respondent shall notify the City if any of its employees are convicted of a criminal offense in the workplace no later than ten days after such conviction.

iv. Business Relationships with Elected Officials - Pursuant to Section 2-156-030(b) of the Municipal Code of Chicago, as amended (the "Municipal Code") it is illegal for any elected official of the City, or any person acting at the direction of such official, to contact, either orally or in writing, any other City official or employee with respect to any matter involving any person with whom the elected official has a business relationship, or to participate in any discussion in any City Council committee hearing or in any City Council meeting or to vote on any matter involving the person with whom an elected official has a business relationship. Violation of Section 2-156-030(b) by any elected official with respect to the grant agreement shall be grounds for termination of the grant agreement. The term business relationship is defined as set forth in Section 2-156-080 of the Municipal Code.

Section 2-156-080 defines a “business relationship” as any contractual or other private business dealing of an official, or his or her spouse or domestic partner, or of any entity in which an official or his or her spouse or domestic partner has a financial interest, with a person or entity which entitles an official to compensation or payment in the amount of $2,500 or more in a calendar year; provided, however, a financial interest shall not include: (i) any ownership through purchase at fair market value or inheritance of less than one percent of the share of a corporation, or any corporate subsidiary, parent or affiliate thereof, regardless of the value of or dividends on such shares, if such shares are registered on a securities exchange pursuant to the Securities Exchange Act of 1934, as amended; (ii) the authorized compensation paid to an official or employee for his office or employment; (iii) any economic benefit provided equally to all residents of the City; (iv) a time or demand deposit in a financial institution; or (v) an endowment or insurance policy or annuity contract purchased from an insurance company. A “contractual or other private business dealing” shall not include any employment relationship of an official’s spouse or domestic partner with an entity when such spouse or domestic partner has no discretion concerning or input relating to the relationship between that entity and the City.

v. Compliance with Federal, State of Illinois and City of Chicago regulations, ordinances, policies, procedures, rules, executive orders and requirements, including Disclosure of Ownership Interests Ordinance (Chapter 2-154 of the Municipal Code); the State of Illinois - Certification Affidavit Statute (Illinois Criminal Code); State Tax Delinquencies (65ILCS 5/11-42.1-1); Governmental Ethics Ordinance (Chapter 2-156 of the Municipal Code); Office of the Inspector General Ordinance (Chapter 2-56 of the
vi. If selected for grant award, Respondents are required to (a) execute the Economic Disclosure Statement and Affidavit, and (b) indemnify the City as described in the grant agreement between the City and the successful Respondents.

vii. Prohibition on Certain Contributions, Mayoral Executive Order 2011-4. Neither you nor any person or entity who directly or indirectly has an ownership or beneficial interest in you of more than 7.5% ("Owners"), spouses and domestic partners of such Owners, your Subcontractors, any person or entity who directly or indirectly has an ownership or beneficial interest in any Subcontractor of more than 7.5% ("Sub-owners") and spouses and domestic partners of such Sub-owners (you and all the other preceding classes of persons and entities are together, the "Identified Parties"), shall make a contribution of any amount to the Mayor of the City of Chicago (the "Mayor") or to his political fundraising committee during (i) the bid or other solicitation process for the grant agreement or Other Contract, including while the grant agreement or Other Contract is executory, (ii) the term of the grant agreement or any Other Contract between City and you, and/or (iii) any period in which an extension of the grant agreement or Other Contract with the City is being sought or negotiated.

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

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

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

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

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

For purposes of this provision:
"Other Contract" means any agreement entered into between you and the City that is (i) formed under the authority of Municipal Code Ch. 2-92; (ii) for the purchase, sale or lease of real or personal Municipal Code); Child Support Arrearage Ordinance (Section 2-92-380 of the Municipal Code); and Landscape Ordinance (Chapters 32 and 194A of the Municipal Code).
property; or (iii) for materials, supplies, equipment or services which are approved and/or authorized by the City Council.

"Contribution" means a "political contribution" as defined in Municipal Code Ch. 2-156, as amended.

"Political fundraising committee" means a "political fundraising committee" as defined in Municipal Code Ch. 2-156, as amended.

viii. (a) The City is subject to the June 24, 2011 “City of Chicago Hiring Plan” (the “2011 City Hiring Plan”) entered in Shakman v. Democratic Organization of Cook County, Case No 69 C 2145 (United States District Court for the Northern District of Illinois). Among other things, the 2011 City Hiring Plan prohibits the City from hiring persons as governmental employees in non-exempt positions on the basis of political reasons or factors.

