



MILWAUKEE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES

Behavioral Health Division
Wraparound Milwaukee
Delinquency and Court Services Division
Disabilities Services Division
Management Services Division
Housing Division

YEAR 2012
REQUEST FOR PROPOSAL
PURCHASE OF SERVICE GUIDELINES

Issued July 25, 2011
Proposal due 4:30 PM CDT, September 6, 2011



DEPARTMENT OF HEALTH AND HUMAN SERVICES

Milwaukee County

July, 2011

To: Community Agencies, Organizations and Interested Parties

The Milwaukee County Department of Health and Human Services (DHHS) invites community agencies, organizations and interested parties to participate in the RFP process by submitting proposals for human services programs to be purchased in the year 2012. The Department welcomes new prospective vendors to participate in this RFP process.

Proposal materials (*Program Requirements* and *Technical Requirements*) will be available in electronic format. CD-ROMs may be picked up between 8:30 AM to 4:30 PM, beginning **Monday, July 25, 2011** at the Milwaukee County Marcia P. Coggs Human Services Center, Room B26 Reception Desk, 1220 West Vliet Street, Milwaukee WI 53205. Materials may also be downloaded from:
http://county.milwaukee.gov/DHHS_bids

Two (2) question and answer sessions (pre-Proposal conferences) will be held to discuss the proposal guidelines. In addition, a Technical Assistance Session has also been scheduled to assist proposers in completing proposals. The meetings have been scheduled at the following locations and times listed below. Please email questions in advance to dhhscam@milwcnty.com no later than August 5th 2011.

Wednesday, August 10, 2011

4:00 – 5.30 p.m.

Bay View Library

2566 South Kinnickinnic Avenue
Milwaukee, WI 53207

Thursday, August 11, 2011

3:15 – 4:45 p.m.

Martin Luther King Library

310 W. Locust St
Milwaukee, WI 53212

**Technical Assistance Session
Wednesday, August 17, 2011**

9:00a.m. – 11:00 a.m.

CATC Auditorium

9501 W. Watertown Plank Rd.
Milwaukee, WI 53226

All proposals for funding in response to this RFP must be received by the Department of Health and Human Services no later than 4:30 p.m. CDT on **Tuesday September 6th, 2011**. No extensions will be granted for submission of proposals unless approved by the Director of the Department of Health and Human Services and the County Board Policy Committee.

Proposals may be mailed or delivered to:

**Marcia P. Coggs Human Services Center
Attention: Dennis Buesing
Lower Level, Room B-26
1220 West Vliet Street
Milwaukee, WI 53205**

Following the proposal review process outlined in the *Technical Requirements*, contract award recommendations will be presented for approval to the County Board Committee on Health and Human Needs. The County Board of Supervisors may reject the funding recommendations and ask for an additional review and scoring of proposal(s), or require a re-issuance of the RFP for the program(s) being recommended. The County Executive may veto, in part, or whole, the County Board's action.

To receive information or assistance, please contact the following persons:

Program information:

Marietta Luster, Disabilities Services Division, (414) 289-6758
Laurice Lincoln (Birth to Three Services Only), (414) 289-6285
Michelle Naples, Delinquency and Court Services Division, (414) 257-5725
James Mathy, Housing Division, (414) 257-7689
Jennifer Wittwer, Behavioral Health Division (414) 257-4704
Bruce Kamradt, Wraparound Milwaukee, (414) 257-7639
Wes Albinger, Wraparound Milwaukee, (414) 257-7835

Technical Requirements (questions about proposal submission requirements):

Jane Alexopoulos, Disabilities Services, (414) 289-5896
Judy Roemer-Muniz, Management Services Division, (414) 289-6692
Wes Albinger, Wraparound Milwaukee, (414) 257-7835
Sumanish Kalia, CPA, Contract Administration (414) 289-6757

Fiscal/budget questions: Sumanish Kalia, Contract Administration (414) 289-6757

Thank you for your interest in the Milwaukee County Department of Health and Human Services RFP process.

Sincerely,

Geri Lyday
Interim Director
Milwaukee County Department of Health and Human Services

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**BEHAVIORAL HEALTH DIVISION
WRAPAROUND MILWAUKEE
DELINQUENCY AND COURT SERVICES DIVISION
DISABILITIES SERVICES DIVISION
MANAGEMENT SERVICES DIVISION
HOUSING DIVISION**

SECTION 1:

INTRODUCTION

1. INTRODUCTION

Welcome to the Year 2012 Request for Proposal (RFP) process. The Technical Requirements set forth in these guidelines apply to proposals submitted for funding programs under the Department of Health and Human Services (DHHS) Behavioral Health, Delinquency and Court Services, Disabilities Services, Housing, and Management Services Divisions. The programs for purchase are described in the *Year 2012 Purchase of Service Guidelines: Program Requirements*.

The DHHS RFP process begins with the mailing of an "Interested Parties" letter to all current contractors and interested parties on the DHHS mailing list maintained by Contract Administration, and the publication of media announcements in five community newspapers.

Proposals will be accepted **only** for the programs described as accepting proposals in the *Year 2012 Purchase of Service Guidelines: Program Requirements*, Section 5. The RFP information is organized into SEVEN (7) separate sections plus appendices. Instructions and forms are included in most sections; forms can also be found on the Contract Administration web page at:

http://county.milwaukee.gov/DHHS_bids

Updates and revisions to this and other RFP related publications will occur through the proposal deadline, and can be viewed at:

<http://www.county.milwaukee.gov/Corrections22671.htm>

This site should be checked frequently, as it is the responsibility of the Proposer to respond to all requirements as they appear in the posted revisions.

ALL PROPOSALS WILL BE REVIEWED AND SCORED AS DESCRIBED IN THE "OVERVIEW OF PROPOSAL REVIEW PROCESS" FOUND IN PART 4 OF THE TECHNICAL REQUIREMENTS unless evaluation criteria is identified with Program Description in Section 5.

**BEHAVIORAL HEALTH DIVISION
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SECTION 2:

RFP INFORMATION

2. RFP INFORMATION

The Manager for this RFP is Mr. Dennis Buesing, Contract Administrator.

Address:

Dennis Buesing, Contract Administrator
Milwaukee County Department of Health and Human Services
1220 W Vliet Street, Ste B-26
Milwaukee, WI 53205
Tel. 414-289-5853
Fax. 414-289-5874
Email: dennis.buesing@milwcnty.com

INQUIRIES, QUESTIONS AND RFP ADDENDA

Proposers are expected to raise any questions they have concerning the RFP and appendices (if any) during this process. If a Proposer discovers any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, the Proposer must immediately notify the RFP Manager of such error and request modification or clarification of the RFP.

Proposers must submit their questions via email to dhhsca@milwcnty.com on or before **August 5th 2011**. **All questions must cite the appropriate RFP section and page number.** In addition, all questions should also be submitted via email to dennis.buesing@milwcnty.com.

It is the intent of DHHS that these questions will be answered and posted on: http://county.milwaukee.gov/DHHS_bids on or before **August 19, 2011**.

In the event that a Proposer attempts to contact, orally or in writing, any employee or representative of Milwaukee County other than Dennis Buesing or other persons mentioned as contacts in the interested party letter (refer to page iii above) on any matter related to the proposal, the proposer may be disqualified.

If a Proposer discovers an error (which includes ambiguity, mistake, conflict, discrepancy, omission or other deficiency) in this RFP which prejudices the Proposer's ability to respond definitively to the proposal request, or which might prejudice satisfactory performance under a Contract containing the RFP provision(s) in question, the Proposer must immediately notify Dennis Buesing in writing requesting modification or clarification of the proposal request.

No revisions to this proposal request may be made unless in the form of an official addendum issued by Milwaukee County. In the event that it becomes necessary to

provide additional clarifying data or information, or to revise any part of this RFP, addenda will be posted to Website:

<http://www.county.milwaukee.gov/Corrections22671.htm>. **Proposers must check the website for posted addenda; they are encouraged to check daily.**

If, prior to the date fixed for the submission of proposals, a Proposer fails to notify Purchaser of an error about which it knew or should have known, and if a Contract is awarded to the Proposer, the Proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

The provisions of the proposal of the successful Proposer will become contractual obligations. Failure or refusal of the successful Proposer to accept these obligations in a contractual agreement may result in cancellation of the award.

REASONABLE ACCOMMODATIONS

Upon request, DHHS will provide reasonable accommodations, including the provision of informational material in alternative format, for qualified individuals with disabilities. If the Proposer needs accommodations, please contact the RFP Manager.

ESTIMATED TIMETABLE FOR RFP

The key RFP dates are outlined in the table below titled "RFP Schedule." In the event that DHHS finds it necessary to change any of the specific dates and times in the calendar of events, it will do so by issuing an addendum to this RFP **which will be posted at:** <http://www.county.milwaukee.gov/Corrections22671.htm>

Proposals are due by **4:30 PM CDT on September 6, 2011.**

RFP Schedule

RFP Milestones	Completion Dates
RFP issue date	July 25, 2011
Written question submission date	August 5, 2011
1st Question and Answer Session (Pre-Proposal Conference)	August 10, 2011; 4 PM
2nd Question and Answer Session (Pre-Proposal Conference)	August 11, 2011; 3:15 PM
Technical Assistance Session	August 17, 2011; 9 to 11 AM
Written Q&A posted to website	August 19, 2011
Written Proposals due	September 6, 2011; 4:30 PM CDT

SUBMITTING THE PROPOSAL

All proposals for funding **must be received** by the DHHS **no later than 4:30 p.m. CDT on Tuesday, September 6th, 2011.** Late proposals will be rejected. Proposals for all DHHS divisions must be mailed or delivered to: Milwaukee County DHHS, Contract Administration, 1220 West Vliet Street, Suite B-26, Milwaukee WI 53205.

All proposals must be typed using the format and the forms presented in this booklet, the DHHS website, or the CD-ROM. All pages are to be numbered, with each requested item on a separate page. **WITH RARE EXCEPTION, ALL SUBMISSION REQUIREMENTS APPLY TO ALL PROGRAMS.** If there is any question about the applicability of a particular submission item, contact the Technical Requirements contact person (p. iii) affiliated with the Division with which you are applying. In the case an item is determined **not** to be applicable, include a separate page in the appropriate place indicating this is the case and with whom you spoke. If a separate page is **not** included with this information and the item is **not** submitted with the proposal, it will be considered an omission. Points will be deducted during the proposal scoring process for all omissions, and depending upon which items are missing, the entire proposal may be removed from consideration.

Proposers applying for **programs up for competitive, panel review**: One original plus **four** copies of the complete proposal for each program must be submitted on three-hole punched paper for each division (Behavioral Health, Wraparound [a program of Behavioral Health], Delinquency and Court Services, Disabilities Services, Housing, and Management Services) for which funding is requested. If funding is requested for more than one disability area for the Disabilities Services Division, one additional proposal must be submitted for each disability area. **A list of programs up for competitive, panel review can be found in the introduction to Program Requirements (section 5).**

Contractors in a **multi-year contract cycle or sole-sourced contracts/programs** which do not require a competitive, panel review, one original plus **one** copy of the completed proposal must be submitted on three-hole punched paper for each division (Behavioral Health, Delinquency and Court Services, Disabilities Services, Housing and Management Services) for which funding is requested.

Please note that contractors who are currently in a multi-year contract cycle have different submission requirements. These requirements are detailed in a separate “Proposal Contents” table.

MODIFICATION OF PROPOSAL

A Proposal is irrevocable until the Contract is awarded, unless the Proposal is withdrawn. Proposers may withdraw a Proposal in writing at any time up to the Proposal due date and time.

To accomplish this, a written request must be signed by an authorized representative of the Proposer and submitted to the RFP Manager. If a previously submitted Proposal is withdrawn before the Proposal due date and time, the Proposer may submit another at any time up to the due date and time.

INCURRING COSTS

Neither Milwaukee County nor its Authorized Representatives are responsible for expenses incurred by a Proposer to develop and submit its Proposal. The Proposer is entirely responsible for any costs incurred during the RFP process, including site visits for discussions, face to face interviews, presentations or negotiations of the Contract.

RENEWAL/DATES OF PERFORMANCE

Contractor shall begin work on January 1, 2012 and terminate December 31, 2012, unless the Contract is otherwise renewed or extended, or it is indicated otherwise in the Program Requirements.

DHHS shall have the option of extending any contract for two additional one-year periods under the same terms and conditions, and upon mutual consent of DHHS and the Contractor, for all proposals up for competitive bid in this RFP.

Obligations of DHHS shall cease immediately and without penalty or further payment being required, if in any fiscal year, DHHS, state, or federal funding sources fail to appropriate or otherwise make available adequate funds for any contract resulting from this RFP.

MISCELLANEOUS

The Contractor shall agree that the Contract and RFP shall be interpreted and enforced under the laws and jurisdiction of the State of Wisconsin and will be under Jurisdictions of Milwaukee Courts.

Living Wage: Milwaukee County has a goal that all Purchase of Service contractors pay a Living Wage of no less than \$8.49 per hour to all full-time skilled and unskilled workers employed in any work performed as part of a Milwaukee County purchase contract. While not a requirement, payment of a living wage will be one of the criteria upon which Proposers shall be evaluated in the review and scoring of proposals.

RFP Document: Proposals submitted by an agency become the property of Milwaukee County at the point of submission. For agencies awarded a contract, the proposal material is placed in an agency master file that becomes part of the contract with DHHS. It will become public information, and will be subject to the open records law only after the procurement process is completed and a contract is fully executed. Prior to the granting of contract awards and the full execution of a contract, the proposal is considered a "draft" and is not subject to the open records law except to the appellant to the award, subject to the proprietary information restriction as detailed below.

For agencies not awarded a contract, proposal material will be handled as detailed in Section 3, 3.6.

PROPRIETARY INFORMATION:

Any restriction on the use of data contained within a request must be clearly stated in the Proposal itself. Proprietary information submitted in response to a request will be handled in accordance with applicable State of Wisconsin procurement regulations and the Wisconsin public records law. Proprietary restrictions normally are not accepted. However, when accepted, it is the proposer's responsibility to defend the determination in the event of an appeal or litigation.

Data contained in a proposal, all documentation provided therein, and innovations developed as a result of the contracted commodities or services cannot be copyrighted or patented. All data, documentation and innovations become the property of Milwaukee County Department of Health and Human Services.

Any materials submitted by the proposer in response to this RFP that the Proposer considers confidential and proprietary information and which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats, or material which can be kept confidential under the Wisconsin public record law, must be identified on the Designation of Confidential and Proprietary Information form. (see *appendices*) Confidential information must be labeled as such. Costs (pricing) always becomes public information when Proposals are opened, and therefore cannot be kept confidential. Any other requests for confidentiality MUST be justified in writing on the form provided and included in the Proposal submitted.

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SECTION 3:

PROPOSAL SELECTION AND AWARD PROCESS

3. PROPOSAL SELECTION AND AWARD PROCESS

3.1 PROPOSAL SCORING AND SELECTION PROCESS

All Proposals will first be reviewed by the RFP Manager and/ or his representative to determine if 1) all “Technical Requirements” have been met; 2) the Proposals contain the required forms properly completed; and 3) submittal requirements are met. In the event that none of the Proposals meet one or more of the specified requirements, the DHHS reserves the right to continue the review and scoring of Proposals and to select the Proposals that most closely meet the requirements specified in this RFP.

Proposals that do not comply with instructions or are unable to comply with specifications contained in this RFP may be rejected by DHHS. DHHS may request reports on a Proposer’s financial stability and if financial stability is not substantiated, Milwaukee DHHS may reject a proposal. DHHS retains the right to accept or reject any or all proposals, or to accept or reject any part of a proposal if it is deemed to be in the best interest of DHHS. DHHS shall be the sole judge as to compliance with the instructions contained in this RFP.

REQUEST FOR PROPOSAL REVIEW AND SCORING:

Accepted Proposals will be reviewed and scored by the respective DHHS Departments. A panel of community experts, consumers and county staff will be composed to verify that the proposals meet all specified requirements. This verification may include requesting reports on the Proposer’s financial stability, conducting demonstrations of Proposer’s proposed products and services, and reviewing results of past awards to the Proposer by Milwaukee County. Accepted Proposals will be reviewed by a Review and scoring Panel and scored against the stated criteria. **A Proposer may not contact any member of the review panel except at the RFP Manager’s direction.** A Proposer’s unauthorized contact of a panel member shall be grounds for immediate disqualification of the Proposer’s Proposal. The panel may review references and use the results in scoring the Proposals. However, DHHS reserves the right to make a final selection based solely upon review and scoring of the written Proposals should it find it to be in its best interest to do so.

Proposals are evaluated against the review and scoring criteria as indicated in 3.2. Review Panel scores are presented to division administrator(s), who may, or may not recommend the highest scoring proposal(s) to the Standing Committee on Health and Human Needs. The Milwaukee County Board of Supervisors may reject the department’s recommendations and ask for an additional review and scoring of proposal(s), or require a reissuance of the RFP for the program(s) being recommended. The County Executive may veto, in part or in whole, the County Board’s action.

The review and scoring panel will be the sole determiner of the points to be assigned. The determination whether any proposal by a Proposer does or does not conform to the conditions and specifications of this RFP is the responsibility of the RFP Manager.

The Review Panel has the right to rely on any narrative, supporting materials or clarifications provided by the Proposer. Review Panel can ask for oral presentations to supplement written proposal, if it will assist review and scoring procedure. Such determination for oral presentation can be made after initial review and ranking of the proposals based on the criteria outlined in the RFP. **The Proposer is responsible for any Proposal inaccuracies, including errors in the budget and any best and final offer (if applicable).** The DHHS reserves the right to waive RFP requirements or gain clarification from a Proposer, in the event that it is in the best interest of the DHHS to do so.

The DHHS reserves the right to contact any or all Proposers to request additional information for purposes of clarification of RFP responses.

3.2 REVIEW AND SCORING CRITERIA

Proposals submitted in response to this RFP will be evaluated per the process and criteria detailed in Part 4 of Technical Requirements (**Section 4**).

3.3 RIGHT TO REJECT PROPOSALS

The DHHS reserves the right to reject any and all Proposals. This RFP does not commit the DHHS to award a contract, or contracts.

3.4 NOTICE OF INTENT TO AWARD

All Proposers who respond to this RFP will be notified in writing of the DHHS's intent to award or not award a contract as a result of this RFP. **A Notification of Intent to Award a contract does not constitute an actual award of a contract, nor does it confer any contractual rights or rights to enter into a contract with the DHHS.**

After Notification of the Intent to Award is made, copies of all Proposals will be made available for other proposer's inspection subject to proprietary information exclusion mentioned in **Section 2**. Any such inspection will be conducted under the supervision of DHHS staff. Copies of proposals will be made available for inspection for five working days from the date of issuance of "Notice of Intent to Award" between 8:30 a.m. to 4:30 p.m. at:

Milwaukee County Department of Health and Human Services
Contract Administration
1220 W Vliet Street, Suite B-26
Milwaukee, WI 53205

Proposers should schedule inspection reviews with Cleo Stewart, at 414-289-5980 to ensure that space is available for the review.

3.5 PROTEST AND APPEALS PROCESS

Only unsuccessful proposer(s) are allowed to file an appeal. On demand by such appellant(s), DHHS may provide the summary score(s) of review and scoring panel, but in no case will the names of panel members be revealed. "Notice(s) of Intent to Protest," and Protest(s), must be made in writing. The protest must be as specific as possible and should identify deviations from published criteria or Milwaukee County Code of General Ordinances, Milwaukee County Board Resolutions, rules or other procedures that are alleged to have been violated.

The written "Notice of Intent to Protest" must be filed with:

Dennis Buesing, Contract Administrator
Milwaukee County
Department of Health and Human Services
1220 W. Vliet St. Suite B-26
Milwaukee, WI 53205

and received in his office no later than five (5) working days after the Notices of Intent to Award are issued. No protest can be filed unless a "Notice of Intent to Protest" is filed per the above timeline. Late filing of such Notice of Intent to Protest will invalidate the protest.

The actual written Protest(s) should be filed with Geri Lyday, Interim Director, Department of Health and Human Services, 1220 W. Vliet St., Suite 301, Milwaukee, WI 53205, and received in her office no later than five (5) working days from the date of receipt of a valid Notice of Intent to Protest. Late filing of the Protest will invalidate the protest.

The decision of the DHHS Director will be binding. A proposer may challenge the decision of the Director, per the process in Section 110 of the Milwaukee County Code of General Ordinances. DHHS may proceed to contract with the Proposer(s) selected even if an appeal is still pending if it is in the best interest of DHHS to do so.

3.6 TIME PERIOD FOR RETENTION OF UNSUCCESSFUL PROPOSAL AND SCORING:

DHHS will destroy all unsuccessful proposals after the period of appeal has passed and if no appeal is pending at that time. The detailed and summary proposal review scoring sheets will be retained per Milwaukee County retention policy.

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**SECTION 4:
TECHNICAL REQUIREMENTS**

4. TECHNICAL REQUIREMENTS

These requirements are for submitting a proposal to DHHS. The DHHS reserves the right to add terms and conditions to the RFP as necessary.

This section contains mandatory requirements that Proposer(s) are required to provide or agree to at NO cost to DHHS. Proposers who cannot, or will not, meet all of these requirements may be disqualified on the grounds of noncompliance.

CERTIFICATION OF INDEPENDENT PRICE DETERMINATION

By signing and submitting a proposal, the Proposer certifies, and in the case of a joint Proposal, each party thereto certifies as to its own organization, that in connection with this RFP:

The prices in this Proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other Proposer or with any competitor;

Unless otherwise required by law, the prices which have been quoted in this Proposal have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to opening in the case of an advertised RFP or prior to award in the case of a negotiated procurement, directly or indirectly to any other Proposer or to any competitor; and

No attempt has been made or will be made by the Proposer to induce any other person or firm to submit or not to submit a Proposal for the purpose of restricting competition.

DEVIATIONS AND EXCEPTIONS

Submission of a proposal shall be deemed as certification of compliance with all terms and conditions outlined in the RFP unless clearly stated otherwise in the attached "Statement of Deviations and Exceptions" (see *Appendices*). The DHHS reserves the right to reject or waive disclosed deviations and exceptions.

Deviations and exceptions from original text, terms, conditions, or specifications shall be described fully, on the attached "Statement of Deviations and Exceptions" (see *Appendices*) and attached to the Cover Letter (*item 2*). In the absence of such statement, the Proposal shall be accepted as in strict compliance with all terms, conditions, and specifications and the Proposers shall be held liable.

Part 1: AGENCY PROPOSAL
INSTRUCTIONS and FORMS

2012 PURCHASE OF SERVICE PROPOSAL CONTENTS – I. INITIAL SUBMISSION

This proposal contents sheet must be attached immediately after the proposal summary sheet (item #1)

<u>Technical Requirements</u>		<u>Proposal</u>	
		Check each Item Included	Page # of Proposal
<u>Item #</u>	<u>Item Description</u>		

INTRODUCTION

1	Proposal Summary Sheet		
2	Cover Letter		

Part 1 – AGENCY PROPOSAL

	Proposal Contents		
3	Authorization To File		
4	Agency Description and Assurances		
5	Board Of Directors, Owners, Stockholders Demographic Summary		
6	Ownership, Independence, and Governance		
7	Owners/Officers		
8	Mission Statement		
9	Agency Organizational Chart		
10	Agency Licenses and Certificates		
11	Indemnity, Data And Information, and HIPAA Compliance Statement		
13	Related Organization/Related Party Disclosure		
14	Employee Hours-Related Organization Disclosure (Form 2C)		
15	Conflict Of Interest & Prohibited Practices Certification		
16	Equal Employment Opportunity Certificate		
17	Equal Opportunity Policy		
18	Audit Fraud Hotline		
19	Certification Statement Regarding Debarment And Suspension		
20	Additional Disclosures		
21	Certification Regarding Compliance With Background Checks – Children & Youth		
22	Certification Regarding Compliance With Background Checks - Caregiver		
23	Promotion of Cultural Competence		
25	Emergency Management Plan		

Part 2 – BUDGET AND OTHER FINANCIAL INFORMATION

26	IRS Form 990 For Non-Profit Agencies		
27	Certified Audit/Board Approved Financial Statement		
28	Form 1 (Program Volume Data)		
	Form 2 and 2A		
	Form 2B		
	Form 3 and 3S (Anticipated Program Expenses)		
	Form 4 and 4S (Anticipated Program Revenue)		
	Form 5 and 5A		

	Form 6-6H		
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Part 3 –PROGRAM PROPOSAL

<u>Technical Requirements</u>		<u>Proposal</u>	
<u>Item #</u>	<u>Item Description</u>	<u>Check each Item Included</u>	<u>Page # of Proposal</u>
<u>Part 3 –PROGRAM PROPOSAL</u>			
29	Program Organizational Chart		
30a	Program Logic Model		
30b	Program Narrative		
30c	Experience Assessment For Agency		
30d	Experience Assessment For Agency Leadership		
31	Provider Proposal Site Information		
32	Staffing Plan		
33	Staffing Requirements		
34	Personnel Roster/Certification of Provider Credentials		
35	Accessibility		
37	Client Characteristics Chart		

Part 4 - OVERVIEW OF PROPOSAL REVIEW PROCESS, PROPOSAL REVIEW AND SCORING CRITERIA

Overview Of Proposal Review Process
Proposal Review and Scoring Criteria

Agency attests that all items and documents checked are complete and included in the proposal packet.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

II. FINAL SUBMISSION

After completion of the proposal review and upon receiving notice of a contract award, funded agencies are required to submit the following proposal items (if nothing has changed from initial submission, re-date and resubmit):

Item #	Item Description
12	Insurance Certificate
28	Budget Forms 1, 2, 2A, 2B, 3, 3S, 4, 4S, 5, 5A, and 6-6H
34	Personnel Roster/Certification of Provider Credentials

Final submissions are due by 4:30 p.m., December 9, 2011, and must be mailed or delivered to:
Milwaukee County DHHS
Contract Administration
1220 West Vliet Street, Suite B-26
Milwaukee WI 53205

III. SUBMISSIONS FOR AGENCIES CURRENTLY IN A MULTI-YEAR CYCLE

All agencies with programs that are currently in the second or third year of a multi-year contract cycle in 2012 (do not require a competitive, panel review), **must** submit **all** the items listed under FINAL SUBMISSION, **plus** the Authorization To File* (Item 3), Emergency Management Plan (Item 25), **plus** any other items that have changed from the previous contract year (e.g., change in Board of Directors, change in Personnel Roster, etc.).

*Must be completed specifically for each contract year.

Submissions from all agencies must be received by the DHHS **no later than 4:30 p.m. CDT on Tuesday, September 6th, 2011**

IV. CIVIL RIGHTS COMPLIANCE PLAN OR LETTER OF ASSURANCE

All Proposers who are awarded contracts who do not have a current plan in place and on file with DHHS must complete and submit **Item 24**, Civil Rights Compliance Plan (CRCP), within 120 days of effective date of contract. The effective date of contracts, unless indicated otherwise, will be January 1st, 2012, making CRCPs due no later than 4:30 p.m. on April 30th, 2012.

V. DEPARTMENT OF HEALTH AND HUMAN SERVICES QUALITY ASSURANCE

Quality assurance activities help to ensure the appropriate expenditures of public funds and the provision of quality services. Quality assurance activities may include, but are not limited to:

- Review of evaluation reports submitted by the agency.
- Sampling of clients/participants served through participant interviews, client interviews, surveys/questionnaires, case file reviews, and/or service verification.
- On-site verification of compliance with the posting of the following documents: (a) participant/client rights, (b) non-discrimination policies.
- On-site monitoring of compliance with governmental and contractual requirements related to the provision of services.
- On-site monitoring of a contractor's organization and management structure, fiscal accountability and/or verification of services provided.

SAMPLE COVER LETTER
(ON PROPOSER LETTERHEAD)

ITEM # 2

DATE:

Ms. Geri Lyday, Interim Director
Milwaukee County Department of Health and Human Services
1220 West Vliet Street, Room 301R
Milwaukee, WI 53205

Dear Ms. Lyday:

I am familiar with the *"Year 2012 Purchase of Service Guidelines: Program and Technical Requirements"* set forth by the Milwaukee County Department of Health and Human Services and am submitting the attached proposal which, to the best of my knowledge, is a true and complete representation of the requested materials.

Sincerely,

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

YEAR 2012 PROPOSAL SUMMARY SHEET

ITEM # 1

Agency _____ Agency Director _____

Name of parent company and/or affiliated enterprises if agency is a subsidiary and/or affiliate of another business entity _____

Address _____
(Street) (City) (State) (Zip)

Contact Person _____

Telephone # _____ Email _____

Agency Fiscal Period _____ Federal ID Number _____
(Mo/Day/Year to Mo/Day/Year)

Please complete the following information for each 2012 program proposed in your proposal. Program name, and if applicable, a program number must be assigned to each program. This proposal must include programs from only one division. In order to apply for programs from more than one division, a separate, complete proposal must be submitted for each division.

Division: BHD___DCSD___DSD___MSD___Housing___

(REFER TO TABLE OF CONTENTS IN PROGRAM REQUIREMENTS FOR PROGRAM NUMBER & NAME)

A. Program Number: _____ **Program Name:** _____

Continuation___ New___

2011 Funding: _____ 2012 Request: _____

Site(s):

(1) _____ (3) _____

(2) _____ (4) _____

B. Program Number: _____ **Program Name:** _____

Continuation___ New___

2011 Funding: _____ 2012 Request: _____

Site(s):

(1) _____ (3) _____

(2) _____ (4) _____

C. Program Number: _____ **Program Name:** _____

Continuation___ New___

2011 Funding: _____ 2012 Request: _____

Site(s):

(1) _____ (3) _____

(2) _____ (4) _____

THIS SHEET MUST BE ATTACHED TO THE TOP OF THE PROPOSAL PACKAGE.
PLEASE DUPLICATE AS NEEDED. PLEASE USE A SEPARATE SHEET FOR EACH DHHS DIVISION FOR WHICH YOU ARE SUBMITTING PROPOSALS.

YEAR 2012 AUTHORIZATION TO FILE RESOLUTION
(Applicable for Non-Profit and For-Profit Corporations Only)

ITEM #3

PLEASE NOTE: Proposals cannot be recommended for funding to the Milwaukee County Board until the Authorization to File is completed and received by DHHS Contract Administration.

This is to certify that at the _____ (Date) meeting of the Board of Directors of _____ (Agency Name), the following resolution was introduced by _____ (Board Member's Name), and seconded by _____ (Board Member's Name), and unanimously approved by the Board:

BE IT RESOLVED, that the Board of Directors of _____ (Agency Name) hereby authorizes the filing of a proposal for the Year 2012 Milwaukee County Department of Health and Human Services (DHHS) funding.

In connection therewith,

_____ (Name and Title) and _____ (Optional Name(s) and Title) is (are) authorized to negotiate with DHHS staff.

In accordance with the Bylaws (Article ____, Section ____) of _____ (Agency Name), _____ (Name and Title) and _____ (Optional Name(s) and Title) is (are) authorized to sign the Year 2012 Purchase of Service Contract(s).

Name: _____ (Signature of the Secretary of the Board of Directors) Date: _____

Printed Name: _____

YEAR 2012 AGENCY DESCRIPTION AND ASSURANCES

ITEM # 4

Please check all the statements below that describe your business entity:

- | | | |
|--------------------------------------|--|---|
| ☐ Corporation | ☐ Partnership/Joint Venture | ☐ Service Corporation (SC) |
| ☐ For-Profit | ☐ Limited Liability Company (LLC) | ☐ Sole Proprietorship |
| ☐ Non-Profit | ☐ Single Member LLC | ☐ Individual Credentialed Provider |

The agency has on file and agrees to make the following documents available for review upon request by DHHS.

_____ Articles of Incorporation (*applicable for Corporations only*)

_____ Operating Agreement (*applicable for LLC only*)

_____ Bylaws (*applicable for Corporations only*)

_____ Personnel Policies

_____ A client grievance procedure informing clients covered under DHS 94 of their rights and identifying the process clients may use to enforce those rights. The procedure is in compliance with Wisconsin Statute §51.61 and Wisconsin Administrative Code DHS 94.

_____ Audit Hotline Policy (see item 18)

_____ Accounting Policies and Procedure Manual in compliance with General Accepted Accounting Principles (GAAP) and the Wisconsin Department of Health and Family Services (DHFS) allowable cost policies.

_____ Agency billing procedure, in compliance with DHS 1, regulating billing and collection activities for care and services provided by the agency and purchased by Milwaukee County.

_____ A 'whistleblower' policy and procedure that enables individuals to come forward with credible information on illegal practices or violations of organizational policies. This policy must specify that the organization will not retaliate against individuals who make such reports.

_____ A conflict of interest policy and procedure to ensure all conflicts of interest, or appearance thereof, within the agency and the Board of Directors (if applicable) are avoided or appropriately managed through disclosure, recusal, or other means. At a minimum, the policy should require full written disclosure of all potential conflicts of interest within the organization.

_____ A code of ethics policy, which outlines the practices and behaviors expected from trustees, staff, and volunteers. The code of ethics policy shall be adopted by the board and shall be disseminated to all affected groups as part of orientation and updated annually.

_____ An emergency policy, which outlines the policies and procedures to be prepared for an emergency such as a tornado, blizzard, electrical blackout, pandemic influenza, or other natural or man-made disaster. Provider shall develop a written plan, to be retained in the Provider's office, that addresses:

1. The steps Provider has taken or will be taking to prepare for an emergency;
2. Which, if any, of Provider's services will remain operational during an emergency;
3. The role of staff members during an emergency;
4. Provider's order of succession and emergency communications plan; and

5. How Provider will assist Participants/Service Recipients to individually prepare for an emergency.

Providers who offer case management or residential care for individuals with substantial cognitive, medical, or physical needs are actively encouraged to develop an individualized emergency preparedness plan and shall assure at-risk Participants/Service Recipients have been offered any assistance they might require to complete the plan.

_____ Occupancy Permit and/or other permits required by local municipalities, as applicable, for services being provided.

Agency agrees to submit 2 original copies of a certified audit report, performed by an independent certified public accountant licensed to practice by the State of Wisconsin, in compliance with the audit requirements of the Purchase of Service Contract.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

Items 5, 6, & 7 partially comprise the points scored under Administrative Ability
Item 5 partially comprises the points scored under Cultural Diversity and Cultural Competence
ITEM # 5

YEAR 2012 BOARD OF DIRECTORS/AGENCY OWNERS/STOCKHOLDERS
DEMOGRAPHY SUMMARY

Board members and staff must be able to serve a culturally diverse population in a manner that reflects culturally competent decision making and service delivery.

Cultural Diversity – *The presence of individuals and groups from different cultures. Cultural diversity in the workplace refers to the degree to which an organization, agency or other group is comprised of people from a variety of differing backgrounds related to behaviors, attitudes, practices, beliefs, values, and racial and ethnic identity.*

Ethnicity	Female	Male	Handicapped
Asian or Pacific Islander			
Black			
Hispanic			
American Indian or Alaskan Native			
White			
Totals			

A "handicapped individual" is defined pursuant to section 504 of the Rehabilitation Act of 1973 as any person who:

1. Has a physical or mental impairment that substantially limits one or more major life activities (e.g. caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working);
2. Has a record of such impairment, or;
3. Is regarded as having such impairment.

Ethnicity is defined as:

1. Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.
2. Black: All persons having origins in any of the Black racial groups of Africa.
3. Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South America or other Spanish culture or origin, regardless of race. (Excludes Portugal, Spain, or other European countries).
4. American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
5. White: All persons who are not Asian or Pacific Islander, Black, Hispanic, American Indian or Alaskan Native.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

YEAR 2012 BOARD OF DIRECTORS OWNERSHIP, INDEPENDENCE, COMPENSATION, AND GOVERNANCE (Applicable to for-profit and nonprofit Corporations Only)

Please list the current board members and indicate the office title, term, percentage of ownership interest (applicable for for-profit corporations only), amount of prior year's distributions or dividends (applicable for for-profit corporations only), whether the board member receives any compensation from the agency, and whether the board member can be considered independent. "Independent" board members include individuals (1) who are not compensated by the organization as an employee or independent contractor; (2) whose compensation is not determined by individuals who are compensated by the organization; (3) who do not receive, directly or indirectly, material financial benefits from the organization except as a member of the charitable class served by the organization; and (4) who are not related to (as a spouse, sibling, parent or child), or do not reside with, any individual described above.

In addition, a resume must be submitted for each board member. The resume should include the board member's name, education and experience but should exclude identifying information such as social security numbers, addresses, D.O.B and marital status.

Board Member Name	Office Title	Term	% Owner-ship	Amount Distributions/ Dividends (\$)	Compen-sated? (Yes/No)	Independent? (Yes/No)	Resume Attached

Are positions of Agency Head (e.g. President, Chief Executive Officer, Executive Director, etc.), Board Chair, and Treasurer held by separate individuals?

- ☐ Yes
☐ No

If agency is a **non-profit** corporation with fewer than five board members, explain the rationale for the number of board members, and indicate what, if any, compensatory controls are in place to mitigate self-dealing and other potential abuses by the Board.

Board Committees/ Advisory Committees

Committee Name	Committee Purpose

The Board of Directors' 2012 meetings for the agency will be held on the following dates:

January	May	September
February	June	October
March	July	November
April	August	December

Contractor agrees to retain Board of Directors' meeting minutes for a period of at least four (4) years following contract termination and agrees to provide Milwaukee DHHS access to the meeting minutes upon request.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

YEAR 2012 AGENCY OWNERS/STOCKHOLDERS/OFFICERS
(applicable to all organizations)

ITEM # 7

Please list each agency owner, stockholder, officer, LLC manager, Partner, and/or LLC member, and indicate the office title and total compensation. In addition, for For-profit organizations also provide the percentage of ownership interest, amount of prior year's distributions or dividends from the agency during the prior year. Please note that only those stockholders holding twenty percent or greater interest must be listed. *This Item applies to both For-profit and Non-profit agencies.*

Name	Status	Office Title	% Owner-ship	Amount of Distributions/ Dividends (\$)	Total Compensation (\$)*
	☐ Stockholder/Owner/LLC Member/ Partner (for profit only) ☐ Officer/LLC Manager (for profit only) ☐ Officer (non profit only)				
	☐ Stockholder/Owner/LLC Member/ Partner (for profit only) ☐ Officer/LLC Manager (for profit only) ☐ Officer (non profit only)				
	☐ Stockholder/Owner/LLC Member/ Partner (for profit only) ☐ Officer/LLC Manager (for profit only) ☐ Officer (non profit only)				
	☐ Stockholder/Owner/LLC Member/ Partner (for profit only) ☐ Officer/LLC Manager (for profit only) ☐ Officer (non profit only)				
	☐ Stockholder/Owner/LLC Member/ Partner (for profit only) ☐ Officer/LLC Manager (for profit only) ☐ Officer (non profit only)				
	☐ Stockholder/Owner/LLC Member/ Partner (for profit only) ☐ Officer/LLC Manager (for profit only) ☐ Officer (non profit only)				

*Total Compensation should reflect amount reported on IRS Form W-2 and 1099.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

Item 8 comprises the points scored under Mission

YEAR 2012 AGENCY MISSION STATEMENT

ITEM # 8

Agency: _____

Submit your agency's Mission Statement.

AGENCY ORGANIZATIONAL CHART

ITEM # 9

Submit an organizational chart of the agency detailing each major department or program.

AGENCY LICENSES AND CERTIFICATIONS

ITEM # 10

Submit a copy of each agency license or certificate required to provide the service for which you are requesting funds and copies of any notices of noncompliance or restrictions.

**YEAR 2012 INDEMNITY, DATA & INFORMATION
SYSTEMS COMPLIANCE, HIPAA**

ITEM # 11

Indemnity/Insurance

Contractor agrees to the fullest extent permitted by law, to indemnify, defend and hold harmless, the County and its agents, officers and employees, from and against all loss or expense including costs and attorney's fees by reason of liability for damages including suits at law or in equity, caused by any wrongful, intentional, or negligent act or omission of the Contractor, or its (their) agents which may arise out of or are connected with the activities covered by this agreement.

Contractor shall indemnify and save County harmless from any award of damages and costs against County for any action based on U.S. patent or copyright infringement regarding computer programs involved in the performance of the tasks and services covered by this agreement.

Provision for Data and Information Systems Compliance

Contractor shall utilize computer applications in compliance with County standards in maintaining program data related to the contract, or bear full responsibility for the cost of converting program data into formats useable by County applications. All Contractors shall have internet access, an email address, and shall utilize Microsoft Excel 2000 or newer, or shall use applications which are exportable/convertible to Excel.

Health Insurance Portability and Accountability Act

The contractor agrees to comply with the federal regulations implementing the Health Insurance Portability and Accountability Act of 1996 (HIPAA) to the extent those regulations apply to the services the contractor provides or purchases with funds provided under this contract.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

INSURANCE

ITEM # 12

Contractor agrees to evidence and maintain proof of financial responsibility to cover costs as may arise from claims of tort, statutes and benefits under Workers' Compensation laws and/or vicarious liability arising from employees, board, or volunteers. Such evidence shall include insurance coverage for Worker's Compensation claims as required by the State of Wisconsin, Commercial General Liability and/or Business Owner's Liability (**which includes board, staff, and volunteers**), Automobile Liability (if the Agency owns or leases any vehicles) and Professional Liability (where applicable) in the minimum amounts listed below.

Automobile insurance that meets the Minimum Limits as described in the Agreement is required for all agency vehicles (owned, non-owned, and/or hired). **If any employees or other service providers of the Contractor will use their personal vehicles for any purpose related to the provision of services under this proposal, those employees or other service providers shall have Automobile Liability Insurance providing the same liability limits as required of the Contractor through any combination of employee Automobile Liability and employer Automobile or General Liability Insurance which in the aggregate provides liability coverage, while employee is acting as agent of employer, on the employee's vehicle in the same amount as required of the Contractor.**

If the services provided under the contract constitute professional services, Contractor shall maintain Professional Liability coverage as listed below. Treatment providers including psychiatrists, psychologists, social workers) who provide treatment off premises must obtain General Liability coverage (on premises liability and off-premise liability), to which Milwaukee County is added as an additional insured, unless not otherwise obtainable.

It being further understood that failure to comply with insurance requirements might result in suspension or termination of the Agreement.

TYPE OF COVERAGE	MINIMUM LIMITS
<u>Wisconsin Workers' Compensation</u> or Proof of all States Coverage	Statutory
<u>Employer's Liability</u>	\$100,000/\$500,000/\$100,000
<u>Commercial General and/or Business Owner's Liability</u>	
Bodily Injury & Property Damage (Incl. Personal Injury, Fire, Legal Contractual & Products/Completed Operations)	\$1,000,000 - Per Occurrence \$1,000,000 - General Aggregate
<u>Automobile Liability</u>	
Bodily Injury & Property Damage All Autos - Owned, Non-Owned and/or Hired Uninsured Motorists	\$1,000,000 Per Accident Per Wisconsin Requirements

Professional Liability

To include Certified/Licensed Mental Health and AODA Clinics and Providers and Hospital, Licensed Physician or any other qualified healthcare provider under Sect 655	\$1,000,000 Per Occurrence \$3,000,000 Annual Aggregate As required by State Statute Wisconsin Patient Compensation Fund Statute
Any non-qualified Provider under Sec 655 Wisconsin Patient Compensation Fund Statute State of Wisconsin (indicate if Claims Made or Occurrence)	\$1,000,000 Per Occurrence/Claim \$3,000,000 Annual Aggregate
Other Licensed Professionals	\$1,000,000 Per Occurrence \$2,000,000 Annual aggregate or Statutory limits whichever is higher

Should the statutory minimum limits change, it is agreed the minimum limits stated herein shall automatically change as well.

Milwaukee County, as its interests may appear, shall be named as, and receive copies of, an “additional insured” endorsement, for general liability, automobile insurance, and umbrella/excess insurance. Milwaukee County must be afforded a thirty day (30) written notice of cancellation, or a non-renewal disclosure must be made of any non-standard or restrictive additional insured endorsement, and any use of non-standard or restrictive additional insured endorsement will not be acceptable.

Exceptions of compliance with “additional insured” endorsement are:

1. Transport companies insured through the State “Assigned Risk Business” (ARB).
2. Professional Liability where additional insured is not allowed.

Contractor shall furnish Purchaser annually on or before the date of renewal, evidence of a Certificate indicating the above coverages (with the Milwaukee County Contract Administrator named as the “Certificate Holder”) shall be submitted for review and approval by Purchaser throughout the duration of this Agreement. If said Certificate of Insurance is issued by the insurance agent, it is Provider’s responsibility to ensure that a copy is sent to the insurance company to ensure that the County is notified in the event of a lapse or cancellation of coverage.

CERTIFICATE HOLDER

Milwaukee County Department of Health and Human Services
Contract Administrator
1220 W. Vliet Street, Suite B-26
Milwaukee, WI 53205

If Contractor’s insurance is underwritten on a Claims-Made basis, the Retroactive date shall be prior to or coincide with the date of this Agreement, the Certificate of Insurance shall state that *professional malpractice or errors and omissions coverage, if the services being provided are professional services coverage* is Claims-Made and indicate the Retroactive Date, Provider shall maintain coverage for the duration of this Agreement and for six (6) years following the completion of this Agreement.

It is also agreed that on Claims-Made policies, either Contractor or County may invoke the tail option on behalf of the other party and that the Extended Reporting Period premium shall be paid by Provider.

Binders are acceptable preliminarily during the provider application process to evidence compliance with the insurance requirements. All coverages shall be placed with an insurance company approved by the State of Wisconsin and rated "A" per Best's Key Rating Guide. Additional information as to policy form, retroactive date, discovery provisions and applicable retentions, shall be submitted to Purchaser, if requested, to obtain approval of insurance requirements.

Any deviations, including use of purchasing groups, risk retention groups, etc., or requests for waiver from the above requirements shall be submitted in writing to the Milwaukee County Risk Manager for approval prior to the commencement of activities under this Agreement:

Milwaukee County Risk Manager
Milwaukee County Courthouse – Room 302
901 North Ninth Street
Milwaukee, WI 53233

YEAR 2012 RELATED PARTY DISCLOSURES

ITEM # 13

Milwaukee County Employee

Submit a list of any Milwaukee County employee, or former County employee to whom your agency paid a wage, salary, or independent contractor fee during the preceding three-year period. Include payments made during 2009, 2010, and 2011 to any person who was at the time of payment, also employed by Milwaukee County.

Employee	2009 Wages	2010 Wages	2011 Wages

☐ No employment relationship with current or former Milwaukee County employees (within 3 years) exists.

Related Party Relationships

The agency rents from or contracts with a person who has ownership or employment interest in the agency; serves on the Board of Directors; or is a member of the immediate family of an owner, officer, employee, or board member? ☐ Yes ☐ No

If such a relationship exists, submit a copy of lease agreements, certified appraisals, and contract agreements, etc.

Submit a full disclosure of the relationship, including the extent of interest and amount of estimated income anticipated from each source, for each individual if any board member, stockholder, owner, officer, or member of the immediate family of any board member, stockholder, owner or officer, holds interest in firms or serves on the board from which materials or services are purchased by the agency, its subsidiaries, or affiliates. "Immediate family" means an individual's spouse or an individual's relative by marriage, lineal descent, or adoption who receives, directly or indirectly, more than one-half of his/her support directly from the individual or from whom the individual receives, directly or indirectly, more than one-half of his/her support.

Name	Relationship	% or Estimated Income

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

FORM 2C - YEAR 2012 EMPLOYEE HOURS - RELATED ORGANIZATION DISCLOSURE *ITEM # 14*

For each employee of your agency who works for more than one related organization which may or may not be under contract to Milwaukee County, the total number of weekly hours scheduled for each affiliated corporate or business enterprise must be accounted for by program/activity.

“Related Organization” is defined as an organization with a board, management, and/or ownership which is (are) shared with the Proposer organization.

Employee Name	Related Organization/ Employer	Program/Activity	Total Weekly Hours

Please check the statement below, sign and date the form if the above condition does not exist.

_____ No employee of the agency works for more than one related organization that may or may not be under contract to Milwaukee County.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

YEAR 2012 CONFLICTS OF INTEREST AND PROHIBITED PRACTICES

ITEM # 15

Interest in Contract

No officer, employee or agent of the County who exercises any functions or responsibilities with carrying out any services or requirements to which this contract pertains has any personal interest, direct or indirect, in this contract.

Interest of Other Public Officials

No member of the governing body of a locality, County or State and no other public official of such locality, County or State who exercises any functions or responsibilities in the review or approval of the carrying out of this contract has any personal interest, direct or indirect, in this contract.

Contractor covenants s/he presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services under this contract. Any conflict of interest on the part of the Contractor will be disclosed to the County. In the event Contractor has a conflict of interest that does not permit Contractor to perform the services under the contract with respect to any client or recipient, Contractor will notify the County and will provide the County with all records and reports relating to same.

Prohibited Practices

Contractor attests that it is familiar with Milwaukee County's Code of Ethics, Chapter 9 of Milwaukee County Code of General Ordinances, which states in part, "No person may offer to give any County officer or employee or his immediate family, or no County officer or employee or his immediate family may solicit or receive anything of value pursuant to an understanding that such officer's or employee's vote, official action, or judgment would be influenced thereby."

Said chapter further states, "No person(s) with a personal financial interest in the approval or denial of a contract being considered by a County department or with an agency funded and regulated by a County department, may make a campaign contribution to any candidate for an elected County office that has final authority during its consideration. Contract considerations shall begin when a contract is submitted directly to a County department or to an agency until the contract has reached its final disposition, including adoption, county executive action, proceedings on veto (if necessary) or departmental approval."

Where Agency intends to meet its obligations under this or any part of this RFP through a subcontract with another entity, Agency shall first obtain the written permission of County; and further, Agency shall ensure it requires of its subcontractors the same obligations incurred by Agency under this RFP.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

In accordance with Section 56.17 of the Milwaukee County General Ordinances and Title 41 of the Code of Federal Regulations, Chapter 60, SELLER or SUCCESSFUL BIDDER or CONTRACTOR or LESSEE or (Other-specify),(Hence forth referred to as VENDOR) certifies to Milwaukee County as to the following and agrees that the terms of this certificate are hereby incorporated by reference into any contract awarded.

Non-Discrimination

VENDOR certifies that it will not discriminate against any employee or applicant for employment because of race, color, national origin, sex, age or handicap which includes but is not limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship.

VENDOR will post in conspicuous places, available to its employees, notices to be provided by the County setting forth the provision of the non-discriminatory clause.

A violation of this provision shall be sufficient cause for the County to terminate the contract without liability for the uncompleted portion or for any materials or services purchased or paid for by the contractor for use in completing the contract.

Affirmative Action Program

VENDOR certifies that it will strive to implement the principles of equal employment opportunity through an effective affirmative action program, which shall have as its objective to increase the utilization of women, minorities, and handicapped persons and other protected groups, at all levels of employment in all divisions of the vendor's work force, where these groups may have been previously under-utilized and under-represented.

VENDOR also agrees that in the event of any dispute as to compliance with the afore stated requirements, it shall be his responsibility to show that he has met all such requirements.

Non-Segregated Facilities

VENDOR certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not permit its employees to perform their services at any location under its control, where segregated facilities are maintained.

Subcontractors

VENDOR certifies that it has obtained or will obtain certifications regarding non-discrimination, affirmative action program and non segregated facilities from proposed subcontractors that are directly related to any contracts with Milwaukee County, if any, prior to the award of any subcontracts, and that it will retain such certifications in its files.

Reporting Requirement

Where applicable, VENDOR certifies that it will comply with all reporting requirements and procedures established in Title 41 Code of Federal Regulations, Chapter 60.

Affirmative Action Plan

VENDOR certifies that, if it has 50 or more employees, it will develop and/or update and submit (within 120 days of contract award) an Affirmative Action Plan to: Mr. Paul Grant, Audit Compliance Manager, Milwaukee County Department of Audit, 2711 West Wells Street 9th Floor, Milwaukee, WI 53208 [Telephone No.: (414) 278-4292].

VENDOR certifies that, if it has 50 or more employees, it has filed or will develop and submit (within 120 days of contract award) for each of its establishments a written affirmative action plan. Current Affirmative Action plans, if required, must be filed with any of the following: The Office of Federal Contract Compliance Programs or the State of Wisconsin, or the Milwaukee County Department of Audit, 2711 West Wells Street, Milwaukee, WI 53208 [Telephone No.: (414) 278-4292].

If a current plan has been filed, indicate where filed _____ and the years covered _____.

VENDOR will also require its lower-tier subcontractors who have 50 or more employees to establish similar written affirmative action plans.

Employees

VENDOR certifies that it has _____ (No. of Employees) _____ employees in the Standard Metropolitan Statistical Area (Counties of Milwaukee, Waukesha, Ozaukee and Washington, Wisconsin) and (No. of Employees) _____ employees in total.

Compliance

VENDOR certifies that it is not currently in receipt of any outstanding letters of deficiencies, show cause, probable cause, or other notification of noncompliance with EEO regulations.

Executed this ____ day of _____, 20____ by: Firm Name _____

By _____ Address _____
(Signature)

Title _____ City/State/Zip _____

YEAR 2012 EQUAL OPPORTUNITY POLICY

ITEM # 17

_____ is in compliance with the equal opportunity policy and standards of all applicable Federal and State rules and regulations regarding nondiscrimination in employment and service delivery.

EMPLOYMENT - AFFIRMATIVE ACTION & CIVIL RIGHTS

It is the official policy of _____ that no otherwise qualified person shall be excluded from employment, be denied the benefits of employment or otherwise be subjected to discrimination in employment in any manner on the basis of age, race, religion, color, sex, national origin or ancestry, handicap, physical condition, developmental disability, arrest or conviction record, sexual orientation, military/veteran status or military participation. We pledge that we shall comply with Affirmative Action and Civil Rights standards to ensure that applicants are employed and that employees are treated during their employment without regard to the above named characteristics. Such action shall include but not be limited to the following: employment, upgrading, demotion, transfer, recruitment, or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training including apprenticeship.

_____ has a written Affirmative Action Plan which includes a process by which discrimination complaints may be heard and resolved.

SERVICE DELIVERY - CIVIL RIGHTS

It is the official policy of _____ that no otherwise qualified applicant for services or service recipient shall be excluded from participation, be denied benefits or otherwise be subjected to discrimination in any manner on the basis of age, race, religion, color, sex, national origin or ancestry, handicap, physical condition, developmental disability, arrest or conviction record, sexual orientation, military/veteran status or military participation. We pledge that we shall comply with civil rights laws to ensure equal opportunity for access to service delivery and treatment without regard to the above named characteristics. _____ has a written Civil Rights Action Plan which includes a process by which discrimination complaints may be heard and resolved.

