

CITY OF CHICAGO



**REQUEST FOR PROPOSALS (RFP) FOR
Homelessness Services:
Interim Shelter
RFQ# 6761**

**ISSUED BY:
CITY OF CHICAGO DEPARTMENT OF FAMILY AND SUPPORT SERVICES**

All proposals shall be submitted via the eProcurement system to:

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

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Section 1 - Purpose of RFP and Scope of Services

A. Organizational Background

Department Mission and Priorities

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.

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

Division Priorities

The DFSS Homeless Services Division seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. The Division does this by supporting a range of services and infrastructure for people experiencing (or at risk of) homelessness including prevention, shelter, outreach and engagement, housing supports, and system planning/coordination efforts. The Division also works closely and collaboratively with the Chicago Continuum of Care), the Continuum of Care'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.

B. Program description

Goals of this RFP

The DFSS Homeless Services Division seeks applications for interim shelter for families that provides case management and services for 50 to 60 beds that together make up an important part of Chicago's continuum of homeless services system and overall social safety net. There may be multiple awards for this RFP. The goal of the shelter system as a whole is to provide a safe, accessible place to

stay for those experiencing homelessness and to move them towards and into appropriate and stable permanent housing. Shelters achieve this ultimate goal by connecting homeless households with appropriate housing options as well as other services and community resources that will help them obtain or maintain housing (including building income and addressing a variety of physical, mental, emotional, and other needs).

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

Shelter system overview

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

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

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

In 2018, DFSS-funded interim shelters reported serving roughly 5,800 households made up of 11,000 people and DFSS-funded emergency shelters reported serving another roughly 2,000 households and individuals.² Over the last three years, the number of households (people) served annually in DFSS-funded shelters has declined by about 5% (8%) overall, with declines for all shelter program models except low-threshold overnight shelter for youth (which increased by 8%). (See *Figures 3, 4, and 5 in the data supplement at the end of this RFP for more information*). This is in keeping with broader citywide trends observed in the annual Homeless Point-in-Time (PIT) Counts during the same time period: the PIT found a 23% decline in the overall homeless population counted in one night in Chicago from 2015 to 2018. In 2018, the PIT Count found just over 4,093 people residing in shelters, which represents the lowest number ever recorded in a Chicago PIT Count for the sheltered population.

Although the decline in Chicago’s sheltered population is an important sign of progress, our shelter system still faces a number of challenges and areas for improvement to ensure households experiencing homelessness are quickly connected to housing. Homeless households are still moving too slowly through the shelter system into housing – and some do not end up permanently housed. The Continuum of Care has established performance targets that 30% of those households exiting interim housing into permanent housing will be housed within 120 days of entry and 50% within 180 days. In 2017, DFSS-

¹ 2017 Housing Inventory Count for the Chicago Continuum of Care.

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

funded shelters reported that 18% were housed within 120 days and 23% within 180 days (less than half the target). Only 18% of projects met or exceeded the 120 day target, which dropped to 8% against the 180-day target.

Recent system-level trends across Chicago's homeless services system also indicate a slower pipeline and "flow" from shelter to housing. The average number of days that a household is homeless³ in Chicago in Q4 2017 was 282 days – an increase of 26% since Q1 2016.⁴ Similarly, the number of people placed in permanent housing across the homeless services system per quarter declined almost 27% during the same time period. (See Figures 6 and 7 in the data supplement at the end of this RFP for more information). These trends seem to be related to the roll-out of the Chicago Continuum of Care's Coordinated Entry System (CES) – a centralized process designed to ensure that scarce Continuum of Care housing resources are targeted to the most vulnerable households using a standardized assessment tool. As the system has ramped up, there have been some delays in assessing, matching, and housing participants, which may have contributed to recent longer waiting periods in shelter

Priority areas for improvement

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

At the shelter door, improving diversion can reduce the number of people entering homelessness and preserve shelter resources, freeing up more staff time to focus on other clients (like harder-to-house or long-stayer households). Close to half of those exiting shelters in Chicago left in less than 30 days. The most common cause of homelessness reported by those entering DFSS interim housing programs in 2017 was "family dispute" (reported by 21% of households) and the most common destination for households leaving the programs was "moving in with family/friends" (24% of those exiting, and 42% of those exiting with known destinations). These statistics demonstrate some of the effective work shelters are already doing to address crises and reunify families. **DFSS is interested in building on this success by working with agencies that can offer effective approaches to safe and appropriate diversion.** We also envision that the introduction of the Salvation Army's Emergency Housing Assessment Response Center (EHARC) – a temporary emergency shelter for families that will help place families into interim housing – will provide additional opportunities for diversion at a system-level over the long-term.

