



**DANE COUNTY**  
**DEPARTMENT OF ADMINISTRATION**  
**PURCHASING DIVISION**

**REQUEST FOR PROPOSAL (RFP)**

Revised 06/2021

**RFP NUMBER:** **121068**

**RFP TITLE:** **Housing Case Management Services**

**RFP DEADLINE:** **September 3, 2021**  
**2:00 p.m. (CST)**

**PROPOSALS MUST BE UPLOADED TO:** **Purchasing Bid Dropbox**  
**[www.danepurchasing.com](http://www.danepurchasing.com)**

**\*Late, faxed, mailed, hand-delivered or unsigned proposals will be rejected\***

**DIRECT  
ALL INQUIRES TO:**

**Pete Patten**  
Purchasing Officer  
(608) 267-3523  
[Patten.peter@countyofdane.com](mailto:Patten.peter@countyofdane.com)  
[www.danepurchasing.com](http://www.danepurchasing.com)

**PROPOSAL SUBMISSION CHECKLIST**

- Update Vendor Registration
- Read Entire RFP Document

- RFP Response  
(Separate from Cost Proposal)
- Cost Proposal  
(Separate from RFP Response)

- Upload RFP Response and Cost Proposal to Purchasing Bid Dropbox

**DATE ISSUED** | July 30, 2021

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## 1.0 RFP OVERVIEW

### 1.1 Introduction

The purpose of this document is to provide interested parties with information to enable them to prepare and submit a proposal according to the specifications set forth within this document.

The County intends to use the results of this process to award a contract or issue of purchase order for the product(s) and or services(s) stated.

**The Dane County Purchasing Division is the sole point of contact for questions and issues that may arise during the RFP process.**

### 1.2 Clarification of the Specifications

All inquiries concerning this RFP must be **emailed** to the **person indicated on the cover page** of the RFP Document.

Any questions concerning this RFP must be submitted in writing by e-mail on or before the stated date on the **Calendar of Events** (Section 1.4).

Proposers are expected to raise any questions, exceptions, or additions they have concerning the RFP document at this point in the RFP process. If a proposer discovers any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, the proposer should immediately notify the contact person of such error and request modification or clarification of the RFP document.

Proposers are prohibited from communicating directly with any employee of Dane County, except as described herein. No County employee or representative other than those individuals listed as County contacts in this RFP is authorized to provide any information or respond to any question or inquiry concerning this RFP.

### 1.3 Vendor Conference

There will not be a vendor conference.

### 1.4 Calendar of Events

Listed below are specific and estimated dates and times of actions related to this RFP. The actions with specific dates must be completed as indicated unless otherwise changed by the County. In the event that the County finds it necessary to change any of the specific dates and times in the calendar of events listed below, it will do so by issuing an addendum to this RFP and posting such addendum on the Dane County [website](#). There may or may not be a formal notification issued for changes in the estimated dates and times.

DATE	EVENT
July 30, 2021	RFP Issued
August 20, 2021	Last day to submit written inquiries (2:00 p.m. CST)
August 27, 2021	Addendums or supplements to the RFP posted on the Purchasing Division <a href="#">website</a>
September 3, 2021	Proposals due (2:00 p.m. CST)
September 2021	Interviews (if needed)

September 2021	Vendor Selection/Award
January 1, 2022	Contract Start Date

**1.5 Evaluation Criteria**

The proposals will be scored using the following criteria:

<b>Proposal Requirements</b>	<b>Percent</b>
<b>Program Description</b> (Section 3.3)	20%
<b>Program Strategies and Activities</b> (Section 3.4)	30%
<b>Equity and Inclusivity</b> (Section 3.5)	15%
<b>Experience and Qualifications for the Proposed Program</b> (Section 3.6)	20%
<b>Cost</b>	<b>Percent</b>
<b>Cost</b> (Cost Proposal)	15%
<b>Total</b>	<b>100%</b>

**1.6 Submittal Instructions**

Proposals must be received in the Purchasing – Bid Dropbox located on the [www.danepurchasing.com](http://www.danepurchasing.com) website no later than the date and time indicated within the RFP Deadline field on the RFP Cover Page or addenda. Late, faxed, mailed, hand-delivered, or unsigned proposals will be rejected unless otherwise specified. Dane County is not liable for any cost incurred by proposers in replying to this RFP.

All proposals must be saved in PDF format unless otherwise specified within the RFP document and the file name shall include the RFP# and name of business submitting proposal.