(b) You are aware that City policy prohibits City employees from directing any individual to apply for a position with you, either as an employee or as a subcontractor, and from directing you to hire an individual as an employee or as a subcontractor. Accordingly, you must follow your own hiring and contracting procedures, without being influenced by City employees. Any and all personnel provided by you under the grant agreement are employees or subcontractors of you, not employees of the City of Chicago. The grant agreement is not intended to and does not constitute, create, give rise to, or otherwise recognize an employer-employee relationship of any kind between the City and any personnel provided by you.

(c) You will not condition, base, or knowingly prejudice or affect any term or aspect of the employment of any personnel provided under the grant agreement, or offer employment to any individual to provide services under the grant agreement, based upon or because of any political reason or factor, including, without limitation, any individual’s political affiliation, membership in a political organization or party, political support or activity, political financial contributions, promises of such political support, activity or financial contributions, or such individual’s political sponsorship or recommendation. For purposes of the grant agreement, a political organization or party is an identifiable group or entity that has as its primary purpose the support of or opposition to candidates for elected public office. Individual political activities are the activities of individual persons in support of or in opposition to political organizations or parties or candidates for elected public office.

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

### Flexible Housing Pool Coordination Agency Housing Portfolio Management Functions

<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landlord Engagement</td>
<td>This includes landlord recruitment and retention, as well as capacity to engage new landlords using creative and flexible approaches in Chicago and all of Cook County.</td>
</tr>
<tr>
<td>Master Leasing</td>
<td>Recruit and manage landlords with potential for master leasing multiple units within one property or location and subleasing to program tenants.</td>
</tr>
<tr>
<td>Scattered Site Leasing</td>
<td>Recruit landlords and manage subsidy administration responsibilities for units in diverse areas matching tenant needs and choice. Must be able to manage oversight of scattered site leasing throughout the city of Chicago and Cook County.</td>
</tr>
<tr>
<td>Subleasing Management</td>
<td>Sublease to tenants facing barriers to traditional leasing arrangements.</td>
</tr>
<tr>
<td>Housing portfolio management</td>
<td>Ensure monthly rental subsidies are paid to owners/property managers in a timely fashion within lease parameters. Responsible for managing deposit payments or other move in costs.</td>
</tr>
<tr>
<td>Process housing applications</td>
<td>Complete intake and application process for potential tenants, including collecting any required documentation such as proof of income.</td>
</tr>
<tr>
<td>Data collection and reporting</td>
<td>Ensure reporting on housing retention, stability, and services provided are provided on a monthly basis. Reporting capacity needs to include ability to refine data by referring source.</td>
</tr>
<tr>
<td>24/7 crisis availability for landlord issues</td>
<td>Provision of a crisis line available to landlords and property managers in case of tenant emergency.</td>
</tr>
<tr>
<td>Housing inspection</td>
<td>Ensure quality standards for housing are met.</td>
</tr>
<tr>
<td>Managing additional housing costs and activities</td>
<td>Manage and distribute funds for additional housing costs including move in, deposits, and furniture.</td>
</tr>
</tbody>
</table>
### Appendix B

*Excerpt of Document from Centers for Medicare & Medicaid Services Technical Assistance on Creating a Housing Tenancy Support in Medicaid*

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducting a screening and assessment of housing preferences/barriers related to successful tenancy</td>
<td>This involves working with an individual to assess the type of housing, location and other factors that they prefer and could meet their needs. This also identifies possible housing transition and retention barriers, such as accessibility needs, criminal background, ability to pay rent, and needed supports.</td>
</tr>
<tr>
<td>Developing an individualized housing support plan based on assessment</td>
<td>The plan should identify the types of housing-related services and supports an individual will need based on the assessment, and include short- and long-term measurable goals, interventions to address identified barriers/needs, and roles and responsibilities for the tenant and support staff.</td>
</tr>
<tr>
<td>Assisting with rent subsidy application/certification and housing application processes</td>
<td>This includes 1) assisting an individual with obtaining, completing and submitting applications to secure rental assistance and apply for housing options (e.g. apartment complexes), 2) collecting required documentation that may be needed to apply and be eligible for housing, including personal identification, proof of income, and credit history, 3) requesting a reasonable accommodation related to one's disability. For example, the need for a service pet in a complex that does not permit pets, or requesting a first floor apartment due to mobility issues.</td>
</tr>
<tr>
<td>Assisting with housing search process</td>
<td>This includes assisting the individual to search for housing, including reviews of housing resources (e.g. newspapers, housing search databases) and accompanying individual to visit potential housing options and make choices among options.</td>
</tr>
<tr>
<td>Identifying resources to cover start-up expenses, moving costs and other one-time expenses</td>
<td>Includes assistance identify various types of expenses related to housing move-in and start up, such as security and utility deposits, adaptive aides, environmental modifications, moving company costs, furniture/furnishings,</td>
</tr>
</tbody>
</table>