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

Targeting the "long-stayer" population in shelter for extra support could also provide a lever for improvement. Although the median length of stay in shelters is between 30 and 60 days, the average is roughly 3-4 months due to a small but meaningful group of "long-stayers" in emergency and interim

³ From system performance goals published by All Chicago for the Chicago Continuum of Care. This measures length of homelessness across the entire Continuum of Care system – including both sheltered and unsheltered persons.

⁴ This is well below the Continuum of Care goal of 30 days.

shelters. (See Figure 8 in data supplement at the end of this RFP for more information). Analysis of HMIS data from across the Chicago Continuum of Care suggests that while less than 20% of those who used shelters stayed for over 180 days, these long-stayers made up over 60% of bed nights in shelters.⁵ Long-stayers may require creative strategies and supports to help them make the transition out of shelter. Shelters deal daily with challenges this group poses, with staff trying to strike the right balance of providing a safe and welcoming environment while also encouraging movement out of shelter. This issue comes into sharp relief for interim housing programs – which are designed to be shorter-term programs. Consistent with our previous policy, DFSS does not want households to be “kicked out” of shelter and further destabilized as a result of extended stays and is therefore **interested in working with applicants that have either deployed creative, effective approaches to supporting movement among the long-stayer population or are interested in exploring best practices with DFSS.**

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

Target Population

The target population for shelters is households that are literally homeless (in accordance with the federal [HEARTH definition](#)). Within that group, DFSS seeks applicants that can serve families.

Sub-population group	# (%) in PIT Count in 2018	% of DFSS-funded beds in 2018	Additional information from the PIT Count
Families (adults with children)	1,897 (35%)	59%	<ul style="list-style-type: none"> • Average family size was 3.36 in • 20% of families were headed by parenting youth (age 18-24) and 92% of those households were headed by a female

Figure 10 in the data supplement at the end of this RFP includes more information about the make-up of Chicago’s homeless population from the PIT Count, including race, ethnicity, gender, and age. DFSS is interested in programs that demonstrate an understanding of the unique needs of the target population of family’s agencies seek to serve and presents compelling evidence that the proposed

⁵ Analysis of emergency shelter (ES) and transitional housing (TH) data from 2017. ES and TH are HUD-designated terms and include all emergency and interim shelter programs in Chicago, but may also include some transitional, longer-term projects. As a result, this might overestimate length of stay. However, trends are consistent with data submitted by DFSS interim shelters.

program will have a meaningful and observable impact on stable housing outcomes for those target populations.

C. Program requirements

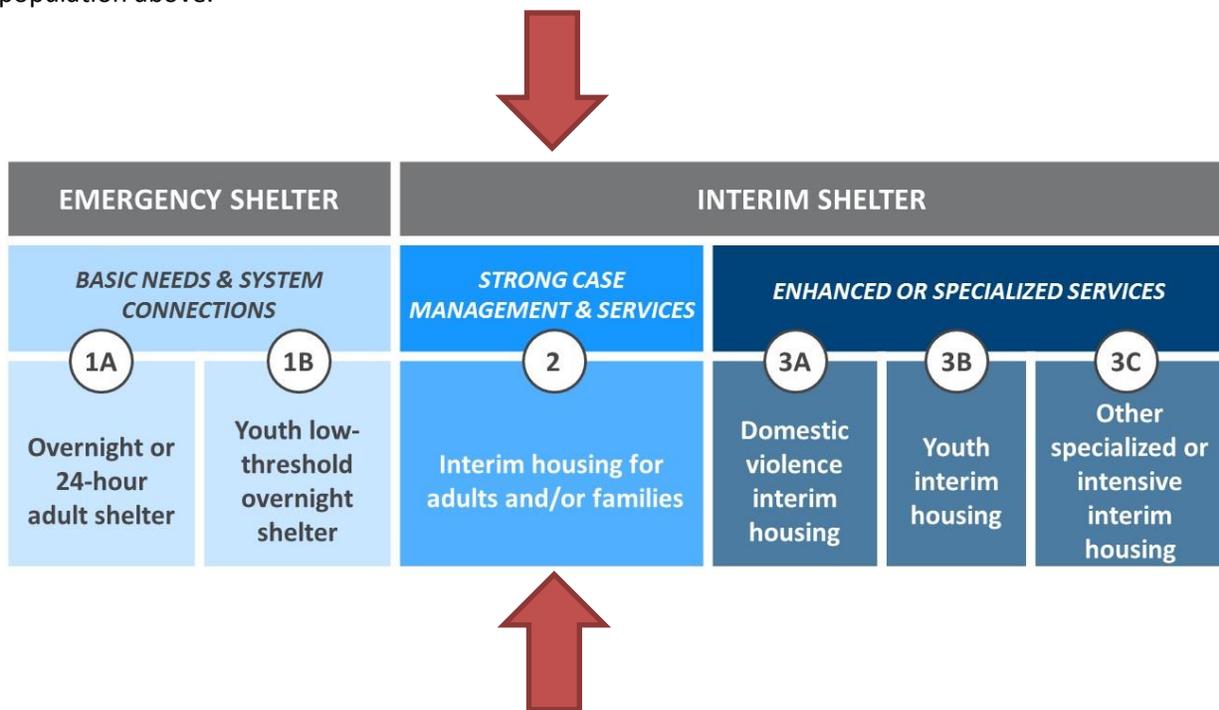
Gaining clarity on the spectrum of different shelter services