Example of how to name the files:

121068 – Vendor Name – RFP Response

121068 – Vendor Name – Cost Proposal

To Submit a Proposal:

1. Go to [www.danepurchasing.com](http://www.danepurchasing.com) and click on Purchasing – Bid Dropbox or click on the Open RFP’s and Bids page link.
2. Click on the Submit a Bid button within the green Purchasing Bid Dropbox.
3. Type in the Email, First Name, Last Name and Company information and click Continue.
4. Drag and drop the RFP files one at a time into the “Drag files here” box.
5. After all files have been placed into the “Drag files here” box, click on the blue Upload button.
  - a. The file upload status can be seen for each document uploaded.
  - b. After each document reaches 100%, it will say “Uploaded”.
6. Confirm all files have been uploaded and then close out of the window.

### 2.0 PROJECT OVERVIEW AND SCOPE OF SERVICES

#### 2.1 Definitions and Links

The following definitions and links are used throughout the RFP.

**County:** Dane County

**County Agency:** Department/Division utilizing the service or product.

**Dane County Purchasing website:** [www.danepurchasing.com](http://www.danepurchasing.com)

**Fair Labor Practices websites:** [www.nlrb.gov](http://www.nlrb.gov) and <http://werc.wi.gov>

**Purchasing**

**Proposer/Vendor/Firm/Contractor:** a company submitting a proposal in response to this RFP.

#### 2.2 Scope of Services/Specification Overview

In the spring of 2021, Dane County approved a historic investment in a rapid re-housing style program referred to as Hotels to Housing. The program provides up to two years of housing cost assistance and case management services to eligible people experiencing homelessness in Dane County.

The first phase of the program is focused on helping people experiencing homelessness in the Dane County-funded pandemic hotel shelter program move into housing before the hotel shelter program ends in August.

In the next phase of the program, eligibility for Hotels to Housing will be expanded to people experiencing homelessness who are unsheltered, and those who are staying in congregate shelters.

The Dane County Department of Human Services' Housing Access and Affordability Division seeks partners to provide case management and direct assistance for the Hotels to Housing program to assist people experiencing homelessness with housing search, moving into permanent housing, and working towards long-term housing stability with intensive case management services.

More than one agency may be selected to provide these services. Services must begin January 1, 2022. The selected provider(s) must agree to accept any existing clients enrolled in Hotels to Housing who are involved in a housing search or have moved into housing in the event of vendor change. As of July 1<sup>st</sup>, 2021, 130 households were enrolled in the H2H program.

The scope of services for the contract will be case management services and provision of direct assistance such as funds to pay housing application fees/earnest money, renter's insurance, and move-in costs for the client.

The program seeks to support an estimated 297 households with case management. Up to 230 program slots are available for single adults or couples without children, and up to 67 program slots are available for families with children.

Rental assistance for the program participant is paid directly to landlords by Dane County through a fiscal entity. In 2021, that entity is Fiscal Assistance, Inc. Rental assistance costs for clients should not be reflected in applicant budget proposals.

## SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

Eligible units must be in safe and habitable condition. Rent for the unit must be no more than 120% of fair market rate (FMR) for the particular bedroom unit. FMR is defined as determined by the federal department of Housing and Urban Development (HUD). <https://www.huduser.gov/portal/datasets/fmr.html>. Exceptions to the FMR limit may be granted on a case by case basis.

### 2.3 **Program Needs and Expectations**

1. Help clients find an available housing unit with housing search assistance. The client must be given a choice of multiple units if multiple units are available at any given time.
2. Provide case management for clients for up to two years. Case management services shall include:
  - a. Review of housing leases with clients prior to sign up to ensure understanding of the lease terms and rules and guidelines.
  - b. Negotiate with landlords reasonable changes to lease terms and rules where warranted.
  - c. Help clients communicate appropriately with client's landlord, serve as a contact for landlords, and work with landlords on problem resolution with tenants.
  - d. Development of a housing stability plan for the clients including:
    - i. Financial management education to help clients successfully and independently maintain housing;
    - ii. Assistance with connection to transportation needs;
    - iii. Education regarding lease terms and tenant rights;
    - iv. Assistance with collection and payment of tenant's share of rent to tenant's landlord, when applicable.
  - e. Connection to community benefits or resources that will assist with housing stability, including but not limited to mainstream benefits, health care, behavioral health, legal assistance, employment and training.
3. Deliver services with a trauma-informed approach.
4. Identify and recruit landlords to partner on this project and work with landlords to establish leases and rental amounts for individual units.
5. Provision of direct assistance to clients to assist with moving costs, basic need items, household items and other needs as outlined below. Eligible payments include:
  - a. Housing Application: \$125/household base allowance
  - b. Move-In Costs: \$500/household base allowance
  - c. Renter's Insurance: \$200/household base allowance
  - d. Earnest Money: \$400/household base allowance

See Cost Proposal, Tab 2 PROGRAM BUDGET Section D. Direct Assistance Allowance and the corresponding note listed (\*\*\*)
6. Communicate regularly with the Dane County contract manager, including at program check-in meetings scheduled by the County.

## SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

7. Make all reasonable efforts to avoid creating situations of housing referrals that cause previous tenants to be non-renewed, evicted, or otherwise displaced for the purpose of creating a vacancy for the Dane County Hotels to Housing Program.
8. Communicate regularly with other housing agencies to increase collaboration and program alignment through case conferencing meetings and other activities.
9. Participate in the Dane County Homeless Services Consortium, including the coordinated entry system.
10. Adhere to Homeless Services Consortium (Dane County/Madison Continuum of Care) Written Standards for case management where applicable and to the greatest extent possible.
11. Maintain service records utilizing the Homeless Management Information System (HMIS).
12. Agree to follow program workflow as described in section 2.5.
13. Services will be offered without preconditions (i.e., employment, income, absence of criminal record, or sobriety).
14. Provide regular program and demographics reporting to the Dane County Contract Manager for this program.
15. The selected provider(s) must agree to accept any existing Hotels to Housing clients placed into housing in 2021 into its caseload in 2022 in the event of a change in vendor.
16. The vendor agrees that housing case management services will follow the client up to 2 years if the rental assistance funding source changes and the client wishes to remain engaged with a case manager. For example, if a client transitions from H2H to public housing or another long-term housing subsidy.

### **2.4 Prohibition of Conflict of Interest/Self Dealing**

Case management partners must agree to contract language prohibiting a conflict of interest or self-dealing in its participation in the Dane County Hotels to Housing program.

A conflict of interest is defined in this contract as an action taken by the provider, its employees, agents, and family members and business associates of the provider, or its employees and agents, that allows these entities to receive more than 120% fair market value for a rental unit (or no more than the FMR allowed under an approved unit exception), where the entities receive a steady stream of business/referrals to the exclusion of other landlords, or where the referral is not in the best interest of the client served. FMR is defined as determined by the federal department of Housing and Urban Development (HUD). <https://www.huduser.gov/portal/datasets/fmr.html>

The provider and its employees must present the widest range of eligible housing options available to the client at the time of housing search/lease up and will not

## SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

deliberately limit housing options to those that may benefit the parties listed above.

The provider shall disclose any contractual, business or familial relationship it may have with a landlord and disclose such relationships had by its employees and agents in advance to its Dane County contract manager. The disclosure will be placed in the contract file.

If the provider, or any of its employees or agents, owns or manages housing units where it acts as or on behalf of a landlord, the provider will disclose in advance the specified number of these units allocated for the Dane County Hotels to Housing Program.

Except as specifically outlined above, the provider, its employees, agents, and family members and business associates of the provider or its employees and agents, will conduct business under this contract to avoid any actual conflicts of interest and will not receive pecuniary or other value outside of their contract for referrals for housing made under their contract.

### **2.5 Program Workflow**

1. The provider receives a referral from the coordinated entry by-name housing list and enrolls the client in services if the client wishes to participate.
2. The case manager provides housing search assistance for the client, including assistance advocating for client with landlords, assisting the client with filling out rental applications, and conducting landlord outreach to identify units for the program.
3. The case manager reviews potential lease terms with the client to ensure they understand the terms of the agreement.
4. The case manager completes the Hotels to Housing rental assistance packet and submits it to its Dane County contract manager for approval. Packet will include forms provided by Dane County:
  - Certification that the client file has been created in HMIS.
  - Fiscal Assistance, Inc. intake form.
  - Copy of signed lease or landlord approval letter for client.
  - Habitability Standards Checklist.
  - Rent Reasonableness Form and Fair Market Rent Certification.
  - Rental Assistance Agreement Signed by landlord.
  - W-9 Form From Landlord
5. Once approved by Dane County, the case manager works with client on transition to move-in, assisting with move-in costs.
6. The case manager provides on-going case management for up to two years.

### **2.6 Program Goals**

1. To help individuals experiencing homelessness obtain safe, stable, housing.



## SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

2. To create meaningful relationships with area landlords that can lead to more housing options for individuals with less than perfect housing history.
3. To connect individuals in need of housing resources to other housing stability-related resources, such as employment and training and other mainstream benefits.
4. To work collaboratively with other agencies and systems to maximize the overall impact of these services.
5. At least 85% of program participants will exit to permanent housing.
6. 5% or fewer of program participants will return to homelessness.

### **2.7 Program Reporting**

To comply with federal reporting guidelines, the selected vendor(s) must provide information to its Dane County contract manager that includes the items below. Additional information beyond what is listed below may be requested pursuant to federal guidelines or Dane County guidelines.

1. Number of individuals enrolled in services.
2. Demographics of individuals enrolled in services.
3. Number of individuals enrolled who located and moved into permanent housing.
4. Percentage of households that maintained housing at 6 months, 12 months, and 24 months.
5. Percentage of households that increased income/employment.
6. Average amount of direct assistance provided to clients.

