

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

Date: November 12, 2021

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Shakita LaGrant-McClain, Director, Department of Health and Human Services

Subject: A report from the Director, Department of Health and Human Services, requesting authorization to enter into 2022 purchase of service contracts for programs within the Housing Division

File Type: Action Report

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**REQUEST**

Report from the Director, Department of Health and Human Services, requesting authorization to enter into 2022 purchase of service contracts for the programs within the Housing Division.

**POLICY**

Per Wisconsin Statutes, the Director of the Department of Health and Human Services is requesting authorization to execute these purchase of service contracts.

|                           |  |           |
|---------------------------|--|-----------|
| Wisconsin State Statutes: |  | 59.52(31) |
|---------------------------|--|-----------|

**BACKGROUND**

The Department is requesting approval to purchase services with the agencies listed below for the identified service and contract amounts for the time period of January 1 to December 31, 2022. The information that follows describes, by program area, the various services to be purchased and the 2022 recommended contract amounts:

***Housing Focused Shelter/Rapid Rehousing***

Seven contracts for housing focused emergency shelter care and related services are recommended for continuation. Traditionally, County funding has been provided to support the agency's general emergency shelter operations. Together, these contracts assist agencies in providing emergency shelter to over 300 persons every night. The 2022 budget includes the following:

- The Cathedral Center, Inc.

| <b>Service</b>          | <b>Provider</b>            | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|----------------------------|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | The Cathedral Center, Inc. | \$217,997            | \$217,997            | \$0                     |

The Cathedral Center offers shelter to 65 women and families, as well as comprehensive medical services to assist residents in reaching the goal of independence.

- Community Advocates, Inc.

| <b>Service</b>          | <b>Provider</b>           | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|---------------------------|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | Community Advocates, Inc. | \$26,777             | \$26,777             | \$0                     |

Community Advocates meets the basic needs of 24 women and their children for food, shelter and clothing, models and teaches violence-free behaviors and options for managing conflict, encourages healthy bodies and minds and prepares women and children for their return to the community.

- Community Advocates – Family Support Center

| <b>Service</b>          | <b>Provider</b>                             | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|---|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | Community Advocates - Family Support Center | \$79,378             | \$79,378             | \$0                     |

The Community Advocates Family Support Center Emergency Shelter Program serves 450 homeless individuals and families annually. The Center also serves as an emergency shelter for families who have become homeless for reasons such as a domestic violence crisis, evictions or over-crowding.

- Sojourner Family Peace Center

| <b>Service</b>          | <b>Provider</b>               | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|-------------------------------|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | Sojourner Family Peace Center | \$96,968             | \$96,968             | \$0                     |

Funding is used to support operations of the Sojourner Truth House (STH). The mission is to provide shelter, safety, support, education, and advocacy to break the cycle of violence. The Peace Center operates a 37-bed shelter with services for battered women and their children along with a 24-hour Domestic Violence Hotline.

- The Salvation Army

| <b>Service</b>          | <b>Provider</b>    | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|--------------------|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | The Salvation Army | \$154,080            | \$154,080            | \$0                     |

The Salvation Army operates a 24-hour emergency shelter for 120 single adults and families with children. All residents receive housing, meals, healthcare, and case management services to end their homelessness and prevent future homelessness. Residents and case management work together to resolve conflicts, secure income, and secure appropriate permanent housing in the community.

- Guest House of Milwaukee, Inc.

| <b>Service</b>          | <b>Provider</b>          | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|--------------------------|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | Guest House of Milwaukee | \$83,134             | \$83,134             | \$0                     |

The Guest House provides shelter for 70-80 adult men per evening. It is the largest publicly funded emergency shelter in Milwaukee. Guest House also focuses on education, training, case management and treatment aspects associated with eradicating homelessness.

- Pathfinders

| <b>Service</b>          | <b>Provider</b> | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------|-----------------|----------------------|----------------------|-------------------------|
| Housing Focused Shelter | Pathfinders     | \$30,000             | \$30,000             | \$0                     |

Pathfinders Youth Shelter Program provides emergency housing resources and supportive services to over 200 youth annually. Nearly 150 additional youth receive counseling and resources to prevent them from running away or becoming homeless.

- Hope House, Inc.

| <b>Service</b>                | <b>Provider</b>  | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------------|------------------|----------------------|----------------------|-------------------------|
| Family Allies Rapid Rehousing | Hope House, Inc. | \$33,186             | \$33,186             | \$0                     |

Hope House had formerly operated an emergency shelter and in 2018, transitioned its beds to a rapid rehousing program following Housing First principals. Starting in 2021, funding went towards rental assistance payments for clients exiting homelessness.