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5 Additional information on CMS technical assistance and Housing Tenancy Supports can be found [here](https://www.medicaid.gov/state-resource-center/innovation-accelerator-program/iap-downloads/track-1-sht-slides.pdf) [here](https://www.illinois.gov/hfs/SiteCollectionDocuments/1115%20Waiver%20for%20CMS%20Submission_final.pdf)
<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring housing unit is safe and ready for move in</td>
<td>This includes conducting or facilitating an inspection to ensure that the housing meets federal, state or other rental assistance and related quality standards (e.g. HUD HQS).</td>
</tr>
<tr>
<td>Assisting in arranging for and supporting the details of move-in</td>
<td>This includes assisting the individual to schedule activities such as the moving company, turning on utilities, change of address, and purchasing furniture/furnishings and household supplies.</td>
</tr>
<tr>
<td>Developing an individualized housing support crisis plan</td>
<td>This includes identifying emergent situations that could jeopardize housing, appropriate intervention services to respond early to these, and related roles and responsibilities.</td>
</tr>
</tbody>
</table>

### Housing Tenancy Supports

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing early identification/intervention for behaviors that may jeopardize housing</td>
<td>This may include working with the individual to manage and reduce behaviors that jeopardize housing, such as late rental payment or other lease violations such as use of illicit substances, excessive noise, problems with cleanliness, exacerbation of mental health symptoms, etc. and providing or coordinating necessary crisis or other interventions as necessary.</td>
</tr>
<tr>
<td>Education/training on the role, rights and responsibilities of the tenant and landlord</td>
<td>This includes periodically reviewing lease agreements and related documents that establish the rights and responsibilities of the tenant and landlord and ongoing training regarding the consequences of not meeting lease obligations.</td>
</tr>
<tr>
<td>Coaching on developing/maintaining relationships with landlords/property managers</td>
<td>This includes coaching and assisting an individual to self-advocate with the landlord/property manager to maintain positive relationships and foster successful tenancy.</td>
</tr>
<tr>
<td>Assisting in resolving disputes with landlords and/or neighbors</td>
<td>This includes coaching and assisting an individual to manage/resolve disputes with landlords and/or neighbors, or at times, advocating directly with the landlord on the individual's behalf, to address potential lease compliance issues (e.g. complaints from neighbors, late rent payments) to reduce the risk of eviction or other adverse action.</td>
</tr>
<tr>
<td>Advocacy/linkage with community resources to prevent</td>
<td>This may include assisting the individual to engage legal services or applying for resources to pay rent or utility arrears to prevent</td>
</tr>
<tr>
<td><strong>eviction</strong></td>
<td><strong>eviction.</strong></td>
</tr>
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</tr>
<tr>
<td><strong>Assisting with the housing recertification process</strong></td>
<td>This includes assisting an individual to identify and secure necessary paperwork for completing a housing recertification, and assistance in completing applications, in a timely manner so as not to jeopardize one's housing.</td>
</tr>
<tr>
<td><strong>Coordinating with tenant to review/update/modify housing support and crisis plan</strong></td>
<td>This includes reviewing and updating the housing and crisis support plans on a regular basis to reflect current needs and address existing or recurring housing retention barriers.</td>
</tr>
<tr>
<td><strong>Continuing training on being a good tenant and lease compliance</strong></td>
<td>This includes ongoing support, coaching, motivational interviewing, and behavioral interventions to support an individual in being a good tenant. This also includes ongoing support with activities related to household management, such as training on IADLs, maintaining a clean apartment, minimizing fire and other safety hazards, money management, and paying rent and utilities.</td>
</tr>
<tr>
<td><strong>Housing Plan Completion</strong></td>
<td>A housing plan includes an housing specific assessment, reviewing all options for affordable housing, ensuring applications are completed, and regular updating to maximize opportunities to connect with traditional subsidy programs or market rate housing when appropriate.</td>
</tr>
<tr>
<td><strong>Connection to Services and ongoing communication for service planning</strong></td>
<td>Ensure successful ongoing connection to clinical care team and care coordination services, and ongoing communication for service planning and coordination.</td>
</tr>
</tbody>
</table>
Appendix C: Service Philosophies

- **Cultural Competence** - The ability to interact effectively with people of different cultures including respect for and responsiveness to the health beliefs and practices as well as cultural and linguistic needs of diverse population groups.