All officials and employees of _____ are informed of this statement of policy. Decisions regarding employment and service delivery shall be made to further the principles of affirmative action and civil rights.

To ensure compliance with all applicable Federal and State rules and regulations regarding Equal Opportunity and nondiscrimination in employment and service delivery, _____ has been designated as our Equal Opportunity Coordinator. Any perceived discrimination issues regarding employment or service delivery shall be discussed with Ms. /Mr. _____. Ms. /Mr. _____ may be reached during week days at _____.

A copy of the Affirmative Action Plan and/or the Civil Rights Action Plan including the process by which discrimination complaints may be heard and resolved is available upon request.

(Director or Chief Officer)

(Title)

(Date)

This Policy Statement shall be posted in a conspicuous location.

Department of Audit Hotline

Milwaukee County has set up the Department of Audit Hotline to be the primary conduit for concerned employees, citizens, and contractors to communicate allegations of fraud, waste and abuse involving County government. Milwaukee County's resolution states, in part,

"all department heads and administrators of Milwaukee County are hereby directed to provide information regarding Milwaukee County Department of Audit Fraud Hotline to all professional service and construction contractors when they commence work for Milwaukee County and, further, that instructions and bulletins shall be provided to said contractors that they post this information in a location where their employees will have access to it and provide said information to any and all subcontractors that they may retain; and

...Milwaukee County funded construction and work sites shall also have posted the bulletin that the Department of Audit has developed which provides the Fraud Hotline number and other information and the Department of Public Works shall inform contractors of this requirement"

A Hotline bulletin is attached (See flyer under Appendices). Please distribute the revised bulletin to contractors as contracts are let or renewed and also post it prominently at all County employee work locations associated with your organization.

Certifies that the copies of Audit Hotline poster will be posted at prominent locations within our organization upon effective date of awarded contract.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

CERTIFICATION STATEMENT

DEBARMENT AND SUSPENSION

The Proposer certifies to the best of its knowledge and belief, that the corporation, LLC, partnership, or sole proprietor, and/or its' principals, owners, officers, shareholders, key employees, directors and member partners: (1) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; (2) have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; (3) are not presently indicted for or otherwise criminally charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in (2) of this certification; and, (4) have not within a three-year period preceding this proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

ADDITIONAL DISCLOSURES

ITEM # 20

1. Has your organization or any representative, owner, partner or officer ever failed to perform work awarded or had a contract terminated for failure to perform or for providing unsatisfactory service?

☐ Yes ☐ No If yes, on a separate page please provide a detailed explanation.

2. Within the past five (5) years, has your organization or any representative, owner, partner or officer (collectively "your Company") ever been a party to any court or administrative proceedings or disciplinary action, where the violation of any local, state or federal statute, ordinance, rules, regulation, or serious violation of company work rules by your Company was alleged?

☐ Yes ☐ No If yes, on a separate page, please provide a detailed explanation outlining the following:

- Date of citation or violation
- Description of violation
- Parties involved
- Current status of citation

3. Within the past 5 years has your organization had any reported findings on an annual independent audit?

☐ Yes ☐ No If yes, on a separate page please provide a detailed explanation.

4. Within the past 5 years, has your organization been required to submit a corrective action plan by virtue of review or audit by independent auditor, or any governmental agency or purchaser of services?

☐ Yes ☐ No If yes, on a separate page please provide a detailed explanation including if the corrective action has been accepted by the purchasing agency and completely implemented? If not, please explain remaining action required by purchasing agency.

5. Have you, any principals, owners, partners, shareholders, directors, members or officers of your business entity ever been convicted of, or pleaded guilty, or no contest to, a felony, serious or gross misdemeanor, or any crime or municipal violation, involving dishonesty, assault, sexual misconduct or abuse, or abuse of controlled substances or alcohol, or are charges pending against you or any of the above persons for any such crimes by information, indictment or otherwise?

☐ Yes ☐ No If yes, on a separate page, please provide a detailed explanation.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

RESOLUTION REGARDING FILE 99-233 REQUIRING BACKGROUND CHECKS FOR AGENCIES SERVING YOUTH

Proposer certifies that it will comply with the provisions of the Milwaukee County Resolution Requiring Background Checks, File No. 99-233. Agencies under contract shall conduct background checks at their own expense.

RESOLUTION REQUIRING BACKGROUND CHECKS ON DEPARTMENT OF HEALTH AND HUMAN SERVICES CONTRACT AGENCY EMPLOYEES PROVIDING DIRECT CARE AND SERVICES TO CHILDREN AND YOUTH

Provisions of the Resolution requiring criminal background checks for current or prospective employees of DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements providing direct care and services to Milwaukee County children and youth were initially passed by the County Board in September, 1999.

In May, 2000, the County Board adopted a modification of the resolution that separates individuals who have committed crimes under the Uniform Controlled Substances Act under Chapter 961 Wisconsin Statutes from the felony crimes referenced in the original Resolution and those referenced under Chapter 948 of the Statutes.

The Resolution shall apply only to those employees who provide direct care and services to Milwaukee County children and youth in the ordinary course of their employment, and is not intended to apply to other agency employees such as clerical, maintenance or custodial staff whose duties do not include direct care and services to children and youth.

1. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements shall certify, by written statement to the DHHS, that they have a written screening process in place to ensure background checks, extending at least three (3) years back, for criminal and gang activity, for current and prospective employees providing direct care and services to children and youth. The background checks shall be made prior to hiring a prospective employee on all candidates for employment regardless of the person's place of residence.
2. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements shall certify, by written statement to the DHHS, that they are in compliance with the provisions of the Resolution; that the statement shall be subject to random verification by the DHHS or its designee; and, that the DHHS or its designee shall be submitted, on request, at all reasonable times, copies of any or all background checks performed on its employees pursuant to this Resolution.
3. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements which do not submit to the DHHS or its designee, copies of any or all background checks, on request, at all reasonable times, pursuant to this Resolution, shall be issued a letter of intent within 10 working days by the DHHS or its designee to file an official 30-day notice of termination of the contract, if appropriate action is not taken by the contract agency towards the production of said documents.
4. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements shall perform criminal background checks on current employees who provide direct care and services to children and youth by January 31, 2001 and, after 48 months of employment have elapsed, criminal background checks shall be performed every four (4) years within the year thereafter.
5. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements shall hire prospective employees after January 31, 2001 conditioned on the provisions

stated above for criminal background checks and, after four (4) years within the year thereafter, and for new employees hired after January 31, 2001.

6. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements which determine that a current or prospective employee was convicted of one or more of the following offenses shall notify the DHHS or its designee immediately. Offenses include: homicide (all degrees); felony murder; mayhem; aggravated and substantial battery; 1st and 2nd degree sexual assault; armed robbery; administering dangerous or stupefying drugs; and, all crimes against children as identified in Chapter 948 of Wisconsin Statutes.
7. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements which determine that a current or prospective employee was convicted of any other offense not listed in Number 6 shall notify the DHHS or its designee immediately. Offenses include but are not limited to: criminal gang member solicitations; simple possession; endangering public safety; robbery; theft; or, two (2) or more misdemeanors involving separate incidences within the last three (3) years.
8. DHHS contract agency employees and employees of agencies/organizations with which the DHHS has reimbursable agreements who provide direct care and services to children and youth, charged with any of the offenses referenced in Number 6 and Number 7, shall notify the DHHS or its designee within two (2) business days of the actual arrest.
9. Upon notification from a contract agency or from agencies with other reimbursable agreements that their screening process has identified a current or prospective employee with a conviction as stated in Number 6, or a conviction that occurred less than three (3) years from the date of employment as stated in Number 7, the DHHS or its designee shall issue a letter of intent within 10 working days to file an official 30-day notice of termination of the contract if appropriate action is not taken towards the exclusion of said individual from having any contact with children or youth in the direct provision of care and services to children and youth.
10. The DHHS or its designee, upon receipt of notification of potentially disqualifying past criminal misconduct or pending criminal charges as stated in Number 6 and Number 7 of this Resolution, shall terminate the contract or other agreement if, after 10 days' notice to the contract agency, the DHHS or its designee has not received written assurance from the agency that the agency has taken appropriate action towards the convicted current or prospective employee consistent with the policy expressed in this Resolution.
11. DHHS contract agencies and agencies/organizations with which the DHHS has reimbursable agreements which determine that a current or prospective employee was convicted of any crime under the Uniform Controlled Substances Act under Chapter 961 of Wisconsin Statutes, excluding simple possession, and the conviction occurred within the last five (5) years from the date of employment or time of proposal, shall notify the DHHS or its designee immediately.
12. Upon notification from a contract agency or from agencies with other reimbursable agreements that their screening process has identified a current or prospective employee with a conviction under the Uniform Controlled Substances Act under Chapter 961 of Wisconsin Statutes, excluding simple possession, the DHHS or its designee shall issue a letter of intent, within 10 working days, to file an official 30-day notice of termination of the contract if appropriate action is not taken towards the exclusion of said individual from having any contact with children or youth in the direct provision of care and services to children and youth. **Current or prospective employees of DHHS contract agencies or other reimbursable agreements who have not had a conviction within the last five (5) years under the Uniform Controlled Substances Act under Chapter 961 of Wisconsin Statutes, excluding simple possession, shall not be subject to the provisions of this Resolution.**

CERTIFICATION STATEMENT

ITEM# 21

RESOLUTION REGARDING FILE 99-233 REQUIRING BACKGROUND CHECKS FOR AGENCIES SERVING CHILDREN AND YOUTH

This is to certify that _____
(Name of Agency/Organization)

- (1) has received and read the enclosed, "PROVISIONS OF RESOLUTION REQUIRING BACKGROUND CHECKS ON DEPARTMENT OF HUMAN SERVICES CONTRACT AGENCY EMPLOYEES PROVIDING DIRECT CARE AND SERVICES TO MILWAUKEE COUNTY CHILDREN AND YOUTH;"
- (2) has a written screening process in place to ensure background checks on criminal and gang activity for current and prospective employees providing direct care and services to children and youth; and,
- (3) is in compliance with the provisions of File No. 99-233, the Resolution requiring background checks.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

CERTIFICATION STATEMENT

RESOLUTION REGARDING CAREGIVER AND CRIMINAL BACKGROUND CHECKS

(Applies to all agencies with employees who meet the definition of "caregiver", per definition below)

Contract agencies and agencies with which the DHHS has reimbursable agreements shall certify, by written statement, that they will comply with the provisions of ss.50.065 and ss.146.40 Wis. Stats. and DHS 12 and DHS13, Wis. Admin. Code *State of Wisconsin Caregiver Program* (all are online at <http://www.legis.state.wi.us/rsb/code.htm>). Agencies under contract shall conduct background checks at their own expense.

DEFINITION: EMPLOYEES AS CAREGIVERS (Wisconsin Caregiver Program Manual, <http://dhfs.wisconsin.gov/caregiver/pdffiles/Chap2-CaregiverBC.pdf>)

A caregiver is a person who meets all of the following:

- is employed by or under contract with an entity;
- has regular, direct contact with the entity's clients or the personal property of the clients; and
- is under the entity's control.

This includes employees who provide direct care and may also include Housekeeping, maintenance, dietary and administrative staff, if those persons are under the entity's control and have regular, direct contact with clients served by the entity.

This is to certify that _____
(Name of Agency/Organization)

is in compliance with the provisions of ss.50.065 and ss.146.40 Wis. Stats. and DHS 12 and DHS 13, Wis. Admin. Code *State of Wisconsin Caregiver Program*

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

Item 23 partially comprises the points scored under Cultural Diversity and Cultural Competence

CULTURAL COMPETENCE

ITEM # 23

Cultural Competence - A set of congruent behaviors, attitudes, practices and policies formed within a system, within an agency, and among professionals to enable the system, agency and professionals to work respectfully, effectively and responsibly in diverse situations. Essential elements of cultural competence include valuing diversity, understanding the dynamics of difference, institutionalizing cultural knowledge, and adapting to and encouraging organizational diversity.

Cultural Humility - Cultural Humility recognizes variation within members of a group which may otherwise be similar in terms of race, gender, ethnicity, or other characteristic. The emphasis in Cultural Humility is not on specific knowledge of any given cultural orientation, but rather on an approach which demonstrates a respectful attitude toward diverse points of view, recognizing that groups of individuals cannot be reduced to a set of discrete traits. This approach specifically avoids making broad assumptions about groups based on defined traits or behaviors; instead, it focuses on recognizing and integrating the unique perspective each client brings to the service delivery experience.

Describe your proposed strategy for developing and maintaining Cultural Competence. Apart from having a culturally diverse board and or staff, please provide specific examples of existing and/or proposed policies, procedures, and other practices promoting Cultural Competence. A defining characteristic of Cultural Humility is client centered care. Proposers should describe their client centered approach specifically in terms of how it incorporates Cultural Humility.

CIVIL RIGHTS COMPLIANCE PLAN

ITEM # 24

Consistent with the U.S. Department of Health and Human Services and the State of Wisconsin, all contract recipients **are required** to submit a Civil Rights Compliance Plan (CRCP) or Letter of Assurance (LOA) within 120 days of effective date of contract to Milwaukee County Contract Administration (see below). This is **mandatory** for all agencies that meet the criteria listed below.

Entire Civil Rights Compliance Plan

- Agency has 25 employees **AND**
- Agency has \$25,000 of combined revenues from the State and/or a County.

Affirmative Action Plan	Exemption from Submitting Affirmative Action Plan (DOA 3024)	Equal Opportunity Policy	LEP Policy Statement	Discrimination Compliant Forms & Process	DOA Forms (Only if contracting directly with the State)
✓	✓ Applicable if agency has achieved balanced workforce, or has undergone an audit of its Affirmative Action Program within the last year. (Follow additional documentation guidelines set forth in DOA 3024.)	✓	✓	✓	✓ DOA Forms 3067 – Notice to Vendor Filing Information 3023 – Vendor's Sub-contractor's List

Letter of Assurance (must conform with format on State website listed below)

- Agency has less than 25 employees **OR**
- Agency does not have \$25,000 of combined revenues from the State and/or a County.

Letter of Assurance	CRCP Cover Title Page	Request for Exemption from Submitting Affirmative Action Plan (DOA 3024)
✓	✓	✓

Fillable forms, instructions, sample policies and plans are available on the State website at:

http://dcf.wisconsin.gov/civil_rights/default.htm

Submit to:

Jane Alexopoulos
Milwaukee County DHHS
Contract Administration
1220 West Vliet Street, Suite 302
Milwaukee WI 53205

Item 25 partially comprises the points scored under Administrative Ability

EMERGENCY MANAGEMENT PLAN

ITEM # 25

In order for Agencies under contract with DHHS to be prepared for a natural or man-made disaster, or any other internal or external hazard that threatens clients, staff, and/or visitor life and safety, and in order to comply with federal and state requirements, Agencies shall have a written Emergency Management Plan (EMP). All employees shall be oriented to the plan and trained to perform assigned tasks. **Submit an Emergency Management Plan that identifies the steps Proposer has taken or will be taking to prepare for an emergency and address, at a minimum, the following areas and issues:**

1. Agency's order of succession and emergency communications plan, including who at the facility/organization will be in authority to make the decision to execute the plan to evacuate or shelter in place and what will be the chain of command;
2. Develop a continuity of operations business plan using an all-hazards approach (e.g., floods, tornadoes, blizzards, fire, electrical blackout, bioterrorism, pandemic influenza or other natural or man-made disasters) that could potentially affect current operations or site directly and indirectly within a particular area or location;
3. Identify services deemed "essential", and any other services that will remain operational during an emergency (**Note, Agencies who offer case management, residential, or personal care for individuals with medical, cognitive, emotional or mental health needs, or to individuals with physical or developmental disabilities are deemed to be providers of essential services**);
4. Identify and communicate procedures for orderly evacuation or other response approved by local emergency management agency during a fire emergency;
5. Plan a response to serious illness, including pandemic, or accidents;
6. Prepare for and respond to severe weather including tornado and flooding;
7. Plan a route to dry land when a facility or site is located in a flood plain;
8. For residential facilities, identify the location of an Alternate Care Site for Residents/Clients (Note, this should include a minimum of two alternate facilities, with the second being at least 50 miles from the current facility);
9. Identify a means, other than public transportation, of transporting residents to the Alternate Care location (Note, for Alternate Care Sites and transportation, a surge capability assessment and Memorandum of Understanding (MOU) with Alternate Care Site and alternative transportation provider should be included in the development of the emergency plan);
10. Identify the role(s) of staff during an emergency, including critical personnel, key functions and staffing schedules (**Note, in the case of Personal Care Workers, staff should be prepared to accompany the Client to the Alternate Care Site, or local emergency management identified Emergency Shelter**). Provide a description of your agency's proposed strategy for handling fluctuations in staffing needs. Examples may include, but are not limited to: referral networks, flexible staffing, on-call staff, or "pool" workers, and other strategies to expand or reduce physical or staff capacity due to crisis, variations in client volume, or other staffing emergencies;

11. Identify how meals will be provided to Residents/Clients at an Alternate Care Site. In addition, a surge capacity assessment should include whether the Agency, as part of its emergency planning, anticipates the need to make housing and sustenance provisions for the staff and/or the family of staff;
12. Identify how Agencies who offer case management, residential care, or personal care for individuals with substantial cognitive, medical, or physical needs shall assist Clients to individually prepare for an emergency and obtain essential services during an emergency, including developing a Care Plan that includes an emergency plan on an individual level.
13. Ensure that current assessment and treatment plan for each Resident/Client with specific information about the characteristics and needs of the individuals for whom care is provided is available in an emergency and accompanies the Resident/Client to the Alternate Care Site. This should include: Resident identification, diagnosis, acuity level, current drugs/prescriptions, special medical equipment, diet regimens and name and contact of next of Kin/responsible person/POA.
14. Identify staff responsible for ensuring availability of prescriptions/medical equipment and Client information at Alternate Care Site;
15. Communicate and Collaborate with local emergency management agencies to ensure the development of an effective emergency plan (typically the fire chief, or his/her designee); and
16. Collaborate with Suppliers and Personal Services Providers.

Describe, in detail, formal and informal agreements (such as Memoranda of Agreement) which support elements of your plan, as well as any specific examples of tests, drills, or actual implementation of any parts of your plan. Agencies shall have agreements or MOUs with other agencies or operators of Alternate Care Sites and assess the availability of volunteer staff for such emergencies.

Proposers can find resources for EMPs including sample plans, Mutual Aid Agreement and templates at the following websites:

http://dhs.wi.gov/rl_dsl/Providers/SampleEmergPlans.htm

http://dhfs.wisconsin.gov/rl_DSL/Providers/EvacSheltTemplate.pdf

<http://dhs.wisconsin.gov/preparedness/emergencyplans.htm>

http://dhs.wisconsin.gov/rl_DSL/EmergencyPreparedness/EmPrepIndex.htm

If Proposer serves persons with special needs receiving in-home care, or care in a supportive apartment, it should have the Client, the caregiver or someone upon whom the Client relies for personal assistance or safety complete the below referenced “DISASTER PREPAREDNESS CHECKLIST FOR INDIVIDUALS WITH SPECIAL NEEDS”.

<http://www.dhs.wisconsin.gov/preparedness/resources.htm>

Part 2: BUDGET AND OTHER FINANCIAL INFORMATION
INSTRUCTIONS and FORMS

IRS FORM 990

ITEM # 26

Organizations exempt from income tax under Section 501(c) of the Internal Revenue Code are required to submit the most recent copy of their Internal Revenue Service (IRS) Form 990 with their corresponding CPA audit report.

Note: This does not apply to new agencies that have never filed IRS Form 990

CERTIFIED AUDIT/BOARD APPROVED FINANCIAL STATEMENT

ITEM # 27

Agencies not under contract with the DHHS should submit a copy of the agency's prior year certified audit or the most recent Board of Directors approved financial statement if an audit has not been performed for that year.

BUDGET FORMS

ITEM #28

Item 27, forms 1 – 6H comprise the points scored under Budget Justification

All proposers must define a unit of service and calculate a cost per unit on Budget Form 1 regardless of the payment method expected to be identified in the final executed contract. Form 1 partially comprises the points scored under Budget Justification.

Form 2 partially comprises the points scored under Staffing Plan

Form 2B partially comprises the points scored under Cultural Diversity and Cultural Competence

Budget Forms 1, 2, 2A, 2B, 3, 3S, 4, 4S, 5, 5A, and 6 – 6H, are all linked with one another and are located at:

http://county.milwaukee.gov/DHHS_bids.

All Proposers must report unit details on Form 1. These forms must be used in the format provided, and completed according to the Instructions provided with the link forms under various tabs marked "Instructions". Any forms that have been altered will not be accepted; the item will be considered an omission in the proposal and will be scored accordingly during the review process. **All Proposers in addition to submitting a hard copy, must submit budget forms electronically to dhsca@milwcnty.com** In the subject line indicate agency name, contract division (DSD, MSD, BHD, WRAP, DCSD, or Housing) and "2012 budget forms" e.g. XYZAgency-DSD-2012 Budgetforms.xls

Part 3: PROGRAM PROPOSAL
INSTRUCTIONS and FORMS

I. COMPLETE PARTS 2 AND 3 FOR EACH PROGRAM

A separate PART 2, BUDGET AND OTHER FINANCIAL INFORMATION and PART 3, PROGRAM DESIGN, must be completed **for each program** for which an agency is requesting DHHS funding. Agencies are required to submit a separate program proposal section, including all of the required submission items in PART 1, for each program, not for each site. If an agency offers a program at more than one site, Items 31 and 32 must be submitted **for each site**.

PROGRAM ORGANIZATIONAL CHART

ITEM # 29

Provide an organizational chart which shows, in detail, position titles and reporting relationships within the specific program being proposed. Include all positions for which funding is being requested.

PROGRAM LOGIC MODEL AND EVALUATION REPORT

(To be included In Initial Submission of ALL Proposals)

ITEM # 30a

Use single words or short phrases to describe the following:

Inputs: List the physical, financial, and human resources dedicated to the program.

Processes/Program Activities: List the services to be delivered, **to include any “Required Program Components” as described in the Program Requirements.**

Outputs: List the volume of processes/program activities to be delivered, **to include any “Expected Outputs” listed in Program Requirements (See Section 5 for Program Requirements).**

Expected Outcomes: List the intended benefit(s) for participants during or after their involvement with a program, **to include all “Expected Outcomes” listed in the Program Requirements**, as well as any additional outcomes already established for the program. If no “Expected Outcomes” are listed in the Program Requirements, Proposer shall identify their own expected outcomes for the program. Proposer identified expected outcomes must reflect increases, decreases, or maintenance of knowledge, skills, behaviors, condition, and/or status.

Indicators List the measurable approximations of the outcomes you are attempting to achieve, **to include any required “Indicators” listed in the Program Requirements.** Indicators are the observable or measurable characteristics which indicate whether an outcome has been met, which shall be expressed by number and/or percentage.

For more examples of Inputs, Processes, Outputs, and Outcomes, see DHHS Outcomes Presentation, March 16, 2006, at: <http://county.milwaukee.gov/ContractMgt15483.htm> (Look under “Reference Documents”)

Projected Level of Achievement-Using column F of your Program Logic Model (Item 30a), identify the number and percentage of participants you project will achieve each “Expected Outcome” for each program proposed.

Describe methods of data collection proposed. Describe how consumers and community members are integrated into the process of evaluating the program, as appropriate, e.g., through satisfaction surveys, board and committee membership, public forums, etc. Include copies of any instruments used to collect feedback from consumers or the community. Give a specific example of how the results of this feedback have been used.

PROGRAM LOGIC MODEL and ANNUAL EVALUATION REPORT (Sample) ITEM # 30a

A		B		C		C1		D		E		F		G		H	
Inputs	Processes/Program Activities	Outputs	For evaluation report	Expected Outcomes	Indicators	Projected level of achievement	For evaluation report										
			Actual level of achievement				Actual level of achievement	Description of changes									
example	Staff	Staff establish sites for community activities.	32 unduplicated clients will participate in 500 community living experiences.		Outcome 1: Clients increase awareness of community resources.	Number and percent of clients who demonstrate an increase in awareness of community resources, as measured by pre and post test scores	24 (75%) of clients will achieve the outcome										
	Clients	Staff and clients identify community interests.			Outcome 2: Clients increase utilization of public and private services in their community.	Number and percent of clients who demonstrate an increase in utilization of public and private services in their community	24 (75%) of clients will achieve the outcome										
	Community sites (list major ones)	Staff arrange/coordinate transportation to/from community activities.			Outcome 3: Clients generalize acquired skills to other home and community living situations	Number and percent of clients who generalize acquired skills to other home and community living situations	24 (75%) of clients will achieve the outcome										
	Community living curriculum	Staff facilitate community activities.															
	Transportation (vans)	Staff conduct pre and post activity workshops to teach and support clients' involvement in community life															

Items 30a and b partially comprise the points scored under Service Plan and Delivery

PROGRAM LOGIC MODEL and ANNUAL EVALUATION REPORT

ITEM # 30a

A	B	C	C1	D	E	F	G	H
Inputs	Processes/Program Activities	Outputs	For evaluation report	Expected Outcomes	Indicators	Projected level of achievement	For evaluation report	
			Actual level of achievement				Actual level of achievement	Description of changes

Items 30b and 30c & d (as applicable) partially comprise the points scored under Previous Experience

PROGRAM NARRATIVE

ITEM # 30b

Identify the name and number of the program for which you are requesting funding as it is identified in the *Year 2012 Purchase of Service Guidelines: Program Requirements*.

Provide a narrative to adequately describe the program you are proposing. The Program Description Narrative MUST correspond with and derive from Item 30a, Program Logic Model.

Refer to the *Year 2012 Purchase of Service Guidelines: Program Requirements* for all the required program components for the program you are proposing. In particular, each proposed program must include:

- All Required Program Components
- Required Documentation
- Expected Outputs
- Expected Outcomes
- Indicators

If no “Expected Outcomes” are listed in the Program Requirements, Proposer shall identify their own expected outcomes for the program. Proposer identified expected outcomes must reflect increases, decreases, or maintenance of the service recipients’ knowledge, skills, behaviors, condition, or status. Where indicated, programs must utilize Indicators as they appear in the Program Requirements, OR Proposer shall propose a minimum of one indicator for each “Expected Outcome”.

Using the table on the next page, describe the agency’s ability to provide this program, and the agency’s experience serving the targeted populations. Include any existing agency programs utilizing a similar service delivery system and the number of years the program has been in operation. Discuss past service experience with similar contracts. Specifically address recent and current experience in terms of program volume, target population, dollar amount of contract, and service mix (i.e., types of services provided).

Program Name	Funding period	Funder	Program volume	Target Population	Dollar amount	Service Mix

Items 30c or 30d, as applicable, partially comprise the points scored under Administrative Ability

Item 30c or 30d, as applicable, comprises the points scored under Outcomes and Quality Assurance

EXPERIENCE ASSESSMENT FOR NEW PROPOSER AGENCY

ITEM # 30c

For agencies with some history of funding, but without a current DHHS contract, submit this form. **This document shall be completed by a prior funder**, and is subject to verification.

If unable to get an Experience Assessment from a prior funder, proposer may submit alternate documentation to verify agency experience. Examples of alternate documentation include, but are not limited to: grant agreements, grant proposals, correspondence, contracts, evaluation reports, or annual reports. Please submit this information attached to form 29C. Also please provide contact information of the prior funder, i.e. contact person, title, phone number, and email address.

Performance Assessment for (Agency)_____

From (Funding Source)_____

Please provide the following information relating to Agency's history with Funding Source.

1. Name of Program_____

2. When and for how long did Funding Source fund this program?_____

3. Program volume: How many people did this program serve?_____

4. Target Population: What was the primary target population for this program?_____

5. What was the dollar amount provided by Funding Source?_____/year

6. What services were provided through this program?_____

7. Was this program funded through a federal, state or local funding stream under a cost reimbursement framework? (Y/N)_____

8. If no longer funding this program, why not?_____

EXPERIENCE ASSESSMENT FOR NEW PROPOSER AGENCY

ITEM # 30c Page 2

9. What level of program performance was achieved? Please calibrate your ratings according to the following scale:

- 0 Does/did not meet expectations
- 1 Meets/met very little of what is/was expected
- 2 Meets/met fewer than half of expectations
- 3 Meets/met more than half of expectations
- 4 Meets/met all expectations
- 5 Exceeds/exceeded all expectations

Please evaluate the following performance areas circling the number corresponding to the rating scale on previous page:

Appropriate use of budget

0 1 2 3 4 5 NA

Comments:_____

Achievement of established outcomes

0 1 2 3 4 5 NA

Comments:_____

Timely submission of program reports

0 1 2 3 4 5 NA

Comments:_____

Accurate submission of program reports

0 1 2 3 4 5 NA

Comments:_____

Signed,

Name (print)_____

Title _____

Phone_____

Email_____

EXPERIENCE ASSESSMENT FOR NEW PROPOSER ORGANIZATIONAL LEADERSHIP

ITEM #30d

For new agencies, or for agencies without a contracting history of any kind, complete and submit this form. A separate form should be submitted for the *head of the organization, senior fiscal and program staff*. **This document shall be completed by a prior funder or by a prior employer**, and is subject to verification.

A separate form should be submitted for the *head of the organization and senior fiscal and program staff*. Please have a prior fundor or a prior employer complete the form(s).

If unable to get an Experience Assessment from a prior fundor, proposer may submit alternate documentation to verify organizational leadership. Examples of alternate documentation include, but are not limited to: current or previous position/job description, prior agency's mission statement, W2 form, or annual report. Please submit this information attached to form 29d. Also please provide contact information of the prior funder, i.e. contact person, title, phone number, and email address.

Performance assessment for (Individual): _____

From (Agency) _____

Please provide the following information relating to Individual's history with Agency.

1. Individual's title _____

2. When and for how long did Individual work for Agency? _____

3. Program volume: How many people were served by this program? _____

What was Individual's role in program administration?

_____ Direct _____ Indirect (supervision) _____ Limited or none

4. Target Population: What was the primary target population for this program? _____

5. What was the dollar amount provided by Funding Source? _____/year

What was Individual's role in fiscal management of the program?

_____ Direct _____ Indirect (supervision) _____ Limited or none

6. What services were provided through this program? _____

7. If no longer funding this program, why not? _____

EXPERIENCE ASSESSMENT FOR NEW PROPOSER LEADERSHIP

ITEM # 30d-Page 2

8. What level of program performance was achieved? Please calibrate your ratings according to the following scale:

- 0 Does/did not meet expectations
- 1 Meets/met very little of what is/was expected
- 2 Meets/met fewer than half of expectations
- 3 Meets/met more than half of expectations
- 4 Meets/met all expectations
- 5 Exceeds/exceeded all expectations

Please evaluate the following performance areas circling the number corresponding to the rating scale on previous page:

Appropriate use of budget

0 1 2 3 4 5 NA

Comments: _____

Achievement of established outcomes

0 1 2 3 4 5 NA

Comments: _____

Timely submission of program reports

0 1 2 3 4 5 NA

Comments: _____

Accurate submission of program reports

0 1 2 3 4 5 NA

Comments: _____

Signed, _____

Name (print) _____

Title _____

Phone _____

Email _____

2012 PROVIDER SERVICE SITE INFORMATION

ITEM #31

Provide a separate sheet for each site location where services are provided.

Agency Name:	Site Name:
Site Address:	City/State/Zip:
Site Contact Person:	Title:
Phone:	Email:
Fax:	

Describe differences in programs or services available at this site:

Total number of unduplicated consumers you are presently able to serve at any one time: _____

Total number of unduplicated consumers you are currently serving: _____

Please check if your agency provides the following at this site:

____ Programs for men ____ Programs for women ____ Programs for men & women

____ Services for pregnant women

____ Services for families with children ____ Childcare provided

____ Services for Persons Involved in the Criminal Justice System

____ Services for the Developmentally Disabled

____ Services for the Physically Disabled

____ Services for persons with co-occurring mental health and substance use disorders

____ Wheelchair accessible

Hours of operation: ____ for specific program ____ for all programs at this site

____ Monday:

____ Tuesday:

____ Wednesday:

____ Thursday:

____ Friday:

____ Saturday:

____ Sunday:

____ Emergency contact available 24 hours ____ Emergency number _____

Item 32 partially comprises the points scored for Administrative Ability

STAFFING PLAN

ITEM # 32

Describe the staffing plan and its relationship to the volume of clients or services to be provided. Describe in terms of staff to client ratios, client volume or case load per staff, or how many staff are needed to perform a particular activity. Any program with the potential to require 24-hour coverage must submit a detailed description of how, by staff position, coverage will be provided.

Agencies providing services at more than one site must include a description of the staffing pattern for each site, if different. If the staffing pattern is the same for each site, include a statement to that effect.

Items 32 and 33 partially comprise the points scored under Staffing Plan

YEAR 2012 STAFFING REQUIREMENTS-DIRECT SERVICE STAFF

ITEM # 33

Indicate the number of staff **directly related to achieve your objectives for the program(s) you are applying for**, as indicated by codes 02 and 04 on Forms 2 and 2A. **Executive staff providing direct services to clients should be budgeted as either “Professional Salaries” or “Technical Salaries” on Budget Forms 2 and 2A.** Provide a job description plus necessary qualifications for each direct service position (sections A & B) (make additional copies as necessary). ***Complete the attached roster (item 34) for current staff working in each program for which a proposal is being submitted.*** If the position is unfilled at the time of proposal submission, indicate the vacancy and provide updated staffing form within 30 days of when position is filled. **For New Applicants for this program, submit calculations showing the agency-wide average of in-service/continuing education hours per direct service provider in the previous year.**

PROGRAM _____ 2012 PROGRAM No. _____

POSITION TITLE _____ NO. OF STAFF: _____

Job Description for this position as required to meet the needs of the program specifications. Include qualifications needed to perform job (including certifications or licenses and experience requirements to perform the job). Attach separate sheet, if necessary.

Annual tuition reimbursement granted for this position: \$ _____

Actual total hours worked for all employees in this position for the 12 months prior to completing this application: _____

Annual turnover for *this position (all employees, full and part-time)*, as measured by total number of separations (including voluntary and involuntary) from this position in the twelve months prior to completing this proposal divided by the total number of employees budgeted in this position for the twelve months prior to completing this proposal (show calculation):
_____/_____=_____

For New Applicants for this program who may not have had previous history employing individuals to provide these services, provide annual turnover for the agency as a whole (show calculation):
_____/_____=_____

For Behavioral Health Division proposals, include copies of staff licenses, certifications and diplomas.

CURRENT PERSONNEL ROSTER – DIRECT SERVICE STAFF

ITEM # 34

Employee Name	Position/ Title	Academic Degree(s)	Licenses / Certificates	# Program related in- service / contin. educ. hours compl. in previous year	Years of exp. in related field	Years of exp. with clients in target pop.	Years of exp. with visually impaired clients as a target pop.	Years of exp. with hearing impaired clients as a target pop.	Years of exp. with clients with limited English proficiency	List languages spoken, other than English

Certification Statement Regarding Provider Credentials

The contractor certifies the following: (1) all providers' licenses and certificates as listed above are current and valid; (2) providers are current and up-to-date with all training requirements as required by the State of Wisconsin; (3) the agency has a system in place to verify providers' credentials and completion of required education and training; and (4) the agency maintains all provider credentials on file and agrees to make these documents available for review upon request by Milwaukee County DHHS.

Authorized Signature: _____ Date: _____

Printed Name: _____ Title: _____

Agency: _____

PROGRAM ACCESSIBILITY

ITEM # 35

What is your agency's plan to serve clients:

- With physical disabilities
- With developmental disabilities
- With hearing impairment
- With visual impairment
- Who are non- English speaking or have limited English proficiency
- Who require personal care assistance

List any other services enhancing program access, e.g. agency located near public transportation, etc.

PROGRAM EVALUATION (No Submission Required with Proposal)

ITEM # 36

For agencies with 2011 DHHS purchase contracts, annual evaluation reports for the twelve-month period ending June 30, 2011 are due by Friday, August 5, 2011. Evaluation Reports for the DSD Early Intervention Birth to Three Program will continue to be due semiannually on January 31st and July 31st of each year. Compliance with this contract requirement constitutes “submission” of this proposal Item. Evaluation reports must conform to the following, in format and content:

Using Column G of your Program Logic Model (Item 30a) for the current year’s program, identify the number and percentage of participants who have achieved each “Expected Outcome” for each program delivered. Using the Program Logic Model, the evaluation reports must consider actual outcomes achieved against outcomes projected in the logic model and must include a copy of the measurement tool (e.g., pre/post test, etc.) used to measure the achievement of the outcome. Using Column H of your Program Logic Model (Item 30a), describe modifications to program and/or indicators and/or projected level of achievement for future reporting periods, based on the findings of the evaluation.

Describe methods of data collection used. Describe how consumers and community members have been integrated into the process of evaluating the program, as appropriate, e.g., through satisfaction surveys, board and committee membership, public forums, etc. Include copies of any instruments used to collect feedback from consumers or the community. Give a specific example of how the results of this feedback have been used.

Unless otherwise indicated in the Program Requirements, Evaluation Reports for the 12 months ending June 30, 2012 are due August 5, 2012. For new contractors, evaluation reports are for the 6 months ending June 30, 2012.

The Evaluation Reports must be submitted electronically to DHSCA@milwcnty.com in either Excel, Word, or PDF format. In order to ensure that the appropriate division receives the Evaluation Report, the subject line must include the Agency Name, Contracting Division, and Program Title to which the report applies.

In addition to the electronic submission, the evaluation reports may also be submitted to the following persons:

Behavioral Health:

Stefanie Erickson
Contract Srvcs Coordinator
Behavioral Health Division
9201 W. Watertown Plank Rd.
Milwaukee, WI 53226

Management Services:

Judy Roemer-Muniz
Contract Srvcs Coordinator
Management Services Division
1220 W. Vliet St.,
Milwaukee, WI 53205

Housing:

Jim Mathy
Housing Coordinator
Housing Division
9201 W. Watertown Plank
Milwaukee, WI 53226

Delinquency and Court Services:

Judy Roemer-Muniz
Contract Services Coordinator
DHHS Contract Administration
1220 W. Vliet Street
Milwaukee, WI 53205

Disabilities Services:

Marietta Luster
Human Services Supervisor
Disabilities Services
1220 West Vliet Street, Suite 300P
Milwaukee, WI 53205

Item 37 partially comprises the points scored under Cultural Diversity and Cultural Competence and under Staffing Plan.

CLIENT CHARACTERISTICS CHART

ITEM # 37

ETHNICITY DEFINITIONS

1. **Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes China, Japan, Korea, the Philippine Islands and Samoa.
2. **Black:** All persons having origins in any of the Black racial groups in Africa.
3. **Hispanic:** All persons of Cuban, Mexican, Puerto Rican, Central or South American, or other Spanish culture or origin, regardless of race. (Excludes Portugal, Spain and other European countries.)
4. **American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North America, and those persons who maintain cultural identification through tribal affiliation or community recognition.
5. **White:** All persons who are not Asian or Pacific Islander, Black, Hispanic, or American Indian or Alaskan Native.

HANDICAPPED DEFINITIONS

A handicapped individual is defined pursuant to Section 504 of the Rehabilitation Act of 1973.

1. Any person who has a physical or mental impairment which substantially limits one or more major life activities (e.g., caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working);
2. Any person who has a record of such impairment; or,
3. Any person who is regarded as having such impairment.

Describe your data source for completing this form. If your projected client composition differs from your previous year's actual client composition, describe the basis for the difference.

2012 CLIENT CHARACTERISTICS CHART

ITEM # 37

Agency Name _____

Disability/Target Group _____

Program Name _____

Facility Name &
Address _____2012 Program # **CY 2012 Estimated**

1. Unduplicated Count of Clients to be Served/Year (Form 1, Column 1). If your estimate differs from prior year actual, provide an explanation on a separate attached page:

2. Age Group:

	Number	Percent (%)	Prior year actual
a. 0 - 2			
b. 3 - 11			
c. 12 - 17			
d. 18 - 20			
e. 21 - 35			
f. 36 - 60			
g. 61 & over			
TOTAL			

3. Sex:

a. Female			
b. Male			
TOTAL			

4. Ethnicity:

a. Asian or Pacific Islander			
b. Black			
c. Hispanic			
d. American Indian or Alaskan Native			
e. White			
TOTAL			

5. Other:

a. Handicapped individuals			
b. Not applicable			
TOTAL			

Date Submitted:	
-----------------	--

The total in each category must be equal to the number in Form 1, Column 1, Total Number of Cases (Clients) to be served per Year.

(Rev 9/07)

PART 4: OVERVIEW OF PROPOSAL REVIEW PROCESS

PROPOSAL REVIEW AND SCORING CRITERIA

MILWAUKEE COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES
REQUEST FOR PROPOSAL REVIEW PROCESS

I. Proposal Review Panel Selection and Representation

A. Proposal Review Panel Selection

Proposals to provide services under a purchase contract for the Department of Health and Human Services shall be evaluated by panel members with familiarity and/or experience in the field of social/human services. Panel members and their immediate families (Spouse, Parent, Child, Sibling or Significant Other) may not have any familial, official, board member, employment, fiduciary or contractual relationships with organizations currently funded by Milwaukee County in the program area for which the Proposer has applied, or hold any ownership, contractual or employment interests in the Proposer or its subsidiaries under consideration. At the discretion of DHHS division administrators, respective program, quality assurance and contract administration staff will serve on review panels. Staff will not comprise the majority of panel members. Outside panel members will be selected from various sources including the following:

- community volunteers and representatives;
- representatives of professional and educational organizations;
- representatives of community councils and advocacy organizations.

Recommendations of persons to serve on proposal review panels are welcome from appropriate governmental entities, i.e., Community Business Development Partners, etc.

B. Proposal Review Panel Representation

Panel representation to review proposals submitted for contract recommendations shall include:

- minority and culturally diverse representation;
- consumer / service recipient representation or their guardians, if applicable.

The primary role of Department of Health and Human Services program division staff shall be to serve in a consulting capacity to panel members. Respective division staff shall convene the panel at a specific time and place to discuss the review process in a group setting, and, following the review, to finalize the proposal ratings prior to averaging the scores. Staff, as consultants, shall provide responses to program and procedural information including:

- past performance of a Proposer;
- Proposer's problem solving and responsiveness to issues;
- program knowledge;
- program needs; and,
- program outcomes and performance reviews.

Using the established review criteria, representatives participating on a review panel will score each proposal independently on a preliminary basis, with the final proposal analysis reporting an average score of the proposal.

1. Panel representation for **more than one proposal** submitted to provide the same program or service for the DHHS will include a **minimum of three members**. The panel shall be comprised of as broad a base of community, minority and culturally diverse, consumer/service recipient representation as possible. Based on the discretion of division administrative staff, or on program factors, number of proposals submitted, and minority and culturally diverse representation, etc., panels may be comprised of more than three members including one program or quality assurance staff, and one contract administration staff. Staff will not comprise the majority of panel members.
2. Panel representation when **only one proposal is submitted** to provide a particular program or service will be **no more than two members**. The panel for only one proposal submitted to provide a program or service may be comprised of just one member if the member is a community representative. Alternately, if only one proposal is received and the proposer is an incumbent agency that is the current provider of the program services for which proposals are being requested, DHHS may convene a panel of two members to score the proposal; however, both panel members may be DHHS staff and a community representative is not required. If only one proposal is received, and the proposer is not an incumbent agency, the panel will be comprised of no more than two members, and at least one member must be a community representative.
3. Though there is not a competitive review process for programs and services purchased by the DHHS on a multi-year funding cycle or designated provider agencies, the agencies submitting proposals for all divisions are required to submit proposal items identified in the *Purchase of Service Guidelines: Technical Requirements*. Program, quality assurance and/or contract administration staff will perform a screening of items submitted by agencies in this category.
4. If an agency with a current contract is the only Proposer for the same program only an internal review and scoring will take place.

II. General Guidelines

- A. The role of the review panel is to rate proposals against the published scoring criteria. These ratings are forwarded to Division Administrators who may accept or dispute them. If a Division Administrator disputes an review and scoring panel's scoring, the panel shall be apprised of the item in dispute, the related criterion and the basis for the dispute. The panel shall then be reconvened to discuss and evaluate the basis for the dispute and make a determination to uphold or modify their original rating based on any new information presented. Any alteration to the panel's scoring of a proposal shall be noted in the report to

the Milwaukee County Board of Supervisors when a contract recommendation is made by the Division Administrator.

- B. The primary measure of the quality of the Proposer's proposal will be specific examples of successful previous experience which relates to the various items in the proposal. Successful previous experience will be measured and scored based on the current and recent County contract performance of Proposers, or, for new Proposers, current and recent non-County contract performance, or, for new organizations, the current and recent experience of senior staff at Proposer's agency.
- C. The review process may include verification of assertions made by the Proposer in the proposal, including but not limited to site visits, record review and interviews and reference checking. The County reserves the right to contact any or all Proposers to request additional information for purposes of clarification of RFP responses.
- D. Reviewers will score proposals against the published criteria, and will not consider non-published criteria.
- E. Criteria to be considered in evaluating proposals include the Proposer's ability to provide the proposed program, the Proposer's proposed program relative to that proposed by other Proposers, and the Proposer's proposed cost to provide the program or service compared to the cost proposed by other qualified Proposers.
- F. For omissions of requested items, Proposers will have scores reduced to 0 for any corresponding review line item, or for requested items which do not have an associated review line item, will receive a reduced score under the "Administrative Ability" section. However, omission of certain requested items may result in proposals not receiving any further consideration.
- G. Division Administrators may consider factors other than scoring in making contract recommendations.

III. Proposal Review and Scoring Criteria for ALL contract divisions

- A. **Administrative Ability - 12 points.** The Proposer demonstrates evidence of administrative capacity to meet federal, state, county and creditor requirements, including timeliness of required submissions and payment of obligations. Proposer demonstrates an ability to provide timely and accurate monthly client and financial reports. Proposer demonstrates an ability to be responsive to crisis situations, including, but not limited to, variations in client referral volume and serving exceptional cases.

In scoring proposals, for agencies currently under contract with DHHS, reviewers will consider the on time and accuracy rate of Proposer in prior year's required submissions. For new Proposers, reviewers will consider the on time and accuracy rate of Proposer as described by the person providing the required Experience Assessment report (item 30c or 30d). Additionally, in scoring

proposals for Administrative Ability, reviewers will consider the accuracy and completeness of the proposal. Inaccurate or incomplete proposals will receive reduced scores.

In scoring Administrative Ability, reviewers will consider the size, structure, experience, and independence of the board of directors and officers.

The Proposer demonstrates comprehensive emergency preparedness. For full points, Proposer has an existing emergency management plan which includes all required elements, has been tested, and includes specific examples of memoranda of agreement or other formal arrangements for continuity of operations, client care, etc.

Administrative Ability will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

- B. **Budget Justification - 13 points.** The Proposer provides a budget that is accurate, clear, and in sufficient detail. The budget effectively and efficiently supports the level of service, staffing, and the proposed program. The Proposer's proposed cost to deliver the service, compared to other Proposers, reflects the quality and quantity of service to be provided. The reviewer's analysis will include: unit cost comparisons and/or budget overview, total number of units of service to be provided, any limitations on the total number of clients to be served during the contract period.

Budget Justification will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

- C. **Cultural Diversity and Cultural Competence - 9 points.** The program takes actions that show its commitment to the goals of cultural diversity and cultural competence in the workplace, including diversity in staffing practices and Board/committee composition as well as serving a culturally diverse population in a culturally competent manner.

In evaluating Cultural Diversity in proposals, reviewers will consider the representation of racial and cultural minorities in board and staff relative to the representation of racial and cultural minorities in the projected target population, as measured by data on forms Board of Directors, Owners, Stockholders Demographic Summary (Item 5), Client Characteristic Chart (Item 37) and Employee Demographics Summary (Form 2B, Item 28). For full points, Proposer must demonstrate a ratio of board and staff which is greater than or equal to the ratio of racial and cultural minorities in the projected target population. If Proposer receives less than full points for this item, one point will be added to the score if the Proposer can demonstrate proof of specific action(s) taken within the previous year geared toward increasing board or staff diversity. The action(s) taken must be supported with documentation.

In evaluating Cultural Competence in proposals, reviewers will consider the Proposer's proposed methods for developing and maintaining Cultural

Competence as well as the Proposer's history of performance in this area. (Item 23) Proposer must provide specific examples of existing and/or proposed policies, procedures, and other practices, if any, which promote Cultural Competence. For full points, Proposer will have a history of promoting Cultural Competence. Examples of acceptable policies, procedures, and practices can include, but are not limited to: providing in service or other training, or involvement of consumers in policy-making, planning, service delivery, and/or evaluation.

Cultural Diversity and Cultural Competence will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

- D. **Previous Experience – 13 Points.** The Proposer's experience demonstrates the ability to provide the proposed service to the target group. For Proposers without prior Milwaukee County experience, information will be gathered from Performance Assessments provided by the Proposer following a prescribed format. Documented non-performance or noncompliance under previous contracts will be taken into consideration.

In evaluating experience in proposals, reviewers will consider:

Past Service Experience with similar contracts. Similarity to be measured by looking at specific, detailed examples of **successful** current or recent contracts in terms of: 1) program volume, 2) target population, 3) dollar amount of contract, and 4) service mix. For full points, Proposer currently successfully operates a program which meets or exceeds these four criteria. In evaluating "success" reviewers will consider the content of evaluation and other program reports, as well as Quality Assurance findings and corrective action plans, as applicable.

Previous Experience will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

- E. **Mission– 5 Points.** The Proposer has a clear and distinct mission and goal statement for its agency which is aligned with that of the contract division applied to.

Mission and Goals will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

- F. **Outcomes and Quality Assurance – 13 Points.** For Proposers with a current or recent County contract, scoring will be based on compliance with submission deadline, required content and overall findings of program evaluation reports for current contract period. For new Proposers or Proposers without a current DHHS contract within the last two years, scores will be derived from item 30c or 30d as applicable.

Outcomes and Quality Assurance will also be scored based on reviewers' prior experience with Proposer, if applicable relating to these criteria.

G. Service Plan and Delivery – 23 Points.

Review and scoring of the Service Delivery Plan will consider its:

- Consistency with program objectives as defined by DHHS in the Year 2012 Purchase of Service Guidelines Program Requirements and the contract agency.
- Rationale and theories supporting the program activities. Proposers should use research or other evidence-based support for their program model.

There is a performance improvement plan, which includes measurement of outcomes, and demonstrated use of performance information to improve services and program management. For full points, Proposer must describe service delivery in terms of inputs, processes, outputs, and outcomes, and indicators as described in Items 30a and b.

Service Delivery Plan will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

- H. Staffing Plan – 12 Points.** The Proposer demonstrates an ability to provide effective staffing and agency oversight, including board review and direct service staff supervision. Staffing levels are adequate, and staff is adequately compensated. Staff are licensed and certified as appropriate, or meet other required qualifications. Direct service staff is appropriately experienced. Proposer's turnover rate of direct service staff and training for direct service staff will be compared and ranked against the other Proposers' proposals. Compensation of lowest paid staff will be compared and ranked against the other Proposers' proposals.

Proposer must include average years of experience and turnover rate for direct service staff. For new agencies without a prior contracting history of any kind, Proposer must indicate the required years of experience for direct service staff proposed for the program. Proposer must indicate what type of training is available to staff, including in-service training, tuition reimbursement (if applicable) benefits and utilization, and other training activities such as conference attendance, etc. For full points, Proposer must indicate the specific type and quantity of training available and utilized by direct service staff during the previous year, and the type and quantity is appropriate.

Staffing Plan will also be scored based on reviewers' prior experience, if applicable, with Proposer relating to these criteria.

TOTAL SCORE

100 POINTS

**BEHAVIORAL HEALTH DIVISION
WRAPAROUND MILWAUKEE
DELINQUENCY AND COURT SERVICES DIVISION
DISABILITIES SERVICES DIVISION
MANAGEMENT SERVICES DIVISION
HOUSING DIVISION**

SECTION 5:

PROGRAM REQUIREMENTS

5. PROGRAM REQUIREMENTS

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Housing Division	5-x
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<u>Program Name</u>	<u>Division-Page#</u>
<u>BEHAVIORAL HEALTH DIVISION</u>	<u>5-BHD-1</u>

CYCLE III (Open for Competitive Proposals)

A007 Secure/Emergency Detox	5-BHD-14
M011A Crisis Respite	5-BHD-20

CYCLE II (Continuing Contractors Only)

A004 Intake & Assessment - Intoxicated Driver Program	5-BHD-22
A005 Intake & Assessment - Central Intake Unit	5-BHD-23
M002 Outpatient Treatment Program	5-BHD-29
A001 Service Access & Prevention (AODA)	5-BHD-34
M001 Service Access & Prevention (MH)	5-BHD-44
M012 Community Support Programs (CSP)	5-BHD-45

CYCLE I (Continuing Contractors Only)

Community Living Support:	
M008 Protective Payee Program	5-BHD-52
M009 Psycho-Social Drop-In Center	5-BHD-54
M010 Club House Model	5-BHD-55
Targeted Case Management	5-BHD-56
M013 TCM Level 1	

M014 TCM Level II
M017 Training (MH & WC Networks)

5-BHD-59

WRAPAROUND MILWAUKEE

Care Coordination	5-WRP-1
Family Advocacy	5-WRP-6
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Crisis Support Services and Short-Term Case Management	5-WRP-13

DELINQUENCY & COURT SERVICES DIVISION

5-DCSD-1

<u>Program Name</u>	<u>Section/Page</u>
DCSD 001 – Day Treatment Program	5-DCSD-5
DCSD 004 – First Time Juvenile Offender Tracking Program	5-DCSD-10
DCSD 006 – Group Care	5-DCSD-16

The following services are **not** open for competitive proposals (continuing contractors only):

DCSD 007 – Re-Entry Coordination Services	5-DCSD-22
DCSD 008 – Level 2 In-Home Monitoring Program	5-DCSD-27
DCSD 010 – Adolescent Sex Offender Treatment Program	5-DCSD-31
DCSD 011 – Shelter Care	5-DCSD-34
DCSD 014 – Targeted Monitoring Program (Firearm and Serious Chronic Offender Supervision)	5-DCSD-38

DISABILITIES SERVICES DIVISION

5-DSD-1

<u>Program Name</u>	<u>Section/Page</u>
DSD 009 - Early Intervention Birth – 3	5-DSD-4
DSD 012R – Crisis Respite Home	5-DSD-13
DSD 017 – WATTS Reviews	5-DSD-17
DSD 021 - Fiscal Agent Services	5-DSD-21
DSD 022 – CLTS Care Management/Support & Service Coordination	5-DSD-31

The following services are not open for competitive proposals (continuing contractors only):

DSD 005 - Advocacy/Consumer Education	5-DSD-36
---------------------------------------	----------

DSD 006 - Work Programs	5-DSD-39
DSD 007 - Adult Day Services	5-DSD-42
DSD 010 – Employment	5-DSD-45
DSD 011 – CLS – Recreation	5-DSD-49
DSD 012 – CLS - Respite-Adult & Children	5-DSD-51
DSD 014 - Assertive Case Intervention	5-DSD-52
DSD 015 - Supportive Living Options	5-DSD-56
DSD 016 - Supported Parenting	5-DSD-58
DSD 018 - Targeted Case Management	5-DSD-61

HOUSING DIVISION

5-HD-1

<u>Program Name</u>	<u>Section/Page</u>
H 001 - Transitional Housing Program (THP) Management	5-HD-1
H 002 - Supported Apartment Program	5-HD-3
H 006 - Resident Management at Hillview	5-HD-6

The following services are not open for competitive proposals (continuing contractors only):

H 003 - Coordinated Community Housing	5-HD-8
H 004 - Battered Women’s Counseling	5-HD-10
H 005 - Homeless/Emergency Shelter Care	5-HD-12
H 007 - Guest House - Prairie Apartments	5-HD-14
H 008 - Our Space – United House	5-HD-17
H 009 - Hope House – Johnston Center Residences	5-HD-20

MANAGEMENT SERVICES DIVISION

5-MSD-1

The following services are not open for competitive proposals (continuing contractors only):

<u>Program Name</u>	<u>Section/Page</u>
MSD004 - Community Information Line (211)	5-MSD-1

2012 TENTATIVE CONTRACT ALLOCATIONS

BEHAVIORAL HEALTH DIVISION

Recommended Programs	2012 * Tentative Allocations
Service Access and Prevention ^{C2}	\$1,111,186
Inpatient and Institutional Care: Detox ^{C3}	\$2,872,145
Community Treatment (Outpatient) ^{C2}	\$2,410,593
Community Living Support ^{C1}	\$412,155
Community Based Residential Programs ^{C3}	\$4,738,468
Targeted Case Management ^{C1}	\$3,253,611
Community Support Programs ^{C2}	\$4,649,492

***Final 2012 allocations are contingent on the 2012 adopted budget.**

Behavioral Health Division has three-year program contract cycles. They are as follows:

		<u>Proposals Open In</u>	<u>For Con- tract Year</u>
Cycle I	Community Living Support Programs	2009	2010
	Targeted Case Management	2009	2010
Cycle II	Central Intake Unit	2010	2011
	Service Access Prevention - MH/AODA	2010	2011
Cycle III	Secure Emergency Detoxification	2011	2012
	Crisis Respite Home	2011	2012

Programs are only required to submit full proposals for panel review once every three years. Assuming satisfactory performance and the continued availability of funds, agencies submit abbreviated proposals and are given a one-year contract extension during each year their proposals are not being reviewed by a full panel.