***Permanent Supportive Housing Development Support Services***

- Sirona Recovery, Inc. (Formerly known as JusticePoint)

| <b>Service</b>                             | <b>Provider</b>                  | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|----------------------------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – United House | Sirona Recovery FKA JusticePoint | \$113,000            | \$113,000            | \$0                     |

Sirona Recovery, Inc. provides housing supportive services on-site for the 24-unit supportive housing development known as United House located at 2500 W. Center St. Cardinal Capital is the developer of United House and manages the property.

- Sirona Recovery, Inc. (Formerly known as JusticePoint)

| <b>Service</b>                                       | <b>Provider</b>                        | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|--|----------------------|----------------------|-------------------------|
| Housing Supportive Services – St. Anthony Apartments | Sirona Recovery<br>FKA<br>JusticePoint | \$50,000             | \$50,000             | \$0                     |

Sirona Recovery, Inc. provides housing supportive services on-site for the 60-unit supportive housing development known as St. Anthony’s located at 1004 N. 10th St. Heartland Housing is the developer and manages the property.

- Our Space, Inc.

| <b>Service</b>                                 | <b>Provider</b> | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|-----------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Highland Commons | Our Space, Inc. | \$140,000            | \$140,000            | \$0                     |

Our Space provides on-site housing support services at Highland Commons, a 50-unit permanent supportive housing development in West Allis.

- Our Space, Inc.

| <b>Service</b>                                     | <b>Provider</b> | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|-----------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Empowerment Villages | Our Space, Inc. | \$176,529            | \$176,529            | \$0                     |

Our Space provides on-site housing supportive services at Empowerment Village-National and Empowerment Village-Lincoln. These two permanent supportive housing developments serve

30 residents.

- Our Space, Inc.

| <b>Service</b>                                | <b>Provider</b> | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---|-----------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Farwell Studios | Our Space, Inc. | \$100,000            | \$100,000            | \$0                     |

Our Space provides on-site housing supportive services at Farwell Studios. This permanent supportive housing development serves 17 residents.

- Guest House of Milwaukee, Inc.

| <b>Service</b>                                   | <b>Provider</b>               | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|-------------------------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Prairie Apartments | Guest House of Milwaukee, Inc | \$49,000             | \$49,000             | \$0                     |

Guest House, Inc. provides on-site housing support services at Prairie Apartments, a joint supportive housing development with Heartland Housing, which opened in 2009. This housing development consists of 24 units.

- Mercy Housing Lakefront

| <b>Service</b>                                | <b>Provider</b>         | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---|-------------------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Johnston Center | Mercy Housing Lakefront | \$97,142             | \$97,142             | \$0                     |

This contract provides for on-site supportive services for 103 residents at the Johnston Center Residences.

- United Methodist Children’s Services (UMCS)

| <b>Service</b>                                | <b>Provider</b> | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---|-----------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Washington Park | UMCS            | \$20,000             | \$20,000             | \$0                     |

UMCS operates 15 units of permanent supportive housing for homeless families. This contract covers housing services at Washington Park Apartments.

- Sirona Recovery, Inc.

| <b>Service</b>                | <b>Provider</b>       | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------------|-----------------------|----------------------|----------------------|-------------------------|
| Pathways to Permanent Housing | Sirona Recovery, Inc. | \$670,000            | \$167,500            | (\$502,500)             |

Sirona Recovery currently operates a 27-unit, intensive housing model for 27 chronically homeless individuals. The goal of this program is to quickly transition individuals living on the street into permanent housing with services. This contract is currently in the Request for Proposals (RFP) process and is under an emergency contract with the current vendor until a permanent vendor is chosen. The current vendor will continue to operate from January 1, 2022 through March 31, 2022. Once a permanent vendor is selected, the Housing Division will submit a contract recommendation for approval by the Milwaukee County Board for April 1 to December 31, 2022.

- Wisconsin Community Services Inc. (WCS)

| <b>Service</b>       | <b>Provider</b>                    | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|----------------------|------------------------------------|----------------------|----------------------|-------------------------|
| Keys to Independence | Wisconsin Community Services, Inc. | \$400,000            | \$425,000            | \$25,000                |

Wisconsin Community Services operates a 35-unit, scattered-site permanent housing model

for 40 homeless or at risk of being homeless individuals. This contract covers housing services and rental assistance. An increase of \$25,000 is proposed for 2022 due to the uptick in rents in the Milwaukee market.