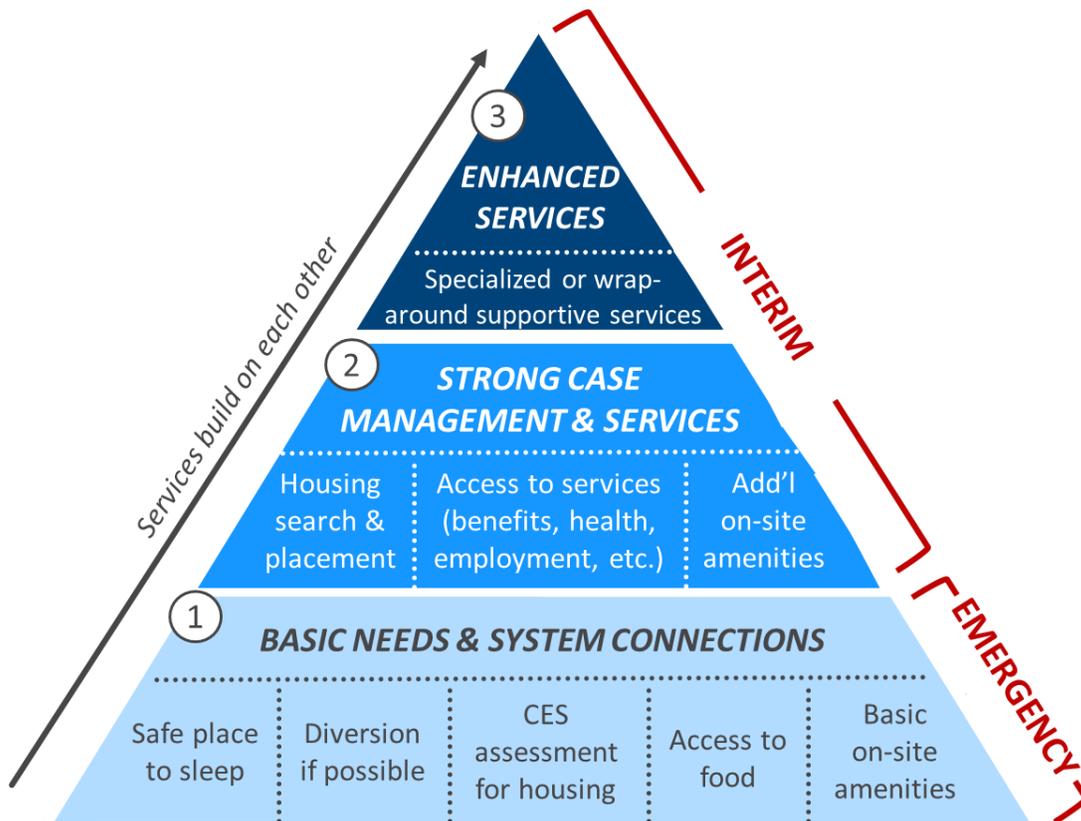
Today, there is significant diversity in the programs offered by shelters across our system. There is variation in shelter setting (e.g. beds vs. cots, congregate vs. private rooms), services and programs (e.g. types and intensity), case management (e.g. approaches, staff-to-client ratios, meeting frequency),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

As a result, DFSS has observed that there is a spectrum of shelter services – ranging from basic services to more enhanced, specialized services. **DFSS seeks to use this RFP to seek an interim shelter for families with the bed capacity of 50 to 60 beds under 2 as described below.**

Service array

DFSS seeks proposals from qualified agencies to provide case management and services for the target population above.