For Contract Year 2012, only Cycle III programs are open for competitive proposals. New, full proposals will be accepted for Cycle III programs only.

An abbreviated review will be performed on Cycle I and II programs. All programs should follow the specific Final Submission procedures outlined in the Technical Requirements manual.

2012 TENTATIVE CONTRACT ALLOCATIONS

WRAPAROUND MILWAUKEE

Note: Wraparound Milwaukee is a program of the Behavioral Health Division

<u>Recommended Programs</u>	<u>Tentative Allocations</u>
Care Coordination Contract amount may vary based on service volume – method of payment is case rate	\$TBD
Family and Educational Advocacy Services	\$450,000
Mobile Crisis Services – Crisis/Respite Group Home for Adolescent Boys 12-17	\$456,000
Mobile Urgent Treatment Team – Crisis Support Services and Short-Term Case Management	\$TBD

The Child & Adolescent Community Services Branch and the Wraparound Milwaukee Program have a three year contract cycle. All current organizations providing services to this Branch and Wraparound Milwaukee are required to submit annual applications. Complete application including a full panel review of the application are required prior to renewal at the beginning of a three year cycle. Assuming satisfactory performance and continued availability of funds, programs are given two one-year contract extensions. During the two years of those extensions, applications are not reviewed by a full panel. In 2012, all of the above listed programs are subject to a full application and full panel review.

Final 2012 program allocations are contingent on the 2012 Behavioral Health Division adopted budget.

2012 TENTATIVE CONTRACT ALLOCATIONS

DELINQUENCY AND COURT SERVICES DIVISION Purchase of Service RFP

Recommended Programs

<u>Program Number</u>	<u>Program/ Service Name</u>	<u>2012* Tentative Allocation</u>
DCSD 001	Day Treatment Program	\$1,222,668
DCSD 004	First Time Juvenile Offender Tracking Program	\$450,000
DCSD 006	Group Care (32 Beds)	\$1,208,128
DCSD 007	Re-Entry Coordination Services	\$150,000
DCSD 008	Level 2 In-Home Monitoring Services	\$1,145,436
DCSD 010	Adolescent Sex Offender Treatment Program	\$134,912
DCSD 011	Shelter Care	\$2,178,483
DCSD 014	Targeted Monitoring Program	\$1,525,944

***Final 2012 allocations are contingent upon the 2011 adopted budget.**

2012 TENTATIVE CONTRACT ALLOCATIONS

DISABILITIES SERVICES DIVISION (DSD)

IMPORTANT NOTE: DSD began implementation of Family Care expansion for persons with disabilities age 18 through 59 in CY 2009. Continued funding for existing purchase of service contracts has not been determined given the Family Care expansion project and ongoing County budget challenges.

The following programs and tentative funding allocations are subject to continuing review by Milwaukee County. It is likely that there will be significant reductions in all categories of DSD purchase of service funding, the specific impact of which cannot be predicted prior to adoption of the 2012 budget. Therefore agencies should submit budget assumptions that were consistent with CY 2011. Agencies should not anticipate any increases in number of clients served or units of service provided.

Under Family Care implementation, it is the policy of DSD that any person receiving services provided under a DSD purchase of service contract, who is eligible for Family Care or the Medicaid Waivers, to be offered the option to enroll in one of these programs to obtain needed services. Any individual eligible for one of these programs, who elects not to enroll in that program or another Long Term Care option, will no longer have services available under purchase of service contract funding. In addition, all DSD purchase of service providers should be aware that after implementation of Family Care expansion, funding formerly provided to support individuals who are determined eligible for the Family Care or Medicaid Waivers, will not be allocated for the same services, and contracts will be reduced correspondingly to support only those individuals determined ineligible for Family Care or Medicaid Waivers. Therefore, providers should begin to plan appropriately for budget adjustments. The process for identifying who is Family Care or Medicaid Waiver eligible and who is not continues. The Division will be working closely with each provider affected by this transition. It should also be noted that it has not been determined to what extent DSD will be able to continue funding for existing purchase of service contracts after full implementation of the Family Care expansion project.

Programs Open For Competitive Proposals:	2012 *
Recommended Programs	Tentative Allocations
DSD 009 - Early Intervention - Birth to Three	\$4,191,820
DSD 012CR – Crisis Respite Home	\$250,000
DSD 017 – WATTS Reviews	\$100,000
DSD 021 - Fiscal Agent Services	N/A
DSD 022 – CLTS Care Management/Support & Service Coord.	\$600,000

N/A – Payment per check issued, total dependent on check volume.

***Final 2012 allocations are contingent on the 2012 adopted budget.**

Disabilities Services Division has three-year program contract cycles in several program areas. **Only the above programs are open for competitive bid in the 2012 contract process.** New proposals will be accepted for these programs only.

Agencies that are currently in a multi-year contract cycle (do not require a competitive panel review), **must** submit **all** the items listed under FINAL SUBMISSION, **plus** the Authorization To File (Item 3) as found in the Proposal Contents section of the *Purchase of Service Guidelines - Technical Requirement*.

The following are **continuing programs** in a multi-year cycle and are **not open** to competitive proposals:

Continuing Programs	2012 * Tentative Allocations
DSD 005 – Advocacy	\$216,043
DSD 006 - Work Services	\$304,097
DSD 007 - Day Services	\$18,603
DSD 010 - Employment Options	\$131,368
DSD 011 – Community Living Support (Recreation)	\$85,250
DSD 012 – Community Living Support (Respite)	\$343,585
DSD 014 - Assertive Case Intervention	\$26,338
DSD 015 - Supportive Living Options	\$326,560
DSD 016 - Supported Parenting	\$139,740
DSD 018 - Targeted Case Management	\$27,123

2012 TENTATIVE CONTRACT ALLOCATIONS

HOUSING DIVISION

<u>Recommended Programs</u>		2012 * Tentative Allocations
H 001	Transitional Housing Program (THP) Management	\$75,000
H 002	Supported Apartment Program	\$270,000
H 006	Resident Management at Hillview	\$72,500

The following are **continuing programs** in a multi-year cycle and are **not** open to competitive proposals:

<u>Recommended Programs</u>		2012 * Tentative Allocations
H 003	Coordinated Community Housing	*
H 004	Battered Women's counseling	*
H 005	Homeless/Emergency Shelter Care	*
H 007	Guest House - Prairie Apartments	*
H 008	Our Space – United House	*
H 009	Hope House – Johnston Center Residences	*

***Final 2012 allocations are contingent on the 2012 adopted budget.**

2012 TENTATIVE CONTRACT ALLOCATIONS

MANAGEMENT SERVICES DIVISION

The following are continuing programs in a multi-year cycle and are **not open** to competitive proposals:

<u>Recommended Programs</u>	<u>2012 * Tentative Allocations</u>
Community Information Line (211 Line)	\$480,000

*Final 2012 allocations are contingent on the 2012 adopted budget.

Behavioral Health Division

The Milwaukee County Behavioral Health Division (BHD) Adult Community Services Branch is embarking on a process of system transformation to more effectively and efficiently meet the mental health and co-occurring needs of consumers who are currently within our service system.

States have a new option to use Medicaid funds for home and community based services (HCBS) for people considered disabled by a mental illness without needing to obtain a waiver from the federal government. The Deficit Reduction Act of 2005 added a new section 1915(i) to the Social Security Act that allows states the option to provide HCBS using the state plan amendment process. A significant advantage of the state plan option in comparison to the waiver is that states do not have to demonstrate budget neutrality. It has been nearly impossible for states to secure HCBS waivers for adults aged 22-64 with a mental illness because they could not meet the waiver requirement for budget neutrality. Governor Doyle included a provision in the biennial budget for the State of Wisconsin to apply for this benefit. Upon approval from the federal government, the Behavioral Health Division (BHD) will operate this program for Milwaukee County.

Key elements of the new service option include:

- The HCBS state plan option services package can include: case management; homemaker services; home health aide services; personal care services; adult day health services; habilitation services including supported employment; respite care; and day treatment and other partial hospitalization services, psychosocial rehabilitation services, and clinic services for individuals with chronic mental illness. States are not required to provide the entire array in their service package. Wisconsin has indicated it will include the following services in its initial array: case management and psychosocial rehabilitation including in-home services, supported employment and peer-to-peer services. The State has the option to expand the service array at a later date to include clinic services.
- Individuals are eligible for the HCBS state plan option only if they have income no more than 150% of the poverty level and are eligible for Medicaid.
- The needs-based criteria for the HCBS option must be less stringent than the level of care required for an institution (i.e., nursing facility, hospital, or ICF/MR). Wisconsin will use the functional screen to comply with the needs-based criteria. If enrollment exceeds what the state projects, a state may modify the needs-based criteria.

Milwaukee County began working with the State in spring 2008 in anticipation of applying for the HCBS state plan option. The State estimates that it will file an application to amend the state plan later this year. Some services could be “back-billed” to the state plan amendment approval date. There are significant financial advantages in implementing 1915(i), including:

- Services would be cost reimbursable. The state will devise methodology to reimburse services on an actual cost basis, including 7% County administrative costs. This could potentially save BHD a significant amount of money, because the Federal Financial Participation (the amount Medicaid actually pays to providers) would be much greater as a result.
- Services could be bundled together to reimburse at a residential level of care. This is significant to Milwaukee County, because currently the County reimburses 100% of the cost since Medicaid does not cover residential care. With the implementation of 1915(i), the County could draw down Federal Financial Participation (minus room and board).

Developing a Fee-for-Service Network

Mental health contracts providing direct client services are in the process of being converted to fee-for-service agreements to take advantage of the newly enhanced Medicaid Federal Financial Participation revenue stream available via 1915(i) in 2010. Mental health residential treatment programs were the first to be converted from purchase of service contracts to fee for service agreements, followed later by outpatient services. Case management contracts will be converted, and contracts will be executed with providers for a partial year until the conversion to fee-for-service takes place. The balance of money that would otherwise have been used to fund the contracts for the entire year will be set aside as the fund source to purchase services once the conversions take place.

Another significant benefit of implementing fee-for service agreements is that the community mental health and substance abuse delivery systems will be much more closely aligned in terms of infrastructure and business processes. Historically, individuals with co-occurring mental health and substance use disorders received sequential or parallel treatment from the separate mental health and substance abuse treatment systems, resulting in fragmented and duplicative care. Establishing the same management information platform for both systems sets the stage to pursue co-occurring integrated care, and create clinical, operational, and cost efficiencies within one system.

As plans continue to develop, proposers should be aware that contract relationships for some programs may change in 2011, from Purchase of Service Contracts to Fee-For-Service Agreements.

Data Requirements

The selected contractors will be required to comply with the Behavioral Health Division's (BHD) Management Information System data needs. This data includes, but is not limited to, consumer registration data, service data, agency financial data, performance measurement data and data required by the State of Wisconsin, including Human Services Reporting System (HSRS), etc. The contractor will have the sufficient technological capacity to adapt agency data systems as necessary to accommodate any and all changes to data reporting requirements as required by BHD. Changes have included, but are not limited to, compliance with Health Insurance Portability and Accountability Act of 1996 (HIPAA) standards and the Remote Access Project data collection and reporting requirements.

All electronic data files required will meet BHD file format requirements (in the development phase). Should modifications to these requirements be necessary, the contractor will comply with any required modifications to meet these requirements as requested by BHD within 90 days of written notification. Failure to comply with required reporting requirements will result in withholding of payment.

The contractor will be required to report all necessary information in a timely manner consistent with the needs of BHD.

Hardware, Software and Procedural Requirements

The contractor will also need to meet the minimum computer hardware and software standards as specified by both the BHD and the Milwaukee County Information Management Services Division.

Our current usage of web based access to the CMHC MIS in both mental health and substance abuse the minimum requirements are that all personal computer equipment used to access CMHC should be at least a Pentium IV or Athlon XP Pro, 512 MB of memory, CD-ROM drive or access to network CD-ROM for installation, 300 MB of free disk space or higher for installation and working space during processing, 800 x 600 SVGA display with 256 colors and 16MB of video RAM, Parallel port, TCP/IP Ethernet connection of 10BT, 14" color monitor capable of SVGA display running Windows 2000 Professional or Windows XP Professional. Microsoft Internet Explorer 6.0 or higher.

Each computer should also have a 56K modem installed but broadband access is recommend for best performance. Required software includes Microsoft Office.

The contractor will also be required to allow the installation of a VPN [Virtual Private Network] client and BHD provided FTP client for access to the BHD local area network for service reporting purposes if required.

The contractor will be required to complete and submit a User Login Request form and Confidentiality Statement for each agency employee requiring access to the BHD

primary database or local area network. BHD will provide the technical support to establish connectivity to the BHD local area network and primary database. The contractor will be solely responsible for subsequent technical support. BHD Management Information Staff will not provide on-going technical support to contract agencies.

Please complete the [Information System Requirement Checklist](#) and attach to your proposal.

Outpatient Reporting Requirements

The following three files are to be submitted monthly for all clients served under the vendor's contract with the Behavioral Health Division. The files are due on the 8th of the month and must contain all clients served during the previous month (files 1 and 2) and all services provided during the previous month (file 3). The files should be delimited text files (a separate delimited text file for each of the three files), transmitted to BHD's secure server electronically.

FILE 1: DEMOGRAPHIC INFORMATION (1 record per client)

Item	Data Type	Length	Format	Required?
Agency's unique client ID	Alpha	20	Right-justify	Y
MHD's unique medical record number	Numeric	9	Include leading zeroes	N
Date of last contact	Date	10	MM/DD/YYYY	Y
Client last name	Alpha	20		Y
Client first name	Alpha	20		Y
Client middle name	Alpha	20		N
Street address	Alpha	26		N
Additional address info (apt. #, etc)	Alpha	26		N
City	Alpha	20		N
State	Alpha	2		N
Zip code	Alpha	10		N
County	Alpha	2	01-Milwaukee 02-Ozaukee 03-Racine 04-Walworth 05-Washington 06-Waukesha 98-Other 99-Unknown	N (We will default to 01 if none is supplied)
Birth date	Date	10	MM/DD/YYYY	Y
Sex	Alpha	1	M or F	Y
Ethnic code	Alpha	2	A-Asian B-African American H-Hispanic I-American Indian W-White	N
Social Security number	Alpha	11	999-99-9999	Y
Marital status	Alpha	1	D-Divorced M-Married S-Single W-Widowed X-Separated U-Unknown	N
Medical Assistance Number	Numeric	10		N

FILE 2: EPISODE OF CARE/HSRS INFORMATION (1 record per client)

Item	Data Type	Length	Format	Required?
Agency's unique client ID	Alpha	20	Right-justify	Y
Service open date	Date	10	MM/DD/YYYY	Y
Reporting Unit	Numeric	3	xxx	Y
Discharge date	Date	10	MM/DD/YYYY	Yes if Client is discharged. Otherwise No
Client characteristic 1	Alpha	2	See table below for list of valid values	N (We will default to 99 if none is supplied)
Client characteristic 2	Alpha	2	See table below for list of valid values	N
Client characteristic 3	Alpha	2	See table below for list of valid values	N
Commitment status	Alpha	2	01-Voluntary 02-Voluntary w/Settlement Agreement 03-Involuntary Civil - Ch. 51 04-Involuntary Civil - Ch. 55 05-Involuntary Criminal	Y
Number of children	Numeric	2		N (We will default to 0 if none is supplied)
Number of children living w/client	Numeric	2		N (We will default to 0 if none is supplied)
Severity/BRC Target Population	Alpha	2	H- In Need of Ongoing, High Intensity, Comprehensive Services L- In Need of Ongoing, Low Intensity Services S- In Need of	Y

			Short-term Situational Services	
Presenting problem 1	Alpha	3	ABU-Abuse/ assault/ rape victim ACT-Activity level difficulties ADL-Problems coping w/daily activity AFF-Affective disturbance ALC-Alcohol CJS-Criminal justice system involvement DAO-Dangerous to others DRU-Drugs ED-Emergency detention FAM-Marital/ family problem NTR-Nutritional PHY-Medical/ somatic RUN-Runaway behavior SI – Suicide attempt/threat/ danger SOC-Social/ interpersonal THO-Thought disturbance	Y
Presenting problem 2	Alpha	3	Same codes as above	N
Presenting problem 3	Alpha	3	Same codes as above	N
DSM IV Axis I Primary Diagnosis	Alpha	5	No decimal	Either Axis I primary or Axis II primary is required
DSM IV Axis I Secondary Diagnosis	Alpha	5	No decimal	N
DSM IV Axis I Tertiary Diagnosis	Alpha	5	No decimal	N

DSM IV Axis II Primary Diagnosis	Alpha	5	No decimal	Either Axis I primary or Axis II primary required
DSM IV Axis II Secondary Diagnosis	Alpha	5	No decimal	N
DSM IV Axis II Tertiary Diagnosis	Alpha	5	No decimal	N
DSM IV Axis III Primary Diagnosis	Alpha	5	No decimal	N
DSM IV Axis III Secondary Diagnosis	Alpha	5	No decimal	N
DSM IV Axis III Tertiary Diagnosis	Alpha	5	No decimal	N
Closing Reason	Alpha	2	01-Completed Treatment - Major Improvement 02-Completed Treatment - Moderate Improvement 03-Completed Treatment - No positive change 04-Transferred to another community based resource 05-Administratively discontinued service (no contact with agency for 90 days) 06-Referred 07-Withdrew against staff advice 08-Funding/Authorization expired 09-Incarcerated (local jail/prison) 10-Entered Nursing Home or Institutional Care (IMD, CCI, etc.) 11-No Probable Cause 99-Death	Yes when discharge date is present (Client is discharged). Otherwise No

FILE 3: EVENT INFORMATION (1 record per service provided)

Item	Data Type	Length	Format	Required?
Agency's unique client ID	Alpha	20	Right-justify	Y
Staff ID	Numeric	6	9902 for MCW 9927 for Recovery	Y
Staff type	Alpha	2	01-Psychiatrist 02-Physician 03-Psychologist 04-Psych Social Worker 05-Case Worker 06-M/H Assistant 07-O/T Registered 08-O/T Assistant 09-Recreation Therapist 10-Music Therapist 11-Cert. O/T Assistant 12-Psych Resident 13-Registered Nurse 14-Registered Nurse Master 15-AODA Counselor 16-Rehab Counselor	Y
Reporting unit	Numeric	3	610,611-MCW 625-Recovery	Y
Date of service	Date	10	MM/DD/YYYY	Y
Time of service	Time	5	HH:MM (time of day - military)	Y
Service code	Alpha	6	90782-Injection 90801-Psych Diagnostic 90804-Ind. Therapy 20-30 min. 90805-Ind. Therapy w/E&M, 20-30 min. 90806-Ind. Therapy 45-50 min. 90807-Ind. Therapy	Y

			w/E&M, 45-50 min. 90808-Ind. Therapy 75-80 min. 90809-Ind. Therapy w/E&M, 75-80 min. 90847-Family Therapy 90853-Group Therapy 90862-Medication Mgmt 96100-Psych. Testing 99361-Case Management	
Duration	Time	5	HH:MM (length of time)	Y
Location code	Numeric	1	1-At Center 2-Client's Home 3-Other Hospital 4-Court/Jail 5-School 6-EAP Client's Office 7-Community 9-Other Location	N (We will default to 1)
Recipient code	Numeric	1	1-Client Only 2-Collaterals Only 3-Family Member(s) Only 4-Client and Collateral(s) 5-Client & Family Member(s) 6-Client & Family & Collaterals 7-Telephone Contact 8-Staff Only 9-No Recipient	N (We will default to 1)

Requirements for Mental Health Contracts Only
Residential, Case Management and Community Support Programs

On the 6th of each month after 1:00 PM, BHD will provide for contract agencies a list, in the form of a text file, of Client/Patient/Consumer that have an open episode on CMHC with that agency. A separate list will be provided for each provider/site/funding source combination for each Client/Patient/Consumer in a file on BHD's file Server, to be

retrieved by FTP via a VPN connection. This information is updated by agency staff through Registration and Assessment Packet (RAP) through CMHC BUI web based entry. The text file created for each contract agency each month will contain:

Item	Data Type	Length
SCRIPTS Case Number	Alpha	10
Client Last Name	Alpha	26
Client First Name	Alpha	26
Social Security Number	Numeric	9
MHC Medical Record Number	Numeric	9
CMHC Staff ID	Numeric	4
CMHC Reporting Unit	Numeric	4

SCRIPTS Case Number - this is the ID that contract agencies previously used to identify client to SAIL.

MHC Medical Record Number - CMHC/MIS system of identifying the client. This field is provided on the file to enable the contract agency to include it in their file to us thus tying the service information to the correct client in the CMHC/MIS system.

Staff ID- Required by CMHC/MIS and will be used as a generic staff ID to indicate that the service was provided by a contract agency. Contract agencies will not have to indicate specifically which staff member provided the service.

Reporting Unit - Required by CMHC/MIS. Indicates where (i.e. under what provider/site/funding source) the service was provided. One or more reporting units have been set up for each contract agency in the system.

On the 11th of each month before 4:00 PM, the contract agencies use the above text file of Client/Patient/Consumer, add the service information, and return a text file to BHD. Service information is reported in summary rather than detail - i.e. the agency reports total number of units for the month, using the last day of the month as Date of Service. The information must be in the following format. All fields are required.

Item	Data Type	Length
MHC Medical Record Number	Numeric	9
CMHC Staff ID	Numeric	4
CMHC Reporting Unit	Numeric	4
Date of Service	Date	MMDDYYYY
Service Duration	Numeric	In days, hours or 15-minute increments, depending on the service.
Service Code	Alpha	3

The first three fields are the information that the MHD text file originally provided. The remaining fields must be filled in by the agency:

Date of Service - The last day of the reporting month.

Service Duration - Equals number of units of service. This should be entered as whole number units of service, i.e., units = days for residential services; hours for day treatment and work services; quarter-hour increments for CSP's and other outpatient services.

Service Code - Service codes as assigned by BHD – SAIL Service Manager – Information Services

BHD requires agencies to report electronically and will work with each agency to facilitate this process. Contract Agencies will have a variety of options available to them for completing this process. The only requirement is that the returned file must have the format outlined above.

Option 1: Use a spreadsheet

Import the provided text file into a spreadsheet, add the service information in the spreadsheet and create a file to be returned to us. The Behavioral Health Division (BHD) Information Systems staff will provide a standard spreadsheet for agency use.

Option 2: Use database software

Import the provided text file into a database application, add the service information in the database application and create a text file to be returned.

Option 3: Create an extract file from their own computer system

Extract the service information from a contract agency computer system into a file to be sent to BHD. The agency must develop their own extract and must be able to provide the data in the format described in the table above.

BEHAVIORAL HEALTH DIVISION
Information System Requirement Checklist

Agency Name _____

Person filling out form _____

Contact Number _____

Contact E-mail _____

As of _____ (date) the agency computers have...

Processors

- ☐ Pentium IV or Athlon XP Pro or better
- ☐ Less than Pentium IV or Athlon XP Pro Memory
- ☐ 512 MB or more
- ☐ Less than 512 MB Internet Connectivity
- ☐ Broadband Internet access
- ☐ 56K modem
- ☐ Both (56K modem and Broadband)
- ☐ Less than 56K modem, or no Internet connectivity

As of _____ (date) the agency computers use...

Web Browser

- ☐ Internet Explorer 7.0 or higher
- ☐ Less than Internet Explorer 7.0 or another web browser Software
- ☐ Microsoft Office
- ☐ Not Microsoft Office

Signed _____

Dated _____

FOLLOWING PROGRAMS ARE OPEN FOR COMPETITIVE PROPOSAL

CYCLE III

Secure Emergency Detoxification Program # A007

Detoxification is a set of interventions aimed at managing acute intoxication and withdrawal. Detoxification seeks to minimize the physical harm caused by the abuse of substances. Supervised detoxification may prevent potentially life-threatening complications that might appear if the patient were left untreated. At the same time, detoxification is a form of palliative care for those who want to become abstinent. For some patients, it represents a point of first contact with the treatment system and the first step to recovery. Detoxification alone is not defined as substance abuse treatment and rehabilitation per se, but it is a basic component of the substance abuse treatment system. Treatment and rehabilitation involves a constellation of ongoing therapeutic services ultimately intended to promote recovery for substance abuse patients. Therefore, a critical component of the detoxification service, in addition to evaluation and stabilization, is preparing the patient for entry into substance abuse treatment by stressing the importance of following through with the complete continuum of care.

Milwaukee County will fund two components of the detoxification program, social detoxification and medical detoxification. *NOTE: Applicant agencies are required to submit a separate logic model, program description, evaluation plan, client characteristic data, and program volume data for each component. Applicant agencies are also required to identify the daily maximum capacity for each component, and this must be clearly stated in the first sentence of the respective component/program description.*

Accessibility

The detoxification program shall be included in the telephone directory and have an information number listed in order to describe the scope of services available to the public. Brochures describing the detoxification program shall be distributed to general hospitals, social service agencies and to other potential referral agents (i.e. criminal justice system). The program must facilitate access for physically handicapped persons and be accessible to non-English speaking individuals.

Detoxification Advisory Council

A Detoxification Advisory Council shall be established to ensure the needs of residents are being sufficiently met, and resources are coordinated and being efficiently utilized.

Members of the council must include representation from the general hospital system, MCBHD Crisis Services Branch, MCBHD Community Services Branch, MCBHD Legal Unit, the police district in which the facility is located, former consumer(s) of detoxification services, a substance abuse treatment provider not affiliated with the applicant agency, a mental health treatment provider not affiliated with the applicant agency, and a homeless shelter provider. Other representation may be added, including the criminal justice system, other municipal police districts, and other social service agencies. The council is required to meet quarterly. The detoxification program is expected to incorporate quality improvement projects identified by the council into future evaluation plans. The applicant agency is required to include current or proposed membership within the medical detoxification program description of their application, as well as tentative meeting dates for the term of the contract.

Information Management and Payment

The contractor is required to input accurate and timely information on patient demographics, episode and service data. This information supports all state and county reporting requirements related to performance monitoring, service reporting, service payment. The program will be paid on the lesser of net expenses or net units earned, and this is determined by the number of units of service that have been calculated by the system based on the episode information. The contractor is required to report complete information for both components of the program

Training

The contractor must provide SAMHSA published in-service training on either TIP 35 (Enhancing Motivation for Change) or TIP 42 (Substance Abuse Treatment for Persons with Co-occurring Disorders) to all medical, clinical and paraprofessional staff. Applicant agencies must identify in their application which TIP training curriculum they will use, and provide a schedule of all training that will be conducted in 2009 (including training mandated by HFS 75, HFS 83, etc.). The contractor is required to include a training update in their biannual report.

Memorandum of Understanding

Due to the direct interrelationship between the contracted agency and the Behavioral Health Division, a Memorandum of Understanding (MOU) will be developed. The purpose of the MOU will be to clearly define roles and responsibilities for each party. Issues to be addressed in the MOU will include: clinical and treatment expectations, referral and transportation mechanisms between BHD and the contracted provider, contract monitoring, and legal responsibilities of BHD and the contracted agency with regard to civil detention and commitment proceedings.

Licensing

The program is required to obtain two licenses in order to operate the secure emergency detoxification program: HFS 75.07 medically monitored residential detoxification service and HFS 75.09 residential intoxication monitoring service. Both licenses must be obtained before a contract with Milwaukee County can be executed. However, applicant agencies may submit a copy of their pending application to the

Wisconsin Division of Quality Assurance (DQA) for the required licenses in lieu of the actual licenses to receive consideration from Milwaukee County. Either copies of current valid licenses or a copy of the application for licensure submitted to DQA must be contained in Section 1, Item #10 "Agency Licenses and Certifications" of the Milwaukee County application.

Social Detoxification

Program Description

This program component is required to be licensed under HFS 75.09, and adheres to the criteria of an ASAM Level III.2-D. Social detoxification is an organized service that is delivered by appropriately trained staff, who provide 24-hour supervision, observation and support for patients who are intoxicated or experiencing withdrawal from alcohol and/or sedative-hypnotics, and who are not in need of emergency medical or psychiatric care. It does not involve the administration of pharmacologic interventions to manage the detoxification protocol. It is characterized by its emphasis on social and emotional support, including availability of specialized clinical consultation and supervision for biomedical, emotional, behavioral and cognitive problems. If at any time during the course of the patient's stay in this component complications arise requiring admission to a hospital, that transfer shall be coordinated by staff, including transportation.

Target Population

The target population includes Milwaukee County residents' age 18 or older that meets the ASAM diagnostic admission criteria for a Level III.2-D service. Referrals include municipal police departments, homeless individuals referred by community agencies, social service agencies, family and self-referrals.

ASAM Dimensional Criteria

The patient is evaluated as having a Risk Rating of 2 per the multidimensional risk matrix of the ASAM PPC-2R, which indicates the patient is experiencing some difficulty in tolerating and coping with withdrawal discomfort. Alternatively, the patient's level of intoxication or withdrawal may be severe, but responds to support and treatment sufficiently that the patient does not pose an imminent danger to self or others. Note that the patient's service needs should be considered in each ASAM Dimension. The interaction between Dimension 1 and other ASAM Dimensions may increase or decrease the overall level of severity or function. If the patient's symptoms intensify to a Risk Rating of 3 after admission to social detoxification, then the patient shall be transferred to the medical detoxification component.

Clinical Programming

A range of cognitive, behavioral, medical, mental health and other therapies based on the patient's assessed needs in ASAM Dimensions 2 through 6 and documented in the individualized treatment plan are administered to the patient on an individual or group basis. These are designed to enhance the patient's understanding of addiction, the completion of the detoxification process and appropriate referral for continuing treatment. This should include motivational enhancement therapy, health education

services, and services to families and significant others. Applicant agencies need to identify the therapeutic modalities of the proposed social detoxification component that foster engagement in continued treatment and recovery.

Evaluation

In addition to the service evaluation elements required under HFS 75.03, applicant agencies must include treatment recidivism and retention in treatment in their evaluation plan.

Medical Detoxification

Program Description

This program component is required to be licensed under HFS 75.07, and adheres to the criteria of an ASAM Level III.7-D. Medical detoxification is an organized service delivered by a multi-disciplinary team of medical, nursing and clinical professionals, which provides for 24-hour medically supervised evaluation and withdrawal management in a secure (locked) facility. A physician is available to assess the patient in person within 24 hours of admission and thereafter as medically necessary. Psychiatric services are available through consultation within 8 hours by telephone or 24 hours in person. A registered nurse conducts an alcohol or other drug-focused nursing assessment at the time of admission. An appropriately credentialed and licensed nurse is responsible for monitoring the patient's progress and for medication administration. The intensity of nursing care and observation is sufficient to meet patient needs. Clinical staff are knowledgeable about the biological and psychosocial dimensions of substance dependence and mental disorders and have specialized training in behavior management techniques.

The applicant agency is required to employ or contract with one of the following to provide clinical supervision to medical detoxification staff: a board-certified or eligible psychiatrist, a licensed psychologist, psychology or psychiatric resident with 1500 hours of supervised clinical experience, certified independent social worker, master's prepared psychiatric nurse with 3000 hours of supervised clinical experience, licensed professional counselor, master's level clinician with 3000 hours of supervised clinical experience, or post-master's level clinician intern with 1500 hours of supervised clinical experience.

The medical detoxification provider is required to admit patients detained through an Emergency Detention, Treatment Director's Supplement, Re-Detention, Three Party Petition, and Protective Custody in accordance with Wisconsin Statute Chapter 51. A thorough knowledge of Chapter 51 detention and commitment procedures as they are enacted in Milwaukee County is required. Applicant agencies must include in their budget the provision of 24-hour transportation between the applicant agency and Milwaukee County Behavioral Health Division – Psychiatric Crisis Service (PCS) for around the clock admissions and transfers, as well as transportation and escort services to Milwaukee County Behavioral Health Division for commitment proceedings. Applicant agencies must also include in their budget for the provision of pharmacologic

interventions to manage withdrawal from a variety of substances, as well as commonly prescribed psychotropic medications and medications to manage medical complications. The program is required to continue administration of medications initiated in PCS, and provide a two-business day supply of medications upon discharge to facilitate transfer to another treatment provider.

Target Population

The target population includes Milwaukee County residents' age 18 or older that meets the ASAM diagnostic admission criteria for a Level III.7-D service. Referrals include municipal police departments, homeless individuals referred by community agencies, social service agencies, family or self-referrals, hospitals, and PCS. Included is the provision of an examination in accordance with s. 51.45 (11) (c), Stats.

Persons who exhibit homicidal or suicidal ideation due to substance abuse or substance abuse with mental illness are brought to PCS for assessment, evaluation, and treatment. This may include a history of recent homicidal or suicidal attempts, but does not require a one-on-one suicide watch. It is clear that for many persons the use of substances is a causal factor in the homicidal or suicidal ideation, and they do not have a mental illness that requires inpatient mental health treatment. Most often patients are brought in by law enforcement, either as an Emergency Detention or other police hold. Those patients who present a danger to themselves or others due to substance abuse or substance abuse with mental illness will be considered appropriate for medical detoxification.

ASAM Dimensional Criteria

The patient is evaluated as having a Risk Rating of 3 per the multidimensional risk matrix of the ASAM PPC-2R, which indicates the patient demonstrates poor ability to tolerate and cope with withdrawal discomfort. Severe signs and symptoms of intoxication indicate that the patient may pose an imminent danger to self or others. There are severe signs and symptoms, or risk of severe but manageable withdrawal. Additionally, many patients may have prolonged withdrawal signs and symptoms, or "protracted abstinence syndrome" that is exacerbating conditions in other Dimensions, particularly Dimensions 2 and 3. For example, the patient may have moderate to severe psychiatric decompensation (involving paranoia, compulsive behaviors, severe depression, and moderate psychotic symptoms such as hallucinations and delusions) upon discontinuation of drugs of abuse. Note that the patient's service needs should be considered in each ASAM Dimension. The interaction between Dimension 1 and other ASAM Dimensions may increase or decrease the overall level of severity or function.

In Dimension 2, the patient may have moderate to severe active and potentially destabilizing medical problems (e.g. either acute such as nausea and intermittent vomiting from gastritis, or chronic such as severe hypertension). The patient demonstrates poor ability to tolerate and cope with physical problems, and/or his or her general health condition is poor. Severe medical problems (such as severe pain requiring medication or brittle diabetes) are present but stable.

In Dimension 3, symptoms of a co-occurring psychiatric disorder are moderate to severe. The patient demonstrates frequent impulses to harm self or others that are potentially destabilizing, but the patient is not imminently dangerous in a 24-hour setting. The patient may also demonstrate uncontrolled behavior, confusion, or disorientation, which limit the patient's capacity for self-care. Recovery efforts are negatively affected by the patient's emotional, behavioral or cognitive problems in significant and distracting ways, up to and including inability to focus on recovery efforts. Acute course of illness dominates the clinical presentation so that symptoms may involve impaired reality testing, communication, thought processes, judgment, or attention to personal hygiene. The patient has limited ability to follow through with treatment recommendations, thus demonstrating risk of and vulnerability to dangerous consequences.

If the patient's symptoms intensify to a Risk Rating of 4 after admission to medical detoxification, then the patient shall be transferred to an emergency room of a general hospital for medical treatment or to PCS for psychiatric treatment.

Clinical Programming

A range of cognitive, behavioral, medical, mental health and other therapies based on the patient's assessed needs in ASAM Dimensions 2 through 6 and documented in the individualized treatment plan are administered to the patient on an individual and group basis. These are designed to enhance the patient's understanding of addiction, the completion of the detoxification process and appropriate referral for continuing treatment. This should include clinical and didactic motivational enhancement strategies, health education services, and services to families and significant others. The application must demonstrate a person-centered planning process incorporating staged interventions consistent with the trans-theoretical model of change, and contain a schedule of individual and group sessions seven days a week.

Evaluation

In addition to the service evaluation elements required under HFS 75.03, applicant agencies must include treatment recidivism and retention in treatment in their evaluation plan. Also, each applicant agency must submit a completed Comorbidity Program Audit and Self-Survey (COMPASS™), and identify quality improvement project(s) that will be undertaken as a result of the audit tool. The contractor will be required to report on their identified project(s) in their biannual reports.

CYCLE III

Crisis Respite Programs Program # M011A

The Crisis Respite program provides services to persons having a serious and persistent mental illness with a living environment that: 1) provides the support necessary for an individual to live as independently as possible in a structured group residential setting; 2) continually promotes the acquisition of skills necessary for the consumer to transition to more independent living; and 3) actively pursues movement to a more independent living environment in conjunction with the consumer and other members of the consumer's support network. The Crisis Respite House is an alternative to psychiatric inpatient hospitalization, which expands the continuum of services, intervention, and support for individuals in crisis. Crisis Respite provides a less restrictive and more normal environment in which to treat and support persons in crisis.

While residing at Crisis Respite, the consumer will actively participate in development of his/her service plan, goals and means to achieve them. It is also expected that the community based residential facility (CBRF) staff and other members of the consumer's support network will offer the consumer the means to acquire or further develop the skills necessary to function more independently.

Services provided by Crisis Respite will include the provision of twenty-four hour supervision, the provision of meals and dietary management, individual counseling, medication education and monitoring, care coordination, and crisis prevention. These services will be provided by the community-based residential facility staff in conjunction with other members of the consumer's support network and the Behavioral Health Division's Mobile Crisis Team.

If a Crisis Respite resident is assigned to a case management agency, the community based residential facility (CBRF) staff will collaborate with the case manager when developing the individual service plan. A copy of the case management agency treatment plan will be readily available to group home staff (in the consumer's CBRF record) and all treatment plans will identify agency/individual accountabilities. The Crisis Respite staff or Behavioral Health Division Mobile Crisis Team will be responsible for a minimum of one contact with case manager, or assigned agency representative, per week to discuss issues related to consumer's treatment.

Upon admission to the group home and at Individual Service Plan Evaluations, a set of discharge criteria must be established. It is important that this set of discharge criteria be specific as to the level of functioning the resident must obtain in order to live in a less restrictive setting in the community. This criterion needs to outline the steps that the individual must achieve in order for discharge to take place. Criterion must be

individualized and measurable. This criterion must be established and may be included in the individual service plan and reviewed at the same interval as this plan.

Crisis Respite Services – Other Requirements

Enrollment into Crisis Respite is implemented through a referral to the Behavioral Health Division's Mobile Crisis Team at 414-257-7222. The Mobile Crisis Team will assess the need for community-based residential care and make referrals to contracted service provider.

All Behavioral Health Division contracted community-based residential facilities must be licensed by the State of Wisconsin under Wisconsin Administrative Code DHS 83.

Consumers residing in a community-based residential facility are subject to the ability to pay provisions of Wisconsin Administrative Code HFS 1, Uniform Fee System, which requires that consumers in a non-medical residential program are liable for the cost of their care based upon their ability to pay CBRF Program Requirements.

Agency will be actively engaged with BHD in ongoing quality improvement initiatives as indicated.

Agency will comply with all policy and regulatory requirements as set forth by BHD.

Crisis Services in the Crisis Respite Program

Staff capability, infrastructure, and financial resources to provide "Crisis Services", under HFS 34, "Emergency Mental Health Service Programs".

Plan and process for identification of persons who are experiencing a mental health crisis, or are in a situation likely to turn into a mental health crisis, if more intensive supportive services are not provided.

Plan for following billing guidelines as described in Wisconsin Medicaid Provider Handbook Part H, Division VI for "crisis intervention services".

Unit of Service

One day of care in a community-based residential facility equals a unit of service.

Documentation

Resident case records maintained by the agency shall include daily attendance logs.

All case records must maintain the Individual Service Plan for each individual.

Individual Service Plans must be completed within 30 days of admission to the group home and signed by the individual.

Client files must demonstrate coordination with the assigned case manager.

THE FOLLOWING PROGRAMS ARE NOT OPEN FOR COMPETITIVE BID IN THE 2012 CYCLE

Cycle II

**Intake and Assessment: Intoxicated Driver Program
Program #A004**

PROGRAM DESCRIPTION: Intoxicated Driver Program

This program area provides intake and assessment services for individuals charged with or convicted of operating while intoxicated (OWI). Applicants applying for this program must meet the requirements of HFS 62 Assessment of Drivers with Alcohol or Controlled Substance Problems.

Responsibilities include:

1. Conducting an assessment, using the Wisconsin Assessment of the Impaired Driver (WAID) instrument of all motor vehicle drivers who are ordered by courts or the State Department of Transportation (DOT) to be examined for their use of alcohol or controlled substances, to have an individualized driver safety plan developed based on that examination, and to carry out the driver safety plan;
2. Staff certified by the Wisconsin Certification Board and who have also completed the WAID training;
3. Making treatment recommendations based on the WAID;
4. Completing and distributing to the Wisconsin Department of Transportation (DOT), and to the treatment provider, a Driver Safety Plan for each client; and
5. Limited case management and filing a final report with DOT.

This program also functions as a Central Intake Unit with the basic responsibility areas as outlined under the program #A005, Central Intake Unit, for Milwaukee County residents requiring AODA treatment.

Program outcomes and reporting requirements will be negotiated with the provider before consummation of the contract.

Cycle II

Intake and Assessment: Central Intake Unit (CIU) Program #A005

PROGRAM DESCRIPTION: Central Intake Unit

Client Eligibility

The Central Intake Unit screens individuals to determine if they meet the eligibility criteria for BHD AODA services. Services can be provided to individuals who:

- Reside in Milwaukee County; or are eligible for Access To Recovery 3
- Are at least 18 years of age (with the exception that pregnant females of any age are eligible);
- Meet diagnostic criteria for a substance dependence disorder;
- Are part of the target population; and
- Are screened and authorized for services by a BHD Central Intake Unit or BHD staff.

The Central Intake Unit staff also assists those individuals who did meet the eligibility criteria for BHD AODA paid services access other community treatment/services (Non-Wlser Choice referral). Referral and light case management services can be provided to individuals who:

- Meet diagnostic criteria for a substance abuse disorder; and
- Are screened and may not be authorized for BHD paid services (see policy on limit of times clients may reenter the system).
- Are screened and may not be appropriate for BHD paid services.

Target Population

BHD is targeting two populations:

- 1) The General Population of Milwaukee County.
- 2) Criminal Justice Population:
 - a) incarcerated individuals that are reentering the Milwaukee community from prison and
 - b) persons on probation or parole supervision who are facing revocation proceedings and imprisonment, and who can be safely supervised in the community while benefiting from AODA treatment and recovery support services as an alternative to revocation, and.
 - c) individuals considered for pre-charging diversion, deferred prosecution and deferred sentencing options; persons reentering the Milwaukee community from

jail confinement; and those involved in the Milwaukee County felony drug court alternative to prison programs.

- d) other criminal justice populations as identified.

Definition of Central Intake Unit Services

1. Deliver Central Intake Unit services according to BHD policies and procedures and consistent with Federal and State confidentiality and patient rights laws and regulations.
2. Oversee the operation and provision of mobile capacity.
3. Provide services in strict adherence with ASI and ASAM training, level of Care Recommendations and Informed Choice as per BHD policies.
4. Identify, secure (purchase or lease), furnish and equip the CIU site(s).
5. Provide intake/screening services for all individuals seeking County-funded AODA services. Annual volume is projected at approximately 2,500 intake/screenings per year.
6. For those clients not able to receive a Wiser Choice comprehensive screen, conduct a non-Wiser Choice screen to determine what needs may be able to be met on the client's behalf until such time that the client may receive a full Wiser Choice comprehensive screen.
7. Conduct a computer-assisted interview in real time (expected to not exceed 2 hours per client) with each client to:
 - a) provide an orientation about AODA system services;
 - b) advise the client of the provisions of HFS 1, HFS 92, HFS 94, the federal Health Insurance Portability and Accountability Act (HIPAA), Confidentiality of Drug and Alcohol Patient Records (42 CFR Part 2) and rules related to county funding;
 - c) determine eligibility for Milwaukee County funded AODA treatment, which includes a preliminary Temporary Assistance for Needy Families (TANF) screen;
 - d) provide referral to other community resources if the client does not have a need for AODA services or is ineligible for Milwaukee County funding.
 - e) if the client meets technical eligibility criteria, perform a comprehensive screening for AODA clinical and recovery support service needs in order to determine:
 - if there is a need for AODA treatment and if so;
 - the most appropriate level of treatment; and
 - what other services may be needed to support recovery.
8. Enter client data into the BHD computerized information system in real time and update as necessary.
9. Assist each client, to make an informed choice of a BHD-approved provider for clinical treatment, recovery support service provision and recovery support coordination and case management services. Choice will be informed by data shared with the client from the comprehensive screening, as well as profiles of individual providers. Under the terms of

the Milwaukee Wiser Choice program the CIU must help each client choose from among two or more providers qualified to render each service needed by the client, among them at least one provider to which the client has no religious objection. If no provider is available, the CIU will follow BHD's wait list process.

10. Obtain the client's signature on the appropriate consent forms.
11. Schedule an appointment with the BHD-approved AODA treatment provider and/or RSS provider chosen by the client.
12. Connect the client with the selected recovery support coordination/case management agency at the time of screening, if so indicated per established criteria.
13. In the case of a client with emergent needs, work closely with the recovery support coordinator to assure that appropriate services are accessed immediately and/or contact the appropriate BHD staff to request authorized emergency services on behalf of the client.
14. For each identified service, enter a request via the computerized BHD information system for the issuance of a voucher to pay for the service. Upon confirmation from the provider that the client has presented for service, submit the request to BHD for approval.
15. Provide initial and ongoing training for CIU employees to include instruction on the administration of the ASI, ASAM and CIU clinical policies and procedures. **Describe in detail the agency capability and training plan for all new hires and existing employees (if applicable). This description must include how you will provide on-going clinical oversight and case sampling, documented supervision, quality assurance and fidelity.**
16. Attend all BHD-mandated related trainings, bi-monthly provider operation's meetings and All Provider quarterly meetings.
17. Participate in the continuing development of policies and procedures for the operation of the CIU.
18. Develop and implement procedures that have been approved by Milwaukee County including:
 - a. Emergency procedures for the conveyance of persons to emergency medical facilities when necessary;
 - b. Management of belligerent and aggressive persons; and
 - c. Procedures to implement BHD's Appeal Processes for both clients and treatment providers.
19. Receive data from the State-approved vendor for IDP assessments (expected volume of 1,100 per year) and when necessary, the BHD Intake GBH outcomes tool and enter the data into BHD's information system. It is estimated that entry for each assessment will take approximately 15 minutes.

REQUIREMENTS OF THE CENTRAL INTAKE UNIT PROVIDER

Operations

1. Operations. Manage the operations of the Central Intake Unit according to BHD policies and procedures. Adherence to all BHD communications is expected as to assure consistent business processes across all sites.
2. All fixed- and mobile-site locations are to be on a bus line, and facilities must meet Americans with Disabilities Act (ADA) requirements. Each site must provide interview areas that assure privacy and confidentiality.
3. Mobile Capacity. In order to maximize system access for clients, the agency will have mobile capacity for conducting intake and screening at locations throughout Milwaukee. Through discussion with BHD, the agency will develop a plan to allocate mobile services to fixed-site locations convenient for clients. In the event BHD receives the ATR 3 grant, mobile capacity will be extended to the Waukesha County Alcohol court and IDP program as well as other new partners as identified for ATR 3.
4. Equipment. The CIU must have adequate TDD/TTY, phone system, fax capability and computer equipment sufficient to meet the IT requirements, and laptop computer(s) to support mobile capacity.
5. Hours of Operation. In addition to normal, weekday hours of operation (e.g. 8:00 a.m. to 4:30 p.m.), the applicant will be required to have hours of operation that provide for access at least one evening a week and Saturday mornings. Include a schedule which reflects the one evening a week and Saturday morning hours. Mobile Capacity must be available during normal, weekday business hours. Intake services are available on a walk-in basis and by appointment when appropriate or identified by BHD staff. The applicant must include all expected CIU closings for the year (holidays, etc) and how they will inform the public of such closings. Include language that is welcoming and informs the public that although the CIU functions on a first come, first serve basis, that all residents are welcome regardless of established business hours, i.e. that if someone does not get to the CIU early in the morning, that does not prevent them from receiving help.
6. Use of Best Practices for Comprehensive Screening. The CIU Operations Management Agencies will use instruments and processes approved by BHD for conducting the comprehensive screening. At this time, screening protocol includes the Addiction Severity Index (ASI) with Supplemental Items followed by application of the American Society of Addiction Medicine Patient Placement Criteria (ASAM PPC-2R); as well as the Clinical Institute Withdrawal Assessment (CIWA), and the ASAM ATR developed RSS assessment instrument and other identified instruments as needed upon BHD approval.
7. Staffing. The CIU agency will implement a staffing plan sufficient for conducting 3,200 intake/screenings annually for the hours of operation

listed above. The Central Intake Unit's staff must reflect the cultural, ethnic, gender and linguistic characteristics of the community area it serves. A minimum of one staff must be English/Spanish bilingual, and as needed, provision must be made to communicate with Limited English Proficiency (LEP) clients. All CIU's must have means for communicating with Blind, Deaf and Deaf and Hard of Hearing clients.

8. Staff Qualifications.

a. Persons conducting the comprehensive screening must possess:

- a minimum of a Bachelor's degree in Social Work, Psychology, Nursing or a related human services field, and two years full-time work experience and demonstrated competencies in clinical interviewing, assessment and knowledge of substance use disorders;
 - alternatively, a minimum of a Certified Substance Abuse Counselor (CSAC) certification or equivalent from the Department of Regulation and Licensing with at least three years of experience as an AODA counselor and demonstrated competencies in clinical interviewing, assessment and knowledge of substance use disorders;
 - in addition to the demonstrated competencies for substance use disorders, knowledge and experience of mental health disorders is preferred.
1. The clinical ability to effectively administer and interpret instruments used in the comprehensive screening; and
 2. Sufficient computer skills to administer the computer-assisted interview and to enter data into the BHD information system.

b. At least one staff person, in a supervisory position, must be a licensed Master's level behavioral health professional with a degree in Social Work, Psychology, Nursing or other human service profession with experience and demonstrated competencies in clinical interviewing and assessment and knowledge of substance use disorders (knowledge and experience of mental health disorders is preferred). **For this position, describe in detail the capability and plan for the provision of direct supervision of screeners during normal business hours.** The CIU Supervisor must be available on-site for the support and direction of the CIU staff, and available to BHD staff as needed.

9. Client Choice. Under the terms of the Access to Recovery program, SAMHSA requires that clients be ensured "genuine, free and independent choice" of provider for all clinical treatment and recovery support services. For the purposes of the Access to Recovery program, choice is defined as "a client being able to choose from among two or more providers qualified to render the services needed by the client, among them at least one provider to which the client has no religious objection." The CIU Operations Management Agency and its staff must implement practices to assure that clients have informed choice. CIU staff must take all measures

to assure that the assistance they provide clients in the selection process is based entirely on the client's reported needs and preferences, rather than on any bias in favor of or against any particular provider. Acceptance of any form of compensation, monetary or other, in return for steering a client toward choosing a particular provider is prohibited.

10. Confidentiality. The CIU agency and its staff must have a thorough understanding of and policies/procedures to comply with Wisconsin patient rights (Wisconsin Administrative Code HFS 94) and confidentiality regulations (HFS 92); the Code of Federal Regulations, 42 CFR, Part 2, Confidentiality of Alcohol and Drug Abuse Patient Records; and the Privacy and Security Rules of the federal Health Insurance Portability and Accountability Act (HIPAA).
11. Wiser Choice Operations Meetings/Training: actively participate in monthly CIU Supervisor operations meeting facilitated by BHD. Actively participate and represent the CIU during regularly scheduled Outpatient/Day treatment and Residential treatment providers operations meetings, ongoing training for existing and new staff on ASAM PPC 2R, attendance at all BHD facilitated CIU Screening in-services, and other meetings as identified.
12. Quality Assurance and Quality Improvement. Develop program performance indicators, how they will be measured and a corresponding quality improvement plan. Submit these outcomes and quality improvement plan in 2 separate 6-month reports for the periods January 1 – June 30, 2009 and July 1 – December 31, 2009. Reports will be due 6 weeks later on August 14, 2009 and February 12, 2009 respectively.
13. Reporting Requirements:
Quarterly reports must be submitted documenting training and in-services held with staff, non-Wiser Choice screens completed,
 - January 15 (quarterly and end-of-year report)
 - April 15
 - July 15
 - October 15

CYCLE II

Outpatient Treatment Program Program #M002

Introduction

It is the intent of the Behavioral Health Division to modify the provision of mental health outpatient treatment services to include substance abuse treatment services to persons presenting with a serious and persistent mental illness and a co-occurring substance use disorder.