- Wisconsin Community Services, Inc. (WCS)

| <b>Service</b>                                  | <b>Provider</b>                    | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---|------------------------------------|----------------------|----------------------|-------------------------|
| Housing Supportive Services – Thurgood Marshall | Wisconsin Community Services, Inc. | \$300,000            | \$300,000            | \$0                     |

Wisconsin Community Services is partnering with Cardinal Capital Management to provide housing support services in the harm reduction housing model created by the Housing Division. This will fund services for individuals who are chronically homeless due to issues such as substance abuse and who have not experienced success with other housing models. The goal of this development is to decrease the use of expensive public services such as detox, emergency room visits, and police time.

***Supportive Services for Continuum of Care Rent Assistance***

- Community Advocates, Inc.

| <b>Service</b>                    | <b>Provider</b>           | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-----------------------------------|---------------------------|----------------------|----------------------|-------------------------|
| Continuum of Care Rent Assistance | Community Advocates, Inc. | \$130,913            | \$130,913            | \$0                     |

- Guest House of Milwaukee, Inc.

| <b>Service</b>                    | <b>Provider</b>                | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-----------------------------------|--------------------------------|----------------------|----------------------|-------------------------|
| Continuum of Care Rent Assistance | Guest House of Milwaukee, Inc. | \$130,913            | \$130,913            | \$0                     |

Community Advocates and the Guest House of Milwaukee provide homeless case management services for individuals enrolled in Milwaukee County’s Continuum of Care Rent Assistance program. Milwaukee County receives rental assistance from the U.S. Department of Housing and Urban Development (HUD). It is a HUD requirement that Milwaukee County ensures that clients receive permanent case management in Continuum of Care Rent Assistance.

- Community Advocates

| <b>Service</b>                               | <b>Provider</b>           | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|---------------------------|----------------------|----------------------|-------------------------|
| Continuum of Care Rent Assistance - Veterans | Community Advocates, Inc. | \$60,000             | \$60,000             | \$0                     |

Community Advocates provides outreach and homeless case management services for veterans enrolled in Milwaukee County’s Continuum of Care Rent Assistance program. Milwaukee County receives rental assistance from HUD. It is a HUD requirement that Milwaukee County ensures clients receive permanent case management in Continuum of Care Rent Assistance. This contract also covers homeless prevention services.

***Supportive Employment***

- Grand Avenue Club, Inc.

| <b>Service</b>                | <b>Provider</b>         | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|-------------------------------|-------------------------|----------------------|----------------------|-------------------------|
| Supportive Employment Program | Grand Avenue Club, Inc. | \$15,000             | \$15,000             | \$0                     |

The Grand Avenue Club provides job coaching services for Grand Avenue Club members. The goal of this service is to provide on the job training for disabled individuals through a partnership with the Housing Division. The Division will continue to work with community partners to find employment options for homeless individuals.

***Coordinated Entry***

- IMPACT, Inc.

Impact operates the Coordinated Entry system for services in Milwaukee County as a part of the 211 system. These funds assist in the effort to connect individuals and families to appropriate homeless services. The Housing Division has historically contracted with Impact to fund Coordinated Entry. In 2022, funding of \$50,000 will be combined with other 211 funding from DHHS under one contract which is contained in a separate report from the DHHS Housing Division.

***Homeless Prevention Case Management Services***

- IMPACT, Inc.

| <b>Service</b>                                 | <b>Provider</b> | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--|-----------------|----------------------|----------------------|-------------------------|
| Homeless Prevention Navigation Case Management | IMPACT, Inc.    | \$100,000            | \$100,000            | \$0                     |

Impact’s Homeless Prevention Navigation Case Management provides support to individuals and families at risk of becoming literally homeless, with the purpose of helping them to resolve their housing crisis while avoiding homelessness. This program addresses HUD’s Continuum of Care System Performance Measure of “Reducing the Number of First-Time Homeless”

utilizers of homeless services.

- Hope House of Milwaukee, Inc.

| <b>Service</b>                                    | <b>Provider</b>               | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---|-------------------------------|----------------------|----------------------|-------------------------|
| Homeless Prevention and Diversion Case Management | Hope House of Milwaukee, Inc. | \$70,000             | \$70,000             | \$0                     |

Hope House Homeless Prevention and Diversion Case Management Services supports individuals and families at risk of becoming literally homeless, with the purpose of helping them to resolve their housing crisis while avoiding homelessness. This program addresses HUD’s Continuum of Care System Performance Measure of “Reducing the Number of First-Time Homeless.”

| <b>Service</b>      | <b>Provider</b>     | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---------------------|---------------------|----------------------|----------------------|-------------------------|
| Homeless Prevention | Community Advocates | \$93,750             | \$93,750             | \$0                     |
|                     | Hope House          | \$93,750             | \$93,750             | \$0                     |
|                     | <b>Subtotal</b>     | <b>187,500</b>       | <b>187,500</b>       | <b>\$0</b>              |

Community Advocates and Hope House will continue to provide fiscal agent services to support individuals and families who are at risk of becoming category 1 homeless by providing short term rental assistance and related household services.