Case management and services

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

Shelters should provide high-quality, case management focused on housing placement and increasing income. Case management approaches should reflect best practices in the field including individualization, strengths-based approaches, client-driven goal setting, and providing patient and consistent support. These shelters also ensure access to other services (through direct provision or linkages to other providers and community resources) that can address client needs and support their journey into housing including but not limited to: benefits screening, physical and mental health services, substance abuse treatment, employment/job readiness services. Shelters should strive to provide these services and linkages in a coordinated, client-centered manner. Family Shelters should also meet the needs of children including appropriate connections to care and education (e.g. children over 5 are attending school, children under 5 are connected to appropriate developmental screenings, early childhood education programs, and other childcare resources). Once clients are housed, shelters should ensure they are connected to other local community resources that can provide ongoing support to ensure they remain housed.

DFSS expects shelters in this group to take more robust approaches to diversion which may involve problem-solving conversations, crisis resolution, identifying community supports, and offering lighter-

touch solutions. DFSS is also interested in shelters that can offer creative solutions to housing clients who are unlikely to be prioritized for Continuum of Care housing resources distributed through the CES process.

DFSS expects that most interim family housing programs in operation today fit this description.

Applicants should ensure staffing sufficient to cover basic operations, ensure safety, and provide effective case management taking into account family size and needs of the population they intend to serve. In the past, DFSS has recommended a minimum staff to participant ratio of 1:30 for interim housing programs

Other requirements

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

- *Housing first approach*: align shelter criteria, policies, and practices with a Housing First approach so that anyone experiencing homelessness can access shelter without pre-requisites, make services voluntary, and assist people to access permanent housing options (directly or through linkages) as quickly as possible.
- *Harm reduction*: take practical and proactive strategies to reduce the harm that participants choose for themselves in all aspects of the program. Shelters should eliminate sobriety or other behavioral requirements (e.g. prior non-violent rule infractions), and ensure staff are trained and supported to de-escalate conflicts, prevent and intervene when discharge is imminent.
- *Trauma-informed*: shelter leadership understands the wide impact of trauma on participants, and staff are trained to recognize and respond to the signs and symptoms of trauma in clients. Policies, procedures, and practices should integrate knowledge about trauma.
- *Respect* for cultural competence and non-discriminatory practices.
- *Use of evidence-based practices* in program design and service delivery.
- *Recognition of the importance of relationship-building* as a core part of programs.

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

- Compliance with HEARTH Act.
- Programs must inform participants of their rights, responsibilities, and expectations.
- Shall not discriminate on the basis of race, religion, national origin, sexual orientation, disability, or family composition.
- Practice family preservation by accepting and keeping together families of all sizes and ages at the shelter door and keeping them together (in line with federal requirements).
- All clients must be entered into the Homeless Management Information Systems (HMIS) with the exception of designated domestic violence agencies.
- Programs must have written policies and procedures for intake, grievance, and how conflicts and other crises will be addressed and resolved. These policies and procedures must comply with any DFSS standard, baseline policies issued.
- Programs must not require clients to participate in any religious services or other forms of religious expression.
- Programs must track and document client entry and departure into the program, including but not limited to destination and reason for leaving.

- Programs must maintain confidentiality of client records.
- Facilities must comply with applicable local fire, environmental, health, and safety standards and regulations which apply to the safe operation of the shelter and should be maintained in clean and sanitary condition.
- Must participate in DFSS Point-in-Time counts and the DFSS Shelter Bed Clearinghouse (including associated activities and reporting requirements).
- *For interim shelters:* follow-up with clients after housing placement at time intervals to be specified by DFSS.

Guidance for applications

DFSS requests applications from agencies capable of offering case management and services for family interim shelter that can provide a clear articulation of their services and how those align against the service levels in the pyramid above.

DFSS reserves all rights not expressly stated in this RFP, including making no awards, awarding partial funding, or increasing funding based on budget availability, and negotiating with any applicant regarding the funding amount and other items of any contract resulting from this RFP. DFSS may also reach out to any applicants with clarifying questions about their applications if needed. These programs will be funded by City of Chicago corporate dollars.

D. Performance measures

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

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

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

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

Specific targets have not been included for these metrics, since DFSS is seeking the input of applicants and the delegate community in further developing this measurement framework to ensure appropriate metrics are tracked for specific programs and sub-populations, and that performance expectations established in resulting contracts are appropriate for each type of shelter. DFSS plans to track performance throughout the term of the contract and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.

Key Performance Metrics for Case Management Interims Shelter

- % of households that maintained or increased their income through cash benefits, earned income, or a combination of both
- % of households without income at entry that obtained employment
- Less than 5% will exit to another homeless services location.