The development of integrated services is an expectation of outpatient providers. The development of Co-Occurring Disorder (COD) capacity among outpatient as well as among other “level of care” providers will occur through a collaborative approach emphasizing “Best Practices” within the field. It is our expectation that outpatient providers will engage with BHD in the development of COD capacity shortly after initiation of a purchase of service contract.

Statement of Need

Research has confirmed that people with co-occurring substance use and mental health disorders are a large, significantly under served population. They have multiple service needs that cut across a variety of service systems, making it difficult to navigate the systems due to impaired functioning and/or cognitive limitations, as well as potentially receiving duplicative services from different systems due to lack of coordination. While there are ample studies supporting the efficacy of integrated treatment for individuals with co-occurring disorders, separate service systems have been unable to meet their needs.

Individuals with co-occurring psychiatric and substance use disorders are increasingly recognized as a population that is highly prevalent in both addiction and mental health service systems, and associated with poor outcomes and higher costs in multiple domains. In addition, they have long been recognized to be “system misfits” in systems of care that have been designed to treat one disorder only or only one disorder at a time.

Currently our vision is that all programs and clinicians will develop core capability, within the context of their existing program design, to more effectively service individuals with co-occurring needs by providing appropriately matched interventions and using established best practices for these populations. This RFP for mental health outpatient services represents the first step in implementing a COD service delivery system.

Core COD Values

According to SAMHSA, there are six guiding principles that serve as fundamental building blocks for programs in treating clients with COD, and they are equally applicable to both mental health and substance abuse agencies:

1. Employ a recovery perspective.
 - a) Develop a treatment plan that provides for continuity of care over time.
 - b) Devise treatment interventions that are specific to the tasks and challenges faced at each stage of the co-occurring disorder recovery process.
2. Adopt a multi-problem viewpoint.
3. Develop a phased approach to treatment.
4. Address specific real-life problems early in treatment.
5. Plan for the client's cognitive and functional impairments.
6. Use support systems to maintain and extend treatment effectiveness.
 - a) Building community
 - b) Reintegration with family and community

QUALIFICATION FOR RESPONDENTS:

- Current mental health (MH) Certification under Wisconsin Administrative Code, HFS 61.91, Outpatient Psychotherapy Clinic Standards
- Current substance abuse (SA) certification under HFS 75.13 Outpatient Treatment Service.

Eligibility Standards of Consumers

- Milwaukee County Resident
- Age 18 or older
- Without current insurance benefits for mental health outpatient services (BHD is the payor of last resort)
- Meets financial payment obligations as determined by HFS 1
- Meets criteria for a DSM IV mental health diagnosis

Target Population

Within this list, the provider must have the capacity to prioritize access to individuals who have the greatest level of urgency.

- Individuals identified in the BHD Crisis Walk-In Center (CWIC) who are in crisis, are highly likely to have COD, in various stages of change for SA and MH, and are uninsured.
- Individuals, as above, in other BHD acute inpatient or crisis services, who meet similar characteristics.
- These are individuals who need varying levels of service. Individuals in need of adult mental health outpatient have an array of diagnoses including the majority of individuals experiencing affective disorders such as major depression, bipolar disorder, and some situational depressions. The remaining individuals are persons who experience major thought disorders such as schizophrenia. It is estimated that sixty to eighty percent of individuals served in MH outpatient have an accompanying substance use disorder.
- It has been the BHD's past experience that the utilization of adult mental health outpatient services is primarily as follows: medication management only, medication management along with individual and or group therapy and those receiving therapy only. Research demonstrates that therapy, in addition to medication prescription and management is an important adjunct in the treatment

of many persons having a serious and persistent mental illness or co-occurring disorder, and is associated with improved outcomes.

Required Service Array

The goal is to develop a flexible array of MH services, designed for a cohort of clients who have a high prevalence of co-morbidity, and who are not necessarily motivated to change. Creative approaches to engaging peer support services for MH and/or SA are welcomed. The services involve:

1. Engagement in continuing care, with empathic, hopeful, integrated relationships, including some outreach capacity for consumers referred from BHD crisis or inpatient care.
2. Screening, assessment and diagnostic evaluation, with capacity to provide data for both mental health and substance use.
3. Access to a clinical TEAM that shares responsibility for a cohort of consumers.
4. Situational (office-based) case management model.
5. Individual and group counseling for MH and/or SA needs, including motivational interviewing, as indicated.
6. Ensure recovery-oriented principles are incorporated into all aspects care.
7. Psychological evaluation and assessment when indicated.
8. Psychopharmacologic assessment and treatment, including clozapine and injections, and provision of access to medications for uninsured clients. Flexible group and team strategies to provide medication services and to reduce no shows are strongly encouraged.
 - a. Use of County-contracted or 501(b) pharmacy for all medications.
 - b. Developing Patient Assistance Program capacity for meds.
9. Laboratory services, licensed and accessible, either provided or contracted.
10. Assistance with benefit/insurance acquisition in partnership with the County.
11. Appointments within 2 weeks for persons referred by BHD inpatient units, and within 30 days for persons referred by CWIC or for qualified persons seeking services directly from the community and authorized by BHD.
12. Scheduled “walk-in” times for enrolled service recipients who have missed their scheduled appointment(s).
13. Emergency “on-call” services 24/7/365 (note that on-call services are not defined as the BHD crisis line or 911).

Program Description Requirements

In the proposal, the first sentence of the program description must clearly state the agencies’ static capacity (i.e. on any given day, the maximum number of people enrolled and receiving services through this contract). The following items also need to be addressed in the proposal. Proposers are encouraged to use creativity in responding to this request.

1. Describe in detail how you will provide each of the required clinical services.

2. How will the program employ a team (i.e. multi-disciplinary) concept and collaborative approach to provide the required services using best practices and incorporating the core COD values in all aspects of treatment?
3. Identify the make-up of the team and functions of the team.
4. How will you collaborate with other providers, including primary health care and BHD?
5. How will the program integrate the principles of recovery into the provision of outpatient treatment and how will the provider partner with the consumer in the attainment of recovery?
6. Explain in detail your quality assurance plan, including clinical supervision.
7. How would you facilitate the idea that clients would be maintained in an integrated relationship once they are engaged in MH OP care, so that receiving the SA services at another separate parallel site are not encouraged.
8. Describe how you will transition clients who acquire benefits so that there is no gap in services.
9. Identify which Medicaid HMOs you are affiliated with and your ability to maintain a Medicaid caseload.

Proposers must include in their budget proposal the cost for all pharmacy services, including medications. Medications and pharmacy costs cannot exceed the BHD-contracted pharmacy rates of Roeschen's Pharmacy.

Information Management and Payment

The contractor is required to input accurate and timely information on patient demographics, episode and service data. This information supports all state and county reporting requirements related to performance monitoring, service reporting, service payment. The program will be paid on the lesser of net expenses or net units earned, and this is determined by the number of units of service that have been calculated by the system based on the episode information.

Evaluation

Each Proposer must submit an Integrated Dual Disorders Treatment (IDDT) Fidelity Scale Score Sheet within the evaluation section of the proposal (located at: http://download.ncadi.samhsa.gov/ken/pdf/toolkits/cooccurring/IDDTFidelityScaleAJ1_04.pdf), and identify quality improvement project(s) that will be undertaken as a result of the IDDT Fidelity Score. The contractor will be required to report on their identified project(s) in their biannual reports.

Additionally, each Proposer is required to submit a quality improvement plan addressing how they will ensure appointments are available within 2 weeks for persons referred by BHD inpatient units, and within 30 days for persons referred by CWIC. Progress on their quality improvement plan will be communicated during outpatient operations meetings held at BHD every other month.

Memorandum of Understanding

Due to the direct interrelationship between the contracted agency and the Behavioral Health Division, a Memorandum of Understanding (MOU) will be developed. The purpose of the MOU will be to clearly define roles and responsibilities for each party. Issues to be addressed in the MOU will include: clinical and treatment expectations, referrals from BHD to the contracted provider and contract monitoring.

CYCLE II

Service Access and Prevention - AODA Program #A001

Applicants should demonstrate a focus on primary prevention services, with environmental strategies that address population-level changes. Applicants should, when possible, demonstrate plans for building of coalitions and strategic partnerships, as well as coordination with other existing prevention initiatives in our community.

The State of Wisconsin has identified the following priority populations, based on the most recent epidemiological studies they have completed:

- 1) Underage drinking
- 2) Young adult binge drinking
- 3) Motor vehicle fatalities and injuries
- 4) Drinking among women of child-bearing age
- 5) Drinking among women who are pregnant
- 6) Drug-related death, including death from opiate-related prescription drug abuse

For further information, the most recent available Wisconsin epidemiological study can be found at: <http://www.dhs.wisconsin.gov/stats/aoda.htm>.

Applicants should select one or more of the above-noted priorities and indicate the research-driven, evidence-based practice(s) they will utilize to address each priority. A list of environmental strategies approved by the State of Wisconsin follows this announcement and is entitled "Pre-Approved Strategies for 2011 Wisconsin SPF SIG Community Plans." Additionally, further information about the strategic prevention framework supported by SAMHSA and their Prevention Platform is available at: <http://prevention.samhsa.gov/about/spf.aspx>.

PRE-APPROVED STRATEGIES
For
2011 Wisconsin SPF SIG Community Plans

A. Community and Municipal Strategies

	(2) <u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
1.	Enhance law enforcement capacity and commitment to address alcohol laws	Underage use Binge drinking Impaired driving	Enforcement Retail Access Social Access Social Norms Low perceived risk
2.	Promote the prosecution and adjudication with sanctions of alcohol law violations within the municipal and circuit court systems	Underage use Binge drinking Impaired driving	Enforcement Retail Access Social Access Social Norms Low perceived risk
3.	Establish procedure for “party patrols” targeting open parties in residential settings that are unlicensed taverns and outdoor areas with a history of attracting underage drinkers.	Underage use Binge drinking Impaired driving	Enforcement Social Access Social Norms Low Perceived Risk
4.	Develop police policy to investigate citizen complaints of over-serving (125.07)	Binge drinking	Retail Access Social Norms Low Perceived Risk
5.	Develop procedure for citizens’ complaints about a “disorderly house” and similar violations that may result in disciplinary action against a licensee. (125.12)	Binge drinking Underage use Impaired driving	Retail Access Social Access Social Norms
6.	Implement <i>saturation patrols</i> during targeted time periods such as the post closing hours.	Impaired driving	Enforcement Social Norms Low Perceived Risk
7.	Establish law enforcement led class on appropriate policies and practices for sellers/licensees cited for violations	Underage use Binge drinking Impaired driving	Enforcement Retail Access Underage Use
8.	Authorize police to enter property in owners absence if they suspect underage drinking and create law enforcement protocol for entering private homes to check for underage drinking with prior consent of owner.	Underage use	Social Access Perceived Risk Social Norms Enforcement
9	Establish police policy requiring drivers, under age 21 with BAC greater than 0.00, to receive absolute sobriety violations and “minor in possession” citations.	Underage use Impaired driving	Enforcement Low Perceived Risk
10	Implement a <i>Parents Who Host Lose the Most – Don’t Be a Party to Teenage Drinking</i> Campaign. Must include law enforcement action, coalition involvement and public information to assure fidelity with evidence	Underage use	Underage Use Social access Social Norms

	<u>(2) Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
	based practice.		
11	Develop municipal standards and procedures for awarding, renewing, suspending and revoking alcohol licenses	Underage use Binge drinking Impaired driving	Retail Access Social Access Social Norms Low Perceived Risk
12	Limit the number of Class B, fermented malt beverage licenses that do not serve food. You may wish to limit class B liquor licenses although state statutes already limits the number of liquor licenses based on population.	Underage use Binge use Impaired driving	Retail Access Enforcement Social Norms
13	Limit the number of Class A licenses	Underage use Binge use Impaired driving	Retail Access Enforcement Social Norms
14	Require Class "B" Temporary Licenses to include conditions such as requiring secure perimeter, ID checks, RBS, sober servers	Underage use Binge drinking	Retail Access Social Access Social Norms
15	Require an ID check for delivery of alcohol to a private residence	Underage use	Retail Access Social Access
16	Adopt ordinance banning consumption-based drink specials, such as flat fee and time limited pricing.	Binge drinking Impaired driving	Retail Access
17	Prohibit alcohol use on public property or limit to specific venues/situations	Underage use Binge drinking	Social Access Social Norms
18	Secure agreement with movie theatres not to air alcohol advertising prior to G or PG-13 movies.	Underage use	Social Norms Promotion
19	Adopt alcohol industry guidelines for outdoor alcohol advertising near schools, churches, parks	Underage use	Social Norms Promotion
20	Ban single serving containers of alcohol (ban by volume).	Underage use	Retail Access Promotion
21	Cease to issue and, when appropriate revoke or decline to renew alcohol licenses to establishments that sell gasoline.	Underage use Impaired driving	Enforcement Retail Access Social Norms Low perceived risk
22	Adopt procedural guidelines and policies to govern all local deliberations and decisions on whether to issue, renew or revoke licenses to sell or serve alcohol.	Underage use Binge drinking Impaired driving	Enforcement Retail Access

	<u>(2) Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
23	Use detailed license conditions, appended to pending alcohol licenses and renewals, to address specific concerns about the operation of establishment and neighborhood concerns such as traffic, noise or sidewalk congestion.	Underage use Binge drinking Impaired driving	Enforcement Retail Access
24	Regulate alcohol tasting in Class A establishments. The scope of regulations should include: • Cordoned, attended sampling area, • Require ID check limiting sampling to persons age 21 and older, • Locating the sampling area away from child-oriented products, • Require alcohol advertising for tastings to be a least 36 inches off the floor, • Presence of licenses operator within the sampling area.	Underage Use Impaired Driving	Enforcement Retail Access Social Access Low perceived risk
25	Adopt an ordinance establishing significant forfeitures for adults who provide a safe haven for underage drinking, pour or provide alcohol for three or more non-relate youth on their property.	Underage use Binge drinking Impaired driving	Enforcement Social Access Low perceived risk
26	Law enforcement agencies should establish ongoing liaison with the owners and managers of rental property to prevent party or nuisance houses. These individuals should also establish a protocol for securing and dispersing unruly gatherings and evicting tenants in violation of the lease as a result of alcohol related problems.	Underage use Binge drinking Impaired driving	Enforcement Social Access Low perceived risk
27	Append the following conditions to all Class "B" Temporary licenses (beer gardens, festivals, etc.) to reduce alcohol related injuries, disturbances and prevent underage drinking: • Create a secure perimeter around the licenses area with a double fence (with a minimum of 7 foot gap), a single entrance and photo ID check, • Use wrist bands and hand stamps in rotating patters to identify customers age 21 and older to alcohol purchase, • Require a Blood Alcohol Content (BAC) not greater than 0.04 and ban alcohol consumption while serving and mandate that alcohol RBS or local RBS alternative train be completed by all servers, • Mandate a minimum of one licenses bartender (operator) on site whenever alcohol is sold or served, • Allow only 12 oz (or smaller) clear or opaque cups with sale limited to two cups per purchase,	Underage use Binge drinking Impaired driving	Enforcement Retail Access

	(2) <u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
	- Stop serving alcohol one hour before closing the area, - Require vendors to offer food or allow food purchased from vendors in to the licenses area, - Non-alcohol drinks be priced less than alcohol beverages, - No one under age 21 will be served alcohol even when accompanied by a parent, guardian or spouse of legal drinking age.		
28	Adopt ordinances prohibiting those who sell or serve alcohol from drinking while on duty or having a BAC above a 0.04 while working (commonly called sober server ordinances).	Underage Use Impaired Driving	Enforcement Low perceived risk
29	Adopt ordinances banning the use of beer bongs and similar devices in addition to competitions and games designed to force the rapid consumption of alcohol in licenses establishments.	Binge drinking Impaired driving	Enforcement Social Access Low perceived risk
30	Establish ongoing, comprehensive alcohol age compliance checks for both on and off premise licensees with citations issued to vendors and/or employees for noncompliance.	Underage use	Enforcement Retail Access
31	Adopt ordinances placing significant restrictions on the sale of alcohol at public events including: - Prohibiting alcohol sales at youth events and youth oriented events such as interscholastic sports or children's entertainment, - Mandating on or off-duty officers retained for security, wrist bands and hand stamp to confirm security and the diligent monitoring for intoxicated/incapacitated persons, - Non-alcohol beverages that cost less than alcohol, - Limiting the number of alcohol beverages one individual may purchase at a time, - Schedule saturation patrols to coincide with the anticipated conclusion time of the event.	Underage use Binge drinking Impaired driving	Enforcement Retail Access
32	Prohibit consumption-based drink specials such as time limited pricing, specials which increase drink volume without increasing the price and all-you-can-drink flat fee specials.	Binge drinking Impaired driving	Enforcement Retail Access Low perceived risk
33	Adopt beer keg registration ordinances as an effective tool to apprehend adults who provide alcohol to underage youth and to deter such purchases in the future.	Underage use	Enforcement Retail Access Social Access Low perceived risk
34	Civic groups and religious organizations should demonstrate responsible alcohol policy and practices by adopting the following guidelines for their own alcohol sales, including: Check ID's - Alcohol must not be served to	Underage use Binge drinking Impaired driving	Enforcement Retail Access Social Access Low perceived risk

	(2) <u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
	anyone under the age of 21, without exception, at group events, - Alcohol must not be sold at youth oriented events, - When alcohol is sold as part of fundraising events, groups should voluntarily adopt the recommended serving conditions for Temporary Class “B” picnic licenses (found under number A. 29) - Adult monitoring of the alcohol supply at the event, - Alcohol should not be given to underage persons by caterers or other serving staff - ID check should be required by service staff to everyone appearing to be age 30 or less. - Prohibit adults from consuming alcohol while supervising or chaperoning youth events or consuming alcohol prior to attending the event. - Establish and publicize a policy of respect and simple acceptance for those who request non-alcoholic beverages; providing non-alcoholic beverages at all events for those who choose not to consume alcohol for any reason.		
35	Reduce youth access to alcohol within the home	Underage use Binge drinking	Social Access

B. Educational Institution Strategies

	(4)<u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
1.	Enforce state law prohibiting the possession of alcohol on school grounds 125.09(2)	Underage use Binge Impaired driving	Social Access Enforcement Social Norms Low Perceived Risk
2.	Adopt practices to prevent students from bringing alcohol to school or school-related events	Underage use Binge drinking Impaired driving	Enforcement Social Norms Low Perceived Risk
3	Revise and Strengthen penalties for violation of campus alcohol policies	Underage use Binge drinking	Retail Access Social Access Enforcement Social Norms Low Perceived Risk
4	Require ID checks at all campus events where alcohol is available	Underage use Binge drinking	Social Norms Low Perceived Risk
5	Distribute campus alcohol policies and associated punishments to all incoming / returning students and parents, publicize them in campus venues (student housing, sports facilities. campus website, etc.)	Binge drinking	Social Norms Low Perceived Risk

	<u>(4)Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
6	Require responsible beverage service training for campus facilities that sell or provide alcohol (sports arenas, concert halls, campus cafeterias, restaurants, pubs.)	Binge drinking	Retail Access Social Access
7	Reinstate or maintain Friday classes to shorten the elongated weekend.	Binge drinking	Social Norms Low Perceived Risk
8	Restrict alcohol advertising and promotion on campus	Binge drinking	Social Norms Promotion
9	Prohibit alcohol kegs on campus and campus-sponsored events.	Binge drinking	Retail Access Social Access Social Access Social Norms
10	Enhance enforcement of alcohol laws and policies on campus property and at campus-sponsored events.	Underage use Binge drinking	Retail Access Social Access Enforcement Social Norms Low Perceived Risk
11	Prohibit alcohol within all student housing.	Underage use Binge drinking	Social Norms Low Perceived Risk
12	Develop a well written and enforceable code of conduct for those involved in athletic and co-curricular/extracurricular activities.	Underage use	Enforcement Social Norms Low perceived risk
13	Violations of a student or athletic code of conduct should be entered into the student's permanent record. Disciplinary actions should carry over between academic sessions and observed by all public and private schools.	Underage use	Enforcement Social Norms Low perceived risk
14	Wisconsin school principals, athletic directors, and guidance counselors, should be required to attend Drug Impairment Training for Educational Professionals (DITEP) every three years and become familiar with local referral networks.	Underage use	Social Norms Low perceived risk
15	Wisconsin's colleges, universities, and the municipalities where they are located, should take steps to create an environment that discourages underage and high risk drinking. This should include adopting the policies and practices endorsed by the Task Force on College Drinking of the National Advisory Council on the National Institute on Alcohol Abuse and Alcoholism (NIAAA).	Underage use Binge drinking	Retail Access Social Access Enforcement Social Norms Low Perceived Risk

C. Worksite Strategies

	<u>(6)Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
1	Encourage businesses to adopt policies that decrease personal risk and support responsible alcohol use.	Underage use Binge drinking	Enforcement Social Norms Low Perceived Risk

	- Prohibit serving alcohol to anyone under the age of 21 at company events and provide a variety of non-alcoholic beverage choices. - Amend company personnel policies to suggest respect for those who chose not to drink alcohol for any reason. - Include Screening, Brief Intervention and Referral to Treatment (SBIRT) in employee health packages. - Provide SBIRT screening through on-site medical staff or as part of regular screening for a wide range of conditions.		
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D. Alcohol Advertising and Sponsorship

	<u>(8)Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
1	Develop enforceable restrictions on alcohol advertising: - Banning billboards (e.g., near schools, playgrounds, etc.) - Restricting the number of billboards in any given neighborhood (especially low-income neighborhoods) - Prohibit alcohol advertising on publicly owned property. (transit systems, recreation centers) - Banning advertisements on supermarket shopping carts - Banning/restricting point-of-purchase displays - Banning advertising at community events (e.g., concerts, festivals) - Restricting/banning radio/television advertisements (alcohol only) - Restricting newspaper advertisements - Requiring equal air time/print space for counter-advertisements - Restricting the size/placement of storefront advertisements (e.g., supermarkets, convenience stores, liquor stores) - Defining a maximum percentage of total alcohol advertising space allowed - Banning alcohol promotions that appeal to underage users (e.g., cartoon characters, emotional appeal advertising) - Limit alcohol advertising to prevent youth overexposure to alcohol advertising. - A ban on alcohol advertising within 500 feet of a school, church or park, - Banning single serving alcohol products where possible,	Underage use Binge drinking Impaired driving	Enforcement Retail Access Social Access Social Norms Low Perceived Risk

	(8) <u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
	- Limiting alcohol banners over streets, - Establishing rules for tastings, - Raising alcohol displays to above 36 inches from the floor.		
2	- Prohibition of alcohol and tobacco sponsorship at family or youth-oriented events (e.g., sporting events, auto racing, concerts, fairs) - Prohibition against distributing promotional merchandise at events heavily attended by youth - Prohibition against signage that uses an alcohol producer's/retailer's name at youth-oriented events or events heavily attended by youth	Underage use	Enforcement Retail Access Social Access Social Norms Low Perceived Risk

E. Special Category

The strategies identified below are not stand-alone environmental strategies. Implementation of any of these strategies must be in conjunction with an environmental evidence-based strategy identified above. These strategies are designed to support environmental strategies.

	(10) <u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
1	Media campaigns: Educate and advocate for specific outcomes with pre-approved materials using purchased media.	Underage use Binge drinking Impaired driving	Retail Access Social Access Social Norms Low Perceived Risk
2	Media advocacy	Underage use Binge drinking Impaired driving	Retail Access Social Access Social Norms Low Perceived Risk
3	Social norms campaign. NOTE: To receive approval the underlying healthy community norm related to the project goal must be identified.	Underage use Binge drinking Impaired driving	Social Access Social Norms Low Perceived Risk
4	Educate parents- about issues such as local underage drinking, youth access to alcohol, effective measures to reduce youth access and adolescent brain development research regarding damage due to alcohol use- via newsletters (school, athletic, other club/group); parent meetings associated with youth clubs, groups and athletics; and/or other venues	Underage use Binge drinking	Social Access Social Norms Low Perceived Risk
5	Establish network for parents/adult family	Underage use	Social Access

	(10) <u>Prevention Strategies</u>	SPF SIG Priorities	Intervening Variables
	members to communicate/link with other parents who hold similar beliefs regarding homes that are free from alcohol abuse or access	Binge drinking	Social Norms
6	Educate parents, through school newsletters, PTA meetings and other venues about underage drinking in the community and effective measures to reduce youth access to alcohol	Underage use Binge drinking	Social Norms Low Perceived Risk
7	Schools should provide parents with information on the hazards of underage drinking and alcohol initiation as part of parenting education sessions, helping parents define their own guidelines for alcohol use and prevention of misuse.	Underage use Binge drinking	Low Perceived Risk
8	Schools should be strongly encouraged to conduct the Youth Risk Behavior Survey (YRBS) to provide an accurate local measure of youth alcohol and other drug use.	Underage use	Social Norms Low perceived risk
9	Both public and private schools should implement long-term evidence-based practices and programs to prevent and reduce underage drinking. These efforts should be renewed through scheduled booster sessions and reinforce the communities' overall prevention goals. Schools should work with the community to ensure the necessary services are in place to that students in need of alcohol related services can be referred to the appropriate provider.	Underage use	Social Norms Low perceived risk

CYCLE II

Service Access and Prevention – Mental Health Program #M001

This program consists of a variety of services designed to increase the community's awareness and understanding of chronic mental illness, and to provide information on what resources are available to assist and support individuals and families. There are four main service areas.

Advocacy Program # M001-A

These are services designed to assist individuals and their families obtain or maintain access to appropriate community resources.

Information and Referral Services Program # M001-IR

These are services designed to assist individuals and their families in obtaining information and linking them with appropriate public and private resources.

Prevention Services Program # M001-P

These are services designed to provide information, education and training to individuals, their families, and the general public in regard to the causes of disabling conditions, and the means to prevent or ameliorate their causes.

Intake & Assessment Services Program # M001-IA

These are services designed to screen and assess individuals for mental health problems, to make treatment recommendations, and to provide short-term counseling interventions

CYCLE II

Community Support Programs – Mental Health Program #M012

General Proposal Requirements

1. Definition

This program represents the most comprehensive and intensive community treatment service model. A Community Support Program or "CSP" is a coordinated care and treatment program that provides a comprehensive range of treatment, rehabilitation and support services through an identified treatment program and staff to ensure ongoing therapeutic involvement individualized participant centered treatment, rehabilitation and support service in the community where participants live, work, and socialize. Treatment and rehabilitation services are individually tailored with each participant through relationship building, individualized assessment and planning, and active involvement with participants to achieve individual goals, to better manage symptoms, to maintain hope and optimism, and to live and work in community settings of their choice.

2. Target Population

- Be a Milwaukee County resident;
- Be at least 18 years of age and under the age of 60;
- If over the age of 60, client may receive CSP services paid through Family Care
- If over the age of 60 and client does not meet functional or financial eligibility for family care, client may receive CSP paid services
- Meet the diagnostic and functional criteria outlined in Wisconsin Administrative Code DHS 63;

3. Program Requirements

CSP Admission Policy

- It is the policy of the BHD that individuals hospitalized on psychiatric inpatient units and referred to a CSP by SAIL will be admitted (per DHS 63 guidelines) to that CSP within three business days of receipt of that referral.
- If the individual is in the community, the CSP will admit individual within seven business days of receipt of that referral.

CSP 7-day week Service Provision Policy

- Based on the individual needs of each consumer, 7 day a week services (i.e. medication monitoring and symptom management) will be available as an integral part of the CSP service model.

CSP Inpatient Contact Policy

- It is the policy of the BHD that, when a CSP client is admitted to a psychiatric inpatient unit, the CSP which serves that client must contact the appropriate inpatient treatment team within 24 hours of notification of the admission in order to develop a plan of discharge.

CSP Service Utilization Policy

- It is the policy of the BHD that Community Support Programs have a service utilization review process to identify consumers who might be candidates to transition to less intensive models of community support and in accordance with CSP discharge criteria and DHS 63 standards to effect those transitions when appropriate.
- Community Support Programs to include a policy and process for identifying and referring individuals who turn 60 years of age to Family Care.
- Community Support Programs that have CSP consumers also residing in a CBRF are to have a service utilization review process to identify goals of the CBRF placement, length of placement and identify candidates to transition to less intensive models of housing when appropriate.

Case Management No Contact Policy

- It is the policy of the BHD that Community Support Programs utilize a risk management framework and assessment procedure in the event a consumer misses an appointment or is unable to be reached, as to assess and determine the appropriate course of action.
- These case management practice guidelines are to incorporate clinical consultation, communication, client preference and documentation as required elements.

CSP Family Care Utilization Policy

- All clients over 60 years of age receiving case management services will be referred to family care within 5 business days of notification by the Community Services Branch (CSB).
- The CSP will inform the CSB of member's enrollment within 5 business days of acknowledgement from Family Care that the individual is enrolled.
- The CSP will utilize the *Family Care Referral Tracking Form* to notify the CSB of the following: client's acceptance/refusal of family care screen, reason for refusal of family care screen and/or services, date of family care screen, functional and financial eligibility, client's acceptance/refusal of family care services, and family care enrollment date.
- For those individuals not found functionally and/or financially eligible for family care services, the clinical coordinator or designee will review these cases every

six months to determine if there are any changes in the client's financial and/or functional capacity.

- For those individuals who decline to be screened by the resource center or for those individuals who decline family care services even though they were found eligible, their cases will be reviewed every six months. Individuals will be encouraged to take advantage of the long term care support services offered.
- The CSP will notify family care (Care Management Unit -CMU) of any status change such as contact information, discharge, and etc. in a timely fashion.
- If the individual being referred to family care does not currently have Medicaid benefits, the CSP will actively assist the individual in applying for benefits, follow-up with the application process, and submit updates to the field office.
- Family Care will develop a mechanism to notify the CSP of the client's enrollment date, functional/financial eligibility and ineligibility, disenrollment, team staffings, and/or any status change in a timely fashion.

Inpatient & Community Case Management Collaboration Standard of Practice

- It is the policy of BHD-CSB that the case manager is responsible for maintaining a clinical treatment relationship with their client on a continuing basis whether the client is in the hospital, in the community, or involved with other agencies.
- The case manager is responsible for collaborating in the discharge planning process with the inpatient treatment team. Timely collaboration and quality information sharing among all professionals ensures care continuity and is good practice. Case managers are to meet with hospital unit staff and the patient at a minimum of once per week, and more often when clinically indicated.
- The case manager will collaborate with the inpatient social worker to assist in identifying interventions relevant to the course of treatment, ensure a well developed discharge plan and transition back into the community.
- When meeting with the client/team on the unit, the case manager will complete the *Community Services Consultation Note*.

CSP Crisis Respite Collaboration Policy

- When a client is placed at the Crisis Respite House, the case manager will collaborate with the crisis service clinician to strategize a well developed discharge plan and transition back into the community, this will include, but not limited to, establishing appropriate and safe community housing.
- While a client is at the Crisis Respite House, the case manager are to meet with crisis service clinicians and the patient at a minimum of once per week, and more often when clinically indicated.
- When meeting with the client at the crisis respite house, the case manager will complete the *Community Services Consultation Note*.

Experience and Qualifications of the Organization

Within each proposal, relative to experience and qualifications of the organization:

- a. Explain how the delivery of CSP services relates to the mission of the organization and commitment to providing this type of comprehensive community based services
- b. Describe the organization's experience and capabilities in providing Community Support Programs within a state certified CSP as defined in DHS 63, Wisconsin Administrative Code. Emphasize experiences in providing core psychiatric services as provided by an interdisciplinary team including assessment and the provision of comprehensive community based services in keeping with DHS 63 specifications
- c. Describe how DHS 63 and CSP. Medicaid billing requirements will be met and maintained.

4. Program Content and Methodology

In the application, the first sentence of the program description must clearly state the agencies' static capacity (i.e. on any given day, the maximum number of people enrolled and receiving services through this contract).

Within each proposal, relative to treatment methodology:

- a. Describe throughout the treatment program narrative how DHS 63, DHS 94, Medicaid billing and HIPAA standards will be met in the development, implementation, evaluation and monitoring of the provision of CSP services.
- b. Describe how comprehensive assessment and treatment of all psychiatric needs, including primary and secondary diagnoses will be implemented.
- c. Describe how the program will work collaboratively with the participants toward the goals of achieving greater levels of independence through a better understanding of and self management of the symptoms, increasing problem solving abilities, expanding the use of natural supports, and supporting wellness activities.
- d. Describe the composition of the proposed treatment team, the respective roles they will be performing, how teaming will occur, amount of psychiatric time available to serve participants, and the case management staff to participant ratio.
- e. Describe how the participants symptom status and psychotropic medications will be monitored along with the ability to provide higher level of responses as needed in a timely manner. Include a discussion as to how advance directives and crisis planning in keeping with the participants' preferences could be implemented.

- f. Describe how 7-day a week service provision is an integral CSP model.
- g. Explain how crisis responses will occur during regular working hours, after hours, and weekends.
- h. Describe how the inclusion of comprehensive treatment of individuals with co-occurring mental illness and substance abuse disorders will occur.
- i. In conjunction with the participant, explain how active collaboration will occur as needed with all other essential providers outside of the CSP, such as with primary health (including dental care whenever possible); inpatient, nursing home, and correctional settings; supervised living; psychotherapy; work services; etc.
- j. Explain how productive and meaningful roles such as paid and volunteer work, supported education, parenting and parenting assistance, and other fulfilling activities will be facilitated in keeping with the desires, skills, and abilities of the participants.
- k. Describe how assistance will be provided to participants in housing, social relationships, and activities of daily living, leading towards a greater sense of personal well being and community inclusion.
- l. Describe how participants residing in supervised living arrangements will receive assistance leading towards more independent living.
- m. Specify how recovery and the incorporation of recovery principles in all treatment services will be implemented. Address the following areas:
 - (1) Developing and implementing person centered treatment plans with full participants' involvement and input throughout the process including the participants' signing the plan.
 - (2) Having participants and family members involved on committees and boards, paying for their involvement as appropriate, and providing the training and mentoring to facilitate more fully their participation in these roles.
 - (3) Inclusion of participants' families as valued, respected, and integral parts of the overall treatment in accordance with desires of the participants.
 - (4) Helping to foster personal recovery for each participant by providing messages of hope and inspiration, affording choices, and understanding the importance of personal responsibility and accountability throughout the treatment process.

- (5) Developing peer and natural supports with family members and significant others.
 - (6) Assuring participants involvement in program evaluation that includes satisfaction and participant outcomes.
 - (7) Working in conjunction with participants to reduce stigma in all of the forms it is manifested.
 - (8) Providing education and training to enhance participation in these various capacities and roles.
 - (9) Hiring participants as providers.
- n. Project how much staff time will be spent in face-to-face clinical contact in the community.
 - o. Describe how accommodations will be made to work with people who are deaf or hard of hearing in keeping with their special developmental and communication needs.
 - p. Describe how the delivery of culturally competent services will be provided.
 - q. Describe how recovery oriented, person-centered and trauma informed care will be implemented in CSP service provision.

5. Quality Assurance and Quality Improvement

Within each proposal, applicants will be required to:

- a. Explain how the organization will provide leadership and will monitor the program's day to day operation providing sufficient staff, training and clinical expertise, and participant and family support.
- b. Describe the organization's performance indicators for this program and how they will be evaluated.
- c. Describe how consumer and family satisfaction with the program will be evaluated.
- d. Explain what experience the bidder can demonstrate in providing an effective quality assurance and improvement program.
- e. Describe the areas to be addressed in an ongoing quality improvement plan.

6. Mandatory Requirements

The following general requirements are mandatory and must be complied with.

- a. DHS 63, Wisconsin Administrative Code
- b. DHS 94 (Patients Rights), Wisconsin Administrative Code
- c. Wisconsin Medical Assistance Provider Handbook, Mental Health and Alcohol and Other Drug Abuse Services Handbook, Part H, Division II
- d. Health Insurance Portability and Accountability Act of 1996 (HIPAA), privacy rule 45 CFR Parts 160 and 164.
- e. Be able to achieve CSP certification in keeping with DHS 63 and in a timely manner.

a. Unit of Service

A unit of service is one-quarter (1/4) hour of direct service time. Direct service is the time spent providing services to consumers, which include face-to-face contact (office or community) collateral contacts, telephone contacts, consumer staffings, and time spent in service documentation. Direct service time does not include indirect time such as that spent in staff meeting, in-service training, and etcetera

b. Documentation

The agency must collect information required for the BHD data reporting structures. The information required related to demographics, episode of care, State's Human Service Reporting System (HSRS), and service information. See File Layout For Contract Agency Interface.

Assessments and treatment plans must be present in the case record maintained by the agency.

Services must be documented through an entry in the case record. The documentation must include:

- (a) date of service;
- (b) type of service;
- (c) length of service contact;
- (d) who the service contact was with;
- (e) location of service; and
- (f) description of the contact.

FOLLOWING PROGRAMS ARE <u>NOT</u> OPEN FOR COMPETITIVE PROPOSAL
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CYCLE I
Community Living Support Services

PROTECTIVE PAYEE PROGRAM #M008

Protective payee programs provide services to individuals who have a primary mental illness and require assistance with financial management in order to live independently in the community. They do not require residential or case management services but may need representative payeeships, financial counseling, budget teaching and referral for any additional entitlement.

Protective payee programs are expected to work toward having consumers gradually assume more control over their own finances, with the goal of eventual independence in financial management, in keeping with the skills and abilities of the individuals. The program is also expected to document the anticipated outcomes and monitor progress toward those outcomes.

Access

Access to contracted payeeship services is achieved through referral from SAIL-Service Access to Independent Living. For agencies with existing caseloads, SAIL will use the referral process to fill cases lost to attrition or division.

Unit of Service

The unit of service for protective payee services is one-quarter hour of direct service time. Direct service time is staff time spent in providing service to the program participants, which includes face-to-face contacts (office or field), and time spent in documenting services. Not included in direct service time are staff meetings, inservices, etc. Direct service time also includes collateral contacts which are face-to-face or by phone. Collateral contacts are those individuals involved by virtue of their relationship to the program participant, i.e., family, physician, and other service providers.

Documentation

Service time must be documented through an entry in the case notes. All records for individuals served must be kept in a central file with documentation, which includes: date of contact, type of contact (face-to-face, phone, collateral, etc.) and

length of contact. A case plan must include income, monthly budget and disbursements, anticipated outcomes and methods used to attain outcomes, as well as progress towards achievement of outcomes.

Psychosocial Drop In Center Program #M009

Psychosocial clubs serve as points of soft entry for individuals experiencing severe and persistent mental illness. They are based on the concept of involvement and acceptance as a required component of engagement in broader community membership. Clubs are meant for individuals with severe and persistent mental illness living in the community and in need of social experiences and movement toward recovery.

Members of the club volunteer their time to participate in the planning and carrying out of club activities, which include: social/recreational groups, community outings, and travel/tour activities. While members are free to select elements of the offerings, they are encouraged to be an integral part of the planning and growth of meaningful activities, as well as providing mentorship for new members. The club also needs to contain some elements of prevocational activity, i.e., a job club, so that individuals have an opportunity for enhanced movement toward recovery.

In order to ensure that individuals experiencing severe and persistent mental illness are welcome within the club, and that adequate numbers of members are served, it is essential that outreach be done to programs serving that population, i.e., CSP and TCM. Vendors are encouraged to explore transportation options to make programs more accessible. They are also encouraged to have Board members who can assist with fund raising, legal issues and community support.

Target Population

The primary population to be considered for this program is persons with severe and persistent mental illness; in particular those referred by Behavioral Health Division providers.

Unit of Service

Vendors will be reimbursed for expenses up to 1/12 (one-twelfth) of the annualized contract per month. The reimbursement will be for actual expenses or 1/12 (one-twelfth) of the contract amount; whichever is lower, based upon a review of the vendor's monthly billing statement. The format of the billing statement will be determined by Behavioral Health Division and may include program, occupancy costs, equipment costs and other expenses found to be appropriate. The billing statement shall be submitted on a monthly basis.

Documentation

Financial records/ CPA audit, annual report of numbers of members served and sources of referrals.

Psychosocial Rehabilitation Program (Clubhouse Model)

Program #M010

The Clubhouse Psychosocial Rehabilitation Program is a model of psychiatric rehabilitation, which operates as a club with participants as members, rather than clients. Central to its philosophy is the belief that work is important for all people and that people experiencing mental illness, even severe illness, have potential to grow and develop and to make productive contributions to the community. Parallel to the importance of work, individuals have a need to have opportunities for socialization. The clubhouse provides a place for social interchange, relationships and social support in the evenings, on weekends and especially on holidays.

The clubhouse is to have significant representation of their membership on the Board. It is also expected that members will have full membership in the planning processes and all other operations of the club. Because entry to a club may be difficult for some potential members, it is important that there are other members available and able to mentor incoming members. It is also important to have a flexible entry process, allowing for individualized needs to be met.

While work is an essential part of the clubhouse model, prevocational and engagement efforts need to be available and tailored to the individual's needs. It is anticipated that with increased socialization opportunities, individual isolation will decrease, members will be more willing to consider the other opportunities the club has to offer and begin the journey toward recovery and full community membership.

Target Population

The primary population to be considered for this program is persons with severe and persistent mental illness; in particular those referred by Behavioral Health Division providers.

Unit of Service

The vendor will be reimbursed for expenses up to 1/12(one-twelfth) of the annualized contract per month. The reimbursement will be for the actual expenses of the 1/12(one-twelfth) or the contract amount; whichever is lower, based upon a review of the vendor's monthly billing statement. The format of the billing statement will be determined by the Behavioral Health Division and may include program staff, occupancy costs, equipment costs and other expenses found to be appropriate. The billing statement shall be submitted on a monthly basis.

Documentation

Financial records/CPA audit, annual report of numbers of members served and other source of referrals.

Targeted Case Management Program (TCM) #M0013 & #M0014

Definition

Targeted case management is a modality of mental health practice which addresses the overall maintenance of a person with mental illness including his / her physical, psychological and social environment with the goal of facilitating physical survival, personal health, community participation and recovery from or adaptation to mental illness. Targeted case management puts primary emphasis on a therapeutic relationship and continuity of care.

Target population

Persons served by TCM services have Axis I and / or Axis II diagnoses without the severity or persistence that qualifies them for a CSP and yet have a disorder requiring more than outpatient or ambulatory therapy. The target population is at high risk for re-hospitalization or for drifting into the chronic young adult population and/ or often have concomitant substance abuse, developmental disorders, organic illness and homelessness. Persons who are served by the program must:

- Be a Milwaukee county resident;
- Be at least 18 years of age **and if over the age of 60 have been screened for Family Care;**
- Have an Axis I diagnosis with either psychotic or major affective disorder or an Axis II diagnosis in cluster A or B, based on DSM-IV;
- Have demonstrated functional limitation in the last six months in one or more of the following areas: housing, employment, medication management, court mandated mental health services, money management, or symptom escalation to the point of requiring emergency intervention or hospitalization; and
- Be screened and found eligible for services through a SAIL assessment.

Program levels

There are two levels of targeted case management services:

1. **Level I** (standard) TCM, **Program #M013**. Proposers are expected to provide outreach case management and must refer to the “Behavioral Health Division’s Standards of Practice for Targeted Case Management (TCM)” for further information regarding TCM program requirements, e.g., admission timeliness, staff to client ratios, services to be provided, billing and staff professional requirements. The Standards of Practice are available at the BHD Service Access to Independent Living (SAIL) office, 9201 Watertown Plank Road, (414)-257-8095.

2. **Level II** (clinic-based) TCM, **Program #M014**. Proposers are expected to provide primary clinic-based mental health services to individuals who are not appropriate for primary outreach case management services. Individuals served in this program will have a primary serious and persistent mental illness. Programs must meet the following requirements:

- Case managers will maintain a caseload of sixty (60) consumers;
- Case managers will practice with a team approach to assure adequate coverage, team collaboration and provider support;
- Services need to be available forty (40) hours per week with on-call coverage after regular hours; and
- All documentation must meet the requirement.

In addition to mental health services, the program will provide:

- Essential payee ship and money management services
- Linkage to other health and social services
- A minimum of four outreach (in-home) visits and eight face-to-face visits per year

Program Requirements

Please include specifics in the narrative on how the following would be met:

Service Access

- SAIL referrals on individuals hospitalized on BHD **inpatient** units will have service initiated **within 24, working day, hours**.
- SAIL referrals on individuals in the **community** will have service initiated within **72, working day, hours** unless otherwise indicated on the referral.
- In cases where there is **difficulty accessing** an individual the case manager will **contact the SAIL Care Coordinator** to develop strategies on how to meet and serve the consumer.
- **Within 24, working day, hours of notification of a consumer admission** to the BHD, the program is expected to contact the respective inpatient or Observation unit to collaborate on a discharge plan.
- Emergency on-call services 24/7/365.

Utilization Review

- Policy and process to identify consumers who are candidates to transition to less intensive or more intensive models of service or support in accordance with TCM discharge criteria as established by SAIL and the TCM network.
- Policy and process for identifying and **referring individuals who turn 60 years of age** to Family Care.

Contract Management

- Programs are expected to maximize third party revenue, including billing for Crisis Case Management services.

Crisis Case Management

- Staff capability, infrastructure, and financial resources to provide “Crisis Case Management Services (CCM)”, known as “Linkage and Coordination Services” under HFS 34, “Emergency Mental Health Service Programs”.
- Plan and process for identification of persons who are experiencing a mental health crisis or are in a situation likely to turn into a mental health crisis if more intensive supportive services are not provided.
- Submission of Prior Authorizations for the provision of CCM services to individuals who are in need of crisis services.
- Plan for following billing guidelines as described in Wisconsin Medicaid Provider Handbook Part H, Division VI for “crisis intervention services”.

Units of Service (UOS)

A unit of service is one quarter hour (1/4) of direct service time. Direct service is the time spent providing service to program participants, which includes: face-to-face contacts (office or community), collateral contacts telephone contacts, consumer staffing sessions, and time spent in service documentation. Direct service time does not include indirect time such as that spent in staff meetings, in-service training, etc.

Documentation

Direct service time must be documented through an entry in case notes, or narrative, for units billed. The narrative entry must include: the date of the contact, the type of the contact (face to face, collateral, phone, etc.), who the contact was with, the content of the contact, and the number of units (the length of contact). The case narrative must be contained in the case chart records maintained by the agency. In addition documentation should include the following:

- Comprehensive assessment
- Case plan per clinical standards, collaboration and identification of those involved, including **signature of the consumer**.
- Integration between the assessment, treatment plan, service delivery and progress reporting
- Evidence of a strength assessment and strength based service approach
- Stated consumer preference(s)
- Evidence of recovery focused goals, treatment plan and service delivery
- Evidence that a method is in place to assure that all services submitted for payment have met corresponding requirements and are present in the chart.

**Training (Mental Health and Wiser Choice Provider networks)
Program #M017**

The target audience will be comprised of staff from the Community Services Branch provider networks (mental health, Wiser Choice), to include such service areas as clinical services, targeted case management, community support programs, community based residential providers, psychosocial organizations, peer support specialists, advocacy organizations, recovery support coordination and central intake unit staff.

Program Description

This program component fulfills various training needs for the Community Services Branch/Service Access for Independent Living (SAIL) and its respective provider networks.

1. Training may be a requirement of a funding source, such as the Division of Mental Health and Substance Abuse Services' (DMHSAS) funding for alcohol and other drug abuse (AODA) treatment, care coordination, and recovery services for Temporary Assistance for Needy Families (TANF) eligible families. The TANF grant specific training requirements include trauma identification and resolution, and screening for fetal alcohol spectrum disorders (FASD).
2. Training may be required of existing providers as well as those who enter into a Purchase of Service Contract/Agreement with BHD. The *'Basics of Community Treatment'* (BCT) is designed for case management providers in the Community Services Branch network, as well as groupings of Wiser Choice providers. These training sessions may include, but are not limited to:
 - Overview of MCBHD Community Services Branch
 - Recovery Philosophy
 - Case Management and Recovery Support Coordination
 - Mental Health Disorders
 - Alcohol & Drug Addiction, and Co-Occurring Disorders
 - Psychopharmacology
 - Legal Issues
 - Crisis Intervention
 - Financial and Medical Entitlement Programs
 - Psychosocial and Community Supports
 - Housing Programs (MH/AODA)
 - Interface with Criminal Justice System

Proposer must describe what type of training/in-services will be provided to enhance the provider network, explain how those services will be delivered,

describe the process of assessing training needs, describe how the concept of 'recovery,' as identified by the Governor's Blue Ribbon Commission on Mental Health and AODA 's cores values, is incorporated into the training plan. All training/in-services should reflect knowledge of appropriate state certification, licensing, and/or Behavioral Health Division practice standards as identified in this document

1. Trauma identification and resolution: "Risking Connection" curriculum

'*Risking Connection*' is a curriculum for training service providers at all levels for work with survivors of sexual and physical abuse trauma. It is not a manualized treatment approach, but it provides a framework that can be used in a range of settings and formats. This curriculum is based in a trauma theory: constructivist self-development theory, which shares many basic assumptions with other current theories and approaches to treating survivors. This trauma framework assumes that "just as people can harm each other deeply, so they can also help each other profoundly – relationships can be transforming and healing".

Recommended Trainers

DMHSAS (Department of Mental Health and Substance Abuse Services) sponsored a 5-day Risking Connection Master Trainer Training in 2002, conducted by Sidran Traumatic Stress Foundation. '*Risking Connection*' is the State's recommended training in trauma responsive treatment curriculum for the Milwaukee AODA TANF grant, the Statewide Urban/Rural Women's AODA Project. List of the Milwaukee County provider staff that attended and completed the Master Trainer Training, will made available to the contractor.

Rates

Rates suggested by the State to pay the trainers:

- Hourly rate \$200.00, per trainer
- Each module: 2 trainers X 2 hours = \$800.00
- Total training: 5 modules provided by a team of 2 trainers = \$2, 000.00

2. Fetal Alcohol Spectrum Disorders: Understanding the Physical, Cognitive, and Behavioral Effects of Prenatal Alcohol Exposure

Fetal Alcohol Spectrum Disorders (FASD) is an umbrella term used to describe the range of effects that can occur in individuals who were prenatally exposed to alcohol. These effects may be physical, mental, behavioral and or learning disabilities. FASD represent a leading cause of mental retardation and learning disabilities in children seen in pediatric offices today. This training provides an overview of FASD and describes a model program, the Family Empowerment Network (FEN). FEN is an information, referral, and support network for children and families affected by Fetal Alcohol Spectrum Disorders (FASD) and the professionals who serve them. FEN's mission includes: (a) increasing awareness about FASD by providing education, training and resources to families, providers, and the general public; (b) providing support and referrals to families affected; and (c) increasing opportunities for diagnosis and intervention.

Recommended Trainer

Dr. Georgiana Wilton is the State's recommended trainer in the area of FASD. Dr. Wilton has done previous training for our providers, and it has been very well received. Georgiana Wilton, PhD, is an Associate Scientist for Family Empowerment Network (UW School of Medicine and Public Health, Department of Family Medicine)

Rates

Rates suggested by the State to pay the trainer:

- All Day training = \$400.00 – \$500.00

Training Plan

Proposers must develop the training plan and submit it to BHD for approval. The training plan must identify which training curriculum will be used, who the trainer(s) will be, and provide an outline of all training/in-services that will be conducted in 2009.

Since providers which are recipients of funds allocated to BHD must be in compliance with all Federal, State and County rules (which include Americans with Disabilities Act, Civil Rights Act, Education Amendments, and Rehabilitation Act, and with Wisconsin State Statute 51.46, ensuring pregnant women first priority to treatment services), other training may needed to be developed for the network.

The contractor is required to keep training and attendance records, a training update, and to report on successes and challenges or general accomplishments on a quarterly basis. Other activities include: securing training site, sending invitations and reminders, planning and preparing materials/handouts, providing certificates of attendance and attending to all training logistics (such as parking information and directions, booking trainer(s), assisting with audiovisuals, etc).

Reporting Requirements

As a recipient of these funds, you are required to comply with reporting requirements on a quarterly basis. The contractor will be required to report on this project. The quarterly reports and a final year-end report are due:

- January 15 (end-of-year report)
- April 15
- July 15 (semi-annual report)
- October 15

Accessibility

The provider must ensure that all training sessions will be at a facility with access for physically handicapped persons and will be accessible to non-English speaking individuals.

Billing

The contractor is required to submit accurate and timely billing information.

Target Population

The target population includes all SAIL providers (mental health and Wiser Choice), and community partners (i.e. community agencies, social service agencies, DOC, Child Welfare, etc).

Evaluation

Proposers must include an evaluation plan that includes evaluation forms and feedback process for each training session.

Wraparound Milwaukee

Care Coordination Services #WM01

General Proposal Requirements

1. Definition

Wraparound Milwaukee is a unique type of Managed Care Organization that provides and arranges care for children with serious emotional and mental health needs and for their families. Central to the provision and coordination of services to children/families in this program are care coordinators. Working under “wraparound” philosophy of care and unique set of values that emphasizes individualized, strength-based, family-focused, community-based and culturally competent care; care coordinators provide the following:

- a. Provide case management type services for youth and their families.
- b. Facilitate care planning teams called child & family teams.
- c. Help families and the teams develop the individualized Plan of Care (POC) based on the child/family strengths and needs.
- d. Help identify and assist family to obtain mental health, social and support services from the Wraparound Provider Network.
- e. Help identify and access informal supports and community resources for the youth and family.
- f. Provide or secure emergency crisis services and help develop crisis/safety plans.
- g. Prepare and submit Plans of Care (POC) and Service Authorization Requests (SARs) utilizing the Internet-based IT System called Synthesis.
- h. Monitor and document the provision and quality of services through the child & family team, by holding at least monthly CFT meetings, revising and submitting a new Plan of Care every 90 days, completing crisis and regular progress notes, etc.
- i. Collaborate with system partners, Child Welfare, Juvenile Justice, Education, etc.
- j. Develop and provide reports to the court as required and in collaboration with Child Welfare and Juvenile Justice.
- k. Testify and participate in court hearings as required.
- l. Work with family organization who supports Wraparound Milwaukee.
- m. Participate in meetings, trainings, mandatory in-services, planned and required by Wraparound Milwaukee.