### **2.8 Current Operations:**

This is a new funding opportunity supported by local aid funding authorized by the federal American Rescue Plan (ARP) COVID-19 fiscal stimulus bill. A total of \$6 million for the program is available in 2022, pending final approval of the 2022 Dane County Budget.

Rental assistance for the program participant is paid directly to landlords by Dane County through a fiscal entity. In 2021, that entity is Fiscal Assistance, Inc. The program seeks to support an estimated 297 households with case management and rental assistance for up to two years, if each household is in need of the full 24 month subsidy. Up to 230 program slots are available for single adults or couples without children, and up to 67 program slots are available for families with children.

### 3.0 RFP RESPONSE PREPARATION REQUIREMENTS

Proposals shall be organized to comply with the section numbers and names as shown below. Each section heading should be clearly marked. Graphics may be included.

#### 3.1 Attachment A – Vendor Information

#### 3.2 Table of Contents

Provide a table of contents that, at a minimum, includes all of the sections as identified below. Listings of sub-sections and graphics/tables also may be included. Section dividers are encouraged.

#### 3.3 Program Description

- a. Describe your proposed program and how it is going to meet the needs described in the RFP. This should be an overview. Please include a timeline for program implementation, the total number of additional housing units/program slots that will be offered at any given time under this program, and the total number of clients proposed to be served by the program.
- b. Include your program's mission, goals, and strengths in working with tenants, landlords, and other community partners to prevent eviction and maintain housing stability.
- c. Please provide an overview of your organization. Describe the staffing that will be used to meet the needs and expectations described in the RFP. The proposer shall describe qualifications for staff who would be assigned to the project and indicate whether they are currently employed or to be hired.
- d. Additionally, the proposer shall provide information illustrating the administrative capabilities and structure of its agency and how the program fits into existing agency operations.
- e. Provide résumés of key staff and copies of licenses, if applicable, and a listing of the board of directors. These may be separate attachments.
- f. Please indicate in your response what population(s) will be served by the program (families with minor children, adults (women and men), only men, only women)

#### 3.4 Program Strategies and Activities

- a. Describe the specific strategies and activities to be used to achieve the stated objectives, expectations, and desired outcomes in the RFP.
- b. Please provide relevant and recent performance measures and outcomes for work done in this area, including outcomes related to housing retention. If the agency has not provided services in this area before, please provide any relevant performance measures for similar services.
- c. Please detail how the services outlined in the RFP will interact with and collaborate with other existing and relevant programs to support housing stability for tenants.
- d. Please detail your agency's case management approach. Include your proposed client to case manager ratio, how frequently case managers will meet with clients,

## SECTION 3 – PROPOSAL PREPARATION REQUIREMENTS

the housing stability plan development process, and any specialized services your agency’s case managers provide (behavioral health, employment and training, etc.).

- e. Please describe the agency’s process for responding to customer grievances, complaints, and/or appeals, as well as the agency’s service termination policy.

### 3.5 **Equity and Inclusivity**

- a. Describe the strategies and activities that will be used to make this program culturally relevant and to promote racial equity.
- b. Describe the specific strategies that will be used to help underserved populations access services.
- c. Describe the experience and qualification of your agency to provide programs that are welcoming to persons of all backgrounds and cultures. If improvement efforts are underway in this area, please include any explicit plans your agency is undertaking.

### 3.6 **Experience and Qualification for the Proposed Program**

- a. Include your agency’s mission statement and discuss how this proposed program aligns with that mission.
- b. Describe the experience and qualification of your agency to provide the proposed program.
- c. Submit 2 - 3 letters of reference. References should be specific to the service offered. References should be from agencies you have done business with or those with whom you have collaborated. [Reference checks may be conducted with these agencies and others in the community.]
- d. Please detail any relevant experience working with the target populations outlined in this RFP.
- e. Please detail specific trainings that staff are provided/will be provided, in particular, trainings focused on progressive engagement, trauma informed care, de-escalation, and/or trainings related to cultural competency.
- f. Please detail specific and relevant experience working with private landlords, organizations that represent landlords, property managers, and other potential partnerships to help increase access to housing and maintain housing stability.
- g. Please detail specific and relevant examples of community collaborations between the applicant and other agencies that provide services in the areas of housing and homelessness, employment and training, and/or health care.

### 3.7 **Attachment B – Agency Governing Board**

### 3.8 **Attachment C – Staff-Board-Volunteer Descriptors**

### 3.9 **RFP Price Proposal**

Download and complete the document titled “RFP 121068 Housing Case Management Services – Cost Proposal”. **This Price Proposal is a separate document and is required to be completed and uploaded as a separate document from the RFP**

## SECTION 3 – PROPOSAL PREPARATION REQUIREMENTS

**Document Response.** Additional instructions are included within the price proposal document.