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

E. Contract management and data reporting requirements

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

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

F. Anticipated term of contract and funding source

The term of contract(s) executed under this RFP will be from April 15, 2019 to December 31, 2020. Based on need, availability of funds and contractor performance, DFSS may extend this term for up to 2 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. We anticipate that the total award amount will be between \$250,000 to \$302,000 depending on the size of the proposed programs received to meet the need for 50 to 60 beds for interim shelter for families. This contract will operate on a reimbursement basis only. No advances will be given.

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.

G. 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.

Individual agencies or subcontractors to lead agencies must be able to demonstrate a **minimum 10 percent in-kind match**. Administrative costs will be capped at 20 percent per application.

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.

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 2 - 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 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

CRITERIA	POINTS
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<p><u>Strength of proposed program</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates a clear understanding of the target population and their needs and challenges • The Applicant clearly defines services to be provided (directly or through partnerships with other agencies) that are appropriate to addressing needs of and achieving desired outcomes for the target population • The Applicant’s proposed program is supported by a strong national or local evidence base and/or aligns with best practices for the relevant field • The Applicant has an effective approach to identifying (if appropriate) and retaining program participants (incl. rules/regulations that reduce barriers to participation) 	30
<p><u>Program performance, outcomes, and quality</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates evidence of strong past performance against desired outcome goals and performance metrics and/or other notable accomplishments in providing services to the target population <ul style="list-style-type: none"> ○ If no prior experience, the Applicant provides a clear rationale for its ability to execute against this program and achieve desired outcomes • The Applicant has the relevant staff, systems, and processes needed to collect key participant and performance data and evaluate and manage performance (including participation in and use of HMIS as appropriate) • The Applicant has experience using data to inform/improve its services or practices 	30
<p><u>Organizational capacity</u></p> <ul style="list-style-type: none"> • The Applicant has qualified staff responsible for program oversight, management, fiscal oversight, and fundraising (or sub-contracts to add this capacity) • The Applicant has adequate systems and processes to support reporting and monitoring for government contracts • The Applicant has quality experience working with the target population and has relevant capabilities, partnerships, and/or infrastructure needed to serve this group <ul style="list-style-type: none"> ○ If no prior experience, the Applicant can articulate investments made to do so • The Applicant’s staff is capable of delivering services in line with the core values of Chicago’s homeless services continuum including housing first approach, harm reduction, trauma-informed care, and the use of culturally competent, non-discriminatory, developmentally-appropriate practices • The Applicant’s organization reflects and engages the diverse people of the communities it serves 	25
<p><u>Reasonable costs, budget justification, and leverage of funds</u></p> <ul style="list-style-type: none"> • The Applicant demonstrates reasonable implementation costs and funding requests relative to its financial and human resources. The proposed budget supports the proposed scope of work or work plan. • Overall, the Applicant is fiscally sound, as evidenced by the financial history and record of the organization, as well as audited financial statements (or the equivalent) from the current fiscal year • The Applicant proposes a reasonable cost per person or per unit given the nature of the services provided and provides justification for the level of funding requested • The Applicant leverages other non-City funds to support total program and administrative cost (e.g. state, federal, foundation, corporate, individual donations) 	15

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

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

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

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

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

DFSS may consider additional factors in selection to ensure systems-level needs are met: geography, service array, language, and ability to serve specific sub-populations articulated above. DFSS will also consider how all programs fit together to achieve a comprehensive, citywide system of care that supports Plan 2.0, the DFSS Homeless Services Division strategic priorities, and aligns with standards set forth by federal funding partners.

Section 3 - RFP and Submission Information

A. Pre-proposal webinar

A Pre-Proposal Webinar will be held on **March 12, 2019, 10:30 a.m. – 12:30 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/6672536243762602753>

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.

B. The e-Procurement system

To complete an application for this RFP, 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 register using the link below and include the name of the agency which you will represent. Training will review eProcurement functions such as iSupplier registration and overview, responding to RFPs, creating invoices and reviewing / tracking payments.

For further eProcurement help 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:** <https://www.cityofchicago.org/city/en/depts/dps/isupplier/online-training-materials.html>

Respondents must submit an application for the request for proposal via eProcurement.

For this application, all answers to application questions are limited to 4,000 characters, including spaces and punctuation.

C. For respondents wishing to submit more than one application to a RFP

Organizations submitting more than one proposal (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

Here is a link to all additional technical assistance videos and handouts.

<https://www.cityofchicago.org/city/en/depts/dps/isupplier/online-training-materials.html>

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

D. Contact person information

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

For answers to program-related questions please contact:

Tami Cole, Director of Human Services

Phone: 312-746-8610

Email: Tami.Cole@cityofchicago.org

Website: www.cityofchicago.org/fss

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

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

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

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's 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 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).

