

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: November 9, 2022

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 2023 purchase of service contracts for programs within Housing Services

File Type: Action Report

REQUEST

Report from the Director, Department of Health and Human Services, requesting authorization to enter into 2023 purchase of service contracts for the programs within Housing Services.

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)
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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, 2023 and January 1, 2023 to March 31, 2023 for two contracts. The information that follows describes, by program area, the various services to be purchased and the 2023 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 2023 budget includes the following:

- The Cathedral Center, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Focused Shelter	Community Advocates, Inc.	\$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

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Supportive Services – United House	Sirona Recovery	\$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.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Supportive Services – St. Anthony Apartments	Sirona Recovery	\$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.

- Guest House of Milwaukee, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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)

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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.

- Guest House of Milwaukee, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Pathways to Permanent Housing	Guest House of Milwaukee, Inc.	\$614,167	\$670,000	\$55,833

Guest House of Milwaukee 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. The 2022 contract was for a partial year due to the Request for Proposals (RFP) RFP process. Therefore, additional funds are proposed to reflect a full year budget in 2023.

- Wisconsin Community Services Inc. (WCS)

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Keys to Independence	Wisconsin Community Services, Inc.	\$420,000	\$420,000	\$0

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.

- Wisconsin Community Services, Inc. (WCS)

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Supportive Services – Thurgood Marshall	Wisconsin Community Services, Inc.	\$305,000	\$305,000	\$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.

- Inner Beauty Center

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Supportive Services – West Haven	Inner Beauty Center	\$37,500	\$37,500	\$0

Agency will provide on-site operations at Inner Beauty Center safe haven. Inner Beauty Center provides a 90-day placement for women impacted by sexual exploitation. Those admitted into the safe haven program will be connected to community case management and ancillary services that are conducive to their recovery and housing stability.

- Exploit No More

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Supportive Housing Services – Freedom House	Exploit No More	\$46,473	\$185,892	\$139,419

The agency will provide on-site operations at Freedom House safe haven. Freedom House provides a 90-day placement for women impacted by sexual exploitation. Those admitted into the safe haven program will be connected to community case management and ancillary services that are conducive to their recovery and housing stability. The 2022 partial contract amount increases to the full annual amount in 2023.

- Our Space, Inc

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Supportive Services – Empowerment Villages	Our Space, Inc	\$176,529	\$44,132	(\$132,397)

Our Space currently provides on-site housing supportive services at Empowerment Village-National and Empowerment Village-Lincoln. These two permanent supportive housing developments serve 30 residents. This program is currently in the final stages of a Request for Proposals (RFP) process. Our Space will continue to operate from January 1, 2023 through March 31, 2023. Once a permanent vendor is selected, Housing Services will submit a contract recommendation for approval by the Milwaukee County Board for the remainder of the 2023 fiscal year.

- Our Space, Inc

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Housing Supportive Services – Farwell Studios	Our Space, Inc	\$100,000	\$25,000	(\$75,000)

Our Space currently provides on-site housing supportive services at Farwell Studios. This permanent supportive housing development serves 17 residents. This program is currently in the final stages of a RFP process. Our Space will continue to operate from January 1, 2023 through March 31, 2023. Once a permanent vendor is selected, Housing Services will submit a contract recommendation for approval by the Milwaukee County Board for the remainder of the 2023 fiscal year.

Supportive Housing Case Management – My Home (formerly Continuum of Care Rent Assistance)

- Community Advocates, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Supportive Housing Case Management – My Home	Community Advocates	\$190,913	\$190,913	\$0

- Guest House of Milwaukee, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Supportive Housing Case Management – My Home	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. For 2023, Community Advocates contract will include the \$60,000 previously allocated for the Veterans caseload.

Supportive Employment

- Grand Avenue Club, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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 Housing Services. Housing Services will continue to work with community partners to find employment options for homeless individuals.

Coordinated Entry and Community Information Services

- IMPACT, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Coordinated Entry and 2-1-1 Information Services	IMPACT, Inc.	\$480,000	\$550,000	\$70,000

Impact operates the 2-1-1 Community Information Service line as well as the Coordinated Entry system for services in Milwaukee County as a part of the 2-1-1 system. These funds assist in the effort to connect individuals and families to appropriate services. The contract is funded by \$388,162 in tax levy and \$161,838 in Emergency Rental Assistance (ERA2) funding. The additional \$70,000 is funded by ERA2 and reflects after hour coverage for increased Energy Assistance calls.

Homeless Prevention Case Management Services

- IMPACT, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
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."

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Homeless Prevention Fiscal Agent	Community Advocates	\$93,750	\$93,750	\$0
	Hope House	\$93,750	\$93,750	\$0
	IMPACT, Inc	\$99,999	\$99,999	\$0
	Subtotal	\$287,499	\$287,499	\$0

Community Advocates, Hope House, and IMPACT, Inc 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.

Supportive Housing Case Management (formerly Chronically Homeless Case Management)

Housing Services 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. In 2023, Milwaukee County will internally hire for three case managers to absorb understaffed caseloads of Guest House, Salvation Army, and Whole Health Clinical Group.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Supportive Housing Case Management	Whole Health Clinical Group	\$115,000	\$0	(\$115,000)
	Pathfinders	\$60,000	\$60,000	\$0
	Hope House	\$60,000	\$60,000	\$0
	Salvation Army	\$113,750	\$56,875	(\$56,875)
	Guest House of Milwaukee	\$170,000	\$114,000	(\$56,000)
	Sirona Recovery, Inc.	\$56,250	\$56,250	\$0
	Subtotal	\$575,000	\$347,125	(\$227,875)

Payee Program

- Hope House of Milwaukee, Inc.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Payee Program	Hope House of Milwaukee, Inc.	\$37,500	\$75,000	\$37,500

The voluntary Payee Program through Hope House of Milwaukee supports the housing stability of low-income residents who need assistance managing their finances by ensuring that their rent is paid. The 2022 partial contract amount will increase to the full annual amount in 2023.

HUD Case Management Grants

Case managers will provide ongoing support and provide resources as needed such as income and employment, access to food, hygiene support, problem solving, and budgeting. They assist in establishing personal goals and completing an Individualized Service Plan, work with residents to maintain permanent housing, provide community resources to assist with security deposits, application fees, moving expenses, furniture and utilities. The 2022 partial contract amount increases to the full annual amount in 2023.

Service	Provider	2022 Contract	2023 Proposed	2022/2023 Change
Supportive Services Case Management	Benedict Center	\$3,656	\$14,625	\$10,969
	Community Advocates, Inc	\$14,625	\$58,500	\$43,875
	Sojourner Family Peace Center	\$14,625	\$58,500	\$43,875
	Subtotal	\$32,906	\$131,625	\$98,719

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 for various housing services identified in the accompanying resolution at a total cost of \$4,636,261.

FISCAL EFFECT

There is no fiscal effect as the costs for these contracts is included in the 2023 Adopted Budget.

TERMS

The term of the contracts in this report are from January 1, 2023 through December 31, 2023 and with Our Space, Inc. for Empowerment Villages and Farwell Studios effective January 1, 2023 to March 31, 2023.

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. Liz Sumner, Chair, Finance Committee

Sup. Shawn Rolland, 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
Lottie Maxwell-Mitchell, Senior Budget & Management Analyst, DAS