2. Target Population

Eligible youth are those who meet the State Medicaid criteria for having a serious emotional disturbance (SED) and their families. Specific criteria is the following:

- a. DSM-IV Diagnosis
- b. Involved in two or more service systems.
- c. Have a mental health condition which has persisted for at least six months and is likely to persist for a year or longer.
- d. Has some functional impairment due to their emotional/mental health needs at home, at school or in the community.
- e. Is at risk of institutional placement in a residential treatment facility, correctional facility or psychiatric inpatient facility.

There are two distinct populations of youth served within Wraparound Milwaukee. There are the 1) regular Wraparound youth who are referred to the program by the Bureau of Milwaukee Child Welfare under a CHIPS order (Child in Need of Protection or Services) or those referred by the Delinquency and Court Services Division under a delinquency order and 2) the youth in the REACH program that are enrolled on a voluntary basis without the involvement of child welfare or delinquency services and not under a court order.

3. Other Program Requirements

Wraparound Milwaukee is currently contracting with eight agencies to provide care coordination services for regular wraparound families and three agencies to provide care coordination for the REACH families. Depending on the availability of state and federal funding and program needs, it is likely that Wraparound Milwaukee will again consider contracting with eight agencies for regular wraparound for court-ordered, child welfare and juvenile justice youth and three agencies for the REACH program. However, Milwaukee County and Wraparound Milwaukee retain the right to determine the number of agencies in 2012 from which it will purchase care coordination services for regular Wraparound and REACH.

The anticipated number of regular, court involved child welfare or Delinquency referred youth needing care coordination services will average approximately 650-675 per day. The average number projected for REACH is 240 youth/families. The average number of care coordinators per families in regular wraparound is 1:10 and in REACH is 1:14.

All agencies are required to have a full-time, dedicated supervisor and lead worker in both regular Wraparound and REACH. The lead worker can carry one-half caseload in addition to back-up and support for the supervisor. All agencies are also required to have a half-time clerical support staff in both regular Wraparound and REACH and they are required to have access to a licensed psychologist to review care plans who is either on staff or the services obtained contractually.

4. Experience and Qualifications of the Organization

For 2012 Wraparound Milwaukee will be requiring a separate proposal for both the regular wraparound program for care coordination services and for the REACH program for care coordination services.

Within each proposal, the applicant shall describe:

- a. How the delivery of care coordination services relates to the mission of the organization and commitment to providing comprehensive, community-based services to children with serious emotional needs and their families.
- b. Describe the organization experience and capabilities in providing care coordination or case management with this population of children and adolescents with serious emotional disturbance (SED). Emphasize knowledge and experience with Wraparound principles and approaches, working in a family directed care management model, working with Child Welfare and Juvenile Justice agencies, and understanding of juvenile court practices.
- c. Describe the organization experience and knowledge in working in a managed care model; working with case rate reimbursement and knowledge of requirements of Medicaid for documentation of services and billing.
- d. For existing care coordination agencies, the applicant should document and describe the results of past performance on the semi-annual and annual performance reviews. The applicant's ability to implement corrective action plans when needed to improve performance should also be described.
- e. For applicants without prior care coordination contracts, information about past performance may be gathered based on other contracts or fee-for-service experience. Information taken into consideration would also include performance reviews and/or evaluations of applicant organizations conducted by State or Federal accreditation entities. Note: documented non-performance or non-compliance under previous contracts or under fee-for-service will be taken into consideration in the review of applicants proposals.

5. Program Content

The applicant shall demonstrate in their narrative a thorough understanding of Wraparound philosophy, values and approaches and how those values, philosophy and approaches are used to serve the target population. The applicant must also demonstrate their knowledge of how the service delivery system for SED youth is structured and how it functions in Milwaukee County's Wraparound Program.

Specifically, the applicant organization must address their understanding, knowledge and ability to provide care coordination services that:

- a. Build on child and family strengths to meet needs.
- b. Identify how effective child and family teams are developed, implemented and maintained.
- c. Describe how an individualized care plan is developed.
- d. How care plans that are developed demonstrate best fit for the culture and preferences of the family.
- e. How they will ensure there is parent choice in the development of the care plan.
- f. Identify the process for moving the family toward independence.
- g. Define how children will be cared for in the context of their families.
- h. How they will demonstrate unconditional care for children and families.
- i. How services will be coordinated with other systems including Child Welfare, Juvenile Justice, education, etc.
- j. How the care coordination organization will effectively work with the court system i.e. judiciary, district attorneys, public defenders, etc.
- k. How the organization will support youth involvement so that care plans are youth-guided and that youth are involved with other peers who share similar issues i.e. peer support groups, recreational activities, outings, etc.
- l. Describe how the organization will support and advocate for families; how they collaborate with the parent advocacy organization; how families are brought together for activities, training caregivers, peer support, etc.

6. Outcomes and Performance Improvement

Within each proposal, the applicant organization will describe their understanding, knowledge and commitment to quality assurance/quality improvement to include:

- a. Describe the performance improvement process in place and/or a system for implementing Wraparound Milwaukee's QA/QI findings and requirements. This should include:
 - Measurement of outcomes
 - Analysis and improvement of the service delivery process
 - Employer evaluation and corrective action measures
 - Consumer/community evaluation and feed back
- b. The applicant agency must demonstrate how they use performance improvement information to improve service delivery and program management. This should include actual examples.

7. Staff Development and Retention

The agency must demonstrate an ability to provide necessary staff, lead workers and supervisors. The applicant must describe how their salary and fringe benefit structure is competitive with other care coordination agencies and with other systems doing comparable work. The applicant must describe any training and staff development activities beyond that provided as part of the Wraparound Milwaukee certification training.

- a. The applicant demonstrates a clear understanding of commitment to staff retention with a plan for how that will be achieved.

8. Budget Justification and Unit of Service

Care Coordination agencies are reimbursed on a daily case rate basis. That anticipated rate for 2012 is \$26.00 per day per family. Average caseload size is to be 9-10 families per care coordinator in regular Wraparound and up to 14 families in REACH. Wraparound Milwaukee does not guarantee any specific volume of referrals. The applicant must submit all required Milwaukee County budget documents, anticipated revenues and expenditures including anticipated employee costs i.e. salary and fringe benefits by position. The specific Milwaukee County requirements for contract agencies submitting applications to provide services can be found in "Year 2012 Purchase of Service Guidelines Technical Requirements Audit and Reporting"

- a. Applicant must clearly demonstrate through past experience their ability to provide these care coordination services within a case rate method of reimbursement. This includes having adequate financial reserves to assume financial risk since the volume of referrals cannot be guaranteed.

Family and Educational Advocacy Services

#WM02

General Proposal Requirements

1. Definition

Family advocacy services are provided to support families enrolled in the Wraparound Milwaukee Program who have a child (children) with a serious emotional or mental health need. The family advocate is usually a parent or other caregiver who has cared for a child with a serious emotional problem. They are also persons with additional training in the Wraparound philosophy and approach and possess knowledge and expertise in understanding how the needs of these children may affect the caregiver and how they can offer effective support to the families of children who are considered SED.

The family advocacy organization helps families to also understand and exercise their rights to secure specialized mental health and other services for their child with complex behavioral health needs. The family advocacy organization ensures the provision of quality services for families enrolled in Wraparound Milwaukee. They are also responsible in assisting in accessing families to community resources as well as making sure families become the primary decision makers regarding their family's future.

Educational advocacy services are designed to help families secure appropriate educational services for youth with serious emotional or mental health needs. This includes developing, reviewing and modifying Individual Education Plans (IEP), working with special and regular education staff at MPS and other schools in finding appropriate school placements, advocating for and supporting youth who have been suspended or expelled and are in need of alternative educational placements or advocacy to return them to their public school placement, and teaching families about their educational rights and protections under federal and state law so they can advocate for themselves.

2. Target Population

Youth with serious emotional and mental health needs and their families enrolled in the Wraparound Milwaukee, REACH, FOCUS, Youth in Transition Grant, Re-Entry and FISS program. It also includes foster care youth in the Bureau of Milwaukee Child Welfare.

3. Program Requirements

Agencies applying must be organized as a 501(c)(3) organization with a Federal Tax ID on file with the Internal Revenue Service. Other Not-For-Profit or For-Profit agencies may apply but agencies providing other services under contract to the Behavioral Health Division – Wraparound Milwaukee Program must create the advocacy component as a

separate entity to avoid conflict of interest issues in the delivery of advocacy services versus other network services.

Additionally, the family advocacy organization must have an affiliation agreement or sign an affiliation agreement within 60 days of receiving the contract for these services with the National Federation of Families Organization.

The family advocacy organization must be minimally staffed with a (1.0) full-time director and may be staffed by other paid employees and/or utilize family advocates on a stipend and/or voluntary basis. The staffing plan should be described under the program content and methodology section of this proposal. The Family Advocacy Organization must provide a full-time (1.0) educational advocate coordinator and additional advocates as determined by the Director, Educational Coordinator and Wraparound Administration.

Additionally, another (1.0) full-time educational advocate is required to work with the Bureau of Milwaukee Child Welfare case managers and families to provide similar educational advocacy services to those provided for Wraparound Milwaukee under a contract Wraparound Milwaukee has with the Bureau of Milwaukee Child Welfare.

4. Experience and Qualifications of the Organization

Within each proposal, relative to experience and qualifications of the organization;

- a. Describe the applicant's experience in providing family and educational advocacy services and how the delivery of these services relates to the mission of the organization and commitment to the principles of Wraparound.
- b. Describe the organization's experience in recruiting, training and utilizing parents and caregivers as advocates, organizing parent support groups, designing, distributing and collecting information for surveys, serving on committees, developing newsletters, organizing family activities, providing educational advocacy and other activities related to providing services under this service area.
- c. Organization must identify an existing office site for their advocacy program with locations and physical layout that is easily accessible to families.

5. Program Content and Methodology

The applicant organization should describe how they plan to develop, organize, implement and sustain each of the following activities:

Under Family Advocacy

- a. Recruit, hire and train parents as 1:1 advocates for families with youth who are SED enrolled in Wraparound Milwaukee.
- b. Develop and implement parent support groups, including types of groups, skill building goals and objectives, frequency of the groups, how parents will be recruited, use of paid stipend or other compensation paid to promote attendance.
- c. Plan for training and orientating families in Wraparound process.
- d. Describe how parents will be recruited to participate on committees, work groups, etc.
- e. How and what type of family activities will be planned and implemented and how other community organizations will be involved in helping to sponsor these activities.
- f. Describe how the applicant agency will provide crisis support services to families in collaboration with the Mobile Urgent Treatment Team and Care Coordinators.
- g. Describe how applicant will work with youth transitioning to adulthood and Wraparound Milwaukee's Healthy Transitions grant.
- h. Applicant should describe how they plan to collaborate with other community agencies and organizations to support families, sponsor activities and advocate for families. Describe the type of collaborative efforts that have been or will be planned and developed.
- i. Describe agencies plan for designing, planning and implementing satisfaction surveys, needs assessment/attainment scales, conducting focus groups or other activities to involve parents in evaluating the delivery of Wraparound services.
- j. Describe how applicant will develop new sources of funding through grants, foundations to help sustain the organization and to diversify funding sources.

Under Educational Advocacy

- a. Describe how applicant agency will provide educational advocacy services to youth who are SED and their families.
- b. Describe how educational advocates will review, modify and develop Individual Educational Plans for qualifying youth and how they will collaborate and engage special education staff in Milwaukee Public Schools and other school systems to meet needs of youth in Wraparound.
- c. Describe how applicant's educational advocates will engage parents and care coordinators in identifying, assisting and meeting the educational needs of designated youth. What type of education services will be provided to support and engage students who have been suspended or expelled.
- d. Describe what type of training and orientation programs will be designed, developed and provided to parents and care coordinators to help them

effectively understand special education laws and regulations and to better advocate for children to obtain appropriate educational placement and services.

- e. Describe how education advocates will design and develop educational alternatives to minimize use of day treatment programs and support programming within regular or special education programs.

6. Unit of Service

This is an expense based contract based up to the total available funds allocated in the 2012 Wraparound budget for this program. The applicant must provide a budget that is accurate and detailed. The budget must describe all full and part time staff, contract positions and amount to be spent for stipends to reimburse participating parents.

Crisis/Respite Group Home for Adolescent Boys 12-17 #WM03

General Proposal Requirements

1. Definition

The Wraparound Milwaukee Program is a unique type of managed care program serving children with serious emotional disturbance (SED) and providing an array of community-based mental health and supportive services. The Mobile Urgent Treatment Team is a component of the program that was created to help children and adolescents in crisis. A crisis is any situation in which a child's behavior escalates beyond the usual coping and problem solving ability of the parent or caregiver and threatens the stability of the child and community.

Crisis services are mainly funded through Medicaid under HFS34. One component of the crisis services under HFS34.22(4) are optional stabilization services. One type of stabilization service is short-term placement in a group home setting to achieve stabilization of a child in crisis, reduce the threat of more restrictive psychiatric hospital or residential treatment, initiate treatment and link the child to follow-up services in the community.

Wraparound Milwaukee and the Mobile Urgent Treatment Team currently operate one eight group home for adolescent boys ages 12-17 and seeks to re-bid those services for 2012.

2. Target Population

Youth placed in the crisis/respite group home must be adolescent boys 12-17 years of age who are experiencing a mental health crisis placing them at risk of permanent removal from their current living situation and placement in a more restrictive level of care including a psychiatric hospital or residential treatment placement. Crisis/respite homes may also be used as a transitional step for adolescents out of those more restrictive placements until placement at home or in a more permanent setting can be arranged. Average stays in a crisis group home are 1-14 days. Youth placed in the crisis/respite group home must be under a court order (or voluntary placement agreement for crisis care for non-court involved youth up to five days) and be either an adjudicated delinquent youth or a child under a CHIPS order (Child in Need of Protection and Services). All children admitted to a crisis bed in this group home must be referred to the home and placed under the authorization of the Mobile Urgent Treatment Team (MUTT).

3. Program Requirements

- a. The applicant must show evidence of having a current home licensed under HFS57 with a capacity to serve 8 boys. Preference is for homes

that have single bedrooms (one occupant per room) or who have the capacity to separate boys who cannot share a room with another child due to behavioral reasons.

- b. The group home and staff must be knowledgeable with and meet all the requirements of HFS34 related to the training/orientation of staff, clinical supervision, writing, updating and reviewing crisis plans documentation requirements such as progress notes and other HFS34 requirements to be eligible for Medicaid crisis reimbursement.
- c. The group home must be willing to agree to a no reject or eject policy related to placements.

4. Qualification and Experience of Applicant

- a. The applicant organization must demonstrate experience in working with highly complex need youth with very serious emotional, mental health and behavioral issues who are experiencing a crisis. Previous operation of a crisis group home resources is desirable.
- b. The applicant organization must have a current licensed group facility available at the time of panel review.
- c. The applicant must demonstrate how providing the crisis/respite group home is consistent with the mission of their agency and what special expertise, resources and training they possess to successfully operate a facility for high risk, high needs SED youth.
- d. The applicant agency must describe their experience in working under HFS34 and their history in performing or capturing Medicaid reimbursement for Wraparound Milwaukee.

5. Program content

The applicant should clearly describe the content and operation of the crisis/respite program including all of the following:

- a. Describe applicant's plan for adequate 24 hour staffing and supervision of residents. Distinguish the difference between staffing and operating a crisis/respite resource from a regular group home.
- b. Describe applicant's plan for a structured unit management system of care that is fair, reasonable, consistent and related to behavior.
- c. How applicant plans to incorporate individualized strength-based approach in the home consistent with Wraparound principles and values. How will applicant ensure the preparation, regular review and updating of crisis safety plans.
- d. Describe clinical services and consultation available to staff in the home. Will individual or group counseling services be available.
- e. How will applicant coordinate with the MUTT team, care coordinators, Bureau of Milwaukee Child Welfare workers and probation staff.

- f. Describe the content, frequency etc. of the training/orientation program for staff.
- g. Describe plan for children to attend their regular public school or otherwise receive education services.
- h. The applicant agency must have plans to ensure regular and emergency medical care including the ability and written plan for distribution of medication.
- i. The agency applying must describe how they will transport or arrange the transportation of residents to go to school, medical appointments, court or other purposes.
- j. The applicant must describe how they will manage difficult or aggressive behaviors and how they will achieve a no eject, no reject policy.
- k. Describe what type of recreational activities will be available to youth.
- l. The applicant shall describe how they will maintain records, document for Medicaid crisis reimbursement purposes and provide reports or information to MUTT or Wraparound care coordinators.
- m. Applicant must have and share their written policies and procedures for their program.

6. Quality Assurance/Quality Improvement

The applicant must cooperate with Wraparound Milwaukee and MUTT related to performing regular audits of crisis services that MUTT bills to Medicaid. Applicant must agree to provide all documentation related to staff qualifications, training, crisis plans and progress notes for review.

Complaints/grievances related to the care of any youth are subject to review and audit by the Wraparound Quality Assurance Office.

7. Unit Rate

The reimbursement method for the group home will be expense based on the total funds allocated for this program. The projected 2012 allocated funds are \$456,000.

**Mobile Urgent Treatment Team – Crisis Support Services
and Short-Term Case Management
#WM04**

General Proposal Requirements

1. Definition

The Behavioral Health Division – Wraparound Milwaukee Program operates a child/adolescent crisis intervention service for Milwaukee County families called the Mobile Urgent Treatment Team. That team provides crisis intervention services to families with a child experiencing a mental health or emotional crisis. Crisis means a situation caused by a mental health disorder that results in a high level of stress or anxiety for the child, parents or caregiver, which cannot be resolved by the available coping mechanisms of the child or those persons who provide ordinary care or support for the child and threaten the removal of the child from his or her home.

The purpose of the MUTT team is to:

- a. Stabilize children/adolescents in the community in their natural environment through provision of mental health crisis intervention services.
- b. Divert children/adolescents from potential inpatient psychiatric admission to area hospitals by providing community-based crisis intervention, stabilization services, short-term case management services.
- c. Provide consultation to Wraparound Care Coordinators on effective strategies to deal with and or prevent a crisis, including developing crisis safety plans.
- d. Linking youth to appropriate mental health services in the community for on-going mental health care.
- e. Provide overview and monitoring of the utilization of crisis stabilization services

2. Target Population

The target population include all Milwaukee County residents with a child experiencing a mental health crisis. A dedicated mobile crisis service team also serves the Bureau of Milwaukee Child Welfare Foster Care System under a contract Wraparound Milwaukee maintains with the Wisconsin Department of Children and Family Services and the Bureau of Milwaukee Child Welfare. Additionally, all enrolled Wraparound Milwaukee youth are automatically eligible for Mobile Urgent Treatment Team services.

The expected volume of service would be 1500-2000 face-to-face contacts annually and about 3000-3500 annual phone contacts and triage.

Additional contacts/responsibility for the MUTT Team are the oversight of the 8 bed crisis group home, gate keeping responsibility to review and authorize all requests for Wraparound Milwaukee enrolled youth at risk of inpatient psychiatric care, the provision and oversight of 1:1 crisis in-home stabilizers and auditing of any treatment foster home or group home providing crisis stabilization services for Wraparound and reimburse by Medicaid.

3. Program Requirements

The Mobile Urgent Treatment Team consists of a Director, two Milwaukee County clinical psychologists, consulting psychiatrist, one nurse and five MSW social workers. As a component of the crisis services, there are additional crisis counselors and social workers that are needed for crisis response, assessment, treatment, stabilization, referral to on-going mental health agencies, short-term case management and monitoring/assessment of crisis resources such as the crisis group home and crisis 1:1 stabilizer.

For 2012 Milwaukee County Wraparound is again seeking one (1) qualified agency to provide these crisis intervention and support services.

The applicant agency must furnish up to eight master's level, licensed social workers or other clinicians with a minimum of two years experience in working with youth with mental health needs, preferably in a setting where they work with youth experiencing mental health crisis.

These crisis and case management services are provided under the supervision and direction of the Director of the Mobile Urgent Treatment Team or under the Assistant Director of the MUTT Team in the absence of the Director.

Additionally, all crisis staff provided by the applicant organization must conform to the requirements of HFS34 Emergency Mental Health Services Program as it relates to qualifications, training, and supervision of the staff providing mobile crisis services for the contractor. HFS34 governs the certification and operation of emergency crisis services for adults and children.

Specific to the duties of the mobile crisis staff provided by the applicant agency for the MUTT Team are:

- a. On site answering of phone calls to determine nature and severity of crisis and whether a home visit is required.
- b. Accompanying county crisis workers or other contract staff on calls in the community and providing assistance in the assessment and immediate stabilization and care of children/adolescents in crisis and their families.
- c. Participating in the development of crisis/safety plans.

- d. Identifying community agencies and services to refer families for on-going mental health treatment.
- e. Providing transportation to take child to a temporary crisis/respite group home, or to or from the inpatient hospital or other placement setting.
- f. Provide short-term case management services to stabilize family and prevent future crisis situations.
- g. Participate in multi-agency staffing and serve on child and family teams.
- h. Audit treatment foster care and group home agencies providing crisis stabilization services for Milwaukee County youth.
- i. Prepare and maintain records, prepare, review and update progress notes and crisis/safety plans and provide statistics and other data as required by Wraparound.
- j. Work with Child Welfare, case managers and foster families and with regular and special education teachers, counselors, social workers, etc.

4. Qualifications and Experience

The applicant agency must demonstrate at least two years of experience in providing crisis intervention services to children and adolescents with serious emotional and mental health needs. Applicant must be able to furnish at least eight M.S. or MSW, licensed social workers within 30 days of receiving the contract award. The applicant has experience in providing mental health and supportive services on a 24 hour per day, seven days per week basis.

The applicant organization must describe how the provision of crisis services is consistent with the mission of the organization.

Applicant must be able to demonstrate the staff providing crisis services have knowledge, skills, and experience in the following areas:

- a. Assessment and treatment of youth in a mental health crisis.
- b. Effective phone answering and triage skills under crisis condition.
- c. Knowledge and experience in use of community resources.
- d. Knowledge of Wraparound philosophy and approach.
- e. Experience performing case management services for the target population.
- f. Ability to transport children and families in agency vehicles or personal cars.
- g. Experience working with other child serving systems, particularly Child Welfare, Juvenile Justice and education.

5. Program Content

The applicant agency must demonstrate a thorough understanding of the mental health needs of children with serious emotional and mental health needs and the techniques, strategies and approaches to effectively assessing, treating and stabilizing children/adolescents and their families experiencing a mental health crisis. The applicant must describe how they will provide all of the following services for the MUTT program:

- a. Crisis assessment, response plans and development of crisis/safety plans for youth and their families.
- b. How they utilize the Wraparound approach, individualized care, strength-based, needs focused, etc. in developing crisis plans and providing crisis services.
- c. How community resources, both formal and informal are identified, accessed and delivered for families in crisis.
- d. What is the applicant's plan for delivery short-term case management services (under 30 days) to families.
- e. How will families be involved in the development of crisis plans and delivery of services to families.
- f. How will the applicant utilize optional crisis stabilization services for families such as 1:1 crisis stabilization or crisis/respite group home.
- g. Describe how the applicant organization will participate in and support child and family teams related to crisis services.
- h. Describe how applicant organization will coordinate and collaborate with Child Welfare, Juvenile Justice and Education. (Note: specific focus should be on stabilizing youth in foster homes and school classrooms.)
- i. How the applicant organization will ensure compliance with all aspects of HFS34 related to staff qualifications, training, supervision, and documentation of services.

6. Unit of Payment

Unit of reimbursement is this agreement will be expenses based on the total 2012 budget allocation for this program.

Delinquency and Court Services Division

INTRODUCTION AND INSTRUCTIONS

The **Delinquency and Court Services Division (DCSD)** has responsibility to provide the juvenile court with intake and disposition services for youth referred for delinquency and juveniles in need of protection and services (JIPS). The Division administers a variety of services and programs to enhance public safety through policies and practices that support fair and respectful treatment of stakeholders; clients and staff; and, in cooperation with the courts, community, and system partners, reduce the risk of re-offense.

Administration and Support functions provide policy direction, programmatic and fiscal management, research and analysis of data, budget development, procurement of services, and development of collaborative alliances with outside agencies.

The **Secure Detention Center** provides secure custodial care of detained youth including education, sanctions for probation violations, short-term mental health and physical health services.

Intake and Probation Services provide statutorily required screening, assessment, and supervision of youth referred for delinquency and juveniles in need of protection and service matters. These functions coordinate the provision of direct services, monitor and respond to court compliance, and provide other services for the court as directed.

Purchased Services oversees and contracts for a variety of direct and support services through various contracts and agreements. Target areas include prevention, diversion, support services, alternative education settings, out of home placement, targeted supervision, and reentry support.

Services that are purchased by the Delinquency and Court Services Division are allocated to match the priorities of our service area and to manage with efficiency and efficacy the available resources. Substantial effort has gone into applying for grants that supplement state and county funding. The Division attempts to utilize its funds to provide a broad continuum of services for juveniles. Programs and services range from detention-related services to community-based alternatives that responsibly divert juveniles from a commitment to the State's Juvenile Correctional Institutions. The Division will continue to develop and support service models that are evidenced based, culturally competent, culturally diverse, and will meet the needs of our youth, families and community.

For calendar year 2012, we have placed multiple programs within the Request for Proposal (RFP) for Delinquency and Court Services. The remaining programs fall within multi-year contracting cycles and, based upon service needs and priorities, will be included in the RFP for a subsequent contract year.

Special Instructions: The following program elements should be addressed within Item #30b, the Program Narrative, if applicable.

Service/Treatment Process:

1. List and define the program activities, purpose of the activity, and the anticipated size, structure, and schedule of the activity.
2. Describe the sequence of program activities, including counseling and treatment, if applicable. Indicate the length of time in each phase of the activity and the criteria used to move youth from one phase to the next.
3. If counseling or treatment is a program component:
 - Describe how and when individualized plans, goals, and operationalized strategies are developed and reviewed. Identify by position who is involved in this process.
 - Provide a detailed description of the issues and topics to be addressed in counseling.
 - Provide a description of the theory of change or treatment model that will be utilized. Address specific service needs of dual-diagnosis youth.
4. Describe your plan to ensure that services can be provided to Limited English Proficiency (LEP) service recipients and families.
5. Describe agreements and working collaborations with other community agencies that will provide services to the target population. Describe the qualifications of the agencies and service providers. Include any letters of agreement.
6. Program incumbents should provide a summary description of their most recent program evaluation.

2012 Application Requirements and Uniform Program Numbers

DCSD is issuing a Request for Proposals for contract year 2012 for the following programs. These programs are open for competitive application (detailed program descriptions follow this introduction).

DCSD 001 – Day Treatment Program

DCSD 004 – First Time Juvenile Offender Tracking Program
DCSD 006 – Group Care

Agencies seeking to contract for the provision of these programs are required to submit a **complete application** package that includes all of the documents and formats as defined in this document, the *Year 2012 Request For Proposal - Purchase of Service Guidelines*.

Applicants not currently providing the proposed program should include a separate and distinct action plan and time frame for program start-up as part of the Program section of the application. While consideration may be given for documented and justified additional transition costs, applicants are strongly encouraged to remain within the tentative funding levels.

State (DCF) Out of Home Care Changes

As a result of continued reductions in foster care placements for non-Wraparound delinquent youth and new foster care rate setting policies/ levels of care introduced by the Department of Children and Families, DCSD will purchase these services as needed through the Wraparound Milwaukee network of certified agencies.

Based upon information received to date, DCSD does not anticipate any direct changes to the manner in which it presently purchases Group Care services in light of rate setting policies established by DCF being understood that agencies may not exceed their DCF approved rate. This is subject to change in the event of any forthcoming Administrative Rule changes. The DCSD will, to the extent possible, work with DCF to minimize any potential impacts.

The following Purchase of Service programs currently fall within a multi-year contracting cycle and **are not open** to new provider agencies. The **current provider** agencies for these programs must file a **partial application for each program** that includes all the items listed under FINAL SUBMISSION plus the Authorization To File for 2012 and any other items that have changed from the previous year. Please refer to the Technical Requirements section of this document.

DCSD 007 – Re-Entry Coordination Services
DCSD 008 – Level 2 In-Home Monitoring Program
DCSD 010 – Adolescent Sex Offender Treatment Program
DCSD 011 – Shelter Care
DCSD 014 – Targeted Monitoring Program

Partial applications for programs that fall within a multi-year contracting cycle are due the same date and time as the complete application for programs that are included in the 2012 RFP.

Funding Note for 2012:

Tentative funding levels are based upon Departmental level budget requests and thus subject to change based upon the final adopted 2012 County Budget. As a result, significant changes may occur in the structure and or funding of our programs by the time the applications are due for submission in September. Applicants should routinely check the Milwaukee County DHHS website for updates to the RFP throughout the application and prior to submitting a proposal. Inquiries should be made to Michelle Naples at telephone (414) 257-5725.

PROGRAM PURPOSE

Day Treatment is designed to enhance community safety, to ensure youth accountability, and to develop youth competencies reducing the likelihood of re-offense.

The Delinquency and Court Services Division's Day Treatment Program is a non-clinical program that involves the Milwaukee County Children's Court, the Day Treatment provider, the Milwaukee Public Schools (MPS), and other community agency/resources. Day Treatment provides on-site education (provided in collaboration with Milwaukee Public Schools) and other services to meet the multiple needs of youth and their families. **Each program site will be funded in multiples of 15 slots.**

Milwaukee County is requesting innovative proposals that target criminogenic needs associated with increased probability of re-offense. Describe how your program will individualize services within a structured setting to meet the needs of youth. When describing your program, please reference specific evidence-based components of your program including supporting research.

Target Population

Day Treatment serves as a community-based alternative to out-of-home placement by providing a daily structured report center within the school setting. Client families may present various functional problems such as drug and alcohol use, mental health, or other etiologies. The program typically serves youth ages 12-17. Programs must be able to accept the following youth:

- Adjudicated Delinquent or JIPS youth under Department supervision.
- Wraparound Milwaukee Clients under Department supervision.
- Aftercare youth under Division of Juvenile Corrections supervision.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

Provide a schedule of the program's **hours of operation** for both MPS school days and non-school days (including the summer months).

In addition please provide a **daily schedule** for counseling and other program-related activities.

Describe the location and facility where the program will take place including program-related use of space. Identify which staff positions will facilitate or monitor program activities. The program model must develop and integrate these specific components:

Service Related Requirements

1. Bi-Lingual capability as needed to meet Limited English Proficiency.
2. Initial assessment, service plans, progress reports, discharge summaries.
 - Written assessments and service plans incorporating and addressing criminogenic needs completed with copies forwarded to Children's Court Probation and/or Wraparound staff within 45 days of intake. Include a sample copy of your assessment and service plan template along with your application.
 - Staffing Reviews with copies forwarded to Probation and/or Wraparound staff.
 - Discharge Summaries completed with copies forwarded to Probation and/or Wraparound staff within 10 days of the discharge.
3. Availability of direct (face-to-face) counseling including Youth, Family, and Group work. Youth enrolled to Day Treatment should have, at a minimum, one scheduled, individual meeting per week with a counselor, mentor, or other qualified program staff member.

Recommended topics for counseling include Empathy Building, Relationship Violence, Errors in Thinking, Anger Management, Conflict Resolution, AODA education, etc. Describe the space that is available for private counseling.

Note: Social workers and counselors must be available to accommodate the schedules of working parents.

4. Job Preparedness training.
5. AODA identification, including drug and alcohol screening (urine analysis) that supports service plan goals.
6. Programming during summer vacation, winter, and spring breaks, and other days when MPS is not in session.
7. Program representation at court hearings and Wraparound team meetings as requested.
8. Structured response to client absenteeism. Please list the staff and process comprising your program's response.
9. Public transportation to and from the program.
10. Allowance and level system for students.

11. City of Milwaukee code compliance for all Day Treatment facilities. In addition please describe any training that is provided to program staff in the area of **crisis intervention** or **violence prevention**. Submit copies of agency guidelines regarding student **suspensions**, and **physical restraints**.

Education Related Requirements

School is provided through collaboration with MPS and must include the following elements:

1. Class size that are no larger than 15 students.
2. A core academic curriculum plus Health and Human Sexuality, Physical Education, and Art. Summer school is to be included.
3. Certification to accept students with Special Education Needs.
4. The ability for students to complete a full semester of academic credits each semester.
5. Arrangements for MPS support staff to provide:
 - Diagnostic assessments of Special Education and At Risk students.
 - Development and monitoring of the Individual Education Plan (IEP).
 - Monitoring of program compliance with federal and state guidelines for Special Education and At Risk students.
 - Monitoring of the overall education program including lesson planning.
 - Consultation and technical assistance regarding the transition of students returning to regular MPS and alternative MPS programs.

Note: Describe the process by which your staff will work with MPS to ensure the successful transition of students who are returning to regular MPS or alternative MPS programs.

Staffing Related

- An agency social worker, counselor, or case manager will be assigned to each enrollee.
- The program coordinator or the social work supervisor must have a graduate level degree in a human services related major.
- Staff using the title "Social Worker" must be certified to practice Social Work by the State of Wisconsin, Department of Regulation and Licensing.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

Individual case files must include at a minimum:

- Initial family and child assessments and service plans incorporating and addressing criminogenic needs.
- Staffing reports and service plan updates.
- Counseling notes and contact sheets that include the date and time of the contact, the name of the person contacted, the type of contact (face-to-face, phone, collateral), and the signature or initials of the worker providing the contact.
- Incident reports

EXPECTED OUTCOMES AND INDICATORS

The actual program goals for Day Treatment Program may be mutually developed and agreed upon by Milwaukee County and your agency. Milwaukee County has established the following outcomes-based quality measures:

Outcome 1: Average daily attendance plus excused absences will equal 75% of total Day Treatment days of service.

Indicator: Attendance and excused absence totals as reported on Day Treatment monthly invoices.

Outcome 2: 60% of the youth who are enrolled in Day Treatment will complete the program.

Indicator: Number and percent of youth who complete the program.

Outcome 3: 95% of the youth who complete the Day Treatment program will be enrolled in a school or a job training program upon discharge.

Indicator: Number and percent of youth enrolled in school or job training program upon discharge.

Outcome 4: 75% of the youth who complete the Day Treatment program will be enrolled or transitioned back into their school district following the completion of one full semester.

Indicator: Number and percent of youth enrolled in school or job training program upon completion of one full semester.

Note: Academic performance will be assessed by MPS.

REIMBURSEMENT

Milwaukee Public Schools (MPS) provides for the education related services and costs of students enrolled in Day Treatment by separate agreement through MPS Diversified Community Schools.

Providers will be reimbursed on a fee-for-service basis based upon a daily unit rate. The current daily attendance rate subject to change, is \$72.78.

Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific (Rate X Unit) Rate Statement must be submitted following the end of each calendar month according to DHHS policy.

PROGRAM PURPOSE

The First Time Juvenile Offender Program (FTJOP) is a diversion program for youth who would otherwise be subject to a delinquency petition and subsequent court proceedings.

This program serves youth ages 10 through 16, who are identified by the Delinquency and Court Services Division, the District Attorney's Office and/or the Courts, as candidates for the program. Youth are offered the option of taking part in this program, usually under a Deferred Prosecution Agreement (DPA). A DPA, under Wis. Statutes, is an agreement between the District Attorney's office, DHHS, a youth and his/her family or legal custodian regarding services and/or conditions. Youth are typically placed in the First Time Juvenile Offender Program for a period of six months from their completed intake. If there are concerns about the compliance of the youth, DHHS can re-refer the case to the District Attorney's office, which may petition the court on the pending offense(s). During 2010, tracking services were provided to 276 youth and their families.

This Tracking component of the FTJOP program will operate under a Fee-For-Service agreement and will be awarded to a maximum of two vendors. At least one program (staff and services) must be located north of I-94 and at least one program (staff and services) must be located south of I-94. Geographic presence promotes community visibility, operational efficiency and improved service access. Because the program continues to develop its reliance on the electronic transmission of information, all Tracking agencies must have computers and e-mail access available to each of its Trackers.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

The FTJOP is designed to serve youth under the general responsibility of a Tracker. Each youth will be enrolled in the program for a minimum of six months, which can be extended if necessary. Each Tracker will be assigned a maximum of 27 youth to monitor at any one time, unless an increase is pre-approved by DCSD.

The program design for Tracker agencies has several specific requirements that must be addressed by agencies submitting an application:

1. Tracking agencies must emphasize "empowering families". This concept is defined as assisting families to select their own service providers and to empower families to be responsible for decision-making in regards to their child.

2. Tracking agencies will be meeting with youth and families in a variety of settings, including homes that may be located in high crime areas. Agencies must include a safety plan that describes how the safety of their employees will be ensured.
3. Cultural competence is a critical to this program. Recruiting, hiring and retaining minority and bilingual staff is key to achieving cultural competence. Each Tracking agency should include in their application the strategies used to enhance the development of culturally competent Trackers.
4. Trackers' work hours should meet the needs of youth and working families with an emphasis on maximizing face-to-face contacts.
5. Program evaluation is essential to measure the effectiveness of this model for first time juvenile offenders. Tracking agencies must indicate that they will agree to collect and provide the FTJOP with the required data and reports including defined outcome measures.

Tracking agencies will provide the following services or activities:

1. Provide appropriate staff to attend a weekly staffing where cases will be assigned to the agency. Tracking agencies must agree to accept all referrals. Agencies must agree not to close or terminate an assigned case from services without the approval of the FTJOP Supervisor.
2. Utilize information provided by a DCSD Intake Specialist and interact with the family to help assess the youth and family's service needs.
3. Complete the Service Plan Authorization Form to authorize services provided by Children's Court Services Network (CCSN) approved agencies. Trackers will involve the family in the selection of the CCSN agencies that will provide services, emphasizing choice.
4. Assist the youth with scheduling service provider appointments and assist with transportation arrangements. Monitor the youth and family's program-related attendance and participation.
5. Submit a monthly Tracking Report that identifies the actual services that the youth and family received and summarizes the tracking contacts for the month.
6. Recommend service plan changes to CCSN Administration. This includes monitoring service expiration dates and requesting extensions to avoid interruptions in services.
7. Serve as a liaison between the youth/family and the CCSN service providers.
8. Provide once a month half-day Community Education workshops (see below).

9. Work with the youth who are referred to the program (and their families) to ensure that these program requirements are completed:
 - Community Education (to be completed within the first two months following staffing)
 - Letter of Apology (to be completed within the first two months following staffing)
 - Community Service Hours (to be initiated within first month following staffing)
10. Maintain face-to-face and telephone contact with youth/family at home, school, and in the community to monitor program compliance and communication with service providers, in accordance with FTJOP standards.
11. Monitor the youth's school attendance and performance. Submit school attendance and grade reports monthly and document this information on the monthly report. If problems are identified, the tracking agency should recommend modifications to the service plan. The annual evaluation reports must summarize changes in school attendance and performance for youth served during the year.

NEW in 2012: Provision of Community Education Workshops

Beginning in January 2012, Tracking agencies will be responsible for providing half-day (four hours) Community Education workshops once a month on Saturdays (specific dates to be determined in coordination with FTJOP Administration) for approximately 12-18 FTJOP participants per session. Tracking agencies will also agree to serve non-FTJOP youth not to exceed a total of 20 youth per workshop unless both the County and tracking agency agree. The completion of Community Education workshops is a requirement for FTJOP. These workshops should be educational and interactive in nature, and incorporate the use of small groups, role plays and other activities to engage youth and build youth competency in the area of focus. The topics to be covered at a minimum should include Alcohol and Other Drug Abuse (AODA) education, Anger Management/Conflict Resolution, and an Overview of Community Resources and Gang Prevention. Additional topics may be included as appropriate. The workshop should be provided by a mix of trainers who have extensive experience in presenting on their respective topics and working with youth. Agencies must provide light snacks and refreshments for workshop participants. The proposed training agenda and trainers must be approved by CCSN.

Proposals must provide an agenda for the workshops, along with a detailed description of the workshop content, trainers, and workshop location. In addition, the proposal should detail who and how these workshops will be coordinated to ensure availability and youth participation.

Applicants should submit a per session rate (12 sessions in total) with their proposal. Applicants should provide supporting documentation that details the expenses for the workshops and the rate calculation methodology.

Staffing Related

Trackers hired after 1/1/2009 must possess a BA/BS in Social Work or related field (with approval of CCSN Administration). The Tracker Supervisor must possess a BA/BS in Social Work or related field (with approval of CCSN Administration) and have a minimum of two years experience with programs that serve juvenile delinquents. The Tracker Supervisor (or designee) will be required to be available for weekly staffing meetings.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

Documentation for the program includes (but is not limited to) the following:

- FTJOP Service Plan/Program Referral Form
- CCSN Service Plan Authorization Form (SPAF)
- CCSN Service Plan Amendment
- Attendance sheets for Community Education workshop sessions

The FTJOP Service Plan/Program Referral Form is a document that is developed by Division staff and includes the initial set of approved services. Following their initial meeting with the youth and family, Tracking agencies must completely fill in the SPAF (including added services).

The SPAF will be reviewed and approved by CCSN staff prior to the start of services with CCSN staff having final approval over all services. The SPAF must be submitted to CCSN within three weeks of the Tracking agency receiving the referral. All CCSN Service Plan Amendments must be reviewed and approved by CCSN Staff. Ongoing reviews of the Service Plan should be completed by the Tracking agency.

Individual FTJOP case files must be kept in a locked cabinet and must include:

- Case referral documents from Children's Court.
- FTJOP agency intake forms (including signed consents).
- FTJOP Service Plan/Program Referral Form
- CCSN Service Plan Authorization Form (SPAF)
- CCSN Service Plan Amendment
- Monthly CCSN Tracking reports and monthly Network Provider reports.

- Case contact sheets that include the date of the contact, the name of the person contacted, the type of contact (face-to-face, phone, collateral, etc.), and the signatures of the worker providing the contact and the worker's supervisor.
- Court related documents.
- Incident reports.

EXPECTED OUTCOMES AND INDICATORS

The program has two primary goals: (1) to reduce the rate of recidivism of youth enrolled, and (2) to maintain or increase school attendance and academic achievement. This is accomplished by providing an individualized and coordinated set of services to address the specific needs of each youth.

Outcome 1: 75% of all youth enrolled in FTJOP will successfully complete the program.

Indicator: Number and percent of youth who complete the program.

Indicator: Number and percent of youth who complete service plans goals.

Outcome 2: 75% of all youth enrolled in the FTJOP will not re-offend during their 6-months in the program.

Indicator: Number and percent of youth who do not re-offend while enrolled in the program.

Outcome 3: 75% of all youth enrolled in the FTJOP will maintain, and preferably improve, their school attendance and grade point average.

Indicator: Number and percent of youth who demonstrate an improvement in school attendance.

Indicator: Number and percent of youth who demonstrate an improvement in school performance.

REIMBURSEMENT

Tracker Agencies will be reimbursed for documented tracking services on a fee-for-service basis. The unit rate is \$3.20 per 1/10 hour (6 min.) of service provided to an individual case (youth/family). Tracker agencies will be reimbursed for a maximum of forty-two (42) hours for each youth during a six-month period unless approved otherwise by CCSN.

The Community Education workshops will also be reimbursed on a fee-for-service basis at a unit rate to be determined.

SPECIAL BUDGET REQUIREMENT

For this program, the following budget forms are required with the Initial Submission and with the Final Submission:

- Form 1
- Forms 2, 2A and 2B

In addition, applicants should submit a per session rate (12 sessions in total) for the Community Education workshops with their proposal. Applicants should provide supporting documentation that details the expenses for the workshops and the rate calculation methodology.

The complete budget package, as identified in the Application Contents of this RFP, is not required.

PROGRAM PURPOSE

Group Homes provide 24 hour a day community based living for youth who are experiencing problems with their family living environment. These youth have been determined by the court to be in temporary need of an alternative living arrangement until reunification is deemed appropriate.

The Delinquency and Court Services Division will be accepting proposals in anticipation of awarding contracts for 30-32 beds (four 8-bed awards and/or three 8-bed awards plus one fractional 8-bed award) of Group Care for male youth. The programs must have the ability to identify and case manage youth who present mental health issues, emotional disturbances and/or AODA problems.

Milwaukee County encourages Group Care providers to continue to develop their vision, mission, values, beliefs and principles. Providers are encouraged to:

- Assist the youth to develop competencies and skills to live in the community.
- Help to integrate the youth into the community's social and economic life.
- Surround the youth with adults that are energized and passionate about their future.
- Promote family involvement in all aspects of services and the child's life.

Milwaukee County is requesting innovative proposals that target criminogenic needs associated with increased probability of re-offense. Describe how your program will individualize services within a structured setting to meet the needs of youth. When describing your program, please reference specific evidence-based components of your program including supporting research.

The proposer must be able to accept the following youth:

- Adjudicated youth under Department supervision.
- Multi-system youth (Delinquency and ChIPS) in transition.
- Wraparound Milwaukee youth.
- Aftercare youth under Division of Juvenile Corrections Supervision.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES AND EXPECTED OUTPUTS

The Group Care program seeks to:

- Maintain a safe, caring, and stable living environment while maintaining accountability with court expectations.

- Achieve reunification with the natural family or other identified care give.
- Assist and develop an appropriate long-term permanency plan for youth for whom family reunification is not possible.

The program has ultimate responsibility for overseeing and providing supervision of their residents on a 24-hour/day basis. The resident is to be supervised directly by group home staff or by appropriate school or parental figures at all times.

The program description should include methods to address the specific needs of individual group home residents. The description should also address the family involvement necessary to meet defined program outcomes.

1. Provide counseling by the group home social worker:
 - Individual: One hour per week
 - Group (involving all residents): One hour per week
 - Family: At least 50 minutes every two weeks
2. Complete primary casework responsibilities including all court activities (reviews, extensions, etc.), assessments and referral needs of the residents and their families.
3. Provide individualized Service Planning and Crisis Planning, in accordance with Chapter DHS 34 and Wisconsin Medicaid crisis stabilization requirements.
 - Develop and maintain an initial assessment and crisis safety plan for each youth. The crisis safety plans must be completed within seven (7) days of placement for non-Wraparound youth. Youth enrolled in Wraparound will have a plan that is developed by the care coordinator. Group home staff members are expected to participate in this development.
 - Provide the required crisis plan reviews and service updates to the crisis plan at least once every six months or more often as necessary given the needs of the client, unless the youth is enrolled in Wraparound.
 - Maintain a daily log and progress notes for each youth that documents daily contacts.
4. Provide staff development, training, and supervision, in accordance with Chapter DHS 34 and Wisconsin Medicaid crisis stabilization requirements.
 - Provide a written and comprehensive staff orientation and training plan.
 - Provide on-going orientation, staff development training, and training logs for each staff member. While not all inclusive, staff orientation and training can

include approaches to empathy building, relationship violence, errors in thinking, anger management, conflict resolution, etc.

- Provide documented weekly clinical supervision of staff by an agency employee or contracted provider who is a licensed treatment professional.
5. Develop and maintain an Interagency Agreement with Wraparound Milwaukee.
 6. Compute non-room and board costs from total facility costs.
 7. Maintain a signed consent for release of information for MUTT Team.
 8. Establish and maintain a working relationship with the MUTT Team.
 9. Provide an independent living program (for residents 16 and over).
 10. Provide menu planning and meal preparations that will occur within the group home and will include the participation of the residents. Weekly menus shall be posted. Cost-effective meal alternatives and snacks should be available to residents. For those residents excluded from school, meals are to be provided for both breakfast and lunch, not to exceed 6 hours between meals.
 11. Arrange for or provide vocational education, job readiness training, and tutorial services.
 12. Provide for scheduled, age appropriate recreational activities.
 13. Provide programming to increase awareness of victim rights.
 14. Ensure that annual medical and dental exams are completed for all residents.
 15. Enable participation in extra-curricular school activities.
 16. Develop written group home rules and written disciplinary protocols.
 17. Provide structured, goal-oriented educational programming for residents who are not enrolled in school.
 18. Provide documented psychological or psychiatric review or consultation for clients who require such services.
 19. Establish a working community advisory committee prior to initial licensure.

Note: In accordance with Wisconsin Statutes, Chapter 72, Laws of 1981, representatives of the proposed group home's neighborhood and local

governmental units must be included. The committee is to continue functioning after licensure.

20. Monitor youth leaving the group home on a pass. Youth leaving the group home on a pass shall have a specific destination and reason for the event. Any deviation from that must be pre-approved by the DCSD Group Home Liaison.
21. Report incidents involving residents, staff, or police to the proper authorities, including the DCSD group home liaison, by the next business day. A written report needs to be received by the DCSD group home liaison within 36 hours of the incident. State and County workers investigating an incident are to be admitted to the group home upon request.
22. Complete a monthly case staffing and progress report for each resident. Reports shall include service goals, case contacts, and intervention strategies for each identified service issue.

Staffing Related

1. The vendor must ensure that at least one staff person per shift is awake and on the premises at all times.
2. Direct service staff must have at least one-year of experience working with juveniles. New employees must receive appropriate training within their first year of service.
3. The social worker must meet the requirements Milwaukee County has established for its Human Service Workers and be experienced in group and individual counseling of adolescents.
4. If the social worker is not an MSW, then the direct supervisor of the social worker must be. Waivers of this requirement will be considered by DCSD on an individual basis for advanced degrees in other human service related disciplines. This does not replace the certification requirements for clinical staff as determined by the Mobile Urgent Treatment Team (MUTT).

Unit of Service

One unit of service is one bed space for one overnight stay with physical presence in the group home at midnight.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

The following information must be completed in the designated web-based Information System (Synthesis) for each youth:

- Crisis Plans
- Out-of-Home Care Monthly Progress Reports
- Monthly Attendance Reporting

Individual case files must include:

- Initial family and child assessments and service plans.
- Crisis safety plans and updates.
- Resident daily logs.
- Resident staffing reports, and service plan updates.
- Counseling notes and contact sheets that include the date and time of the contact, the name of the person contacted, the type of contact (face-to-face, phone, collateral, etc.), and the signature of the worker providing the contact.
- Court documents.
- Incident reports.
- Discharge summaries.

Agency files are to include:

- State regulations and requirements
- Incident reports
- Written procedures for (1) maintenance of client confidentiality, (2) storage of client files, (3) client access to records, and (4) procedures for transfer of records to other treatment providers.

II. EXPECTED OUTCOMES AND INDICATORS

Outcome 1: 80% of group home residents will improve their school attendance.

Indicator: Number and percent of youth who demonstrate the defined improvement in school attendance.

Outcome 2: 80% of group home residents will raise their grade point average (GPA) from previous semesters.

Indicator: Number and percent of youth who demonstrate an improvement in their GPA.

Outcome 3: 75% of residents age 16 and older will complete an independent living program prior to successful discharge from Group Care.

Indicator: Number and percent of residents who complete an independent living program prior to successful discharge from Group Care.

REIMBURSEMENT

Reimbursement is based on actual program expenses and is paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County

approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.

THE FOLLOWING PROGRAMS ARE NOT OPEN FOR COMPETITIVE PROPOSAL

RE-ENTRY COORDINATION SERVICES**Program DCSD 007****PROGRAM PURPOSE**

Re-entry coordination services involve case planning, case management, and monitoring of Milwaukee County youth who have been committed to the Wisconsin Department of Corrections (DOC), Division of Juvenile Corrections (DJC). Re-entry coordination services are provided to youth and families during youths' placement in secure institutions and following release to the community to facilitate reintegration and safely maintain youth in the community.

Background

There are over three hundred Milwaukee County youth under the custody of the Wisconsin Department of Corrections (DOC), Division of Juvenile Corrections (DJC) at any point in time. Committed youth are placed in one of three secure correctional facilities and typically are sent to State corrections on a 1-year order allowing for release at any point in time consistent with the least restrictive placement and community safety as determined by the DJC Office of Juvenile Offender Review (OJOR). OJOR is authorized to make all placement decisions during the dispositional order. The total length of stay in the custody of DJC may be increased by a petition to the court to extend the dispositional order. The average length of time before a youth is first released from a juvenile correctional institution is 14.3 months. The majority of these youth are released with time remaining on their dispositional order to allow for aftercare supervision and services. Historically Milwaukee County has purchased State-provided aftercare supervision for youth released from juvenile correctional institutions. In 2010, Milwaukee County will begin to provide aftercare supervision for a limited number of youth as ordered by the committing court.

Youth receiving re-entry coordination services may be under State or County-provided aftercare supervision. Re-entry coordination services will supplement any existing supervision and services provided to Milwaukee County youth committed to DJC. Regardless of the responsible party for supervision, an array of services (e.g. Wraparound Milwaukee, day treatment, group homes, accountability programs, and Children's Court Network Services) will be available through DCSD for youth receiving re-entry coordination services. The selected vendor will be instrumental in recommending, planning, and coordinating services available through DCSD as well as providing case management and monitoring services to ensure participation in the services and supports identified in the youth's care plan.

This contract will be awarded to a single vendor to provide re-entry coordination services to 55 youth.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

Services include but are not limited to the following:

- Contact the institution social worker within 48 hours of receiving referral and provide input to institution social worker during assessment period based on own assessment of youth and family strengths and needs.
- Participate in all formal Office of Juvenile Offender Review - Joint Planning and Review Committee meetings as a representative of Milwaukee County to assist in developing the youth's case plan and identifying placement options.
- Maintain monthly face-to-face contact with youth while in juvenile correctional institution or mental health institution.
- Facilitate contact between youth and their families while in out-of-home placements and keep the family informed and engaged with the youth.
- Maintain contact with DCSD and participate in staffings requested by DCSD. Provide frequent and timely written feedback to DCSD and the court as requested.
- Record any required information on participating youth in web-based Synthesis Information Management System.
- Maintain contact with institution social worker and other staff involved with the youth to review youth's progress and ensure that treatment needs are being addressed according to the youth's case plan.
- Recommend placement of youth into the transition phase when appropriate and assemble (if county provides aftercare supervision) and/or participate in Transition Team meetings while youth is in the institution and in the community on aftercare.
- Identify formal and informal services and supports to assist in youth's transition to the community and complete any necessary paperwork for release and referral to community-based services in conjunction with DCSD liaison. Facilitate connection to community-based programs and schools.
- Arrange logistics of transition to alternate care facility or home as necessary.
- Provide in-home family crisis intervention as necessary.
- Collaborate with other social service agencies serving youth.

- Provide community advocacy and serve as liaison between DCSD, institution or alternate care facility, community service providers, and DJC agent (if state provides aftercare supervision).
- Provide case management, support, and monitoring of youth during participation in treatment programs, educational/vocational training or employment and other activities in support of the youth's care plan. Intensity of monitoring is to be based on individualized case planning building on strengths and needs of youth and families. Additional monitoring activities include, but are not limited to: drug testing, school checks, curfew checks, etc. However, please note that these monitoring activities may be adjusted on a case-by-case basis for youth who are involved in other intensive monitoring or programs provided by local community agencies.