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 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 R.I.S.E 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.

Data supplement

Figure 1: Breakdown of DFSS-funded shelter bed inventory by household type in 2017

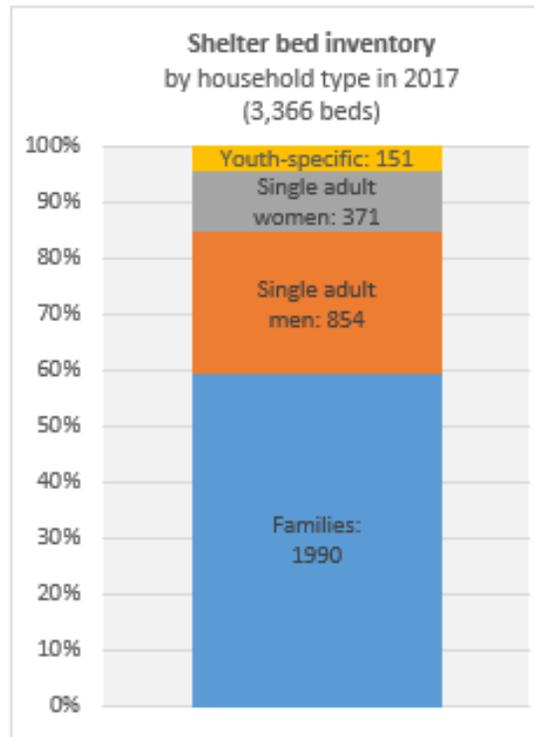


Figure 2: Breakdown of DFSS-funded shelter bed inventory in 2017 by program and sub-population

	<i>Number of beds (2017)</i>	<i>% of total beds in DFSS-funded system (2017)</i>
Interim shelters	2,791	82%
Adult individuals	744	22%
Families	1807	54%
Youth-specific	36	1%
Domestic violence	140	4%
Medical respite	64	2%
Emergency shelters	575	17%

Adult individuals	385	11%
Youth-specific	115	3%
Families (Salvation Army EHARC)	75	2%

Figures 3: Number of clients and households served by DFSS-funded shelter system in 2017 and recent trends

	Served in 2017		Change since 2015	
	Households	Clients	Households	Clients
Interim: Single adults & families	5,749	10,942	Down 6%	Down 9%
Interim: Youth (age 14-24)	122	128	Down 9%	Down 24%
Emergency: Single adult overnight	1,118	1,118	Down 10%	Down 10%
Emergency: Youth overnight (age 18-24)	946	986	Up 8%	Up 8%

Figure 4 (below at left): Number of households served annually by DFSS-funded interim shelters (2015-2017)

Figure 5 (below at right): Number of households served annually by DFSS-funded emergency shelters (2015-2017)

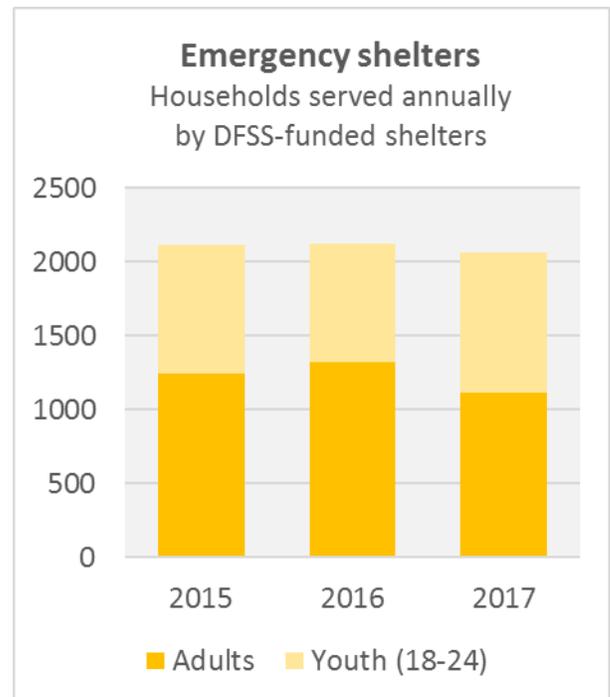
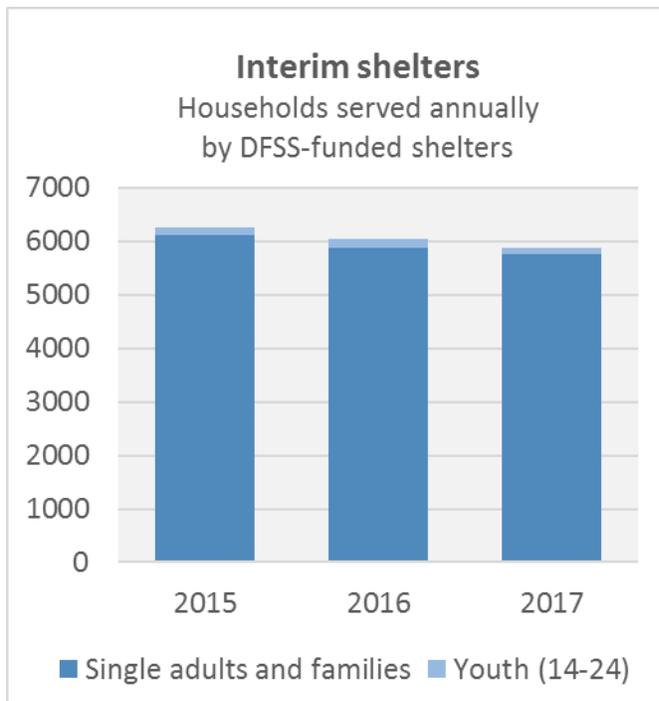


