

COUNTY OF MILWAUKEE
Inter-office Memorandum

DATE: November 13, 2020

TO: Sup. Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

FROM: Shakita LaGrant McClain, 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 2021 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 with community agencies for the Housing Division for 2021.

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 2021.

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, 2021. The information that follows describes, by program area, the various services to be purchased and the 2021 recommended contract amount:

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 2021 budget includes the following:

- The Cathedral Center, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 Change
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

Service	Provider	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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 their beds to a rapid rehousing program following Housing First principals. Starting in 2020, funding went towards rental assistance payments for clients exiting homelessness.

Permanent Supportive Housing Development Support Services

- JusticePoint, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
Housing Supportive Services – United House	JusticePoint	\$113,000	\$113,000	\$0

JusticePoint 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.

- JusticePoint, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
Housing Supportive Services – St. Anthony Apartments	JusticePoint	\$50,000	\$50,000	\$0

JusticePoint 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.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
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.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
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.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
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.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 Change
Pathways to Permanent Housing	Guest House of Milwaukee, Inc.	\$670,000	\$167,500	(\$502,500)

Guest House 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 a competitive RFP process. Until a vendor is selected, a four-month contract will be executed with Guest House from January 1, 2021 to April 30, 2021. Once a vendor is selected, the Housing Division will submit a contract recommendation for approval by the County Board for May 1 to December 31, 2021.

- Wisconsin Community Services Inc. (WCS)

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
Keys to Independence	Wisconsin Community Services, Inc.	\$400,000	\$400,000	\$0

Wisconsin Community Services will operate 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	2020 Contract	2021 Proposed	2020/2021 Change
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 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.

Supportive Services for Continuum of Care Rent Assistance

- Community Advocates, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
Continuum of Care Rent Assistance	Community Advocates, Inc.	\$130,913	\$130,913	\$0

- Guest House of Milwaukee, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
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

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
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 the U.S. Department of Housing and Urban Development (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.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 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 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 2021, 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 Management Services Division of DHHS.

Homeless Prevention Case Management Services

- IMPACT, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 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	2020 Contract	2021 Proposed	2020/2021 Change
Homeless Prevention and Diversion Case Management	Hope House of Milwaukee, Inc.	\$70,000	\$193,276	\$123,276

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.” This contract is increased due to the Division’s commitment to move into a model of preventative care and gives Hope House the ability to serve an additional 128 households based on current data. Hope House will be able to provide additional financial support for families who immediately face the possibility of ending up in the homeless system.

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. Services remain the same as 2020 with the exception of Community Advocates and Whole Health Clinical Group. Community Advocates ended their contract in June 2020, and the caseload and remaining funding were transferred to Whole Health. Whole Health Clinical Group will take on the full caseload in 2021. The case management contracts include the following:

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
Homeless Case Management	Community Advocates, Inc.	\$170,000	\$0	\$(170,000)
	Whole Health Clinical Group	\$57,500	\$227,500	\$170,000
	Pathfinders	\$60,000	\$60,000	\$0
	Hope House	\$60,000	\$60,000	\$0
	Salvation Army	\$57,500	\$57,500	\$0
	Guest House of Milwaukee	\$170,000	\$170,000	\$0

HUD Grant

- Outreach Community Health Centers, Inc.

Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
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.

Department of Justice Grant

Under a three-year Department of Justice grant, services are being provided to individuals who are victims of sex trafficking and suffering from an opioid addiction. As part of this grant, the Division is partnering with the Benedict Center to provide community-based substance abuse and mental health treatment, education and support. In addition, the Medical College of Wisconsin is providing the evaluation of the grant.

In 2021, to continue to serve victims of sex trafficking and suffering from opioid addiction, the Benedict Center and Medical College of Wisconsin will receive a no cost extension to utilize remaining funds received in the first three years of the grant. There is only \$19,190 remaining in grant funds for 2021.

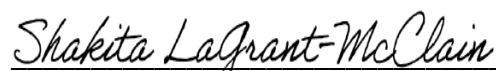
Service	Provider	2020 Contract	2021 Proposed	2020/2021 Change
Diversion & Advocacy/Education	Benedict Center	\$119,900	\$19,190	(\$100,710)
Research Partner	Medical College of Wisconsin	\$51,783	\$51,783	\$0
	Total	\$171,683	\$70,973	(\$100,710)

Recommendation

It is recommended that the Milwaukee County Board of Supervisors authorize the Director, Department of Health and Human Services, or her designee, to enter into purchase of service contracts for the time period of January 1, 2021 through December 31, 2021 with the agencies as described above and enumerated in the resolution accompanying this Board report. DHHS further recommends a four-month (January 1 to April 30, 2021) contract for the Pathways to Permanent Housing Program pending the outcome of the RFP process.

Fiscal Impact

Approval of the resolution will result in a total cost of \$3,668,266 which is consistent with the 2021 Housing Budget. A fiscal note form is attached.



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

- cc: County Executive David Crowley
Sup. Jason Haas, Chair, Finance Committee
Sup. Supreme Moore-Omokunde, Chair, Health & Human Needs Committee
Mary Jo Meyers, County Executive's Office
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