Placement Criteria

DCSD will identify youth for referral to re-entry coordination services. Consultation with the selected vendor will occur as necessary. A copy of the court report, along with the dispositional order or docket sheet and other supporting documentation, will be provided to the vendor.

Client Contacts

The following are the required client contact standards for youth receiving re-entry coordination services. However, please note that these standards may be adjusted on a case-by-case basis for youth who are involved in other intensive monitoring services provided by local community agencies.

- Monthly contact with youth in juvenile correctional institutions and mental health institutions and monthly contact with family.
- Daily contacts with youth in the community and three to five contacts weekly with family.
- Duration of contact to be determined in accordance with case plan.
- 10% of total contacts per month with family may be telephone contact.

Staffing Pattern

Staff working with youth and families must possess a bachelor's degree in a human services field and two years experience with programs serving juveniles. The provider must be able to document staff experience at the request of the Division. Staff must have access to clinical expertise for guidance on working with youth with a high incidence of mental health and AODA problems. Agencies with certification as a Wisconsin outpatient mental health clinic are preferred.

The application should include a written description of the provider's orientation plan for new staff and ongoing staff development programs and a description of how staff will be supervised.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

DCSD will determine additional documentation and data collection requirements. The vendor must record any required information on participating youth in the web-based Synthesis Information Management System.

Individual case files must include:

- Referral forms
- Client and family intake forms
- Client and family assessments and service plans
- Contact sheets to include the date of contact, name of person contacted, services provided, and the type and substance of the contact
- Consent forms
- Incident reports
- Service authorization forms

EXPECTED OUTCOMES AND INDICATORS

The goal of the program is for participating youth to be successfully integrated back into the community to the least restrictive placement as soon as appropriate and remain free of referrals to the juvenile justice system.

The following are expected outcomes and indicators for youth participating in re-entry coordination services:

Outcome 1: 90% of youth in juvenile correctional institutions will be returned home or to a less restrictive setting during the commitment period.

Indicator: Number and percent of youth in juvenile correctional institutions returned home or to a less restrictive setting during the commitment period.

Outcome 2: 55% of youth in juvenile correctional institutions will be returned home or to a less restrictive setting within 9 months of placement.

Indicator: Number and percent of youth in juvenile correctional institutions who are returned home or to a less restrictive setting within 9 months of placement.

Outcome 3: 70% of reintegrated youth will remain home or in the least restrictive placement during program involvement.

Indicator: Number and percent of reintegrated youth who remain home or in the least restrictive placement during program involvement.

Outcome 4: 80% of youth will not have additional juvenile justice referrals during program involvement following release from the secure institution.

Indicator: Number and percent of youth who do not have additional juvenile justice referrals during program involvement following release from the secure institution.

Outcome 5: 60% of each youth's parents will visit their child while placed in a juvenile correctional institution monthly.

Indicator: Number and percent of youth's parents who visit their child while placed in a juvenile correctional institution monthly.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

PROGRAM PURPOSE

The Level 2 In-Home Monitoring Program is a pre-dispositional monitoring program that is designed to serve both male and female youth. The program will primarily serve youth pending court for alleged delinquency.

As requested by the Division, other youth involved in Children's Court Center matters may be placed at the discretion of the Division. The program provides intensive in-home monitoring services to youth and their families in an effort to support parental home supervision, to avoid additional offenses and to appear for their court hearings. Youth are court ordered into this program and remain until the time of disposition or discontinuation of services is deemed appropriate by the court or Department. The program is based on the belief that juveniles who remain connected with their families, schools, peers, employers, and with other community resources, will decrease the likelihood of further contact with the juvenile justice system. This is accomplished through a structured supervision plan, program support and counseling, advocacy and the availability of 24-hour crisis intervention.

The program is designed to serve 108 youth at any one time. Historically the program has been divided between two vendors serving our North and South Side youth and families. Funding awards are allocated based upon the percentage of slots designated to each service area. Based on service needs (and subject to change), the current allocations are 46 slots on the North side and 62 slots on the South side.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND REQUIRED OUTPUTS

When addressing this section of the Request for Proposal (RFP), refer to Item #30a, "Program Logic Model and Annual Evaluation Report" and Item #30b, "Program Narrative", both found in the *Technical Requirements* section of this RFP.

Service Delivery Model

The service delivery plan should include the number and type of staff used to provide program services. The design should also include a daily/weekly schedule to show that all program components are addressed and include parent participation.

Needs and Problems

Provide a detailed description of how your program will address the special needs of this target population. This should include direct service activities that at a minimum must include the required components (listed in the Specific Activities section).

A brief description of minimum required components is described below. The scope of services is not limited to these specific descriptions.

Supervision/Tracking

The supervision component of the program provides the foundation from which all other services are delivered. Two face-to-face contacts per day are expected unless otherwise described or approved.

- The provider must perform at least one school contact per day (employment contact if not attending school) on weekdays and at least one home contact during the day on weekends.
- The provider must know the whereabouts of youth at all times making necessary the development of a reporting/call-in plan to ensure the adequate tracking of youth under supervision.

Counseling

Counseling services, including individual, group and family counseling, or the combination thereof, should be based on the youth's needs. Counseling services should be a minimum of five (5) hours per week.

- Individual counseling should be available to all youth. It may be in the form of structured counseling sessions or integrated into any of the other program components. Counseling can include anger management, communication skills, appropriate decision-making and self-esteem.
- Family counseling should be available to all families. The need for family counseling can be addressed in several ways, including scheduled private family sessions with the Clinician, referral to a community resource, or spontaneous sessions with the Caseworker as the result of a particular problem or issue.

Group counseling should be available to all youth. Youth should participate in a minimum of two (2), one-hour group counseling sessions per week. The Clinician and Caseworkers must facilitate the groups. Group sessions should deal with a variety of issues such as anger management, adolescent sexuality, problem solving, appropriate decision-making and self-esteem. The primary goal of group counseling should be to develop positive behavioral changes.

Crisis Intervention

Crisis intervention services must be provided 24 hours a day on a daily basis. Clinicians or Caseworkers may provide the crisis intervention services, with oversight and guidance provided by the Clinician. The agency under contract should maintain a relationship with local law enforcement and the Mobile Urgent Treatment Team to properly respond to any crisis that creates a risk of harm or safety.

Family Dynamics

The entire family should have some involvement with the program in order to make the youth's experience more successful. The goal is to help families meet their own needs by improving interpersonal relationships and the parenting skills of the parents.

Educational Services

For youth enrolled in an educational program, the Caseworker will be responsible for meeting with the appropriate school representatives in order to build a positive working relationship and to better serve the academic needs of the youth. The Caseworker must visit the assigned school daily as part of the required face-to-face contact. If the youth is not enrolled in school when placed in the program, the agency under contract must work closely with the school system to transition the youth back into an educational program.

The agency under contract should also provide one-on-one tutoring services to youth who require these services.

Pre-Vocational Services

Pre-vocational services should be available for youth who would benefit from them. Life skills and job readiness training should be offered to increase participants' chances of finding employment.

Recreational Programming

All youth in the program should be required to participate in structured therapeutic recreational activity at least once per week. Youth should be exposed to various activities to learn alternative ways to spend their free time and promote engagement with the program.

Transportation

The agency under contract must provide transportation as necessary for youth to ensure participation in counseling sessions, court, educational and medical appointments and recreational activities.

Staffing Pattern

The Caseworker staff shall meet the criteria required by Milwaukee County DHHS for Human Service Worker and the Clinician must be licensed by the State of Wisconsin. A written description of the agency's initial orientation plan and ongoing staff development activities should be included with the application.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

Documentation requirements will be determined by Milwaukee County.

The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.

A progress report on each youth placed in the program must be submitted to the Children's Court Center on a weekly basis. In addition, a detailed report to the court must be completed for each youth and submitted in advance of the scheduled court hearing. The formats for progress reports and for reports to the court will be determined by Milwaukee County.

The agency will maintain individual case files. An initial case plan/contract will be developed with the participation of the youth and their family.

EXPECTED OUTCOMES AND INDICATORS

The goal of the Level 2-In-Home Monitoring Program is to maintain youth within their parental or relative home, ensure court appearances, and reduce the likelihood of re-offense.

Outcome 1: Program Completion

Indicator: Number and percent of youth that complete the program.

Indicator: Number and percent of youth that participate in at least 5 hours of counseling per week.

Indicator: Number and percent of youth that actively engage in recreational activities.

Outcome 2: Compliance with Court Conditions

Indicator: Number and percent of active youth that attend scheduled court hearings.

Indicator: Number and percent of youth discharged as a result of the issuance of a capias.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

New 2011 Program Capacity

The Division does experience periods in which the need for service capacity exceeds the expense-based capacity. While these periods tend to be episodic, the program's purpose requires timely access to services.

Applicants must indicate their ability to serve a daily enrollment not to exceed 10% of the expense-based capacity in any continuous 20-day period. In addition, applicants should submit a daily rate per youth to be charged when enrollment capacity exceeds the 10% limit defined above. Applicants should provide supporting documentation that details the daily rate calculation methodology.

PROGRAM PURPOSE

The Adolescent Sex Offender Treatment Program (ASOTP) serves the needs of adolescent children whose treatment needs can be met in a structured, community-based setting. Proposals will be assessed, in part, on the agency's ability to determine the child's appropriate sub-group as an offender. In addition, the program should be able to provide, on a case-specific basis, various treatment modalities and service options.

Children who are referred to this program reside throughout Milwaukee County. Therefore preference will be given to agencies that offer multiple service sites or who are able to collaborate with other agencies to provide neighborhood-based services. In addition, preference will be given to agencies that utilize 3rd party payees including private insurance, T-19, or grant money to expand services or to offset Milwaukee County's allocation.

This contract will be awarded to a single vendor.

Target Population

Discuss the program's target population within the context of the ages, severity of the offenses, and various family histories and dynamics. Discuss strategies for overcoming the inherent difficulties in engaging individual children and families in the treatment process.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

When addressing this section of the Request for Proposal (RFP), refer to Item #30a, "Program Logic Model and Annual Evaluation Report" and Item #30b, "Program Narrative", both found in the *Technical Requirements* section of this RFP.

Service Delivery Model

Discuss the service delivery model to be used in serving 70 adolescent sex offenders per year. If the model uses a phase system, define who will be responsible for services during each phase and the amount of direct service time afforded each youth. Include a discussion of the curriculum to be used and include any appropriate supporting documents. The program design should also address its ability to deal with age differences and the different types of sexual assault.

Needs and Problems

Describe the difficulties inherent in treating juvenile sex offenders and discuss your agency's philosophy towards treatment. Include an outline of the proposed treatment

modalities (e.g. In-Patient, Group, Individual and Family treatment) and describe the specific therapeutic models being proposed and to be used for the majority of youth.

Agencies under consideration should demonstrate their understanding of the community's need for safety.

Agency Experience

Discuss the agency's experience in providing services to the target population and in treating emergent or established disorders. Include data or reports that demonstrate the effectiveness of the delivery model.

Service Related

1. Assessment of the child and family.
2. Group, Individual, and Family therapy as determined to meet the treatment needs of the specific child and family.

Note: Please list and discuss the group counseling activities included in your treatment model.

3. Relapse Prevention programming and implementation of an individualized Safety Plan that is specific to the needs of each child. Safety Plans involve the family, are regularly reviewed and updated, and are written. An initial Safety Plan will be completed within 30 days of intake into the program. A final Safety Plan will be in place upon discharge from the program.
4. Bilingual capability to work with Spanish speaking families.
5. Home visits when necessary to engage the family in treatment services.
6. Access to community-based mentoring programs where available.
7. Transportation planning (may include public transportation).
8. Bi-monthly staffing of currently active cases.
9. Ongoing consultation and communication with Probation Officers and/or Care Coordinators.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

Individual case files must include:

- Initial family and child assessments
- Individualized treatment plans
- Operationalized treatment goals
- Client staffing reports and treatment plan updates
- Counseling notes and contact sheets that include date of contact, name of person contacted, type (face to face, phone, collateral, etc.)
- Written Safety Plan including final plan
- Court and referral documents
- Incident reports

EXPECTED OUTCOMES AND INDICATORS

ASOTP services are expected to provide a structured intervention to reduce a youth's risk of re-offense by addressing factors identified and potentially contributing to the youth's presenting behavior.

Outcome 1: Program Completion

Indicator: Number and percent of youth that complete the program.

Indicator: Number and percent of youth that have an initial safety plan in place.

Indicator: Number and percent of youth that have a final safety plan in place at the time of discharge.

Outcome 2: Improved youth behavior and reduction of risk.

Indicator: Number and percent of youth that demonstrate responsibility for their behavior.

Indicator: Number and percent of youth that demonstrate empathy for their victims.

Outcome 3: Improved family understanding of offense dynamics and ability to manage youth behavior.

Indicator: Number and percent of families that can recognize high-risk behaviors of their youth.

Indicator: Number and percent of families that engage in and understand their youth's relapse prevention plan.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.

PROGRAM PURPOSE

Shelter care is a short-term (typically 30 days) non-secure, supervised residential program as defined and regulated under DCF 59. The program will primarily serve youth pending court for alleged delinquency. As requested by the Division, other youth involved in Children's Court Center matters may be placed at the discretion of the Division.

In addition to the above-described services, providers must be able to demonstrate the ability and willingness to enter into the following collaborative agreements.

- Provider must lease facility space located at 9501 West Watertown Plank Road, Buildings D and E, which are owned and operated by Milwaukee County Department of Transportation and Public Works (DPTW) - Facilities Management. Lease costs are available through Contract Administration listed on page iii of the RFP. Building D is licensed by the State of Wisconsin to serve 20 females and Building E is licensed by the State of Wisconsin to serve 44 males.
- Providers must be willing to work with the Wauwatosa School District that provides on-grounds educational programming for youth temporarily housed on county grounds.

This contract will be awarded to a single vendor.

Supplemental Funding

The agency that is selected to provide this program may receive supplemental funding available through grant funding and authorized and approved by the Milwaukee County Board to provide additional services to address alternatives to detention.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

When addressing this section of the Request for Proposal (RFP), refer to Item #30a, "Program Logic Model and Annual Evaluation Report" and Item #30b, "Program Narrative", both found in the *Technical Requirements* section of this RFP.

Shelter Care for 44 Males and 20 Females

The provider must be able to provide 24-hour supervised care.

Each unit is capable of housing up to 24 youth. Lease costs, determined by Milwaukee County DTPW - Facilities Management, include utilities, grounds maintenance, major equipment and building repair costs, overhead and depreciation costs (building, equipment and furniture amortization cost), use of the gym and employee parking. The cost of meals and laundry are not included. The vendor will also be responsible for coordinating the use of common-use areas and the gym with Milwaukee County DTPW – Facilities Management or its designee.

The provider proposing to provide temporary shelter as described above must demonstrate the ability to have a license to provide shelter from the Wisconsin Department of Children and Families.

Education

An on-site school program will be provided by the Wauwatosa School System on the premises. The provider will be responsible for supervision of the youth during the noon lunch hour and other periods when school is not in session. Provider staff must also provide crisis intervention assistance when requested, handle acute disruptive problems, participate in school conferences, attend school orientation, and be available to school authorities when requested.

Placement Criteria

Youth can only be placed in the program if they are referred and approved for placement by the Division and if one of the following criteria is met:

1. There is a court order for custody under s. 938.19(1)(c), s. 938.21(4)(b), s. 48.19(1)(c), or s. 48.21(4)(b) Wis. Statutes,
2. An intake worker placement decision is made pursuant to s. 938.205 or s. 48.205 Wis. Statutes (with DCSD approval),
3. There is an emergency change of placement under s. 938.357(2) Wis. Statutes, subject to further court action for placement elsewhere,
4. There is an emergency change of placement under s. 48.357(2) Wis. Statutes, subject to further court action for placement elsewhere,
5. A signed voluntary placement agreement.

Program Operations

- The provider must accept youth for placement 24 hours a day, seven days a week.
- The provider must have the ability to be on-call and available to transport youth to and from the Detention Center/Court Center at all times and to a medical provider as necessary.

- The provider must fully comply with all current provisions and revisions of “The Temporary Shelter Care Policy and Procedures” published by Milwaukee County DHHS that is available from Division staff.
- The provider must have staff members awake and alert throughout the night.
- The provider shall have responsibility to directly notify the Bureau of Milwaukee Child Welfare if any abuse is suspected either within the Shelter, or upon return of a youth from the outside and shall be responsible for reporting missing/runaway youth to appropriate law enforcement.
- The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.
- The provider must report on a monthly basis any changes in staff providing direct care.

Staffing Pattern

Direct service staff must possess a high school diploma and have three years experience working with juveniles. Four years experience with programs serving juveniles may be substituted for a high school degree. The provider must be able to document staff experience at the request of the Division. The application should include a written description of the provider's orientation plan for new staff and ongoing staff development programs.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

Documentation requirements will be determined by Milwaukee County and will include any requirements of the State of Wisconsin's regulatory guidelines.

EXPECTED OUTCOMES AND INDICATORS

Shelter care services are expected to provide a safe, monitored environment for youth awaiting court hearings, placement in foster care, group care, residential treatment care, or pending return home.

Outcome 1: Program Completion

Indicator: Number and percent of youth that complete the program.

Indicator: Number and percent of critical incidents filed (Number of critical incidents / Total days of care).

Outcome 2: Compliance with Court Conditions

Indicator: Number and percent of active youth that attend scheduled court hearings.

Indicator: Number and percent of youth discharged as a result of AWOL.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

PROGRAM PURPOSE

The Targeted Monitoring Program is an intensive supervision program that targets youth found to be in possession of a firearm or determined to be a serious chronic offender. This program evolved from the combination of Firearm Supervision Program (FA) and the Serious Chronic Offender Program (SCOP) that occurred in 2009.

The Targeted Monitoring Program frequently serves as an alternative to a correctional placement. Services are expected to provide a responsible and safe alternative to a correctional placement and to:

- 1. Hold youth accountable to the courts and other stakeholders.**
- 2. Minimize a youth's risk for re-offense.**

The Targeted Monitoring Program reflects a belief that even the most troubled youth have compensating strengths and capabilities that can be developed and enhanced through supervision, structure, and meaningful support. A major program objective is to help youth and their families develop their ability to function without routine contact with law enforcement and to live a positive life within their homes and community.

The Targeted Monitoring Program is a collaboration that includes the courts, probation staff, and other community-based organizations. It is essential that all components work together to ensure that youth comply with the program. Services are targeted complements to regular probation services. Communication between all parties is essential to ensure the program's effectiveness. Youth referred to the program have been adjudicated and are serving a probationary period under the supervision of a probation officer. In addition, aftercare youth who are or have been under Division of Juvenile Corrections supervision may be referred to the program at the discretion of the Department

The Targeted Monitoring Program will provide 105 slots (at any one time).

This contract will be awarded to a single vendor.

Supplemental Programming

Burglary Pilot Project (Mid-cycle adjustment)

It is anticipated that additional funding will be available in 2012 that will allow for a combination of service capacity increase within the Targeted Monitoring Program and allow for a to be determined number of youth involved in Burglaries to be monitored but at a lower dosage than that of Targeted Monitoring Program youth. The provider understands that this project is a multi-agency collaborative effort and that all parties will

work mutually together to ensure that the needs of the youth and the community are met.

Agreements With Other Community Agencies

If this program is to be operated in collaboration with another agency, please supply complete information about the agency and how they will be involved in the delivery of services. Please include signed letters of agreement.

Target Population

The youth are adjudicated delinquent and ordered to community supervision including probation supervision. The majority of the youth, either by the severity of their behavior or the reoccurrence of behaviors, have been determined to be a high enough risk to warrant placement within a correctional facility. Many youth may be on stayed orders of commitment to the Division of Juvenile Corrections. Youth adjudicated for a firearm offense will automatically be referred for possible enrollment. Based upon previous experience, approximately 95% of the youth served will be male minorities.

Needs and Problems

Identify and discuss the issues surrounding youth that are identified in the target population and in need of close supervision. How will your program's design address those issues to avoid the need for a more restrictive placement?

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

When addressing this section of the Request for Proposal (RFP), refer to Item #30a, "Program Logic Model and Annual Evaluation Report" and Item #30b, "Program Narrative", both found in the *Technical Requirements* section of this RFP.

The program has several goals, which include the following:

- Avoidance of subsequent offenses committed while in the program.
- Improvement in school attendance and grades.
- Decrease in school-related problems.
- Completion of job applications.
- Participation in activities coordinated by the provider agency.
- Attendance at meetings with Probation Officer.
- Active and positive participation in planned activities.
- Increased understanding of victim's concerns.

The narrative should describe the proposed program and should discuss how program Inputs and Outputs and expected Outcomes and Indicators will be measured and evaluated.

Service Delivery Model

Discuss the service delivery model to be used in serving youth that have been identified by the courts or the Department as potentially requiring removal from the community for placement in corrections. Please address the following:

- An individual assessment and service plan document is to be developed on each youth and family. How will your program complete the intake process, complete the initial assessment, the service plan and service plan review?

Note: Service plan reviews should occur at a minimum of every 90 days by the Program Supervisor at a scheduled in-home or office conference with appropriate agency staff in attendance.

- What is the role of the Monitor with the family and other community agencies and resources?
- How will the agency address any supplementary service needs?
- How will client employment training and employment searches be conducted?
- How will inherent transportation issues be managed or coordinated?
- What experience does your agency have with background checks and the recruitment and employment of Monitors? How have problems been resolved?
- How is staff training to be provided by your agency? What topics and certifications will be included in employee in-service training?
- What other components will be included in your program design (e.g. Group Counseling, Case Staffing, Crisis Intervention, etc.)?

Proposers should describe programming in the application for participants when school is not in session (vacations and after school). Group sessions for youth in the program are intended to provide knowledge, personal assistance, recreation and insight, as well as opportunities for youth to interact with agency staff and to meet others in the program. Academic, AODA, anger management, thinking/decision-making processes, health issues, job readiness, risky behavior including firearms, school and community behavior, concerns for victims, computer skills training and recreational issues must be addressed. Attendance at these sessions is mandatory on the part of the youth.

Milwaukee County is requesting innovative proposals that target criminogenic needs associated with increased probability of re-offense. Describe how your program will individualize services within a structured setting to meet the needs of youth. When describing your program, please reference specific evidence-based components of your program including supporting research.

Monitoring Activities

Monitors shall be reflective of the culture and ethnicity of the youth they serve. It is preferred that Monitors are assigned to youth from the same zip code or neighborhood in which they reside. Monitors are limited to working with five (5) youth at one time

unless approved otherwise by the Department. Monitors must have access to the family's home until 11:00 pm in order to provide monitoring.

The Monitor and Probation Officer will set up an initial meeting with the youth and his/her parents to discuss all matters related to accountability and court conditions.

Monitoring is key as this program is intended to provide substantial intervention in the youth's life, occupy a significant amount of otherwise unsupervised time, and provide enough supervision to protect the community.

Intensive monitoring must be provided for **a minimum of** six months. Based on the youth's performance, a reduced level of monitoring may be provided for the remainder of the youth's probationary period. School visits, face-to-face contacts, and required groups are core components of intensive monitoring.

The narrative should describe the monitoring plan for the program. This should include a detailed description of the following:

- Phases of the program (if applicable)
- Clearly defined criteria for advancing to the next phase(s) (if applicable)
- Numbers of weekly school visits
- Numbers of face-to-face contacts per week and total number of hours of face-to-face contacts per week (not including groups)
- Expectations for group participation - number and type of required groups per week
- How additional monitoring activities will be incorporated into the plan

Additional monitoring activities will include (but are not limited to):

- Enrolling the youth in school and monitoring school attendance and progress.
- Working with school staff to identify barriers and assist in removing barriers that may keep the youth from achieving in school.
- Conducting daily curfew checks with the youth.
- Maintaining continued knowledge of the youth's whereabouts (youth are responsible for calling when leaving home, school, work, etc.).
- Involving the youth in positive activities that will assist in keeping the youth out of trouble.
- Engaging the youth and family in program activities
- Engaging the youth in 3 or 4 alternative activities per week to assist in keeping youth out of trouble.
- Assisting the youth with the development of job-seeking skills and in obtaining employment.
- Providing supportive services to the parents.
- Attending all court hearings involving the youth (including the Firearms Orientation).
- Assisting the youth to complete any required community service.
- Being available and providing counseling and 24 hour, seven day per week crisis intervention, either by pager or telephone.

- Participating in the detention sanction process as deemed necessary.
- Documenting all contacts with the youth.
- Providing one phone contact per week (minimum) with the Probation Officer on each youth.
- Submitting weekly reports to the Probation Officer.

Monitors are expected to get to know each youth's teachers and other school staff so that they can get regular updates on the youth's school attendance and academic progress. Monitors will spend time outside of school hours with the youth both one on one and in small groups. Monitors are expected to demonstrate positive and healthy alternative ways to spend their free time.

Routine communication between the Probation Officer and Monitor is critical to the success of the program. The Monitor must work closely with the assigned Probation Officer to coordinate their efforts and to share information on the youth's progress. Monitors are expected to collect data on each youth and prepare written progress reports to be shared with the Probation Officer.

Prevention and Aftercare

The agency that is selected to provide this program may receive supplemental funding as approved and authorized by the Milwaukee County Board to provide prevention and aftercare services for youth and families enrolled in this program. Upon award, a separate plan and budget for the use of the supplemental funds will be required.

Program Enhancements

In addition to the core monitoring program activities described above the program may receive additional funding as approved and authorized by the Milwaukee County Board to provide supplemental services or staff to directly support the youth and their families in their successful completion of the program. These services include, but are not limited to:

- Family Assistance Funds to stabilize basic needs.
- Parenting Assistance to develop parenting skills and knowledge.
- Job Preparation and Employment skills building.
- Child Care to support engagement in therapeutic services or activities.

Agency Experience

Discuss your agency's experience in providing intensive monitoring and in providing the described services to the target populations. Include any documentation that demonstrates the effectiveness of the delivery model.

Staffing Plan

Monitoring staff should be experienced in the delivery of social services to youth and their families. Individual Monitors may reflect various specialized skills. Monitors are required to have a high school degree or equivalent and have additional training or certification in youth care or social work. Strong record-keeping and documentation skills are required.

Agency proposals should include a description of how monitoring staff will be supervised. Supervisory staff should have a minimum of two years experience supervising monitoring staff in programs for youthful offenders. In addition, the supervisor(s) should have a minimum of five years experience working in programs that serve youth who are adjudicated delinquent. A college degree is preferred.

The supervisor(s) will be responsible for the daily operation of the program including reviewing the number of contacts between Monitors and each youth and ensuring that Monitors are responsive to the needs of participants. Supervisor(s) will provide coordination with the Delinquency and Court Services Division Liaison assigned to the program. In addition, supervisor(s) will respond to data requests from the Delinquency and Court Services Division Grant Coordinator.

Admission and Discharge Procedures:

Milwaukee County staff determines program referrals and discharges. Referrals will originate with the assigned Probation Officer or Intake Specialist (subject to an appropriate court order). Copies of appropriate assessment materials, court reports and other documents will be provided to the contract agency.

The program staff is to contact the youth and family within two business days of a referral. The program is expected to actively attempt to complete the intake through both face-to-face and telephone contacts.

Youth who do not comply with the program or conditions of probation established by the court may be returned to court at the discretion of the Probation Officer. Probation staff may file a petition that requests a revision of the order, sanctions, or a lift of the stayed order for correctional placement. Program staff will provide written documentation and maintain ongoing communications with probation staff.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in the *Technical Requirements* section of this document.

Documentation and data recording requirements will be determined by Milwaukee County.

Individual case files must include:

- Referral forms.
- Initial client and family intake forms.
- Initial client and family assessments and service plans.
- Service plan reviews.
- Counseling notes or contact sheets to include the date of contact, the name of person contacted, services provided, and the type of the contact (e.g. face-to-face, phone, collateral, etc.).

- Consent forms.
- Incident reports.
- Discharge summaries.

Please include copies of proposed forms and document formats with your application.

EXPECTED OUTCOMES AND INDICATORS

Outcome 1: Program Completion

Indicator: Number and percent of youth that complete the program.

Indicator: Number and percent of youth that complete service plan goals.

Outcome 2: Improved school attendance and performance.

Indicator: Number and percent of youth that demonstrate an improvement in school attendance.

Indicator: Number and percent of youth that demonstrate an improvement in school performance.

Outcome 3: Improved youth behavior, attitudes, and understanding of offense dynamics.

Indicator: Number and percent of youth that demonstrate improved accountability.

Indicator: Number and percent of youth that can demonstrate their recognition of high-risk behaviors.

Indicator: Number and percent of youth that demonstrate improved decision-making.

Outcome 4: Improved family functioning and understanding of offense dynamics.

Indicator: Number and percent of families that can recognize high-risk behaviors of their youth.

Outcome 5: Compliance with Court Conditions

Indicator: Number and percent of active youth that do not have a subsequent referral to Children's Court.

Indicator: Number and percent of active youth that do not have a filed request to lift a stay of corrections.

Indicator: Number and percent of active youth who are not subsequently court-ordered to Department of Corrections.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.

Disabilities Services Division

VISION, MISSION & GUIDING PRINCIPLES

Vision for the Milwaukee County Disabilities Services Division

All persons with disabilities and their support networks will have maximum individual choice and access to resources leading to full participation in all aspects of community life.

Mission of the Milwaukee County Disabilities Services Division

Our mission is to enhance the quality of life for all individuals with physical, sensory and developmental disabilities and their support networks living in Milwaukee County by addressing their needs and providing individualized opportunities for persons to participate in the community with dignity and respect, while acknowledging their cultural differences and values.

Guiding Principles

Independence: Everyone has a right to do what they want and need to do to function in society.

Achievement of the highest level of independence

Continuum: Need to provide a continuum of services

Real Choice: Self Determination

Nurturing Relationships/Friendships

Strengths Based vs. Needs Based

Respectful and Fully Accessible

Equality and Rights for All

Participation in the Mainstream

High Quality staff, providers, services, options

Maximum flexibility

Individualized, Person-Centered, Culturally Competent

Collaboration and Partnership

Values cultural and ethnic diversity

Emphasizes Home and Community Based programs and services

People have the ability to live where they want to live, and have opportunities to work and recreate

Total acceptance in the community, no stigma

Involvement of consumers in the planning process

Comprehensive grievance system, systemic method to resolve issues

Continuing grievance system, systemic method to resolve issues

Continuing community education and advocacy

All stakeholders as advocates

Allocation of sufficient resources

Successful outcomes for each individual

The premise of this approach rests on flexible supports for individuals with disabilities changing through life stages, starting at birth through childhood, adult living and senior years. Services and supports at these critical stages require unique consideration, assessment, planning and intervention to offer appropriate supports to the individuals and families. Providing flexible supports and allowing for changes through life's stages promotes a continued presence in the community, encourages higher achievement levels and successful outcomes for each individual served.

Developmental Disabilities staff expects all providers of services to be familiar with and, aware of, the following in regards to service delivery:

Selected Providers:

- must be familiar with developmental disabilities condition and have a basic understanding of the cognitive issues and current service philosophy;
- should be knowledgeable in the person-centered and/or person-directed service planning model;
- must strive for cultural and social competencies, i.e., ethnic, religious or gender factors;
- should be open and seek to address stated preferences of consumer/guardian family;
- should have knowledge of the inclusion philosophy;
- should have knowledge of program design and service implementation in natural environments;
- must be interested in and willing to support or provide reasonable flexibility in service to meet the different consumer needs of the population;
- must be interested in seeking utilization of generic resources for community awareness and participation on behalf of the consumer;
- must be able to plan, coordinate and/or provide transportation services to meet transportation needs (to include the use of family, friends, public transportation, specialized service, or leasing of a vehicle;)
- must be able to plan and collaborate services with other providers and exhibit a cooperative spirit.

All providers must communicate with designated county staff and other providers within confidentiality laws about any incidents or situations regarded as Critical Incidents as defined in the Medicaid Waivers Manual, Chapter IX.

PROGRAM DESCRIPTIONS

PROPOSAL SUBMISSION REQUIREMENTS (Applies to all DSD programs up for competitive bid):

Service/Treatment Process

For each program for which you are submitting a competitive proposal:

- (1) List and define each program's activities, purpose of the activity, and the usual size, structure, and schedule of activities or groups.
- (2) Describe the sequence of program activities, including counseling and/or treatment, if applicable. Indicate the phases of service/treatment, the length of time in each phase, and the criteria used to determine movement from one phase to another.
- (3) Describe how and when individualized client treatment plans, goals, and objectives are developed, monitored, and reviewed. Identify by position categories, staff that is involved in this process.

Describe formal relationships and informal arrangements used to leverage resources with other community agencies or programs providing services to the target population. Describe the qualifications of agencies and other professionals. Include copies of letters of agreements, as applicable.

If applying as an incumbent, summarize the process and results of the previous year's evaluation report submitted to DSD. Include any changes made in the program as a result of the evaluation.

The Following Programs are open for competitive proposals for 2012

DEVELOPMENTAL DISABILITIES-CHILDREN

EARLY INTERVENTION BIRTH TO THREE SERVICES FOR CHILDREN #DSD009

The Birth to 3 Early Intervention Program is designed to enhance parents'¹ ability to meet the unique developmental needs of their children and to enhance the overall development of the child within the context of the child's family and community. The Birth to 3 Early Intervention Program is provided in accordance with the requirements of the Individuals with Disabilities Act (IDEA) and the WI Administrative Code, DHS 90¹.

The principles that guide this program were established by the Wisconsin Interagency Coordinating Council² (ICC) and adopted by State Department of Health and Human Services to reflect the values and guide the implementation of the Birth to 3 Program.

The principles that guide the Birth to 3 Program are:

- 1. Children's optimal development depends on their being viewed first as children and second as children with a problem or disability.**
- 2. Children's greatest resource is their family. Children are best served within the context of family.**
- 3. Parents are partners in any activity that serves their children.**
- 4. Just as children are best supported within the context of family, the family is best supported within the context of the community.**
- 5. Professionals are most effective when they can work as a team member with parents and others**
- 6. Collaboration is the best way to provide comprehensive services.**

¹ Throughout this program description for Birth to 3 early intervention services the term Parent shall refer to that person who at the point in time of early intervention service is responsible for the health and welfare of the child, has placement of the child, and/or with whom the child resides.

² Information on The Individuals with Disabilities Act (IDEA) can be found on the web at: <http://idea.ed.gov/> and a copy of the Administrative Code DHS 90 can be found at: <http://legis.wisconsin.gov/rsb/code/dhs/dhs090.pdf>.

³ Wisconsin Interagency Coordinating Council (ICC) was established by the Governor of Wisconsin to advise and assist the Department of Health Services (DHS) in the performance of the responsibilities established under Part C of the Individuals with Disabilities Education Act (IDEA). The mission of the ICC is to advise, review, analyze, and monitor the implementation of the State's early intervention system, maintain a forum for communication relative to early intervention, and make recommendations to DHS regarding the effective implementation of the early intervention system.

7. Early intervention enhances the development of children.

Birth to 3 Program Overview

The Milwaukee County Department of Health and Human Services Disabilities Services Division (DSD) shall act as lead agency in all matters regarding implementation of the Birth to 3 Program in Milwaukee County. Administration of the Birth to 3 Program is housed in the Children's Unit of DSD.

- Milwaukee County DSD is the central intake of referrals and information regarding the Birth to 3 Program
- DSD shall monitor agency implementation of the program and monitor agencies to ensure procedural safeguards for children and families are implemented throughout the program.

All families participating in the Birth to 3 Program will have an assigned service coordinator. The service coordinator will serve as the primary contact for the family from the time of referral to the time of transition from the Birth to 3 Program. The service coordinator schedules and arranges the evaluation(s), assessment, and development of the Individualized Family Services Plan (IFSP). The service coordinator is responsible for ensuring that families receive a copy of and understand their rights as the family moves through the Birth to 3 Program.

At the time of evaluation for a child referred to the Birth to 3 Program, the evaluation team must include a service coordinator and at least two qualified professionals (per DHS 90.08 (3) (a)). The parent is included as a member of the evaluation team.

The evaluation team will review existing screens, evaluations, and reports; perform additional evaluations necessary; observe the child in their home or community environment; and complete individual written reports. The evaluation should be constructed to provide information regarding the child's current developmental functioning and supportive information to determine the child's eligibility for services. If the child is found eligible for Birth to 3, the family and the team develop an Individualized Family Services Plan (IFSP) based on the family's identified concerns and priorities regarding the child's development.

The development of the IFSP and implementation of the IFSP plan shall comply with the guidelines and compliance standards of the Federal Indicators used to measure the effectiveness and compliance of providers of the Birth to 3 Program. The IFSP must be created within 45 days of the date of the referral. The IFSP will include outcomes with specific activities related to the family's identified priorities regarding their child's development. Services listed in the Early Intervention Plan shall be implemented within 30 days of the development of the IFSP or sooner. A Child Outcomes Summary Form will be completed and entered into the Program Participation System (PPS) within 60 days of the evaluation date. The service coordinator will facilitate the scheduling and coordination of the Early Intervention Plan. The services coordinator will ensure that the IFSP is reviewed with the family every six months and that all revisions and updates to

the IFSP are documented and recorded appropriately. The service coordinator is responsible for ensuring that updates and changes made to the IFSP between the six-month review and the annual review are recorded and documented appropriately.

The Early Intervention Plan activities/therapies provided to children and families are based on the concerns and priorities identified in the IFSP. The activities/therapies are provided in natural environments and should promote community integration for children with developmental disabilities, delays and/or diagnosed conditions. The activities should be provided within the context of the family's and child's daily routine. Activities/therapies may include education, occupational therapy, physical therapy, speech therapy, psychology, assistive technology, nutrition, social work, parent education and support, and transportation. Services can include individual service, group activities, consultation activities with family and providers, and parent education activities.

Activities/therapies should be designed to meet the family's needs, schedules, and their priorities regarding their child's development. All agencies must describe in their application how their program design will provide activities/therapies within the context of the child's and family's daily routine and natural environments. For agencies applying to provide early intervention services and using the Primary Service Provider (PSP) model, you must describe the procedures your agency has or will have in place to monitor the delivery, to support your staff, and to guide your staff in the implementation of activities/therapies for the family and child.

If the IFSP team provides activities/therapies in places other than the child's natural environment, the team must have sufficient documentation to support the team's decision that the family and child outcomes could not be met by providing activities/therapies in the natural environment. The documentation shall include an explanation of how the IFSP team made this determination, how the goals and strategies will be generalized to that other environment, and what supports are needed to provide the activities/therapies within the home and community environment.

Early Intervention Birth to 3 Program Requirements

1. Comply with all MCDHHS Disabilities Services Division Birth to 3 Program and DHS 90 Early Intervention requirements related to evaluation(s), eligibility determination, development and implementation of the IFSP, service coordination, obtaining and maintaining information, providing written prior notice to parents, and ensuring parental safeguards are maintained.
2. Make available appropriate qualified staff for evaluations of children assigned by DSD Birth to 3. Staff must meet the personnel and training requirements of DHS 90.
3. Make available appropriate and qualified staff for the provision of activities/therapies to families and children within the context of the family's daily routines and the child's natural environments.

4. Make available appropriate qualified staff to provide service coordination, to document, monitor and maintain the IFSP with the family, and to link the family with appropriate services and resources (per DHS 90). Service Coordinators are required to participate in at least 5 hours of training each year related to early intervention. Service Coordinators should also be knowledgeable and have access to information about community resources for children and families.
 - a. Service Coordinators will participate in at least one training provided by the county in a contract year.
5. Make documented efforts to ensure diversity in staff that is reflective of the community and populations participating in early intervention programs.
6. Comply with DSD and DHS guidelines for family participation in evaluations, IFSP development, and provision of activities/therapy delivery in the natural environment.
7. Review the IFSP with the family every six months and ensure that the information in the IFSP is accurate, properly documented, current, and complete.
8. Comply with the guidelines and requirements for transition of children out of the Birth to 3 program:
 - a. The child is no longer in need of early intervention,
 - b. The child is leaving the program because of age,
 - c. The child is transferring or moving out of state, or
 - d. Other transition.
9. Comply with the referral process and requirements written in the DSD inter-agency agreement with local education agencies.
10. Provide a representative to receive referrals for the agency at the DSD Birth to 3 weekly intake meeting.
11. Provide billing procedures to ensure that third-party revenues are maximized and that the Birth to 3 Parental Cost Share System is implemented and reported as required.
12. Have adequate written information available for non-English speaking families, e.g., program descriptions, primary policies, and guidelines for participants.
13. Enter all child data timely into the State of Wisconsin Program Participation System (PPS). Utilize the reports and functions in PPS to monitor compliance with Federal Indicators.
14. Enter National Child Outcomes entry and exit data timely into the PPS system.
15. Participate in Milwaukee County quarterly review and monitoring meetings.
16. Participate in State Regional meetings and trainings.
17. Maintain complete records of children participating in the Birth to 3 Program. Follow all record maintenance requirements and provided copies of documents in the file as requested when written proper release is obtained.
18. Participate in file review process as required and site visits from Milwaukee County and DHS as requested.
19. Participate in Program Improvement Plan development yearly or as needed.
20. Notify Milwaukee County Birth to 3 Coordinator, immediately of unresolved concerns or complaints regarding the delivery of Birth to 3 services.
21. Participate in other quality improvement activities as required.

Program Performance Data and Monitoring

The Office of Special Education Programs (OSEP) in the U.S. Department of Education has taken strong action to enforce the Individuals with Disability Education Act (IDEA) by issuing state-level determinations for Part C, Birth to 3 Programs. The determinations are based on fourteen federally defined indicators required under federal statute as part of ongoing efforts to improve results for children and youth with disabilities.

Individuals with Disabilities Education Act (IDEA) 2004 revisions require states to provide Child Outcome data and Family Outcome data demonstrating the impact of early intervention. The primary focus of Federal and State monitoring activities is on improving education results and functional outcomes for all children with disabilities.

OSEP has required states to enforce IDEA by making determinations annually for each county on the performance of their early intervention program under Part C. States are required to consider a county's performance based on compliance with Federal Indicators, compliance with DHS 90 and, in part, procedural guidelines and the quality of IFSP development.

Each agency's performance is considered using the same standards considered for county performance. Determination of compliance with Federal Indicators is provided annually for each agency.

The compliance indicators considered are:

1. Percent of Infants and toddlers with Individualized Family Service Plans (IFSPs) who receive early intervention services *listed* on their IFSP in a timely manner (within 30 days). 100% compliance indicator.
2. Percent of infants and toddlers with IFSPs who primarily receive early intervention services in the home or in programs for typically developing children (natural environments). Target: 95%-100%
3. Percent of infants and toddlers with IFSPs who demonstrate positive social emotional skills, acquisition and use of knowledge and skills, and use of appropriate behavior. Target: State Target
 - a. All agencies will be required to identify and enter ongoing exit data for each eligible child receiving services into the State Program Participation System (PPS). The data will reflect achievement/progress towards Child Outcomes.
 - b. Child Outcomes will be collected for each child by the evaluation team and documented on a Child Outcomes Summary Form prior to entry in PPS.
 - i. Children have positive social-emotional skills (including positive relationships).
 - ii. Children acquire and use knowledge and skills (including early language/communication).

- iii. Children will take appropriate actions to meet their needs.
- 4. Percent of families participating in Part C who report that early intervention services have helped the family. Target: State Target
 - a. Family Outcome information will be collected and submitted to the State on an annual basis in the form of a family survey. The survey responses will reflect achievement/progress toward the family outcomes. The survey format and family participant sample is provided by the State. Agencies are required to participate in meeting the survey requirements of the county as identified by the state.
 - b. Family Outcome information collected:
 - i. Families understand their child's strengths, abilities, and special needs.
 - ii. Families know their rights and advocate effectively for their children.
 - iii. Families help their child develop and learn.
 - iv. Families have support systems.
 - v. Families' access to desired services, programs, and activities in their community.
- 5. Percentage of infants and toddlers from birth to age 1 with IFSPs compared to birthrate. State target: 1.1% of birthrate.
- 6. Percent of infants and toddlers from birth to age 3 with IFSPs. State target: 2.84%
- 7. Percent of eligible infants and toddlers with IFSPs for whom evaluation was completed within 45 days. 100% compliance
- 8. Percent of children exiting Part C who receive timely transition planning. 100% compliance (indicators 8a, 8ab and 8c).

Determinations of agency compliance will be provided annually; it is essential to ensure that agencies meet all compliance indicators in order to achieve the highest overall compliance possible. If a determination is indicated of "needs assistance" for a second-year, Milwaukee County will apply enforcement actions after an agency's overall determination is identified.

The State and County have jointly developed individual agency Performance Improvement Plans (PIPs). These PIPs are mandatory to identify strategies around how individual agencies will ensure compliance with federal indicator performance. The PIP will identify areas where agencies have slippages in compliance with Federal Indicators and document strategies the agency will implement in order to achieve compliance. Each agency will complete or revise their PIP with DSD yearly. In addition, agencies will participate in quarterly monitoring and review meetings with the county to review overall county and individual agency performance, identify slippages in indicator compliance, and develop strategies as Part C team members on how to address compliance issues.

Future contract allocations are based on the agency's ability to comply with Federal and State indicators as well as compliance with DHS 90, their quality of service, their quality

of IFSP development and their collaboration and cooperation with Milwaukee County and Administrative lead agency.

Agency Reporting

On a semi-annual basis, each agency must provide a narrative report to the County Part C Coordinator. Review each quarter report requirements; the information requested is different for each report.

1. The semi-annual report is due by the 14th business day of July and must include.
 - a. List of training activities provided for service coordinators. Attach an agenda sheet that records information covered and a signature sheet documenting the list of participants.
 - i. Note challenges in providing the training if they exist.
 - ii. List training you believe would benefit your staff that the county or state could provide.
 - b. Include a spreadsheet that identifies those children with whom your agency failed to meet compliance indicator 1, 7, and 8. Ensure that a reason is given for each case and explain efforts your agency will make or has made to correct this in the future.
 - c. Describe your agency's outreach efforts in the community. This may include individual efforts or collaborations with other agencies or the county.
 - d. Describe efforts to comply with "natural environment" and describe perceived barriers to meeting compliance.
 - e. Describe your staff shortages and challenges, if they exist, and efforts your agency has made to retain staff as well as to recruit a diverse work force.
 - f. Complete the self-assessment reports and individual staff surveys for the annual state review as well as the outcomes assessment report.
 - g. Provide a spreadsheet that documents Parental Cost Share calculated by family for the first 6 month of the year. The total amount collected or reason(s) the parental cost share was not collected or refunded.
2. Annual report is due to the County Part C Coordinator on or before the 14th business day of January for the previous year and must include the following:
 - a. Describe the challenges faced by your agency in meeting the requirements of DHS 90, quality of IFSP development requirements, and documentation file maintenance requirements.
 - b. List of training activities provided for Service Coordinators. Attach an agenda sheet that records information covered and a signature sheet documenting the list of participants.
 - i. Note challenges in providing the training if they exist.
 - ii. List training you believe would benefit your staff that the county or state could provide.

- c. Include a spreadsheet with that identifies those children with whom your agency failed to meet compliance indicator 1, 7, and 8. Ensure that a reason is given for each case and explain efforts your agency will make or has made to correct this in the future.
- d. Describe your agency's outreach efforts in the community. This may include individual efforts or collaborations with other agencies or the county.
- e. Describe efforts to comply with "natural environment" and describe perceived barriers to meeting compliance.
- f. Describe your staff shortages and challenges, if they exist, and efforts your agency has made to retain staff as well as to recruit a diverse work force.
- g. Describe and highlight at least one success in providing services to a family within the context of the community. How did the experience enhance the performance of your overall staff? What barriers to providing services did you and the family face, and how did your staff overcome those barriers?
- h. List any parent education activities your agency provided for the year. Give the date of the event/training/activity, topic, location, and number of parent participants.
- i. Provide a spreadsheet that documents Parental Cost Share calculated by family for the full year. The total amount collected or reason(s) the parental cost share was not collected or refunded.

Reporting Units of Service

Direct service time is staff time spent in providing services to the program participants, which includes face-to-face contacts (office or field), collateral contacts, telephone contacts, client staffing, and time spent in documentation of service provisions. Direct service does not include indirect time such as that spent at staff meetings, in service training, vacations, etc.)

Collateral contacts are face-to-face or telephone contacts with persons other than the program participants, who are directly related to providing services to those participants, and need to be involved by virtue of their relationship to the program participant. Collateral contacts could include contacts with family members, other service providers, physicians, school personnel, clergy, etc.

For all agencies, a unit of service is one-quarter hour (.25) of direct service time.

Reimbursement for group services is based on one-hour units of direct service time. The total time must be equally divided among the group participant and recorded in case records of each participant.

Documentation

Direct service time must be documented through an entry in the case notes or narrative for units billed. The case narrative must be contained in the case record maintained by the agency. The narrative entry must include:

1. The date of the contact,
2. The type of contact (fact-to-face, phone, email, etc.),
3. Who the contact was with,
4. The content of the contact, and
5. The number of units (the length of contact).

INTRODUCTION

The Milwaukee County Department of Health and Human Services Disabilities Services Division (DSD) is seeking proposals to develop a coordinated system of residential treatment and social service supports to aid individuals who experience co-occurring developmental disabilities and mental health conditions or chronic behavioral challenges. The goal for this RFP is to create a Crisis Respite Home (CRH) that will provide a short-term stay to address consumer's crisis needs and be accessible to support individuals with physical challenges, including those who use wheelchairs or other mobility devices.

DSD and BHD's vision of the CRH is to develop and utilize a community-based setting deterring the consumer from institutional care. The Crisis Respite Home will link to support services and personnel at DSD and the Milwaukee County Behavioral Health Division (BHD) to form a structure and system of professional crisis supports.

SERVICE DESIGN

The Crisis Respite Home, by design, is to create a coordinated system of residential treatment and social service supports to aid individuals who experience co-occurring developmental disabilities and mental health conditions or chronic behavioral challenges through a crisis period. The intent is to develop and utilize a community-based setting that provides out-of-home short-term stay deterring the consumer from institutional care. The Crisis Respite Home will link to support services and personnel at DSD and the Milwaukee County Behavioral Health Division (BHD) to form a structure and system of professional crisis supports.

Services are focused to address inappropriate, dysfunctional and high-risk behaviors presented by an individual with a disability, facilitating community living stability while developing strategies to address behavioral difficulties. The goal of the community intervention is to return the individual to their home or primary residence.

The CRH is an intervention/prevention service model of delivery, where the support team develops a behavioral support plan focused on maintaining the participant's residence and supporting caregivers through a difficult episode with strategies to alter challenging behaviors. The team approach will enable professional support and consultation during and after the crisis with focus on decreasing or preventing future episodes.

The selected provider will be able to maximize resources through utilizing the existing Milwaukee County certification in collaboration with BHD Psychiatric Crisis Services to bill Medicaid and ensure that services are fully implemented. Revenues earned will offset professional staff and program costs and should be included in the proposal. Staff from BHD Crisis Mobile Team may be utilized to assist in program development and implementation.

Important elements for this Crisis Respite Home service are:

- A close collaborative, professional relationship with all parties on behalf of the person and primary home site.
- Accurate data gathering on persons served and review for fine tuning service delivery as well as tracking program outcomes.
- Participation by the involved parties in a review of the crises and future planning with the caregiver, family or significant others.
- Periodic follow-up to assist with maintaining client stability in the home and community.
- Be an accessible home site for persons with physical disabilities including those who use wheelchairs or other mobility devices.

The primary objectives of the community-based CRH service are threefold:

1. Develop a home and support model that provides a community residential option paired with experience professional guidance to address crises.
2. Develop a residential component to the existing services designed to divert individuals from inpatient care and create a consultative support model.
3. Create a service that offers short-term stay for adults in crisis.

DSD is seeking a provider to:

- Develop and integrate a team approach with DSD and BHD's active involvement in the home service delivery model.
- Accept only referrals made through DSD. Individuals admitted to the CRH will be reviewed by DSD and BHD, screened by the residential treatment provider and receive formal authorization for admission from DSD.
- Provide 24-hour supervision when clients are present in the home.
- Provide flexible staff pattern (home manager) to meet at various locations to aid with follow-up monitoring and support of a resident or to assess an individual for admission. Develop staff capacity to visit the home of a participant(s) of the CRH.
- Provide hours of operation for the home/primary staff from 8 a.m. to 6 p.m., Monday through Friday.
- Install a phone system with availability to staff on weekdays 8 a.m. to 6 p.m., and weekends 8 a.m. to noon via cell phone for DSD and BHD contact.
- Demonstrate the ability to develop professional Medicaid Crisis Intervention and Stabilization services provided by agency staff and bill for Medicaid revenue under HFS 34.

- To develop budgets that reflect projected revenues and costs associated with the provision of crisis and stabilization services.

TARGET GROUP

Consumers to be considered for the CRH by design are Developmentally Disabled with secondary conditions of mental health diagnosis or current patterns of emotional instability. The conditions/characteristics typically seen are:

- Impulsive behavioral outburst patterns.
- Physical aggression.
- Self-abusive behavior.
- Property destruction.
- Threatening behavior toward others.
- Running away from home setting.
- Striking others.
- Refusal to go to appointments.
- Withdrawal from participating and socializing with others.

Individuals to be served in the home are typically wait-listed for services and may reside with family, significant others or in semi-independent apartment setting yet, must meet and pass the State of Wisconsin Long-Term Care Functional Screen for DD-level of care to receive on-going support.

Service Outcomes to be achieved by the CRH:

1. Reduce the number of admissions of adults with developmental disabilities in PCS, Acute inpatient or Observation services.
2. Reduce the length of stay of adults who are inpatient at mental health/psychiatric hospitals.
3. Establish a specialized residential setting by providing a facility offering short-term stays for stabilization.
4. Provide linkage and follow-up services for adults admitted to the home and their respective home/family or caregivers.

PROVIDER EXPERIENCE

Provider qualifications and experience must meet the basic criteria for DSD consideration.

A Provider must be:

- Familiar with dual conditions (developmental disabilities and mental health) in addition to having an understanding of current service philosophy and provide reasonable flexibility in service to meet the different needs of the population.
- Accommodating and strive for cultural and social competencies, i.e., ethnic, religious or gender factors.
- Identify and demonstrate linkage to “critical” services (clinical supports) typically needed for crisis stabilization.
- Develop crisis intervention capacity under HFS 34 to include professional staff necessary to implement and deliver all crisis and follow-up services.