Figure 6 (below at left): Trends in length of homelessness across the Chicago Continuum of Care (Q1 2016 – Q4 2017)

Figure 7 (below at right): Trends in housing placements across the Chicago Continuum of Care (Q1 2016 – Q4 2017)

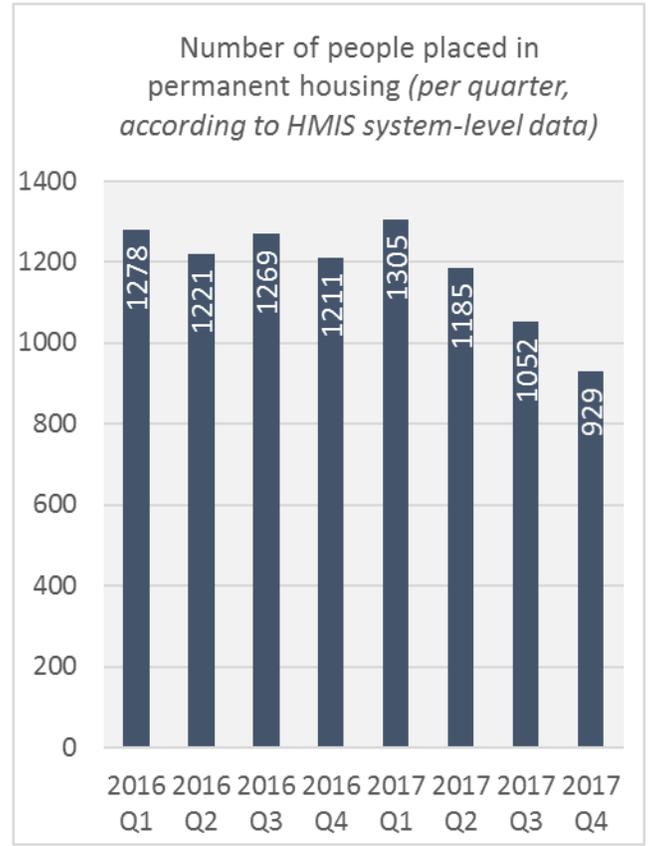
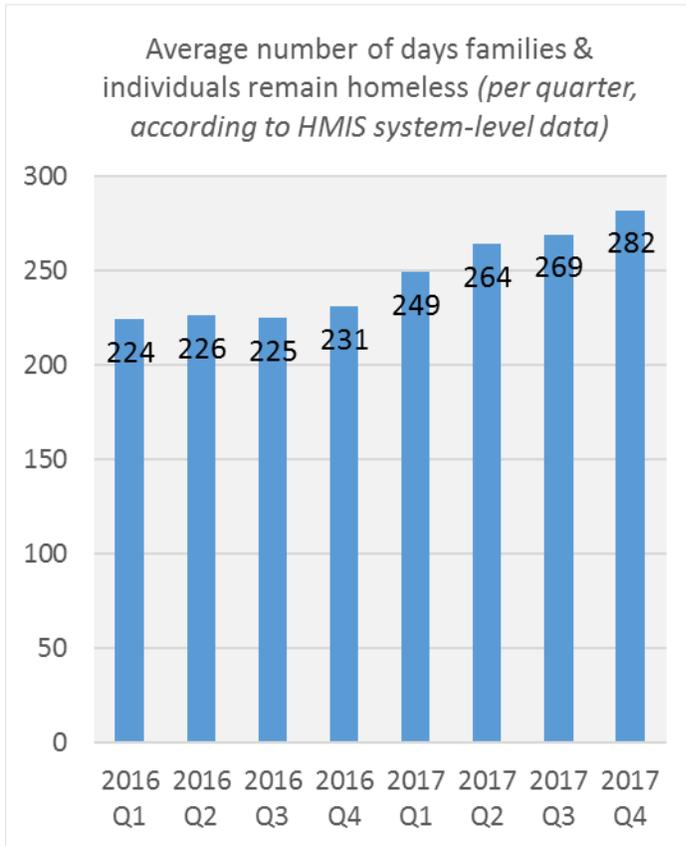


