

COUNTY OF MILWAUKEE
Inter-office Memorandum

DATE: November 21, 2017

TO: Theodore Lipscomb, Sr., Chairman, Milwaukee County Board of Supervisors

FROM: Jeanne Dorff, Interim Director, Department of Health and Human Services
Prepared by James Mathy, Administrator, Housing Division

SUBJECT: **Report from the Director, Department of Health and Human Services, requesting authorization to enter into 2018 purchase of service contracts for the programs within the Housing Division**

Issue

The Director, Department of Health and Human Services (DHHS), is requesting authorization for DHHS to execute purchase of service contracts in excess of \$300,000 with community agencies for the Housing Division for 2018.

Background

Approval of the recommended contract allocations will allow the Housing Division to provide a broad range of emergency shelter and supportive housing services during 2018.

Discussion

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, 2018. The information that follows describes, by program area, the various services to be purchased and the 2018 recommended contract amount:

Emergency Shelter Care

Seven contracts for 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. Contract amounts for Emergency Shelters were reduced by approximately 28% pursuant to County Board action and include the following:

- The Cathedral Center, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	The Cathedral Center, Inc.	\$217,997	\$158,984	(\$59,013)

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	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	Community Advocates, Inc.	\$26,777	\$19,279	(\$7,498)

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	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	Community Advocates –	\$79,378	\$57,152	(\$22,226)

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. Community Advocates took over the Family Support Center from the Social Development Commission in 2011.

- Sojourner Family Peace Center

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	Sojourner Family Peace Center	\$96,968	\$69,817	(\$27,151)

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	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	The Salvation Army	\$154,080	\$110,938	(\$43,142)

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 in an effort 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.

- Hope House, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	Hope House, Inc.	\$33,186	\$23,894	(\$9,292)

Hope House is an emergency and transitional housing facility providing a safe, temporary refuge for 11 people needing a place to sleep. Hope House has evolved into a complete provider of services for homeless and low-income individuals. In addition to residential services, Hope House provides community outreach to individuals needing healthcare, food distribution, financial assistance and educational opportunities for adults and children.

- Guest House of Milwaukee, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	Guest House of Milwaukee	\$83,134	\$59,856	(\$23,278)

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	2017 Allocation	2018 Allocation	2017/2018 Change
Emergency Shelter Care	Pathfinders	\$30,000	\$21,600	(\$8,400)

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.

Peer Support Program-Supported Apartments

- Our Space, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Peer Support Program-Supported Apartments	Our Space, Inc.	\$97,154	\$97,154	\$0

This funding reflects the cost of peer specialists at the Supported Apartment Program. This program assists consumers in living independently, offering them the individual supports to promote independence and move them forward in their personal journey of recovery. There are currently 38 individuals in the Supported Apartment Program. These funds provide a peer support presence and involvement with the residents of the apartments.

Supported Apartment Program

- MCFI DBA Whole Health Clinical Group

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Supported Apartment Program	Whole Health Clinical Group	\$264,345	\$87,072	(\$177,273)

Whole Health Clinical Group operates the Fardale supported apartment program serving 38 individuals. These apartments provide the needed support for individuals to live semi-

independently. Individuals residing in supported apartments typically have impairment in several areas of daily functioning. The supported apartments are considered transitional so the client and their treatment team will identify criteria that align with discharge goals that are contained in their service plan. There is a reduction in this contract area due to current fiscal challenges and will result in the closure of two supportive apartment locations. Housing Division staff will work to find additional housing options in our current network that follow the principles of Housing First.

Permanent Supportive Housing Development Support Services

- MCFI DBA Whole Health Clinical Group – United House

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Whole Health Clinical Group – United House	\$110,000	\$100,000	(\$10,000)

Whole Health Clinical Group is being recommended for funding 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. These funds will allow the provider to provide housing support services on-site. In 2018, there is a \$10,000 decrease to make this contract equitable with providers of similar services.

- Our Space, Inc. – Highland Commons

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Our Space, Inc. - Highland Commons	\$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. – Empowerment Village Lincoln and National

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Our Space, Inc.	\$266,529	\$276,529	\$10,000

Our Space provides on-site housing supportive services at Empowerment Village-National, Empowerment Village-Lincoln, and Farwell Studios. These three permanent supportive housing developments consist of 84 units. There is a \$10,000 increase to make contracts equitable with other providers.