Specialized Background of the Provider:

- 5 years of experience with the provision of residential services.
- 5 years of experience in service provision for adults with developmental disabilities and with mental health or chronic behavioral challenges.
- 5 years of experience working with adults in crisis intervention and stabilization.
- 5 years of experience working with families through informal and formal counseling and guidance services.

Agency Administrative Requirement-Crisis Respite House

The Provider shall submit an annual program evaluation/summary that includes the following elements:

Information on service utilization and number of repeat admissions to the home.

Number of repeat inpatient psychiatric admissions of 2 days or more for medication adjustment or psychiatric episode.

Number of consumers receiving assertive case intervention (ASI) services.

Number of consumers maintained in or those assisted to move into stable housing.

Number of families, guardians and/or significant others (primary residence of the consumer) receiving education and support from staff at the Crisis Home or from other treating professionals.

Number of families, consumer/participant or significant others who received education and support post discharge of CRH service.

SERVICES TO BE PROVIDED TO ELIGIBLE INDIVIDUALS**A. Program Description**

The WATTS Review includes assessing an individual's functional abilities and disabilities as well as the adequacy of supervision and services being received when an individual has a protective placement order.

A WATTS Review shall include:

- A visit to the individual.
- A written evaluation of the physical, mental and social condition of the individual and the service needs of the individual.
- Any submitted comments solicited (invited from) the Guardian.

This review is to be made part of the permanent record of the individual.

A report of the review is to be filed with the court that ordered the protective placement. The Report filed with the court should include the:

- Functional abilities and disabilities of the individual including the needs of the individual for health, social and rehabilitative services and the level of supervision needed.
- Ability of community services to provide adequate support for the individual's needs.
- Ability of the individual to live in a less restrictive setting.
- Analysis of whether sufficient services are available in the community and an estimate of the cost of those services including county funds.
- Analysis of whether the protective placement order should be terminated or whether the individual should be placed in another facility with adequate support services that places fewer restrictions on the individual's personal freedom.
- Comments of the individual and guardian and the county's response.

Wisconsin Statutes and Administrative Codes regulate WATTS Reviews. State of Wisconsin Statutes Chapter 55.18, (attached as Exhibit Two and as amended) addresses guidelines for WATTS Reviews.

Disability Services Division (DSD) staff are the fixed point of referral for WATTS Reviews.

B. Rights Reserved by Purchaser

The Purchaser reserves the following rights:

- a. To determine for the purposes of the Agreement the Provider's compliance with all applicable statutes and regulations.
- b. To authorize payment only for services rendered in compliance with applicable statutes and regulations, and to authorize or withhold authorization of payment consistent with the degree to which the requirements of WATTS Reviews have been fulfilled.
- c. To review all records and documentation relating to the provision and reimbursement of services.
- d. To undertake such quality assurance efforts relating to the services provided to clients, as Purchaser deems appropriate.
- e. Purchaser reserves the right to withdraw any consumer from the program at any time if Purchaser deems this is in the best interest of the consumer.

Client Rights and Satisfaction

- a. Provider agrees to comply with all applicable statutes and regulations defining client rights.
- b. Provider will develop and implement a method to annually evaluate the satisfaction of clients in accordance with the requirements of Purchaser standards. Provider shall make copies of the evaluations provided by clients and any summary of the evaluations of all residents available to the Purchaser.

C. Emergency Planning

In order for Provider and clients to be prepared for a natural or man-made emergency, Provider shall develop a written plan addressing:

1. The steps Provider has taken or will take to prepare for an emergency
2. Which, if any of Provider's services will remain operational during an emergency
3. The role of staff members during an emergency
4. Provider's order of succession and emergency communications plan; and
5. How Provider will assist clients to individually prepare for an emergency.

A copy of the written plan should be kept at each of the Provider's offices.

D. Designated Program Contact

Marietta Luster, 414-289-6758, (marietta.luster@milwcnty.com) will be the Designated Program Contact with the Provider for program related/service issues, and Contract Administration (414-289-5853) will be the primary contact for administrative requirements and contract monitoring.

E. Compensation

Invoices should be mailed on a monthly basis to DSD. There must be a separate invoice and cost for each client. Direct all invoices to Priscilla Beadle, Court-Related Services Supervisor. The invoice should be sent to, 1220 W. Vliet Street, Suite 300, Milwaukee, WI 53205. This includes all contract invoices.

Each invoice must contain: name of the client; name of the (case manager) or name of contract agency; DSD case number; dates of service; brief explanation of service provided; and total cost for the month. All case notes should accompany the invoice.

In addition, the standard DHHS Revenue and Expense Financial Report spreadsheet is to be submitted monthly to DHHS_Accounting@milwcnty.com

Allowable Expenses for WATTS Reviews include:

Direct Service Time: Time spent meeting with the client, collateral contacts or at a staffing, travel time, etc., and time spent in documentation of service provision. Direct service time does not include indirect time spent at staff meetings, in-service trainings, etc.

Collateral Contacts: Face-to-face or telephone contacts with persons other than the client, who are directly related to providing services to the client and who need to be involved by virtue of their relationship to the client. Collateral contacts could include contact with physicians, family members, other service providers, attorneys, school personnel, clergy, etc.

The following are examples of what **cannot be billed** as WATTS Reviews activity: indirect time spent at staff meetings, translation, in-service trainings, marketing, case management, and outreach.

Payment for WATTS Reviews will be based on a flat unit rate of \$125.00 per completed WATTS Reviews. The provider will forward all WATTS Reviews to

DSD for signature after the Provider's supervisor reviews them. The provider should send all WATTS Reviews once per week on Tuesdays, or as necessary to DSD. The completed original WATTS Review plus two (2) copies should be forwarded to DSD. All documents related to individual wards should be forwarded to DSD.

1. The Purchaser shall pay Provider for covered services rendered to clients in accordance with the procedures outlined in this agreement and any applicable policies, procedures, Provider Bulletins, memos, etc. issued by Purchaser.
2. The Purchaser expects that the WATTS Reviews will be completed within the timeframes identified by DSD. If the Provider feels that for some reason the payment is not sufficient to cover costs due to some extraordinary or exceptional circumstances, the Purchaser agrees to consider costs and additional costs may be granted on a case-by-case basis.
3. The Purchaser expects individualized reports tailored to the specific needs of the ward and their needs. All completed WATTS Reviews should be sent to: DSD via e-mail (priscillia.beadle@milwcnty.com).
4. Purchaser and Provider agree the rate shall include only items and amounts permitted by the Wisconsin Department of Health Services (DHS) *Allowable Cost Policy Manual*.

Provider recognizes the total service needs of the community may not be met under this agreement. The parties agree section 66.0135, Wisconsin Statutes, Interest on Late Payments, shall not apply to payment for services provided hereunder.

The Milwaukee County Department of Health and Human Services (DHHS) Disabilities Services Division (DSD) administers a federal and state client-specific long-term support funding program - Children's Long Term Support (CLTS) Program. This Medicaid Waiver/community-based state program provides services to children with chronic disabilities to assist them with living in their family homes and in the community. Many of the children and families need supportive services i.e., respite, daily living skills or supportive home care. The child/parent directs their own care and is responsible for hiring, supervising and training the provider of these services. Through this service design, the child/parent is the employer of the provider. Because of federal law that prohibits the direct payment of Medicaid Waiver dollars to Waiver recipients and/or parents of minors, the services are paid for through a fiscal agent entity,

Given Milwaukee County Disabilities Services Division's role of administering Waiver programs, which have these specific requirements, the Division has chosen to contract for Fiscal Agent and Financial Management (FA) services to comply with the Medicaid provisions. The primary purpose of the FA is to provide payroll processing and claims submission services for clients who employ providers of in-home supportive services. DSD will authorize funding for the FA to meet payroll requirements of supportive home care providers. Reimbursement for provider wages, payroll taxes and FA fees will be paid by the **Wisconsin Department of Health Service (DHS) through a Third Party Administrator (TPA)**. Prior experience successfully working with written prior authorizations for client services and claims submission experience with a TPA is preferred.

In addition, DSD also administers a non-Medicaid program for a small number of disabled adults in need of in-home supportive services.

The functions of the FA include processing payroll and cutting paychecks, creating federal and state accounts for unemployment compensation premiums and payroll taxes, depositing federal and state payroll taxes and withholding, and preparing various reports and payroll tax returns. In addition, the FA will be responsible for submitting claims to the TPA on behalf of clients for providing these payroll services. The FA will be compensated by the TPA at a rate agreed upon by DSD. Fiscal Agent/Financial Management is a Medicaid Waiver service and will, therefore, be included as a service cost to each client as part of their case plan. By using the FA, the County accomplishes two objectives:

1. The County is not the employer of this group of in-home service providers.
2. It allows clients to choose, hire, and train their own attendants within the framework of Medicaid Waiver and State guidelines.

CLTS Program Requirements for Children Receiving In-home Supportive Services

The FA entity must comply with the State of Wisconsin Department of Health Service (DHS) Third Party Payment System requirements.

FA services will be provided under a Fee-for-Services Agreement with the Disability Services Division. The Agreement will include an agreed upon rate for reimbursement of FA services. The Agreement will be for a term of one year, renewable annually upon the mutual acceptance of both parties.

1. The number of clients/children receiving FA services will vary from approximately 275 to 325 over the term of the Agreement. An individual client may have one or more care providers during the course of a payroll period. The semi-monthly payroll can range from approximately \$50,000 to \$90,000 per pay period.
2. **The cost for the Fiscal Agent/Financial Management service will be added to each individual client's service plan. Therefore, the proposer agency should calculate its cost based on all services for each individual client, including activities of check writing, postage and mailings, processing of payroll, filing of and federal and state payroll tax returns, issuing required employer payroll forms, claims submission for Waiver services on behalf of client to the TPA, etc.**
3. Proposer agency will preferably quote a flat rate for FA services based on a per client per month basis, or alternately, may quote a rate per check issued. If applicable, agency should also provide a quote for costs of "Stop Payment" orders and for providing manual or out of sequence special checks if charging separately for this service.

Budget Forms are not required for this Service instead use the Rate Sheet form provided in Section 7 Forms

4. Disability Services will not provide any advance or early payment to FA to cover payroll liabilities. At a minimum, payroll must be paid twice a month and within three (3) weeks of the end of a pay period. Claims submitted to TPA are usually paid within 7 days of submission. Failure to receive reimbursement for claims from TPA due to errors, omissions or delays by FA are the responsibility of the FA, to rectify. FA shall be liable to pay client's employee within the required 3 weeks from end of pay period. For this reason, it is imperative that FA have sufficient working capital on hand, or line of credit available to cover unfunded payroll liabilities due to fault of FA. Interest for working capital loans is not an allowable cost and FA may not build cost of interest into Fiscal Agent's contracted rate.
5. Failure of FA to receive reimbursement for claims from TPA due to errors, omissions or delays by Milwaukee County DSD are the responsibility of DSD to rectify. FA shall not be liable to pay client's employee within the required 3 weeks from end of pay period because of failure to receive timely reimbursement

from TPA due to delays caused by Milwaukee County DSD.

6. Neither Milwaukee County DSD nor TPA shall reimburse FA for client services performed or paid without a written Prior Authorization for services from DSD. Neither Milwaukee County DSD nor TPA shall reimburse FA for client services performed or paid in excess of the monthly written Prior Authorization from DSD. Neither Milwaukee County DSD nor TPA shall reimburse FA for client services performed or paid based on verbal or written authorization from client's case manager/care coordinator.

Program Requirements for Adults Receiving In-home Supportive Services.

The provider agency will be under a Fee-for-Service Agreement with the Disability Services Division. The Agreement will include an agreed upon rate for reimbursement of FA services.

1. The number of adult clients will vary from approximately 6 to 12 over the term of the Agreement.
2. **The cost for the Fiscal Agent service will be added to each individual client's service plan. Therefore, the FA agency should calculate its cost based on all services for each individual client, including activities of check writing, postage and mailings, processing of payroll, filing of and federal and state payroll tax returns, issuing required employer payroll forms, submission of reporting statements/invoices to DSD, etc.**
3. Proposer agency will preferably quote a flat rate for FA services based on a per client per month basis, or alternately, may quote a rate per check issued. If applicable, agency should also provide a quote for costs of "Stop Payment" orders and for providing manual or out of sequence special checks if charging separately for this service.

Budget Forms are not required for this Service instead use the Rate Sheet form provided in Section 7 Forms.

4. Disabilities Services shall provide a monthly early payment to the FA to avoid disrupting of the agency's processing of the client payroll. The early payment to the FA shall at least be equal to the actual reporting statement from the FA for the most recent month of available data. Upon the discretion of Disabilities Services, the early payment can be increased to meet changing workload.

Audit Requirements

The FA shall submit to County, on or before June 30, 2013 or such later date that is mutually agreed to by Contractor and County, two (2) original copies of a certified program-specific audit/agreed upon procedure report of the Fiscal Agent/Financial

Management Program. The audit shall be performed by an independent Certified Public Accounting (CPA) firm licensed to practice by the State of Wisconsin.

The audit shall be conducted in accordance with the State of Wisconsin Department of Health Service Audit Guide (DHSAG), most recent revision, issued by Wisconsin Department of Health Services (on line at: www.DHS.state.wi.us/grants); the provisions of *Government Auditing Standards* (GAS) most recent revision published by the Comptroller General of the United States; and, Generally Accepted Auditing Standards (GAAS) adopted by the American Institute of Certified Public Accountants (AICPA).

The CPA report shall contain the following Financial Statements and Auditors' Reports:

1. Financial Statements for the Fiscal Agent Program prepared on a Modified Cash Basis as defined in the Fiscal Agent Program Purchase Contract.

- a. FA Program Comparative Statements of Financial Position – Modified Cash Basis.
- b. Fiscal Agent Program Comparative Statements of Activities – Modified Cash Basis.
- c. Cash basis revenue and expenditures must be reported on **Comparative Statements of Cash Flows** for the calendar years under audit regardless of the fiscal agent program years to which they are related. (Note, comparative statements of cash flows are required because fiscal agent program financial statements are not prepared on the pure cash basis of accounting.)
- d. *Notes to financial statements, including total units of service provided under contract* (if not disclosed on the face of the financial statements).
- e. Schedule of expenditures of federal and state awards broken down by contract year. The schedule shall identify the contract number and the program number from the Exhibit I of the contract, and contain the information required by the *Department of Health Services Audit Guide*, most recent revision.

2. Auditors Reports for the Fiscal Agent Program

- a. Opinion on FA Program Financial Statements and Supplementary Schedule of Expenditures of Federal and State Awards.
- b. Report on Compliance and Internal Control over Financial Reporting Based on an Audit of FA Program Financial Statements Performed in Accordance with Government Auditing Standards (GAS), and the *DHS Audit Guide*, most recent revision, testing and reporting on items of

compliance based on samples and directions contained in Exhibit X.

- c. A copy of any management letter issued in conjunction with the audit shall be provided to County. If no management letter was issued, the Schedule of Findings and Questioned Costs shall state that no management letter was issued.
- d. Schedule of Findings and Questioned Costs including a summary of auditor's results.
- e. A report on the status of action(s) taken on prior audit findings.
- f. Corrective action plan for all current year audit findings.
- g. Management's response to each audit comment and item identified in the auditor's management letter.

Regardless of status or format, all CPA reports and financial statements referenced above shall be prepared on a modified cash basis of accounting. **For purposes of this contract modified cash basis is defined as follows:**

- 1. Expenses are recognized when paid, with the exception of payroll taxes, which are accrued for wages and salaries, earned and paid.
- 2. Revenue is recognized when earned, which is upon issuance of paychecks for the related pay period; therefore, there will be a matching of revenue and related modified cash basis expenses for the same fiscal agent program calendar year. Audited revenue reported should correspond to DSD and DHS TPA payments made for the contracted calendar year under review, including the final year-end adjusting payment, if any, made after the calendar year end for the prior contract year.

Fiscal Agent Service Provision Responsibilities and Requirements

- 1. The fiscal agent shall develop and implement a fiscal agent system for providers of supportive home care services funded with long-term support funds. Duties of a fiscal agent include:
 - * Creating federal and state employer accounts for Unemployment Compensation premiums and payroll taxes;
 - * Wage payments to client's care providers;
 - * Withholding of employee Social Security and Medicare, federal and state income taxes and other employee designated payroll deductions;
 - * Timely deposit of employee withholding and employer's payroll tax liabilities;
 - * Timely payment of federal and state Unemployment Compensation premiums, and Worker Comp premiums if employer elects to participate

in state pool;

- * Timely filing of payroll tax returns and other required reports;
- * Issuance of W-2 forms and other required federal or state forms;
- * Recipient cost share statements, if any;
- * Timely submission of claims to TPA, if applicable, on behalf of client/employer.

2. The Fiscal Agent/Financial Management (FA) agency shall function as the federal and IRS fiscal agent, handling care provider wage payments and deductions, and reporting, and tax withholding responsibilities for the client, who is the employer.
3. The FA issues semi-monthly payroll checks/direct deposit made out to the care provider (supportive home care worker). The checks are mailed to the client, who forwards them to the provider, or with proper documentation sets, up a system of direct deposit. The FA makes deductions for Social Security, Medicare and income tax withholding, and other deductions as necessary, and makes required payments and deposits.
4. For non-Medicaid adult clients, the FA shall submit on or before the tenth (10th) working day of the month following the month in which service payments were made, a report of all payments made on behalf of adult clients served for the month. The reports will be in the format designated by DSD, and at a minimum contain the following: client name, client no. address, provider SS no., funding source of payment, payroll deductions, service coding, maximum authorized cost per case, payments to each provider, and total provider cost per client.
5. The fiscal agent will receive, review, complete and submit all forms, reports, and other documents required by Wisconsin Department of Revenue, Department of Workforce Development or the Internal Revenue Service for Unemployment Compensation premiums due on behalf of the client. The fiscal agent will also serve as the representative of the client in any investigation, hearing, meeting, or appeal involving an Unemployment Compensation tax question or benefits claim in which the client is a party.
6. The fiscal agent shall comply with all Disability Services fiscal and program reporting requirements. This includes the submittal of monthly expense and revenue forms for adult clients.
7. The fiscal agent shall work with County staff and be responsible to develop reports that meet federal and state reporting requirements.
8. The fiscal agent shall represent Milwaukee County DSD interest in resolving any reporting issues or requirements of the IRS and/or Wisconsin DOR or DWD Unemployment Insurance Division.

9. The fiscal agent shall be liable to pay any underpayment of payroll tax deposits, interest or penalties to governmental entities due to errors, omission or commissions of fiscal agent including late payment or deposit of payroll related obligations, or late filing penalties and interest.
10. The fiscal agent must be an entity, which offers similar services as part of its normal business, and may not be a relative or friend of the service provider acting on behalf of a single individual. Examples include:

Independent Living Centers	Consumer Organizations
Banks	Hospitals
Accounting Firms	Nursing Homes
Law Firms	Home Health Agencies
Payroll Service Organization	
11. Disabilities Services will require that the fiscal agent be bonded.
12. The fiscal agent shall assist clients in understanding payroll processing, filling out timecards, and submitting time cards to FA in a timely fashion.
13. The fiscal agent shall provide for an emergency payroll processing service that can handle emergency payroll processing needs outside of the normal procedure.
14. The fiscal agent is responsible to provide all supplies, forms, etc., necessary to provide their services.

EVALUATION OF PROPOSALS

Proposals submitted to provide Fiscal Agent/Financial Management services will initially be ranked based on the following criteria:

1. REQUIRED INFORMATION

A proposal lacking criteria, information or assurances required by this RFP may be rejected or removed from the evaluation process or returned to the applicant at the discretion of the Department.

2. DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION (0-10 points)

The proposal should include DBE participation as required by Chapter 42 of the Milwaukee County Ordinances and detailed in Section VI of this RFP. The proposal shall also address the issues of diversity and cultural competence as demonstrated through the applicant's policies, actions, employees, Board/Owner(s)/LLC Member demographics, and minority business certifications from other certifying bodies.

3. QUALIFICATIONS - (0-20 Points)

In the Qualifications section of the proposal, the applicant/individual has the opportunity to furnish credentials of the principal personnel providing the services. The applicant should provide the name, credentials and resume of the principal person(s) providing the services as well as information addressing his/her professional experience as an accountant, fiscal agent, or provider of financial management service. In addition, knowledge of general accounting principles, financial management principles and procedures, financial analysis as well as proficiency in use of data processing methods and software applications could be included in this section. Full points will be given to applicants meeting minimum requirements for this criterion. Advanced certifications, CPA license and/or up-to-date maintenance of AICPA CPE requirements will be considered a plus. In the event of a tied score for this criterion, the applicant with "preferred" or "desired" qualifications, or qualifications considered "a plus" will be awarded two (2) additional bonus points for this criterion.

4. EXPERIENCE - (0- 30 Points)

In the Experience section of the proposal, the applicant/individual has the opportunity to describe in greater detail (than the Qualifications section) the principal service provider(s') professional experience as an accountant, fiscal agent and/or provider of financial management services, as well as experience in the application of data processing methods of accounting and proficiency in use of other software applications. As part of Experience, the proposal may also include information that supports the applicant's ability to compile and objectively analyze very large volumes of data, and large databases; to perform accounting functions, to prepare written reports; and, to effectively and cooperatively assist and direct others. In the event of a tied score for this criterion, the applicant with "preferred" or "desired" experience, or experience considered "a plus" will be awarded four (4) additional bonus points for this criterion. Prior experience successfully working with written Prior Authorizations for client services and claims submission experience with a TPA is preferred.

The proposal could include the following drafted or prepared by the FA agency or principal service provider(s):

- a. a written plan for maintaining a client and care provider database including authorization and acceptance of new CLTS clients, set up of client accounts with governmental agencies and receipt, maintenance and monitoring of client care provider's time reported compared to units or amount authorized in Prior Authorizations from Milwaukee County DSD;

- b. correspondence/reports prepared by the service provider which includes an analysis, compilation of findings, calculations and recommendations;
- c. copies of previously prepared data/statistical, fiscal and/or budget analysis reports or other special assignments or projects.
- d. letters of support relative to work experience;
- e. references, certifications, memberships, etc.

5. TIME SCHEDULE AND FEE FOR SERVICES - (0-40 Points)

The Time and Fee for Services information should indicate the timeline or schedule in which the FA will perform all required duties of financial management services. The applicant should indicate the fee or rate for FA services, preferably on a per client per month basis, or alternately, a fee or rate per check issued. Applicants should fully comply with the above request. The applicant proposing the lowest projected aggregate cost to DSD per month will be awarded full points for this criterion. The applicant proposing the highest projected aggregate cost to DSD per month will be awarded zero points for this criterion. All other applicants will be scored on a prorata basis based on the difference between the low and high bid. In the event of a tied score for this criterion, the applicant that most fully complies with the above request will be awarded three (3) additional bonus points. The Department makes no guarantee or representation that the firm or individual under contract to perform this work will receive the entire allocation for this program.

TOTAL POSSIBLE SCORE 100 POINTS

EXHIBIT X

REQUIRED AUDIT PROCEDURES FOR FISCAL AGENT AUDIT REQUIREMENTS

The auditor will, at a minimum, examine and report on the following internal control and compliance matters.

1. Recalculation of at least one month payroll, payroll taxes, reimbursable expenses and processing fees, and reconciliation to the monthly billing submitted to DHHS. *Any discrepancy, regardless of materiality, shall be reported as a finding.*
2. Reconcile annual payroll and payroll taxes to relevant payroll tax returns filed with Internal Revenue Service, Social Security Administration, and Wisconsin Department of Workforce Development. *Any discrepancy, regardless of materiality, shall be reported as a finding.*
3. Examine insurance coverage. *Any discrepancy from the insurance requirements shall be reported as a finding.*
4. Test internal controls over reporting, to include at a minimum,
 - a. Testing of at least 100 payroll checks, recalculating gross payroll and calculation of employee and employer payroll taxes;
 - b. Testing the calculation of processing and stop payment fees charged, including examination of the underlying supporting documentation for the fees; and
 - c. Testing reimbursable expenses charged, including examination of the underlying supporting documentation for the expenses.

CLTS CARE MANAGEMENT/ SUPPORT and SERVICE COORDINATION #DSD022

INTRODUCTION

The Milwaukee County Department of Health and Human Services Disabilities Services Division (DSD) is seeking qualified providers or organizations to administer service coordination/care management services to children enrolled in the Children's Long Term Support Waiver (CLTS).

The intent of this request for proposal is to develop specialized community-based care management and service coordination resource(s) knowledgeable on disabilities (DD, PD) and able to guide and aid families in their care, support and development of their child with special needs.

- DSD has committed funding to the client's care plan active in the state waiver program with a client base of approximately 500 children.
- Services are provided as specified in the "service requirements" of the State Medicaid Waiver program and applicable policies, procedures and regulations of the Department of Health Services- Bureau of Long Term Support - Children Programs.
- Service implementation and delivery assumes a working relationship, partnering, of the Provider and DSD for the provision of care management services.

BACKGROUND INFORMATION

Wisconsin's Department of Health Services (DHS) has a long-standing history of federal approval to implement its state plan for community-based waiver programs. As a result, counties are the local service administration, responsible for the service implementation and monitoring of the Waiver programs in accordance with State policy and program guidelines.

The Children's Long Term Support Waiver was approved by the federal government in early 2004 to be implemented in Wisconsin for children with disabilities. The model was developed by state staff supports comprehensive scope of services, aids and equipment for children and their families guided by case management service provision.

During 2010 and early 2011, DSD has experienced significant growth in the children's waiver program. With the number of children served reaching an excess of 500 with supporting children with DD, PD, and SED conditions.

SERVICE DESIGN

The role of the care management/service coordinator in the Waiver program is defined by the State allowable service guidelines- Medicaid Waiver program- Allowable services SPC 604. In general, staff is expected to identify, facilitate linkage and monitor supports to the child in collaboration with the family. DSD, as the county entity administering Waiver services for the State is responsible to ensure appropriate and qualified care management services are available for children and their family in addition to securing service agencies in accordance with the Waiver program the guidelines.

Care management/support and service coordination by design includes locating, managing, coordinating and monitoring all waiver services, other services and informal community supports provided to participants and their families.

The intent of Waiver care management and support coordination is to:

- assure that services are provided in accordance with program requirements and,
- enable waiver participants to receive a full range of eligible, appropriate services in a planned, coordinated, efficient manner consistent with their assessed needs.

Care management services consist of the following activities:

- a. information and referral, arranging for provision of services,
- b. completion of level of care documents,
- c. monitoring and review of waiver eligible services,
- d. service coordination - case planning, & assessment
- e. crisis intervention,
- f. referral assistance to needed services outside of the Waiver allowable service/support menu,
- g. follow-along to ensure client progress in meeting goals and objectives established through the case plan.
- h. Complete forms and paperwork to obtain and maintain child's active Waiver status.

Service Coordination consists of activities that include the following:

As part of their care management responsibilities, selected Provider(s) will be expected to perform the following coordination tasks:

- a. Coordinate services in accordance with the Individual Service Plan under the Waiver guidelines, initiated by the DSD.
- b. Inform DSD of changes in the child's Individual Service Plan, service and cost.
- c. Work cooperatively with the child's support network (family, legal guardian, and friends)

- d. Work cooperatively with other community agencies and service providers to aid with service progress.
- e. Informal case counseling
- f. Maintain updated appropriate client files and complete all required case documentation, accurately and timely to meet Medicaid Waiver program requirements, including specific documentation responsibilities required for annual renewal of each participant's Medicaid Waiver recertification.

TARGET GROUP

The Provider will be expected to provide care management and service coordination to children starting at 2 years age up to 20 years of age with diagnoses of developmental disabilities (includes autism), physical disabilities(includes sensory challenged), severe emotional disturbance. Eligible children/participants in the Waiver program must be on Medicaid/Title –19 and pass a functional and financial-income criteria to meet program guidelines.

Each care manager/service coordinator manages a caseload up to 50 children.

PROVIDER EXPERIENCE

Providers or organizations with intent to apply for care management/support and service coordination must have the listed experience. Provider qualifications and experience must meet the basic criteria for DSD consideration.

A Provider must be:

- Familiar with disabilities conditions listed in the target group and have an understanding of the current service philosophy practices.
- Knowledgeable of resources in the community special needs, family services and parental support groups.
- Familiar with the State of Wisconsin Medicaid Community Waiver Program – Children's Long Term Support Waiver, and the Waiver Autism service models
- Familiar with the current practices, service approaches and trends in supporting persons with disabilities and their family (including awareness of person-centered and family-directed service planning models).
- Familiarity and experience with systems, i.e. school system, medical health care services, and therapy resources.
- Have experience in the provision of case or care management services.

- In good standing business and service relationship with the county DHS and Disability Service Division

Provider responsibilities include:

- Participate in State require training and orientation
 - Collaborate with service providers and participate on technical assistance training sessions or orientations by providers on autism.
 - Participate in meetings with DSD and Children's Bureau State personnel on program and service changes
 - Monitor staff for qualifications at onset as well as through the contract period.
 - Provide enforcement of Waiver requirements and procedures, including assuring timely annual waiver recertifications.
 - Provide periodical quality assurance of care management services including supports contained in the participant's ISP
 - Facilitate case processing once the intake and eligibility of the child has been determined and enrollment authorization received from the State.
 - Develop a plan to retain case managers to assure minimal disruption of client services and minimize staff turnover.
 - Hiring supervisory staff for oversight of care managers.
 - Perform periodical audit of cases to aid with monitoring compliance of the waiver.

Provider Skills and Knowledge of Care Management/Support & Service Coordination Personnel

Staff acquired for this service (case managers and their supervisor) should have at minimum, the following qualifications:

- Proven ability and experience in working with persons with disabilities and knowledge of available services and community resources.
- Knowledge of Wisconsin's long-term support funding sources.
- Knowledge of Medicaid Waivers Program documentation requirements and the ability to complete complex paperwork and documentation in a timely manner to meet the Medicaid Waiver program requirements.
- Working knowledge of service systems for persons with disabilities and ability to communicate effectively with a variety of staff and agencies.
- Ability to organize, monitor and coordinate a variety of client services as specified in a client's Individual Service Plan.
- Ability to intervene on client's behalf and work cooperatively with the support networks of the client to include the client's choices, strengths and independence with daily living skills.
- Knowledge of medical and psychosocial needs of persons with disabilities.
- Experience working with culturally diverse populations.

Provider Implementation Plan (anticipated): Providers responding to this RFP service will need to include a work/service plan that details the agency's experience, capability to meet provider qualifications, how the agency will address the staffing need with timelines.

Compensation

Proposer agency will quote a rate based on a 15 min unit of Service.

Budget Forms are not required for this Service instead use the Rate Sheet form provided in Section 7 Forms.

FOLLOWING PROGRAMS NOT OPEN FOR COMPETITIVE PROPOSAL

Disabilities Services Division has three-year program contract cycles. **All agencies that are in the second or third year of a multi-year contract cycle in 2012 are not open for competitive proposals.** Agencies that are currently in a multi-year contract cycle (do not require a competitive, panel review), **must** submit **all** the items listed under FINAL SUBMISSION, the Authorization To File (Item 3), **plus the semiannual evaluation report** as found in the Proposal Contents section of the *Purchase of Service Guidelines - Technical Requirement*. **The following programs are currently in a multi-year contract cycle:**

- DSD 005 – Advocacy
- DSD 006 – Work Programs
- DSD 007 – Adult Day Services
- DSD 011 – CLS Recreation
- DSD 012 - CLS Respite
- DSD 014 – Assertive Case Intervention
- DSD 015 – Supportive Living Options
- DSD 016 – Supportive Parenting
- DSD 018 - Targeted Case Management

All Initial Submissions, regardless of contract cycle year, must be received by the DHHS **no later than 4:30 p.m. on Tuesday, September 6, 2011. Final Submissions are due Friday, December 9, 2011.**

The program description(s) for the above multi-year cycle program(s) follows for the benefit of continuing contractors.

ADVOCACY

ADVOCACY/CONSUMER EDUCATION

DSD005

Services are designed to assist individuals and their families to speak for their interest and need, and to promote community sensitivity and responsiveness to disability issues. Self-advocacy, parental, guardian and/or significant other advocacy should promote opportunities to share experiences, learn client/disability rights information and work on self-expression of disability issues. These areas focus on obtaining or maintaining access to community resources to enhance community living, acquire specialized services, in addition to addressing service needs and gaps. Advocacy effort is also intended to be a support network to, and for, adults with disabilities and their families aiding with system change initiatives.

Advocacy agencies are expected to provide or coordinate training forums on self-determination and person directed supports, community education, core service areas, and personal safety with the goal of enabling the consumer to engage in a self-directed support model.

Service emphasis should reflect a shift to self-advocacy. Program designs must include elements of consumer education to persons with disabilities in person directed and centered planning, fundamentals of self-determination, social/peer relationship building, and self and system advocacy. Parental and family linkages are anticipated to continue through support groups, or through focus group discussions.

This area also seeks to provide training/in-service to participants, families, agency partners (i.e. school personnel, health care system), and community at-large on system access and challenges in disabilities i.e. adult long term support system, waitlist, funding programs, budget cycle, transitioning from school services for awareness of needs, funding and how to impact the supports system.

Advocacy Service Requirements:

Advocacy

The agency will provide or coordinate self-advocacy training for individuals with developmental disabilities and coordinate parent/guardian or siblings and significant other advocacy training on behalf of consumer with disabilities.

Two (2) times per year the agency will provide or coordinate system advocacy training/in-service for consumers and significant others.

Two (2) times per year the agency will facilitate person-directed education and training for self-advocates, and their families.

One time yearly (mid-year) the advocacy agency will participate in a system discussion session with DSD staff to review consumer concerns, discuss service outcomes/satisfaction, unmet and under-served consumer needs and progress of consumer education sessions.

Annual program evaluation or program service summary should be included in the Year 2012 Purchase of Service application submittal, if applicable.

Consumer Education

The agency will provide training with emphasis on self-expression, choice, person-centered services and elements of self-determination.

The agency will issue a participant survey to identify topics for training directed to consumers or families.

The agency will develop a tool to measure the progress or benefit of the training sessions.

WORK AND DAY SERVICES

This program area includes employment, and center based work and day service programming. Programs available to developmentally disabled adults include; work and day services facility-based, employment in the community, or integrated community day programming. There are four guiding principles to the work and day service delivery system. These principles are:

Guiding Principles

- Structured work and/or day services are essential components of an adult's daily living experience.
- Work and/or day service activities generally and preferably occur in designated settings different from the home environment.
- Participation in work and/or day services presents opportunities to learn new tasks, acquire new information, earn income, establish friendships, and learn new routines germane to the environment and expectations of that setting.
- Work and/or day service activities should offer integration, inter-personal and social interactions and have specified performance expectations.

WORK PROGRAMS

DSD006

Adult work service programs provide opportunities for paid work to consumers with a wide range of developmental disabilities conditions and support needs. This range includes individuals with minimal, moderate and severe cognitive challenges, in addition to consumers with very specialized needs, i.e., challenging behaviors, medically fragile or limited mobility. Critical for participation in this area is the consumer's interest in the program, their ability to learn and attend to tasks, behavioral concerns and personal attitude towards work.

Work service programming offers a variety of paid work projects from various community businesses that present commensurate wages to participants. Variations in work group sizes and work environments are utilized to offer flexibility and change in work format. Several work locations exist to address the needs of consumers throughout the county.

A component of work programs is a focus on work related behaviors. These activities include; assisting the program participant in understanding the value and demands of a work environment, modifying or developing positive work attitudes and appropriate work behaviors. Emphasis is on developing work skills and increasing the person's productivity to maximize earnings and become more independent.

All programs provide:

- * Monitoring of participant's progress
- * Training in performing work tasks
- * Training in work or appropriate social behaviors
- * Serve as an informational resource for the participant, families and/or significant others.

Agency Administrative Requirements

Agencies are expected to review individual referrals for applicant appropriateness for services within 30 days of receipt. Written disposition should be submitted to Disabilities Services (designated personnel) and to the applicant; which should include recommending other vendors or services.

Notify Disabilities Services, verbally and in writing, of significant program problems impacting the ability to deliver the services.

The agency must issue a Consumer Satisfaction Survey and provide a written summary of the results to DSD staff and DHS Contract-QA personnel.

Produce an annual program summary/evaluation to be submitted with upcoming year application Purchase of Service Guidelines for 2012, if applicable.

Work Program Requirements

1. Each program participant should have a service plan (SP) and progress component. The plan should include program goals/objectives, work task performed and progress.
2. Provide ongoing monitoring of progress toward attaining SP goals, institute changes as needed.
3. Review the participant's progress at least every six months(or semi- annual) and maintain written documentation of participant's progress in the case file.
The review should include the program participant's potential for community employment. Placement or referral for employment support shall be made when indicated.
4. Provide transportation or coordinate transportation for persons unable to use public transportation.

5. Occupational skill training programs shall have written curricula with timelines and deemed appropriate per each participant.
6. Refer participants to needed community services as appropriate. Encourage and support the individual's integration into community life through self-help, advocacy and recreational opportunities.
7. Provide case/applicant support and informal counseling for individuals as needed. Refer to psychological, alcohol and drug abuse, or other specialized counseling as appropriate to assist with interpersonal and community living problems.
5. Provide or facilitate training/in-service on;
 - * once annually on the elements of self-determination to participants.
 - * periodically provide information on specialized and integrated recreational and educational activities to facilitate social/functional development.

Expected Outcomes

Disability Service Division is seeking the following service outcomes:

- Clients maintain or increase general (not job specific) work skills as identified in client's service plan.
- Clients maintain or increase work appropriate social interaction as identified in client's service plan or agency work standard.
- Clients maintain or increase productivity.
- Clients meet the standards for participation in Supported Employment.

Key supporting indicators for these outcomes include:

1. Number of consumers referred or targeted for Employment Programs
2. Number of consumers placed on the Wait List for Employment
3. Hours worked vs. program time
4. Total wages paid to consumers/year
5. Number of consumers maintained in jobs from the previous year
6. Number of participants who participated in integrated community work during the calendar year

The Provider should submit an annual program summary/evaluation of 2011/prior year service to be submitted with Purchase of Service application for 2012 if applicable.

ADULT DAY SERVICES

DSD007

Adult facility-based day services offer individuals with developmental disabilities the opportunities to develop, maintain and/or maximize an individual's independent skill level in areas of self care, physical and emotional growth, mobility, community education, community transportation, socialization, recreation, functional education and prevocational skills. Services can be facility-based or integrative community based. The guiding principles that apply to Adult Day Services are:

1. Structured day services provide critical life skills. Through orientation, training and integration, individuals are afforded the opportunity to enhance their quality of life and independent skills.
2. Day services generally and preferably occurs in settings other than the home environment to facilitate social development and learn new skills. Services occur in programs designed for training or retention with professional personnel.
3. Day service programming offers persons not interested in work, a social learning environment which facilitates choice and variety in experiences.
4. Day service programming offers a supervised, safe, and accepting environment in which challenges of all types can be explored and addressed to offer optimum support or opportunities. This type of programming/service heightens attention on the task or experience to be developed, rather than maintaining routines or skills known to the person.

Emphasis in this service area is on:

- Presenting experiences that offer a variety of opportunities to interact with others in various settings and activities.
- Participating in tasks or activities that can be transferred or used in daily community living.
- Providing experiences to teach effective utilization and participation in integrated community tasks.
- Building skills that increase self independence and advocacy for the consumer and family.

Consumers with a broad range of disabling conditions and support needs are active in this service area. Several of the programs serve consumers with significant functional adaptive needs, physical disabilities, and/or have challenging social or emotional behaviors. Programs can be designed for specific sub-groups that could include special medical needs, hearing and/or visually challenged. Tasks must be age appropriate, and where feasible, site appropriate.

Important variables for programming are consumer and family service preference, the abilities of the individuals and their personal interest and needs. Consumers must be addressed with respect and supported rather than directed. Agencies facilitating this service must balance these variables with the support structure needed to allow the consumer to maximize their choice, development and benefit from the service.

Similar to work services, facility-based day services is provided in a rehabilitation center setting which offer staff and physical structure necessary to respond to the specific needs of the participants. These services vary in type and frequency of groups, group size, and location.

Agency Administrative Requirements

Review of individual referrals for applicant's appropriateness for services should be completed within 30 days of receipt. Written disposition should be submitted to Disabilities Services.

Notify Disabilities Services, verbally and in writing, of significant problems and submit a discharge/termination summary to the Contract Administrator.

A Consumer Satisfaction Survey must be issued and a written summary of the results forwarded to the Contract Administrator.

Annual program evaluation/summary on 2011 service should be submitted with application for Year 2012 Purchase of Service applications, if applicable.

Expected Outcomes

Disability Service Division is seeking the following service outcomes:

- Clients maintain or increase independent skill level in self-care / functional skills as identified in client's service plan.
- Clients maintain or increase independent skill level in mobility as identified in client's service plan.

- Clients maintain or increase independent skill level in socialization as identified in client's service plan.
- Clients increase pre-vocational skills.
- Clients generalize acquired skills to other settings.

Key supporting indicators for these outcomes include:

1. Number placed into Work Services or an Employment Program.
2. Number placed on the Wait List for Work or Employment.
3. Number of individuals who participate in Integrated Community Based Activities without staff support.
4. Number of individuals who participate in Integrated Small Group Community Based Activities with staff support.
5. Percentage of contract utilization.
6. Number of participants who meet the identified goal(s) as established by the semi-annual staffing.

Annual program evaluation/summary on 2011 service should be submitted with application for Year 2012 Purchase of Service applications, if applicable.

Employment options are designed to assist individuals who need more support and supervision to secure employment than is traditionally available through the Division of Vocational Rehabilitation or other employment programs.

Employment includes a range of work options and support levels, formerly known as Supported Employment and Community Employment. This service provides assistance to individuals in identifying, obtaining, and maintaining community-based employment. Individuals receive competitive wages for the work they perform. Services may include preparation of the person for employment, job development, job restructuring and/or carving, job placement, job coaching, and follow up services. Employment consultation services are made available to employers to facilitate the successful employment of the individual within their company.

Employment programs are characterized by three key factors:

- Non-subsidized pay for work.
- Opportunities for integration with persons who are not disabled and are not paid care givers.
- Long and/or short term (time-limited) support services to the individual and to the employer to assist in job retention contingent on the individual's needs.

Referral to the Division of Vocational Rehabilitation is an integral part of the employment program process. This process will be centralized with the Disabilities Services Division, (DSD) as part of the standardized, service delivery system, directed by the contract agency. Authorization for employment services must be obtained from DSD prior to admission into DSD's contracted services.

Agency Administrative Requirements

Contract agencies will provide DSD with a Job Development/ Placement Plan on each client served and notify DSD when the transition from DVR to DSD occurs.

Employment services agencies will meet with Disabilities Services and/or DHS contract staff 2x yearly to discuss services delivery i.e. with client status, service utilization, transition to DVR, and opportunities to communicate service issues as they relate to the provision of employment services.

A Consumer Satisfaction Survey must be issued and a written summary of the results forwarded to DSD/DHS staff.

Employment Program Requirements

1. Maintain written documentation of participant's progress in an individual case file. Monitor progress and document participant's activity. Maintain communication and coordinate planning efforts with the participant and other members of the participant's support system.
2. Provide training or consultative services to the employer of the program participant to insure job retention and understanding of disability. Services may include but are not limited to job re-training, vocational counseling, co-worker training, technical assistance on job accommodations and support groups.
3. Provide discharge planning, including information on how to return to the service system or other employment services.
4. Refer, encourage, and support the individual's involvement in needed community services including educational, functional skill development, leisure/recreation, clinical, and/or advocacy programs as appropriate.
5. Place individuals in community based employment within an average of nine(9) months of enrollment into the program. For non-placement, include a listing of strategies being implemented and developed for placement to occur.
6. Provide follow-up services/contact after job placement to insure job retention has occurred, at 3 and 6 months-check-ups.
7. Identify the feasibility of utilizing work incentives under the Social Security Program, such as, the Impairment Related Work Expense (IRWE) and Plan for Achieving Self Support (PASS) for all participants

Expected Outcomes

Disability Service Division is seeking the following service outcomes:

Increase integrative opportunities for work and/or for social interaction.

Decrease subsidized paid work and enhance traditional work opportunities.

Increase opportunities to earn income.

60% of the Total numbers of the participants in the program will be working in community employment, 30% must be newly placed individuals in the contract year.

Key supporting indicators for these outcomes include:

1. Number placed into the community, and
 - a. employed at minimum wage or higher
 - b. employed at sub minimum wage
2. Percentage placed with 90-day retention
3. Average hourly wage at placement
4. Average hours employed at placement
5. Average length of time to placement
6. Number of individuals maintained during the current year who were placed the previous year.

The agency must prepare and submit a report annually indicating client outcomes on areas listed above as a result of service activity also including information on # of clients who had increase wages during the year, # of clients who acquire new job skill/jobs, and # of clients who reached/achieved their individual goals.

Unit of Service

For non-facility based work programs, (e.g.: Employment Programs, Integrative Community Day Services) a unit of service is one-quarter hour of direct service time.

Direct service time is staff time spent in providing service to the program participants, which includes face-to-face contacts (office or field), collateral contacts, telephone contacts, client staffings, and time spent in documentation of service provision. (Direct service does not include indirect time such as that spent at staff meetings, in service training, vacations, etc.)

Collateral contacts are face-to-face or telephone contacts with persons other than the program participants, who are directly related to providing service to the person and need to be involved by virtue of their relationship to the program participant. Collateral contacts could include contracts with family members, other service providers, physicians, school personnel, clergy, etc.

Reimbursement for group services is based on one-hour units of direct service time. The total time must be equally divided between each group participant and recorded in the case record of the participant.

Documentation

Direct service time must be documented through an entry in the case notes or narrative for units billed. The narrative entry must include (a) the date of the contact; (b) the type of contact (face-to-face, collateral, phone, etc.); (c) who the contact was with; (d) the content of the contact; and (e) the number of units (the length of the contact). The case narrative must be contained in the case record maintained by the agency.

COMMUNITY LIVING SUPPORT

Community living supports is a broad term that represents an array of supports or services to individuals with disabilities who are in the community. Participants or applicants reside independently, with family, significant others or in group-living settings. Participants are typically in need of supports, intervention or services that enable their success, full participation in/or advance in skills for community living.

The service range entails programs for children and adults.

RECREATION

DSD011

Recreation programming for developmentally disabled children and adults provides integrated or specialized opportunities for social interaction, self-expression and entertainment. Programs should be designed to maintain motor skills, leisure skill development and develop recreational interest of consumers. Consumers are offered opportunities to socialize with peers and others while increasing recreational and social skills experiences. Participants engage in activities of interest and are assisted based on their abilities and need for support. Activities are selected based on personal choice or skill.

The goal of recreational resources is to introduce the consumers to a variety of activities and cultural experiences with the intent of enhancing their awareness and involvement in social programming and to incorporate these experiences in their general living and quality of life.

Recreation Service Requirements:

Two (2) times yearly, the Provider will host an forum/resource fair for system personnel, community providers and participant/families on recreational opportunities in the Milwaukee area.

One time yearly (mid-year) the advocacy agency will participate in a system discussion session with DSD staff to review consumer concerns, discuss service outcomes/satisfaction, unmet and under-served consumer needs and progress of consumer education sessions, and develop an annual program summary to be submitted with the Year 2012 Purchase of Service application.

Unit of Service

The vendor will be reimbursed for expenses up to 1/12 (one-twelfth) of the annualized contract per month. The reimbursement will be for the actual expenses or 1/12 (one-twelfth) of the contract amount, whichever is lower, based upon a review of the vendor's monthly billing statement. The format of the billing statement will be determined by the Disabilities Services Division and may include program staff, occupancy costs,

equipment costs and other expenses found to be appropriate. The billing statement shall be submitted on a monthly basis.

Documentation

Financial records/CPA audit.

COMMUNITY LIVING SUPPORT

RESPITE CARE - ADULT & CHILDREN

DSD012

Respite care is designed to provide for a substitute caregiver when a interval of support or rest is needed by the primary caregiver. Respite may be provided in the family's home, temporary caregiver's home or an alternate setting mutually agreed upon by County staff, participant and family.

Agency Administrative Requirement-Respite Care

Annual program evaluation/summary to be submitted with the Purchase of Service Guidelines, which includes the following elements:

A summary on un-met family/individual needs including feedback on service recommendations and implementation.

Service utilization and program participants' satisfaction.

Unit of Service

A unit of service is one hour of direct service time.

Direct service time is staff time spent in providing service to the program participants which includes; face-to-face contacts (office or field), collateral contacts, travel time, telephone contacts, client staffings and time spent in documentation of service provision. (Direct service time does not include indirect time such as that spent at staff meetings, in service training, vacation, etc.)

Collateral contacts are face-to-face or telephone contacts with persons, other than the program participants, who are directly related to providing service to the person and need to be involved by virtue of their relationship to the program participant. Collateral contacts could include contacts with family members, other service providers, physicians, school personnel, clergy, etc.

Reimbursement for group services is based on one-hour units of direct service time. The total time must be equally divided between each group participant and recorded in the case record of the participant.

Documentation

Direct service time must be documented through an entry in the case notes or narrative for units billed. The narrative entry must include (a) the date of the contact, (b) the type of contact (face-to-face, collateral, phone, etc.), (c) who the contact was with, (d) the content of the contact, and (e) the number of units (the length of the contact). The case narrative must be contained in the case record maintained by the agency.

Assertive Case Intervention Services for adults with developmental and physical disabilities provide short and long term intervention services.

Individuals are brought to the attention of DSD through BHD personnel, DSD intake line, protective services referral, hospital staff, police department or through a variety of community service providers. The individual (potential consumer) is typically in some form of high-risk behavior or instability. Support services are designed to address a wide range of behavioral, emotional challenges and/or non-emergency basic support needs requiring professional intervention to stabilize home and community living.

Through a process of intervention and pro-active case involvement, this service is planned to guide consumers on daily basis while collaborating with other professionals and services through the high-risk periods to reduce the loss of residential and /or day activity due to instability in social behavior. The goal is to foster manageability by the person and/or with family in typical daily living experiences to reduce high-risk periods of emotional instability. Family members and significant others involved with the person at-risk may also be assisted with education and support on a periodical or ongoing basis, especially in times of turmoil or crisis.

Adult/consumers in this service are typically dual diagnosed with a developmental disability and a mental health diagnosis or have problematic mental health or behavioral patterns with other physical or developmental conditions. These characteristics present significant barriers to their successful community living status. Many of these individuals have a high range of support needs with health care monitoring, unstable housing or family refusal to assist with their care, may have periodical involvement with mental health facility(ies), justice system or court system.

Assertive Case Intervention services provides the following interventions;

- Linkage/support for critical or essential services (utilities, food, shelter, clothing).
- Intake/needs assessment (essential domains, but may include areas listed in the supported living assessment component- see supportive living options).
- Assistance with linkage to securing para-transit service.
- Assist with linkage to benefits personnel or, to a representative payee.
- Link to health care assistance.
- Accompany or facilitate appointment to treating professionals or service professionals.
- Aid with assessing for guardianship, personal safety or protective services.

Provider staff is the monitoring link with the home environment. The provider and County staff, with family members if appropriate, form a team to support the individual. The consumer must have choice and flexibility in the services and supports they receive. All parties, the consumer, DSD and the provider staff work as partners in

shaping the delivery of services and supports. Communication among the intervention team members and with the client is paramount. County staff hold case review meetings with the provider to monitor progress and provide technical/service assistance.

DSD staff serves as the fixed point of referral for all identified consumers. Referrals to the provider are directed by DSD program or protective services staff.

Assertive Case Intervention services offer four major service components;

1. Intervention/Functional Daily Living Component
2. Health and Wellness Monitoring
3. Guidance and Counseling
4. Social Supports

Through these service components the provider staff will:

1. Implement a service plan designed to address the consumers needs in daily living tasks. This would include stable and safe housing, a daily activity, training program or job and free time structure. The plan should compare closely to the life values and culture of each individual. The focus is to assist the consumer to live in, learn, and cope with the community through functional tasks and social relationships.
2. Monitor health and safety in the living environment. The consumer's preferred health and personal habits should be accepted or their development guided. Interventions may be necessary to assist consumers with the maintenance of regular health care provider visits for physical health and mental/behavioral health visits, or money management.
3. Offer an informal counseling and support service through individual contacts or in a group setting. The service should be offered according to the guidelines of the licensing and professional standards of the field. This service may be extended to family or other living environments to foster their ability to address crises. In accordance with the consumer's needs and wishes, referrals may be made to outside providers. Coverage from benefits should be taken into consideration.
4. Utilize a system of social supports to guide opportunities for meaningful and trusting relationships that is core to the measure of a functional life. Additionally, the provider will offer service that will feature a consumer run set of services. The provider functions as the facilitator of space, equipment, the structure of services and the variety of programs. This should include activities facilitating personal growth and opportunities that permit attendance at events and public resources.

Agency Requirements - Assertive Case Intervention Services

1. Assess and submit an initial plan within ten working days on all referrals. The final plan must be submitted within 30 days and include objectives. In this process each consumer should be given respect, their dignity a priority and their opinion included in the planning. The elements of self-determination must be implemented. This would include helping the person choose their own goals, choose what kind of help is needed to achieve them, and how to get that help.
2. Produce written reports every month and submit to DSD. The report should include a statement of progress and challenges toward the goals and any recommendations for changes in the service plan.
3. Attend regular meetings with DSD staff for the purpose of joint case review and to provide a time for administrative review and case processing.
4. A Consumer Satisfaction Survey must be issued and a written summary of the results forwarded to the Contract Supervisor.

Expected Outcomes

Developmental Disabilities expect the following outcomes:

Decrease in the number of repeat inpatient psychiatric admissions of 3 or more days per calendar year.

Indicator: Number of inpatient psychiatric admissions of 3 or more days during the year preceding the program evaluation.

Increase attendance of adults who are in structured day services or work options.

Indicator: Number and percent of adults who are in structured day services or work options at the time of the program evaluation.

Decrease the number of adults with DD in crisis hospitalization during contract year.

Indicator: Number of adults with DD who required crisis hospitalization during the year preceding the program evaluation.

Key supporting process and output measures include:

Number of repeat inpatient psychiatric admissions of 1 or 2 days for medication adjustment per calendar quarter for the consumers served that quarter.

Number of consumers receiving assertive case intervention (ASI) services who participate in other community services.

Number of consumers maintained in or those assisted to move into stable housing.

Number of consumers participating in the development and implementation of their own service plans.

Number of consumers referred and participating in a new service/program as a result of ASI involvement.

Number of Families, Guardians and/or Significant others receiving education and support.

Annual program evaluation to include information as described above.

Unit of Service

A unit of service is one-quarter hour of direct service time.

Direct service time is staff time spent in providing service to the program participants which includes face to-face contacts (office or field), collateral contacts, travel time, telephone contacts, client staffing and time spent in documentation of service provision. (Direct service time does not include indirect time such as that spent at staff meetings, in-service training, vacation, etc.)