- **Equity** - Work to address root causes of inequities and the elimination of policies, practices, attitudes and cultural messages that create or reinforce differential outcomes by race. Equity can be monitored in an organization through tracking of hiring and promotion of staff as well as tracking outcomes by race, gender, and orientation in order to identify and address gaps or disparities in care, services, or outcomes.

- **Housing First** -- The goal of "housing first" is to immediately house people who are homeless. Housing is a stabilizing force to keep people engaged in necessary services, and therefore housing that offers privacy, flexibility and independence will be offered no matter what else is going on in someone's life. Housing first can be contrasted with a continuum of housing "readiness," which typically subordinates access to permanent housing to other requirements. Housing first is a low-barrier entrance process that supports moving persons quickly into housing of their choice from settings such as the streets or shelters, without preconditions of treatment acceptance or compliance.

- **Harm Reduction** -- A model of substance-use intervention that focuses on helping people who use substances to better manage their use and reduce the harmful consequences to themselves and others, including actively working to prevent evictions. In conjunction with housing first and supportive housing, using the harm reduction philosophy means that individuals do not have to sober to be eligible to enter housing and are not evicted solely for a failure to maintain sobriety.

- **Person-Centered Care** -- Where services are voluntary, customized and comprehensive, reflecting the individual needs of tenants, and, tenants have meaningful opportunities to engage in the community.

- **Assertive outreach and engagement** -- Programs conduct assertive outreach to engage and recruit members of the target population. Programs will engage target population members and offer them the opportunity to obtain affordable housing along with health and social services.

- **Quality Housing** --Supportive Housing at the highest level of quality as outlined in the CSH Dimensions of Quality⁶.

- **Landlord Engagement and Retention** – Program ensures the highest level of responsiveness, engagement and accountability with community landlords, including prompt payment, excellent customer service, and ensuring 24/7 response to the emergency phone line for landlords.

- **Trauma Informed Care** -- An organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of trauma

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Appendix D: Flexible Housing Pool Budget Assumptions

DFSS has established a budget framework for the Flexible Housing Pool for the current level of investment in the FHP. DFSS anticipates the addition of new funds through new investors. In the application, Respondents will complete a budget for the costs of executing the responsibilities of the FHP Coordination Agency as outlined in this RFP. Budgets should reflect the general budget parameters outlined below before the first year. DFSS will negotiate final budget with selected respondent in the contracting process.

DFSS will evaluate budget parameters in collaboration with the FHP Coordination Agency to negotiate changes after one year of implementation. Anticipated changes include an additional service rate for lower acuity households, assumptions that include a portion of Housing Tenancy Supports billed to Medicaid, and any changes needed based on actual costs in year one.

<table>
<thead>
<tr>
<th>Housing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenant contribution</td>
<td>30% of income toward rent</td>
</tr>
<tr>
<td>Rental Subsidy (FMR 1 bedroom)</td>
<td>$1,014/month</td>
</tr>
<tr>
<td><em>DFSS assumes this will be the average, with some units falling above or below FMR depending on neighborhood market rate.</em></td>
<td></td>
</tr>
<tr>
<td>Utility allowance 0/1 bedroom</td>
<td>$99/month</td>
</tr>
<tr>
<td>Move in expenses (deposit, furniture)</td>
<td>$3000</td>
</tr>
<tr>
<td><strong>Annual Housing Costs per person</strong></td>
<td><strong>$16,356</strong></td>
</tr>
<tr>
<td><strong>Project Year 1 (50 people)</strong></td>
<td><strong>817,800</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supports</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Intensive Housing Tenancy Supports, (includes pre-tenancy, navigation, ongoing tenancy sustaining) for high acuity caseload ratio of 1:20.</td>
<td>$450 per member per month fee</td>
</tr>
<tr>
<td><strong>Annual Housing Tenancy Support cost per person</strong></td>
<td><strong>$5400</strong></td>
</tr>
<tr>
<td><strong>Project Year 1 (50 people)</strong></td>
<td><strong>$270,000</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing Portfolio and Fund Management</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Coordination Agency Administrative Fee ($200 per member per month x 50 people)</td>
<td><strong>$120,000</strong></td>
</tr>
<tr>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Landlord Mitigation Fund</td>
<td>$15,000</td>
</tr>
<tr>
<td>Client Assistance Fund ($200 per person per year x 50 people)</td>
<td>$10,000</td>
</tr>
<tr>
<td>Project Year 1 (50 people)</td>
<td>$145,000</td>
</tr>
<tr>
<td><strong>Total Project Year 1 (50 people)</strong></td>
<td><strong>$1,232,800</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anticipated Annual Turnover Rate</td>
<td>12%</td>
</tr>
<tr>
<td>Approximate cost per person per year</td>
<td>$24,656</td>
</tr>
</tbody>
</table>