- Guest House of Milwaukee, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Guest House of Milwaukee	\$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	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Mercy Housing Lakefront	\$117,142	\$117,142	\$0

This contract provides for on-site supportive services for Mercy Housing 103 residents at the Johnston Center Residences and Greenwich Apartments for those who are homeless or at risk of being homeless.

- United Methodist Children’s Services (UMCS)

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	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 and Grandview Apartments.

- Guest House of Milwaukee

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Guest House of Milwaukee	\$670,000	\$670,000	\$0

Guest House of Milwaukee will operate a 27-unit, intensive housing model for 27 chronic homeless individuals. The goal of this program is to move quickly transition individuals living on the street or in shelters into permanent housing with services.

- Guest House of Milwaukee, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Guest House of Milwaukee	\$400,000	\$400,000	\$0

Guest House, Inc. operates a 40-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.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	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 and due to issues such as substance abuse, have not been successfully housed at other models. The goal of this development is to decrease the use of expensive public services such as detox, emergency room visits, and police time.

Shelter Plus Care Supportive Services

- Community Advocates, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Shelter Plus Care Supportive Services	Community Advocates, Inc.	\$130,913	\$130,913	\$0

- Guest House of Milwaukee, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Shelter Plus Care Supportive Services	Guest House of Milwaukee	\$130,913	\$130,913	\$0

Community Advocates and The Guest House provide homeless case management services for individuals enrolled in Milwaukee County's Shelter Plus Care 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 Shelter Plus Care.

- Community Advocates

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Shelter Plus Care Supportive Services - Veterans	Community Advocates, Inc.	\$100,000	\$60,000	(\$40,000)

Community Advocates provides outreach and homeless case management services for veterans enrolled in Milwaukee County’s Shelter Plus Care 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 Shelter Plus Care. This contract also covers homeless prevention services. The previous contract with Dry Hootch was terminated and the Division awarded Community Advocates this contract after an RFP resulted in no applicants. The contract was reduced as there was not enough of a demand to fund two case management positions.

- Heartland Housing, Inc.

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Permanent Supportive Housing Development Support Services	Heartland Housing	\$50,000	\$50,000	\$0

Heartland Housing, Inc. is developing a 60-unit permanent supportive housing development at the former St. Anthony’s Hospital location. Construction will be completed in 2018 and funding from this contract will go towards on-site supportive services at the development.

Employment

- Grand Avenue Club

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Employment	Grand Avenue	\$65,000	\$15,000	(\$50,000)

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. There was a reduction in this contract due to the low volume of clients being served in this program. The Division will continue to work with community partners to find employment options for homeless individuals.

Coordinated Entry

- Impact

Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Coordinated Entry	Impact	\$50,000	\$50,000	\$0

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.

Chronic 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 chronic homelessness. The allocation for the contracts decreases by \$55,000 in 2018 as case management capacity is currently met. The contracts include the following:

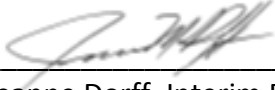
Service	Provider	2017 Allocation	2018 Allocation	2017/2018 Change
Chronic Homeless Case Management	Community Advocates, Inc.	\$170,000	\$170,000	\$0
	Cathedral Center	\$81,400	\$81,400	\$0
	Pathfinders	\$60,000	\$60,000	\$0
	Hope House	\$115,000	\$60,000	(\$55,000)
	Salvation Army	\$115,000	\$115,000	\$0
	Guest House of Milwaukee	\$170,000	\$170,000	\$0

Recommendation

It is recommended that the Milwaukee County Board of Supervisors authorize the Interim Director, Department of Health and Human Services, or her designee, to enter into purchase of service contracts totaling \$3,871,643 for 2018 with the agencies as described above and enumerated in the resolution accompanying this Board report.

Fiscal Effect

The 2018 Budget includes \$3,871,643 in funding to support the 2018 purchase of service contracts for the Housing Division. A fiscal note form is attached.



Jeanne Dorff, Interim Director
Department of Health and Human Services

cc: County Executive Chris Abele
Raisa Koltun, County Executive's Office
Kelly Bablitch, County Board
County Supervisor Peggy West
County Supervisor Supreme Moore-Omokunde
Teig Whaley-Smith, Director, DAS
Steve Cady, Research Director, Comptroller's Office
Lisa Wozny, Budget Analyst - DAS
Erica Hayden, Research & Policy Analyst – Comptroller's Office