Figure 8: Length of stay in relevant Chicago Continuum of Care programs system-wide in 2017

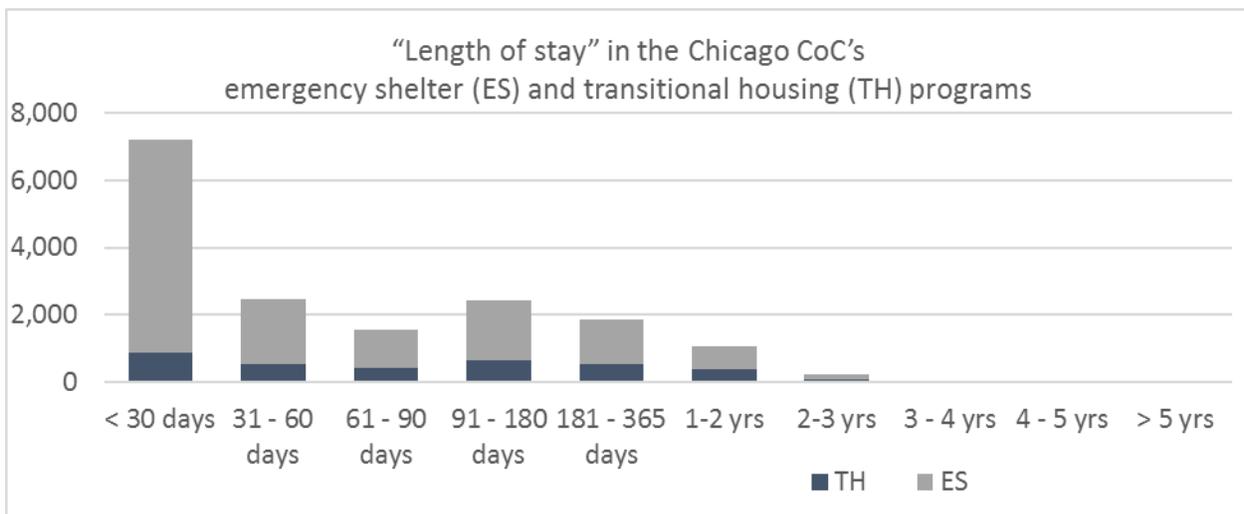


Figure 9: Performance of today's DFSS-funded shelter system against key indicators in 2017 based on quarterly reports submitted to DFSS

	Performance metric and target (for a key subset of indicators)	Total across DFSS-funded shelters	Average per project	% of projects meet target
Interim housing (38 projects)	30% of participants exit program to permanent housing within 120 days	18%	18%	18%
	50% of participants exit program to permanent housing within 120 days	23%	24%	8%
	85% of participants maintain/increase benefits, employment or combination of both	26% (up from 15% in 2015)	30%	0%
Interim - DV (4)	80% of households learn about safety planning	85%	84%	75%
Youth interim housing (2)	55% of participants assessed will exit to more stable housing	69% (up from 44% in 2015)	35%	50%
	60% of participants served will complete a psychosocial assessment and develop an individual case plan	70%	84%	100%
	50% of participants will engaging in programs designed to increase employment readiness	27%	30%	0%
	60% of participants will increase community connection and support	53% (up from 32% in 2015)	75%	50%
Emergency shelter for adults (2)	25% of participants move to more stable housing	2%	5%	0%
	50% of participants receive a needs assessment	28% (down from 100% in 2015)	60%	50%
	50% of assessed participants connect to supportive services	90% (up from 24% in 2015)	92%	100%
Youth low-threshold overnight shelter (4)	25% of participants move to more stable housing	18%	13%	25%
	50% of participants connect to supportive services at drop-in centers or other providers	75%	76%	100%
	50% of participants participate in leadership development & community building activities	65% (up from 41% in 2015)	65%	75%

Figure 10: Demographics of target population according to Chicago's 2017 Point-In-Time Count