***Chronically Homeless Case Management***

The Housing Division administers case management contracts that support Milwaukee County’s Plan to End Chronic Homelessness that began in July 2015. These case management contracts provide wraparound case management services for men, women, and families that experience homelessness.

| <b>Service</b>                       | <b>Provider</b>             | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|--------------------------------------|-----------------------------|----------------------|----------------------|-------------------------|
| Chronically Homeless Case Management | Whole Health Clinical Group | \$115,000            | \$115,000            | \$0                     |
|                                      | Pathfinders                 | \$60,000             | \$60,000             | \$0                     |
|                                      | Hope House                  | \$60,000             | \$60,000             | \$0                     |
|                                      | Salvation Army              | \$113,750            | \$113,750            | \$0                     |
|                                      | Guest House of Milwaukee    | \$170,000            | \$170,000            | \$0                     |
|                                      | Sirona Recovery, Inc.       | \$56,250             | \$56,250             | \$0                     |
|                                      | <b>Subtotal</b>             | <b>\$575,000</b>     | <b>\$575,000</b>     | <b>\$0</b>              |

**HUD Grant**

- Outreach Community Health Centers, Inc.

| <b>Service</b>                  | <b>Provider</b>                         | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---------------------------------|---|----------------------|----------------------|-------------------------|
| Rapid Rehousing Case Management | Outreach Community Health Centers, Inc. | \$57,500             | \$57,500             | \$0                     |

The Outreach Community Health Center Rapid Rehousing Case Management program provides long-term supportive services for formerly homeless participants in the HUD funded Rapid Rehousing Program. Homeless families and individuals are referred to the program through the Coordinated Entry Process of Prioritization for Permanent Supportive Housing maintained and executed by Impact 211.

***Right to Counsel***

- United Way of Greater Milwaukee & Waukesha County

| <b>Service</b>            | <b>Provider</b>                                   | <b>2021 Contract</b> | <b>2022 Proposed</b> | <b>2021/2022 Change</b> |
|---------------------------|---|----------------------|----------------------|-------------------------|
| Right to Counsel services | United Way of Greater Milwaukee & Waukesha County | \$916,576            | \$1,833,153          | \$916,577               |

The Outreach Community Health Center Rapid Rehousing Case Management program provides long-term supportive services for formerly homeless participants in the HUD funded Rapid Rehousing Program. Homeless families and individuals are referred to the program through the Coordinated Entry Process of Prioritization for Permanent Supportive Housing maintained and executed by Impact 211. This program is funded through the county’s American Rescue Plan Act (ARPA) award as approved under File 21-506.

**ALIGNMENT TO STRATEGIC PLAN**

This action item aligns with strategic plan objectives 2A (Determine what, where, and how we deliver services to advance health equity and 3A (Invest “upstream to address root causes of health disparities).

**RECOMMENDATION**

It is recommended that the Milwaukee County Board of Supervisors authorize the Director, Department of Health and Human Services, or her designee, to execute purchase of service contracts in a total amount of \$5,522,670 for the services identified in the accompanying resolution.

**FISCAL EFFECT**

There is no fiscal effect as this action item is included in the 2022 adopted budget.

**TERMS**

The term of the contracts in this report are from January 1, 2022 through December 31, 2022 with the exception of the contract with Sirona Recovery which will run from January 1, 2022 through March 31, 2022.

**VIRTUAL MEETING INVITES**

Shakita LaGrant-McClain, DHHS Director  
James Mathy, Housing Administrator

**PREPARED BY:**

James Mathy, Housing Administrator, Department of Health and Human Services

**APPROVED BY:**

*Shakita LaGrant-McClain*

Shakita LaGrant-McClain, Director, Department of Health and Human Services

**ATTACHMENTS:**

None

cc: County Executive David Crowley  
Sup. Jason Haas, Chair, Finance Committee  
Sup. Felesia Martin, Chair, Health Equity, Human Needs, & Strategic Planning Committee  
Mary Jo Meyers, Chief of Staff, County Executive's Office  
Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors  
Steve Cady, Research Director, Comptroller's Office  
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk  
Pam Matthews, Fiscal & Management Analyst, DAS  
Lottie Maxwell-Mitchell, Research & Policy Analyst, Comptroller's Office