Collateral contacts are face-to-face or telephone contacts with persons other than the program participants, who are directly related to providing service to the person and need to be involved by virtue of their relationship to the program participant. Collateral contacts could include contacts with family members, other service providers, physicians, school personnel, clergy, etc. Reimbursement for group services is based on one-hour units of direct service time. The total time must be equally divided between each group participant and recorded in the case record of the participant.

Documentation

Direct service time must be documented through an entry in the case notes or narrative for units billed. The narrative entry must include (a) the date of the contact, (b) the type of contact (face-to-face, collateral, phone, etc.), (c) who the contact is with, (d) the content of the contact, (e) the number of units (the length of the contact). The case narrative must be contained in the case record maintained by the agency.

COMMUNITY LIVING SUPPORT - RESIDENTIAL SUPPORT PROGRAMS

SUPPORTIVE LIVING OPTIONS

DSD015

The Supportive Living Options Program (SLO) provides individually tailored training, support and supervision to individual adults to promote, maintain, and maximize independence in community living. The premise of the program is that adults with disabilities can live independently or semi-independent in settings provided the appropriate support arrangements and home can be identified and acquired on behalf of the participant. Program participants are assessed for their abilities, needs, and family or significant other assistance in order to clarify the appropriate service components needed in the supportive living service structure. The goal of the program is to enable the participant to experience a safe, supported, and positive living experience while enhancing their understanding, access and utilization of community. Participants receive guidance with interpersonal relationships and supervision from various agency staff that fosters personal growth. The program model includes four service components: Case Management, Daily Living Skills Training, Daily Living – Maintenance Service, and Supportive Home Care Services.

Agencies interested in applying for these services in this program area must be able to provide the full array of services.

Annual program evaluation/summary to be submitted with Year 2012 Purchase of Service application, if applicable.

Case Management Services: Assessing, planning, monitoring, locating and linking an individual to supports and/or services. Supports needed generally reflect health care services, social services, benefits, or fundamental supports (e.g. housing). Case manager may assist with setting appointments, providing intervention with problems, documenting supports received and aiding through informal counseling or guidance with interpersonal problems or people relationships.

Daily Living Skills Training: Training or teaching an individual a skill to develop greater independence. Skill training is task-oriented and time-limited with pre- and post assessment. Areas of focus typically include: personal care, grooming, dressing, food preparation, money transactions, budgeting, home upkeep, use of community resources, community-travel and training on safety issues.

Daily Living Skills Maintenance: Assisting/accompanying an individual with typical day-to-day functions that enable community living. This service typically includes functional training, general guidance and supervision of instrumental ADLs, informal intermittent, monitoring critical appointments to lessen vulnerability and increase or maintain success in community living. DL-Maintenance fosters the individual retaining

their functional level and generally learning new tasks over time. It is likely that the individual in this category may always require the same level of support to maintain community living.

Supported Home Care: Instrumental ADL tasks performed by care workers, or care workers accompany an individual in functions related to personal care, grooming, shopping, medication set-up, mobility in the home and in community, home care and household chores, social activities, health care appointments and other daily living tasks. These tasks are actually hands-on activities performed by personal care workers.

Supported Parenting is a sub category of the supportive living program service or case monitoring service. This service provides training, counseling and intervention to adults with Developmental Disabilities who are also parents. The focus of this service is to offer guidance in community living and parenting. Participants are encouraged to identify their needs, routines, challenges, as well as family needs. Training and supports in personal skills and parenting skills vary. Guidance on how to support the family unit is provided on an individual and/or a group basis.

Persons receiving this service generally lack a natural support network or the extended family and friends are unable to assist at the level needed for successful family community living. Subsequently, staff seeks mentors and uses the mentoring approaches to foster learning. Staff provides practical and functional training in daily living skills, decision-making, social and community training, in addition to informal child rearing counseling, parenting skills and service coordination. The goal is to teach adult community living skills and promote stability in the family unit through guiding the parent to learn about and understand the parental role. Staff also functions as advocates for the parent on educational, medical and social service issues where the child is involved.

Agency Service Requirements - Supported Living: Supported Living and Parenting Programs

For Supported Parenting providers must produce a quarterly summary report including information on persons served, needs identified-addressed, progress made and unmet needs, and submit it to DD management staff.

Agency must submit a semi-annual update on the services provided frequency and identify the general goals of the participants and progress made.

Agency must provide training in self-advocacy on elements of self-determination.

Agency must issue a Participant satisfaction survey.

Annual program summary/evaluation to be submitted with 2012 Purchase of Service application. The summary should include the outcome data and service information or findings of the participant satisfaction survey.

Supportive Living Programs Service Requirements

All agencies seeking to provide Supportive Living Programs must comply with the following requirements:

1. Develop a supportive living plan(SLP) for each participant based on an assessment that addresses his/her needs and specifies responsibilities, methods to be used, and

time frames for completion. Provide ongoing monitoring of progress towards attaining goals and recommend changes, including discharge planning as needed. Visit the program participant with frequency sufficient to ensure progress in the SLP. Coordinate semiannual staffing with appropriate parties to review status. The SLP should provide or arrange for training or support in the following areas as determined by the initial assessment and progress:

- a. housekeeping and home maintenance skills
 - b. mobility and community transportation skills
 - c. interpersonal skills and relationships
 - d. health maintenance
 - e. safety practices
 - f. financial management
 - g. problem solving and decision-making
 - h. self-advocacy and assertiveness training
 - i. utilization of community resources and services
 - j. recreational and leisure skills
 - k. basic self-care skills
 - l. menu planning and meal preparation
 - m. communication skills
 - n. time management
 - o. coping with crises
 - p. forming natural support systems
2. Maintain written documentation in case files of contacts visits, telephone conversations with program participant, service providers and significant others.
3. Provide case management and informal counseling for individuals as needed. Case management services include but are not limited to:
 - a. Ensure referral and follow-through to needed community services including vocational, educational, medical, psychological, alcohol and drug abuse and other specialized services, as appropriate. Maintain communication and coordination with other service providers.
 - b. Provide prompt intervention to resolve interpersonal and community living problems.
 - c. Encourage and support the individual's involvement in community activities, self-help and advocacy programs in order to facilitate the development of consumer choice in service planning.
 - d. Assist individuals in applying for benefits as appropriate and securing needed documentation to resolve problems concerning those benefits.

- e. Assist the individual in screening, hiring and training attendant and respite workers as required. Help the individual participant understand their responsibilities as employers.
 - f. Aid in the development of (or maintaining) a support network for the participant(s).
- 4. Maintain a 24-hour coverage plan to respond to residents when ill or in case of emergency. The agency must maintain a log of the emergency calls and the response time to an emergency call.
 - 5. Develop and review a "Safeguard Program Checklist" that identifies items/services or procedures critical for the care, stability or safety of the participant in the event of an emergency. And, review the list with participant/guardian, where appropriate.

Unit of Service

A unit of service is one-quarter hour of direct service time.

Direct service time is staff time spent in providing service to the program participants which includes face to-face contacts (office or field), collateral contacts, travel time, telephone contacts, client staffing and time spent in documentation of service provision. (Direct service time does not include indirect time such as that spent at staff meetings, in-service training, and vacation.

Collateral contacts are face-to-face or telephone contacts with persons other than the program participants, who are directly related to providing service to the person and need to be involved by virtue of their relationship to the program participant. Collateral contacts could include contacts with family members, other service providers, physicians, school personnel, clergy, etc. Reimbursement for group services is based on one-hour units of direct service time. The total time must be equally divided between each group participant and recorded in the case record of the participant.

Targeted case management (TCM) is a service/practice which addresses the overall maintenance of a person including his / her physical, psychological and social environment with the goal of facilitating physical survival, personal health, community participation and recovery from or adaptation to mental illness. Targeted case management puts primary emphasis on a support professional- consumer therapeutic relationship and intervention to facilitate a continuity of care and promote successful community living experiences.

Target Population

Persons served by TCM services have a diagnosis of a developmental disability and are typically at-risk for loss of stability in the community leading to an in-patient hospitalization or rehabilitation period and/or homelessness. This factor occurs due to the lack of family or significant adult instrumental in directing or guiding their care and support. Persons who are served by the program must:

- Be a Milwaukee county residents
- Be at least 18 years of age up to 59
- Active on Title 19; and
- Have demonstrated functional limitation in one or more of the following areas: housing, employment, medication, health care management, court mandated services, money management, community problem due to decision-making or symptom escalation to the point of requiring inpatient care

Targeted Case Management (DD target group) offers three major service components;

1. Health and Wellness Monitoring
2. Guidance and Informal counseling with daily functions
3. Social Supports/relationships

The service components the provider staff will:

1. Implement a service plan designed to address the consumers needs in daily living tasks. This would include stable and safe housing, productive and meaningful activity, and ideas for leisure or recreation time. The plan should identify and complement the life relationships, activities, values and culture of each individual. The focus is to assist the consumer to live in, learn, and participate in community.
2. Collaborate on health and safety in the community living. The consumer's preferred health and personal habits should be accepted or their development guided. Assistance may be necessary with the maintenance of regular health care provider

visits for physical health and mental/behavioral health visits, or with money management.

3. Offer guidance and informal counseling/support through assistance with decision-making, individual contacts or in a group setting. This service may be extended to family or other living environments to foster productive living experience. In accordance with the consumer's needs and wishes, referrals may be made to outside providers for formal counseling.
4. Provide guidance with social supports and build meaningful and trusting relationships that are core to a functional and productive life. This should include activities facilitating personal growth and opportunities that permit attendance at events and utilize public resources.

Agency Requirements – Targeted Case Management Services DD

1. Assess and submit an initial plan within twelve working days of all referrals. The final plan must be submitted within 30 days and include objectives. In this process, each consumer should be given respect and priority to their views and opinion included in the planning. This would include helping the person choose their own goals, choose what kind of help is needed to achieve them and how to get that help.
2. Agency must produce a semi-annual report on the services provided, frequency and identify the general goals of the participants and progress made. The document should be submitted to DSD staff. The report should include a statement of progress and challenges toward the goals for each participant and, any recommendations for changes in the service plan.
3. Agency must provide training in self-advocacy and elements of self-determination.

Annual program evaluation for services in 2011, to be submitted with the Year 2012 Purchase of Service Guidelines application, which includes the following elements:

Agency must submit a semi-annual update on the services provided frequency and identify the general goals of the participants and progress made.

Consumer Satisfaction Survey results

Unit of Service

A unit of service is one-quarter hour of direct service time.

Direct service time is staff time spent in providing service to the program participants which includes face to-face contacts (office or field), collateral contacts, travel time, telephone contacts, client staffing and time spent in documentation of service provision. (Direct service time does not include indirect time such as that spent at staff meetings, in-service training, vacation, etc.

Collateral contacts are face-to-face or telephone contacts with persons other than the program participants, who are directly related to providing service to the person and need to be involved by virtue of their relationship to the program participant. Collateral contacts could include contacts with family members, other service providers, physicians, school personnel, clergy, etc. Reimbursement for group services is based on one-hour units of direct service time. The total time must be equally divided between each group participant and recorded in the case record of the participant.

Documentation

Direct service time must be documented through an entry in the case notes or narrative for units billed. The narrative entry must include (a) the date of the contact, (b) the type of contact (face-to-face, collateral, phone, etc.), (c) who the contact is with, (d) the content of the contact, (e) the number of units (the length of the contact). The case narrative must be contained in the case record maintained by the agency.

Targeted Case Management Billing

The agency will ensure that the services and documentation provided under this program category will comply with the necessary requirements to bill Medicaid. Medicaid revenues received for these services will be passed-through to the agency from the County and will be used to offset costs of program operation.

Housing Division

The following programs are open for competitive proposals for the 2012 contract period

TRANSITIONAL HOUSING PROGRAM MANAGEMENT

Program H-001

Program Purpose

The Transitional Housing Program (THP) is designed to assist the Milwaukee County Mental Health Complex inpatient units to discharge individuals who are psychiatrically stable and appropriate for independent community housing placement. There is a need to provide temporary housing for individuals ready for discharge as a plan is put together for a permanent housing location. This program will impact the inpatient census crisis by providing transitional housing to individuals who are SAIL eligible for case management services. The goal of the program is to provide safe and temporary housing until permanent housing is found with assistance from BHD case management. Program outcomes are achieved by supporting the residents in their housing search and by assisting the consumers with obtaining income that would support them in permanent housing.

Staffing

The provider will have experience serving homeless individuals who have a serious and persistent mental illness. The program will provide a resident manager and a case coordinator to provide full coverage of the program.

Required Program Inputs, Processes, and Program Activities

The service provides a single room occupancy for seven individuals who have been discharged from the inpatient service. The program provides service coordination with Milwaukee County BHD case managers and provides 24/7 security through resident managers.

Non-Billable Activities

Submit necessary documents to ensure proper zoning and occupancy per City of Milwaukee municipal codes.

Required Documentation

Daily activity logs and individual case files must be maintained at the site. Resident case records maintained by the agency shall include daily attendance logs. Client files must demonstrate coordination with the assigned case manager.

Expected Outputs

- Number of referrals
- Number of consumers in housing
- Number of benefit applications opened
- Number of consumers finding permanent housing

Expected Outcomes

1. Residents have safe temporary housing
2. Residents remain connected with their BHD Case Manager
3. Residents will participate in activities that are available
4. Residents will work with staff to find appropriate housing

Indicators

1. Percent of residents having safe temporary housing
2. Percent of residents remaining connected with their BHD Case Manager
3. Percent of residents participating in activities that are available
4. Percent of Residents working with staff to find appropriate housing

Expected Levels of Outcome Achievement

1. *100% of residents have safe housing*
2. *100% of residents are connected to their Case Manager*
3. *40% of residents will participate in offered services*
4. *80% or residents will move to permanent housing upon discharge*

SUPPORTED APARTMENT PROGRAM

Program H-002

Program Purpose

The Supported Apartment Program provides services to persons having a serious and persistent mental illness with a living environment that provides the support necessary for an individual to live as independently as possible in an apartment setting. The Supported Apartments are fully furnished including appliances.

Required Program Inputs, Processes, and Program Activities

Services provided by the Supported Apartment Program will include collaborating with the Case Manager to encourage the consumer to work towards their treatment goals, provide prompts to complete activities of daily living including cooking, attendance at day programs, social support including recreational activities and community meals, and medication education and symptom management. The Supported Apartment Program facility staff in conjunction will provide these services with other members of the consumer's support network. Consumers living at the Supported Apartment Program are expected to pay a monthly rent.

Enrollment into a Supported Apartment Program is implemented through a referral from the Behavioral Health Division's Services Access to Independent Living (SAIL) Unit. The SAIL Unit will assess the need for a supported apartment and make referrals to contract service providers. When a consumer is in an acute care setting, the supported apartment provider agency will do a face-to-face-assessment within 72 hours after receipt of the referral packet from SAIL.

ADMISSION POLICY

It is the policy of the Milwaukee County Housing Division that individuals referred for Supported Apartment Placement by the Housing Division will have an evaluation completed and a decision regarding admission will be reported to the Housing Division through a SAIL Prior Authorization form with seven business days of receipt of that referral.

PROGRAM INPATIENT CONTACT POLICY

It is the policy of BHD that when a Supported Apartment Program resident is admitted to a psychiatric inpatient unit, the Supported Apartment Program Manager responsible for that client must contact the appropriate inpatient team within one business day of the admission in order to assist in the development of a plan of discharge.

Non-Billable Activities

Participation on various mental health and housing related committees and membership on community groups

Required Documentation

Resident case records maintained by the agency shall include daily attendance logs. Client files must demonstrate coordination with the assigned case manager.

Expected Outputs

- Symptom management and mentoring of daily living for optimal effectiveness and low levels of relapse
- Each consumer will have a completed financial profile to include a monthly budget and identification of money management skills
- Consumers medical needs will be identified
- Assist and support consumers in keeping safe housing
- Consumers will have a community living plan that addresses future housing needs
- Consumers participate in their own treatment planning process

Expected Outcomes

1. Consumers will attain an optimal level of living skills to reduce and manage symptoms
2. Consumers will have a financial profile indicating income and benefits along with a monthly budget
3. Medical issues will be incorporated in every treatment plan
4. Consumers will move into permanent housing upon completion of the program
5. Consumers will retain permanent housing
6. Consumers will achieve a level of recovery that allows for a decrease in crisis services.

Indicators

1. Percentage of consumers will demonstrate reduced symptoms and side effects
2. Percentage of consumers will have a financial profile and budget
3. Percentage of treatment plans with medical issues incorporated
4. Percentage of consumers moving into independent permanent housing
5. Percentage of consumers who retain permanent housing

6. Percentage of consumers seen at PCS with decreasing frequency

Expected Levels of Outcome Achievement

1. 80% of consumers will demonstrate reduced symptoms and side effects
2. 100% of consumers will have a financial profile and budget
3. 100% of consumers will have treatment plans that include medical issues
4. 70% of consumers will move into independent permanent housing upon discharge from the program
5. 70% of consumers will successfully retain permanent housing one year after completion of the program
6. 70% of consumers will have decreased contact with PCS during the program period

RESIDENT MANAGEMENT AT HILLVIEW

Program H-006

Program Purpose

The Resident Management program provides housing management services for persons living at West Samaria and a serious and persistent mental illness. The residents of Hillview are either involved in programming with Milwaukee County BHD or with Community Advocates. The Resident Management program provides individuals with an increased level of service, assistance, and supervision than what would normally be offered in this type of housing setting to enhance recovery. Many of the individuals in this program have extensive histories of homelessness as well as impaired daily living skills and Resident Management would assist these individuals in these areas. Integral to the program of resident management is a collaborative approach among three other partners: BHD, Community Advocates and the landlord. Administrative staff from each entity will conduct staff meetings to ensure the quality of the program.

Required Program Inputs, Processes, and Program Activities

Resident Management Duties

- On-site supervision
Duties include communicating with each resident daily to evaluate their safety and general well being as well as promoting positive behaviors and striving to create an environment which supports recovery
- Promotion of appropriate activities of daily living
Duties include encouragement with personal hygiene, laundering of clothing and room cleanliness. Medication adherence will be encouraged and proper nutrition fostered. The staff will also support residents in keeping appointments and in engaging in appropriate activities outside of the building.
- Provision of linkages and communication with residents respective case managers
Duties include participating in treatment planning with case managers as well as notifying case managers of changes in behavior of residents.

Non-Billable Activities

Coordinating services with the landlord to ensure maintenance is completed in a timely fashion.

Required Documentation

Daily activity logs and individual case files must be maintained at the site. Resident case records maintained by the agency shall include daily attendance logs. Client files must demonstrate coordination with the assigned case manager.

Expected Outputs

- *28 daily welfare contacts*
- *Daily assistance for 2 clients for ADL's*
- *48 weekly staff meetings*
- *28 recovery plans 12 educational sessions*
- *Weekly groups and social events*

Expected Outcomes

1. Residents have safe and temporary housing
2. Residents will be satisfied with their housing and case management
3. Residents will participate in activities that are available

Indicators

1. Percent of residents who have safe housing
2. Percent of residents that are satisfied with their housing and case management
3. Percent of residents that participate in activities

Expected Levels of Outcome Achievement

1. 100% of residents have safe housing
2. 80% of residents are satisfied with the housing and case management they receive
3. 40% of residents participate in activities

FOLLOWING PROGRAMS NOT OPEN FOR COMPETITIVE PROPOSAL

The following programs are currently in a multi-year contract cycle. These program descriptions are being provided for the information of the current contractors:

COORDINATED COMMUNITY HOUSING

Program H-003

Program Purpose

Coordinated Community Housing provides services to enable persons to obtain safe, healthful, and affordable housing.

Required Program Inputs, Processes, and Program Activities

Services include, but are not limited to, advocacy, assessment/diagnosis, and referral to both emergency and long-term housing, working with landlords and others to upgrade substandard housing, improving safety and preventing/reducing health hazards, assessing housing needs, locating appropriate housing, referrals to existing resources for home repairs, coordination of emergency housing resources, and advocacy related to housing issues. It may also include active intervention with persons who are experiencing condemnation of their current residential setting and are being forced to relocate.

Non-Billable Activities

Other advocacy duties not related to the direct clients under the Coordinated Community Housing Program.

Required Documentation

Agencies will maintain client files and their progress will be documented and charted.

Expected Outputs

- Reduction of homelessness
- Improvement of community housing stock
- Identify additional housing resources
- Coordinate housing programs and systems within the community

Expected Outcomes

1. Clients are able to access and maintain safe and affordable housing.

Indicators

1. Housing is retained for at least six months
2. Landlord/tenant disputes are resolved satisfactorily
3. Housing violations will be remedied
4. Clients will identify and utilize tenant skills
5. Consumers will express satisfaction with services they receive

Expected Levels of Outcome Achievement

1. 75% of clients will retain housing
2. 75% of clients will resolve landlord/tenant disputes
3. 70% of clients will report that housing violations are resolved
4. 90% of clients will effectively utilize new tenant skills
5. 80% of clients will report satisfaction with services

BATTERED WOMEN'S COUNSELING

Program H-004

Program Purpose

Battered Women's Counseling provides services to persons who have been victims of abuse in their relationships and who may be perpetrators of abuse. This service will look at the needs of each individual and assist that person in meeting the goals they set for themselves.

Required Program Inputs, Processes, and Program Activities

Services also include, but are not limited to, advocacy, provision of a crisis line and information and referral, support and training for volunteers, counseling related to domestic violence, referral to appropriate emergency shelter care, and support counseling for abusers.

Non-Billable Activities

The emergency shelter component of this service is not reimbursable by DHHS.

Required Documentation

Agencies will maintain client files and their progress will be documented and charted.

Expected Outputs

- Referrals for counseling will result from screening and assessment
- Women will enroll in individual counseling
- Women will enroll in group counseling
- Effective monitoring of case management

Expected Outcomes

1. Participants will increase the safety factors in their lives
2. Participants will identify and attain personal goals
3. Participants will receive the resources and legal support they need

Indicators

1. Percent of participants who improve on pre and post testing of recognition and use of personal safety behaviors
2. Percent of participants who develop and achieve personal goals
3. Percent of participants receiving resources and necessary legal support

Expected Levels of Outcome Achievement

1. 70% of participants will identify and reach their self-defined goals and establish a personal safety plan
2. 70% of participants will complete an individual counseling treatment plan and 60% of participants will complete the group counseling plan
3. 80% or participants will report they know more about available community resources after completing the program and will also report better knowledge of their legal rights

HOMELESS/EMERGENCY SHELTER CARE PROGRAM H-005

Program Purpose

Homeless/Emergency Shelter Care services provide short term services, often under emergency conditions, in an alternate setting, to adults, families, and victims of domestic violence, who need a temporary place to stay pending resolution of problems in their home or life, or until an appropriate living setting can be secured.

Required Program Inputs, Processes, and Program Activities

Services must include, but are not limited to, relocation to permanent or transitional housing (may include support services), linkage to income/employment/entitlements, access to food, supervision at the shelter site, and short-term case management.

Every possible effort must be made to provide readily available access to persons who are not able to communicate fluently in English.

Non-Billable Activities

Emergency Shelter Care does not include services related to the management of transitional or permanent housing, to AODA treatment programming, or to mental health programming (although those services may be goals and referral sources and may be integral to the shelter stay component). Emergency Shelter Care is limited to the actual bed nights provided in the agency shelter facility as calculated in a per diem.

Required Documentation

All emergency shelter agencies under contract to Milwaukee County Housing Division will be required to participate in the Homeless Management Information System, the most common of which is Service Point. Agencies must meet quality of data standards set by HUD.

Expected Outputs

- Each resident of the individual shelter will receive training in homeless prevention techniques, financial management, and personal/family skills.
- Each agency is expected to develop an action plan for each client, which will focus on employment or benefit acquisition.

Expected Outcomes

1. Clients receive dignified shelter and related programming, utilizing all available shelter beds.
2. Clients are able to identify additional community resources and set forth individualized goals.
3. Clients are able to prevent future homeless episodes

Indicators

1. The number of people that applied for shelter compared to the number of people accepted into shelter.
2. Exit interviews will be conducted to ensure clients have met the goals set forth in their individualized plan.
3. The number of clients leaving the shelter that has secured appropriate transitional or permanent housing.

Expected Levels of Outcome Achievement

1. Each shelter will operate at a minimum of 90% capacity.
2. 70% of residents will obtain either transitional or permanent housing upon discharge.
3. 50% or residents will establish income upon discharge.

GUEST HOUSE – PRAIRIE APARTMENTS

Program H-007

Program Purpose

The Guest House will provide on-site services that are available to all residents at the Prairie Apartments permanent supported housing development. These services will assist individuals in maintaining their housing unit as well as to help improve the tenants' quality of life with an individualized plan.

Required Program Inputs, Processes, and Program Activities

A half-time case manager and a half-time counselor will have offices in the building. Residents may also receive services from other agencies. Residents who are BHD consumers, for example, will continue to work with a BHD case manager. The County case managers will focus on clinical and medical monitoring, while the Prairie/Guest House case manager will focus on daily living and tenant support. The Guest House staff will refer residents to local providers for service, such as employment training, that are not available on-site. It is the goal that some individuals will be able to transition from TCM to only Prairie/GH case management, or individuals would transition from CSP to the less intensive TCM given the onsite support. The counselor will provide individual therapy and group sessions for those in need of support related to AODA or mental health issues. The counselor will also leverage the involvement of any other support group entities (AL Anon, NA, AA) that may be desired by the tenants. The counselor will be affiliated with the Guest House AODA clinic that is run in partnership with Marquette University.

The case manager will be available on site for three key supportive service functions:

- The staff person will facilitate community life within the building by arranging periodic events and opportunities for resident interaction. This might take the form of a movie night, card tournament, or a holiday meal.
- The case manager will leverage outside resources that may be needed by the tenants. The case manager will create partnerships with outside entities in order to bring resources into the building. This might involve bringing in educational classes, financial services such as free income tax preparation, or access to health care screening.
- When dealing with needed services not available through staff, partners, or volunteers in the building the case manager will make contact with and facilitate the tenant's access to resources that are needed outside the building.

Prairie Apartments will be based on a voluntary services model. The philosophy is that tenants of supportive housing have a right to safe, affordable housing with the same rights and obligations as any other leaseholder. Participation in services, therefore, should not be a condition of tenancy, and services should be designed to help tenants maintain housing stability and maximize their independence.

Non-Billable Activities

Completion of annual leases and documentation for tax credits.

Required Documentation

Tenant files must be maintained according to all HUD and WHEDA standards.

Expected Outputs

- *Provider will ensure BHD consumers occupy at least 10 units at Prairie Apartments.*
- *Provider will attempt to make daily contact with each resident.*

Expected Outcomes

1. Consumers will maintain their supportive housing placement
2. All BHD units will remain occupied
3. Consumers will improve in accomplishing their activities of daily living (ADL).
4. Consumers will show a decrease in mental health symptoms and relapse with substance abuse.

Indicators

1. Percentage of consumers completing leases
2. Percentage of units occupied
3. Percentage of consumers improvement with ADLs
4. Percentage of symptom management improvement

Expected Levels of Outcome Achievement

1. At least 80% of consumers will successfully complete a year lease at Prairie Apartments.
2. 100% of units reserved for BHD consumers will remain occupied, allowing one month for the turnover of units.

3. 70% of consumers will show an improvement in ADLs.
4. 70% of consumers will show a decrease in mental health symptoms or relapse from substance abuse.

**OUR SPACE – UNITED HOUSE
Program H-008**

Program Purpose

Our Space will provide on-site services at the United House permanent supported housing development. These services will assist Milwaukee County Behavioral Health Division consumers with maintaining their individual housing unit and coordinate services with case management.

Required Program Inputs, Processes, and Program Activities

Services:

- All consumers are referred by SAIL and funded by the County.
- Consumer referrals are screened for appropriateness.
- Consumers meeting the criteria are admitted and oriented to the program.
- After orientation, a consumer signs a lease agreement, program rules sheet and develops a Wellness Recovery Action Plan (WRAP) to maintain their physical and mental health.

Professional staff works with the individual's case manager, Peer Support Specialists and the resident to offer recovery-oriented services, including:

- **Mental Health Education Groups** to offer improvements in the categories of self-stigma/insight, identifying symptoms of mental illness and coping techniques. Groups will include discussion groups, role-playing activities, reviewing media coverage (newspaper articles & mental health magazines) and educational games.
- **Groups on Medication Management** to increase understanding of medications and their importance, identify obstacles to compliance and provide/receive peer support. . Groups, focusing on medication information, common side effects, interactions (nutrition, alcohol, over the counter medications, etc.) and support (peer, group, family, etc.) systems will be offered on a weekly basis.
- **Groups to create Wellness Recovery Action Plans (WRAP)** based on Mary Ellen Copeland's curriculum. Residents will demonstrate improved ability to identify personal factors that may trigger an increase in symptoms and will learn

and utilize new self-care tools and strategies to prevent or reduce the severity of such incidents. All will create pre and post crisis plans.

- **Groups on community involvement**, including educational sessions on community resources, advocacy groups, landlord/tenant issues, and trainings on utilizing public transportation.
- **Groups on recovery** utilizing the Recovery Workbook created by the Boston Center for Psychiatric Rehabilitation.
- **Socialization and leisure activities** to increase psychosocial skills, including potlucks, Cooking groups, movie nights and holiday parties.
- **Functional literacy groups** to develop the necessary reading, writing and math skills to function independently.

Peer Support Specialists will predominantly conduct these groups under the supervision of professional staff.

Individual one-on-one activities with residents will include:

- On-site case managements, as well as close communication with SAIL case manager
- Ongoing support and direction as needed
- Assistance in establishing personal goals.
- Feedback on recovery.
- Developing independent living skills, including cleaning, meal planning and preparation, laundry, budgeting, shopping and bill paying.
- Ensuring adequate/appropriate nutrition and personal hygiene

Skill development is based on daily use of existing skills, developing new skills and learning how to problem solve

Individuals will also be assisted in maintaining their wellness with staff supervising an exercise and health education program offered in United House's Wellness Center. Computer skills will be taught in the United House Business Center.

Peer Support Specialists are required to have daily contact with each resident and communicate issues or concerns to other Peer Support Specialists and professional staff via a computerized log. In addition, charts with medical histories and other pertinent information are kept on each resident. Staff will carry an on-call phone.

Residents will be involved in the program planning and implementation. Weekly resident meetings will be held to facilitate communication and promote needed changes.

Non-Billable Activities

Completion of annual leases and documentation for tax credits.

Required Documentation

Tenant files must be maintained according to all HUD and WHEDA standards.

Expected Outputs

- Consumers will maintain their supportive housing placement
- All BHD units will remain occupied
- Consumers will improve in accomplishing their activities of daily living (ADL).
- Consumers will show a decrease in mental health symptoms and relapse with substance abuse.

Expected Outcomes

1. At least 80% of consumers will successfully complete a year lease at United House.
2. 100% of units reserved for BHD consumers will remain occupied, allowing one month for the turnover of units.
3. 70% of consumers will show an improvement in ADLs.
4. 70% of consumers will show a decrease in mental health symptoms or relapse from substance abuse.

Indicators

1. Percentage of consumers completing leases
2. Percentage of units occupied
3. Percentage of consumers improvement with ADLs
4. Percentage of symptom management improvement

Expected Levels of Outcome Achievement

1. At least 80% of consumers will successfully complete a year lease at United House.
2. 100% of units reserved for BHD consumers will remain occupied, allowing one month for the turnover of units.
3. 70% of consumers will show an improvement in ADLs.
4. 70% of consumers will show a decrease in mental health symptoms or relapse from substance abuse.

HOPE HOUSE – JOHNSTON CENTER RESIDENCES

Program H-009

Program Purpose

Hope House will provide case management services to residents of Johnston Center Residences that are involved with the Shelter Plus Care program. These services will assist individuals with maintaining permanent housing and ensuring tenants are meeting the requirements of HUD to remain eligible for assistance.

Required Program Inputs, Processes, and Program Activities

Service will focus on four areas:

- 1) **Resident Identification and Outreach:** Engage clients that meet HUD's chronic homeless, S+C disability and/or Section 8 guidelines, and/or Milwaukee County Behavioral Health Division's eligibility criteria.
- 2) **Intake:** Gather personal data and history; determine preliminary eligibility based on program guidelines and referral to property management for completion of the approval process. Hope House staff will work closely with Mercy Housing Lakefront and Milwaukee County's Division of Housing to pre-qualify candidates prior to the final approval and rental agreement process. Once residents are approved as qualified and move into their apartments, case management will assess residents' current and potential strengths, weaknesses, and needs.
- 3) **Case Plan Development:** Develop a specific, comprehensive, individualized service plan that will be formally reviewed twice annually.
- 4) **Delivery of Services:**

Direct Service:

- Maintain the resident/staff working relationship, mentoring, crisis intervention and system advocacy. Staff will also attempt to ensure that residents follow the rental and programming agreement.
- Outreach/organizing to build a strong internal community and connection to the surrounding neighborhood.
- Potential provision of healthcare services and other tenant services will be explored.
- Referral or transfer of residents to eligible benefits, services, treatments, and informal support systems.

- Intercession on behalf of residents to ensure equity and appropriate services.

Potential Services

- Onsite mental health assessment and counseling.
- Targeted health care and medical social services.
- Education and personal enrichment opportunities.
- Emergency food distribution and effective nutritional improvement strategies.
- Coordination of the client information database, Service Point, for Milwaukee's Continuum of Care.

Non-Billable Activities

Completion of annual leases and documentation for tax credits.

Required Documentation

Tenant files must be maintained according to all HUD and WHEDA standards.

Expected Outputs

1. At least 80% of consumers will successfully complete a year lease at United House.
2. 100% of units reserved for BHD consumers will remain occupied, allowing one month for the turnover of units.
3. 70% of consumers will show an improvement in ADLs.
4. 70% of consumers will show a decrease in mental health symptoms or relapse from substance abuse.

Expected Outcomes

1. Consumers will maintain their supportive housing placement
2. All BHD units will remain occupied
3. Consumers will improve in accomplishing their activities of daily living (ADL).
4. Consumers will show a decrease in mental health symptoms and relapse with substance abuse.

Indicators

1. Percentage of consumers completing leases
2. Percentage of units occupied
3. Percentage of consumers improvement with ADLs
4. Percentage of symptom management improvement

Expected Levels of Outcome Achievement

1. At least 80% of consumers will successfully complete a year lease at Prairie Apartments.
2. 100% of units reserved for BHD consumers will remain occupied, allowing one month for the turnover of units.
3. 70% of consumers will show an improvement in ADLs.
4. 70% of consumers will show a decrease in mental health symptoms or relapse from substance abuse.

Management Services Division

FOLLOWING PROGRAMS NOT OPEN FOR COMPETITIVE PROPOSAL

The Management Services Division has multi-year program contract cycles. **All agencies that are in the second or third year of a multi-year contract cycle in 2012 are not open for competitive proposals.** Agencies that are currently in a multi-year contract cycle (do not require a competitive, panel review), **must** submit **all** the items listed under FINAL SUBMISSION, the Authorization To File (Item 3), **plus the semiannual evaluation report** as found in the Proposal Contents section of the *Purchase of Service Guidelines - Technical Requirement*. **The following program, previously administered by the Economic Support Division, is currently in a multi-year contract cycle. These program descriptions are being provided for the information of the current contractors:**

COMMUNITY INFORMATION LINE (211) MSD 004

Program Purpose

Maintain 2-1-1 and provide information and referral assistance 24 hours/7 days a week to all customers who call, including non-English speaking and hearing impaired individuals.

Required Inputs

Staff must receive training in the following areas: AODA and disability services, entitlement programs, family related issues, and health concerns. Staff must have knowledge of a wide-range of social service resources.

Agency must have on staff individuals who are certified Information and Referral Specialists via the Alliance of Information and Referral Systems.

Required Documentation

Semi-annual evaluation reports must be submitted to include the format and content specified in the *Purchase of Service Guidelines, Technical Requirements*.

Expected Outcomes & Indicators

With amount tentatively allocated to this program, handle approximately 360 calls per month providing information and referrals to individuals needing assistance with income maintenance programs including Food Share, BadgerCare, Medicaid, non-W2 Childcare and Energy Assistance.

At the conclusion of each call, 90% of all customers will know their next step or have a plan of action in place.

Via a customer satisfaction survey, 60% of customers contacted will indicate they followed through with the next step of their action plan.

90% of customers will indicate they were satisfied with the service they received.

Reimbursement

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

**BEHAVIORAL HEALTH DIVISION
WRAPAROUND MILWAUKEE
DELINQUENCY AND COURT SERVICES DIVISION
DISABILITIES SERVICES DIVISION
MANAGEMENT SERVICES DIVISION
HOUSING DIVISION**

SECTION 6:

AUDIT AND REPORTING

6. AUDIT AND REPORTING

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http://county.milwaukee.gov/DHHS_bids	

INTRODUCTION

Audit and Reporting Requirements are organized into three (3) separate sections, each of which explain various audit and reporting requirements along with the format of schedules and forms to use for billing, annual audit and audit waiver requests. The relevant instructions, format and forms are included in each respective section. Forms can also be found on the Contract Administration web page at:

http://county.milwaukee.gov/DHHS_bids

The sections are:

Section 6.1: Monthly Purchase of Service Contract Billing Forms

Section 6.2: Annual Audit Requirements

Section 6.3: Required Annual Audit Schedules

To receive information or assistance, please contact the following persons:

Dennis Buesing, CPA, Contract Administrator (414) 289-5853

Sumanish K Kalia, CPA, Contract Administration (414) 289-6757

James Sponholz, Contract Services Coordinator, Contract Administration (414) 289-5778

INSTRUCTIONS, FORMS and SCHEDULES

SECTION 6.1: MONTHLY PURCHASE OF SERVICE CONTRACT BILLING FORMS

Monthly billing instructions
Monthly billing forms

Milwaukee County Department of Health and Human Services (DHHS)

Billing Instructions

- 1 Please enter one Program per Exhibit 1 per spread sheet/ "Expense Statement". DO NOT combine Programs. Some program may have multiple services.**
- 2 Data can be entered in "grayed" cells ONLY.**
 - Choose month from drop down box on the "Exp" tab.
 - Enter Agency/Program information on the "Exp" tab which will populate the same data fields on the "Rev" and other tabs.
 - For expenses, enter data on "Exp-Details" Tab **ONLY** and it will automatically populate the "EXP" Tab fields.
 - For Revenue, enter data on "Rev" Tab **ONLY** and it will automatically populate the respective field in other forms.
- 3 For "EXP" Tab; please select the starting and ending month of the contract from the drop down menu.**
Also select the type of reimbursement i.e. Final or Partial from the drop down menu.
It will be a partial reimbursement every month except when it is a final invoice.
For every month Please also select whether the Expenses being claimed are Actual or Estimated.
- 4 All amounts must be rounded to the nearest whole dollar.**
- 5 Any prior period adjustments must be made in the current month.**
 - **DO NOT MAKE CHANGES TO MONTHS YOU HAVE ALREADY BILLED.**
 - Footnote any prior period adjustments on the current month report on the "Exp-Details" Tab in Comment Box
- 6 INCREASES IN REVENUES AND EXPENSES MUST BE ENTERED AS POSITIVE NUMBERS.**
- 7 DECREASES IN REVENUES AND EXPENSES MUST BE ENTERED AS NEGATIVE NUMBERS.**
- 8 If you report units, Please enter the rates and units on the "Units" TAB only, even though your agency may have only one type of service and one rate only. DO NOT enter any units on "EXP" TAB it will be automatically calculated and entered on the "Exp" TAB. Please also select the unit type from the drop down menu for each unit rate.**
- 9 Please do not enter "Text" or "punctuation marks" in numerical fields or vise versa.**
- 10 Please email the report to dhhsaccounting@milwcnty.com, the subject line must read : Division, Agency, Program and Month
example: DSD ABC LLC TCM January 07**
- 11 Equipment Cost for code 8700 includes all Assets for example: Fax Machine, Printer, Copier, Computers, Laptop, Phone systems, Furniture, Chairs, Desks, Sofa, Beds etc**
- 12 Employee Travel has been split into two rows on the "Exp-Details" TAB, one row is for expenses like hotel, meals & related expenses like fares etc. which is linked to the supplementary information to be provided on the "TRAVEL" TAB. The other row is for all other mileage and gas reimbursement being paid to employees to travel locally in Milwaukee Metro area or under employee agreement.**

Milwaukee County Department of Health and Human Services (DHHS) Expense Report

Agency	Disability	Division	BHD
Program	Disability	Month Ending	JANUARY
Contact	Starting Month	Certified By	Agency Representative
Contract	Ending Month	Email	gball
Contract	Reimbursement	Phone #	(123) 456-7800
Contract	Partial	Fax #	(123) 456-7890

EXPENSES

Account Number	Expense Description	January	February	March	April	May	June	July	August	September	October	November	December	Year-To-Date	Approved Budget
		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Expenses	Budget
*7000	Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*7100	Employee Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*7200	Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8000	Professional Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8100	Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8200	Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8300	Postage & Shipping	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8400	Occupancy	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8500	Equipment Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8600	Printing & Publications	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8700	Employee Travel	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8800	Conferences, Conventions, Meetings	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*8900	Specific Assistance to Individuals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
**8916	Client Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9000	Membership Dues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9100	Awards & Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9200	Allocated Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9300	Client Transportation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9400	Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9500	Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-
*9600	Allocations to Agencies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
* Other Than Above		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses before profit		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Profit if Authorized		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses including Profit		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-DHHS Contract Revenue Brought Forward		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Expenses/Request		-	-	-	-	-	-	-	-	-	-	-	-	-	-

* all items must be entered only on the separate TABs "Exp-Details" or "Units" or the report will be returned and payment denied.

** Applies only to 3D group homes and family care homes.

Items must be explained on the separate TABs provided with this report or report will be returned and payment denied.

CONTRACT

Current Month Contract	Year-To-Date Contract	Approved Contract
-	-	-

(if applicable)

January Units	February Units	March Units	April Units	May Units	June Units	July Units	August Units	September Units	October Units	November Units	December Units	Year-To-Date Units	Approved Budget Units
-	-	-	-	-	-	-	-	-	-	-	-	-	-

Number of Contract Months 12

NET UNITS EARNED (units of services times the rate, less revenues) (in \$) (if applicable)

ESTIMATED PAYMENTS ARE MADE BASED ON THE LOWER OF:
CURRENT MONTH CONTRACT, CURRENT MONTH EXPENSES,
OR CURRENT MONTH UNITS EARNED (if Applicable)

January Units	February Units	March Units	April Units	May Units	June Units	July Units	August Units	September Units	October Units	November Units	December Units	Year-To-Date Units Earned	Approved / Weighted Average Unit Rate
-	-	-	-	-	-	-	-	-	-	-	-	-	\$

Expenses for Reimbursement does not include EARLY payments:

Email to: dhhsaccounting@milwaukee.gov Fax: DHHS Accounting @ (414) 289-8574

Mail to: Milwaukee County Department of Health Human Services

Attn: Fiscal Services

1220 West Vliet Street Suite 109, Milwaukee, WI 53205

Agency	Agency	Month Ending	JANUARY
Disability	Disability	Certified By	Certified by
Program	Program	Email	Agency Representative email
Contact	Contact	Phone Number	1234567890

[illegible]

* Items must be explained on a separate page or the report will be returned and payment denied.

Email to: dhhsaccounting@milwcnty.com Fax: DHHS Accounting @ (414) 289-8574

Mail to: Milwaukee County Department of Health Human Services
Attn: Fiscal Services
1220 West Vilet Street Suite 109, Milwaukee, WI 53205

File: 2006 D\HHS POS RE Financial Report-revised-For Web final.xls
Worksheet: Rev
Printed: 5/8/2006
Form 162 (Rev 1/23/06)

Milwaukee County Department of Health and Human Services (DHHS)
Units Report

Agency
Program

Agency
Program

Details of Units

Important: Please use county approved units and rates per Exhibit 1 ONLY. If no approved units or rate please fill "0" not N/A.

Service	Approved Budget Units	Approved Unit Rate	January Units	February Units	March Units	April Units	May Units	June Units	July Units	August Units	September Units	October Units	November Units	December Units	Final Units	Year-To-Date Units
U1	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U2	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U3	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U4	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U5	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U6	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U7	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U8	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U9	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U10	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U11	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
U12	TEXT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Agency Program Agency Program

Page 6 of 12
Exp-Details (Rev. 1/23/06)

Important: DO NOT MAKE CHANGES TO MONTHS YOU HAVE ALREADY BILLED.

[illegible]

Important: DO NOT MAKE CHANGES TO MONTHS YOU HAVE ALREADY BILLED.

6-11

Agency	Agency
Program	Program
List of Equipments/Assets (over \$500) purchased with county funds	

—

[illegible]

Section 6.2: Annual Audit Requirements

- General Requirements

- Milwaukee County DHHS requirements

- Examples of properly or improperly reported schedules

- Audit Waiver

SECTION 6.2: ANNUAL AUDIT REQUIREMENTS

6.2.1. General Requirements

Annual audits of contract agencies receiving \$25,000 or more from Milwaukee County Department of Health and Human Services are required per Wisconsin Statutes, Section 46.036(4)(c). Those audits are to be performed in accordance with the requirements of the Wisconsin *Provider Agency Audit Guide (PAAG)*, 1999 revision issued by WI Department of Corrections and Workforce Development or *Department of Health Service Audit guide DHSAG*) latest revision issued by Wisconsin Departments of Health Services.

The PAAG/DHSAG includes the following audit reports and schedules:

- Auditor's Opinion on Financial Statements and Supplementary Schedule of Expenditures of Federal and State Awards.
- Financial Statements of the Overall Agency.
- Schedule of Expenditures of Federal and State Awards.
- Incorporated Group Home/Child Caring Institution Supplemental Schedule.
- Reserve Supplemental Schedule.
- Report on Compliance and on Internal Control over Financial Reporting Based on an Audit of Financial Statements in Accordance with Governmental Auditing Standards and the Provider Agency Audit Guide.
- Schedule of Prior Year Findings.
- Schedule of Current Year Findings.
- Corrective Action Plan.
- Schedule of Findings and Questioned Costs.

6.2.2. Milwaukee County Department of Health and Human Services Requirements

The allowability of costs is determined by the Federal Allowable Cost Principles found in *O.M.B. Circular A-122* for non-profit agencies and the Code of Federal Regulations *48 CFR part 31* for for-profit entities, and State Allowable Cost Principles found in the *Allowable Cost Policy Manual* issued by the Wisconsin Department of Health and Family Services. Purchase of Service Contracts effective January 1, 2006 and later also limit the allowability of costs based on variance from the approved budget(s).

The annual audit report shall contain a budget variance and reimbursable cost calculation for each program contracted, as identified as a separate line item in Attachment I of the Purchase of Service Contract. Such report shall follow the prescribed format, and determine the budget variance for each line item within the approved budget. Costs allowable under State and Federal Allowable Cost guidelines that exceed the approved budget by the greater of (1) 10% of the specific budget line item or (2) 3% of the total budget amount are deemed unallowable and not reimbursable under this contract. In no event shall the reimbursable amount exceed the contract amount.

An annual audit report in which the Schedule of Program Revenues and Expenses omits information or presents line-item information utilizing classifications not in strict adherence to those found in Budget Form 3 will place the Contractor out of compliance with the contract.

In past years, many auditors have prepared audited financial statements and supplementary schedules with total disregard to the requirements in the contract. This has placed many Contractors in technical non-compliance. Effective with 2006 Purchase of Service Contracts, such deviations from the contract requirements may cause budget variances, resulting in fiscal recoveries owed DHHS that would not be owed if the auditor had complied with the requirements of the contract. **IT IS IMPORTANT THAT YOUR AUDITOR READ THE CONTRACT, THIS SUPPLEMENT, AND AGREE TO ABIDE BY THESE REQUIREMENTS.**

In order to implement these limitations on the allowability of costs, additional schedules are required in your annual audit. These schedules must conform specifically as laid out, and cannot combine individual line items. The line items **must** conform precisely to the line items found in the *Anticipated Program Expenses*, Budget Form 3 for each individual program. A separate schedule must be prepared for each program award. **MULTIPLE PROGRAMS MAY NOT BE COMBINED INTO A SINGLE SUPPLEMENTAL SCHEDULE.**

Audited financial statements and supplementary schedules are the representation of management, not the auditor. Although auditors often prepare the financial statements and schedules on behalf of management, the accuracy and compliance of the financial statements are still the responsibility of management. If auditor prepared supplementary schedules deviate from the required content and level of detail, it is quite possible the Contractor Agency will have unallowable costs and owe money back to Milwaukee County DHHS, simply because of the deficient reports. Please be sure your auditor is aware of the required schedules, their required content and the required level of detail. These schedules are your representation and responsibility; **you are the party responsible for their content and preparation, not your auditor.**

6.2.3. Examples of properly and improperly reported schedules.

Following are examples of properly and improperly prepared Supplementary Schedules of Program Revenue and Expense. These are all examples of reports based on the same underlying costs. The Contractor Agency in this example spent the contract amount; within allowable budget variance levels, on allowable expenditures, and when the Schedule of Program Revenue and Expense is properly prepared, owes no money back. All of the fiscal recoveries are the result of improperly prepared audit reports.

EXAMPLES OF PROPERLY AND IMPROPERLY REPORTED SCHEDULES

Underlying data and assumptions

	Budget	Actual
Wages	\$ 200,000	\$ 210,000
Benefits	50,000	57,000
Payroll Taxes	20,000	21,000
Supplies	1,000	2,000
Occupancy	150,000	140,000
Indirect:		
Payroll	40,000	35,000
Benefits	10,000	7,500
Taxes	4,000	2,500
	\$ 475,000	\$ 475,000

Example 1: Audit report correctly presented

Example 2: Audit report combines Wages, Benefits & Taxes

Example 3: Audit report segregates Benefits as Insurance & Retirement

Example 4: Audit reports Indirect Cost items as direct costs

Schedule of Revenue & Expense	Example 1	Example 2	Example 3	Example 4
Wages	\$ 210,000		\$ 210,000	\$ 245,000
Benefits	57,000			64,500
Benefits - Insurance			40,000	
Benefits - Retirement			17,000	
Payroll Taxes	21,000		21,000	23,500
Wages, Benefits & Taxes		\$ 288,000		
Supplies	2,000	2,000	2,000	2,000
Occupancy	140,000	140,000	140,000	140,000
Indirect Costs	45,000	45,000	45,000	
	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000

Example 1: Audit report correctly presented

Analysis:	Budget	Actual	Variance	Maximum	Disallowed
Wages	\$ 200,000	\$ 210,000	\$ 10,000	\$ 20,000	\$ -
Benefits	50,000	57,000	7,000	14,250	-
Payroll Taxes	20,000	21,000	1,000	14,250	-
Supplies	1,000	2,000	1,000	14,250	-
Occupancy	150,000	140,000	(10,000)	15,000	-
Indirect Costs	54,000	45,000	(9,000)	14,250	-
		475,000			
Disallowed Variance		-			\$ -
	<u>\$ 475,000</u>	<u>\$ 475,000</u>			
Total Paid		<u>\$ 475,000</u>			
Recovery		<u>\$ -</u>			

Example 2: Audit report combines Wages, Benefits & Taxes

Analysis:	Budget	Actual	Variance	Maximum	Disallowed
Wages	\$ 200,000	\$ 288,000	\$ 88,000	\$ 20,000	\$ 68,000
Benefits	50,000	-	(50,000)	14,250	-
Payroll Taxes	20,000	-	(20,000)	14,250	-
Supplies	1,000	2,000	1,000	14,250	-
Occupancy	150,000	140,000	(10,000)	15,000	-
Indirect Costs	54,000	45,000	(9,000)	14,250	-
		475,000			
Disallowed Variance		(68,000)			\$ 68,000
	<u>\$ 475,000</u>	<u>\$ 407,000</u>			
Total Paid		<u>\$ 475,000</u>			
Recovery		<u>\$ 68,000</u>			

Example 3: Audit report segregates Benefits as Insurance & Retirement

Analysis:	Budget	Actual	Variance	Maximum	Disallowed
Wages	\$ 200,000	\$ 210,000	\$ 10,000	\$ 20,000	\$ -
Benefits	50,000	40,000	(10,000)	14,250	-
Payroll Taxes	20,000	21,000	1,000	14,250	-
Supplies	1,000	2,000	1,000	14,250	-
Occupancy	150,000	140,000	(10,000)	15,000	-
Indirect Costs	54,000	45,000	(9,000)	14,250	-
Unbudgeted Items		17,000	17,000	-	17,000
		475,000			
Disallowed Variance		(17,000)			\$ 17,000
	<u>\$ 475,000</u>	<u>\$ 458,000</u>			
Total Paid		<u>\$ 475,000</u>			
Recovery		<u>\$ 17,000</u>			

Example 4: Audit reports Indirect Cost items as direct costs

Analysis:	Budget	Actual	Variance	Maximum	Disallowed
Wages	\$ 200,000	\$ 245,000	\$ 45,000	\$ 20,000	\$ 25,000
Benefits	50,000	64,500	14,500	14,250	250
Payroll Taxes	20,000	23,500	3,500	14,250	-
Supplies	1,000	2,000	1,000	14,250	-
Occupancy	150,000	140,000	(10,000)	15,000	-
Indirect Costs	54,000		(54,000)	14,250	-
		475,000			
Disallowed Variance		(25,250)			\$ 25,250
	<u>\$ 475,000</u>	<u>\$ 449,750</u>			
Total Paid		<u>\$ 475,000</u>			
Recovery		<u>\$ 25,250</u>			

6.2.4. Audit Waiver

Wisconsin Statute 46.036 requires an audit from providers that receive more than \$25,000 from the Department of Health and Human Services or from a county. The statute allows the department to waive audits on a case-by-case basis. The waiver of the audit may be appropriate in certain circumstances, some of which are given below. The audit waiver criteria don't apply to Group Homes and Child Caring Institutions that provide out of home residential care for children. In addition, audits required under the Single Audit Act Amendment of 1996 cannot be waived (this refers to Single Audits under OMB Circular A-133 for agencies expending more than \$500,000 of federal funding).

If the provider does not need to have a federal audit, the audit may be waived when:

- Provider is identified as a low risk, (Sole Proprietor/ Single member LLC, or with funding around \$100,000, paid on a unit rate, alternative forms of financial reports are submitted, prior experiences, certain CBRF, AFH etc.)
- Provider agency agrees to increased or alternate form of reporting/monitoring efforts,
- Provider is funded solely with federal funds below the \$500,000 threshold,
- Department's funding is a very small part of provider's overall business,
- The audit will create a financial hardship on the provider, (e.g. audit fee more than 5% of funding).
- Audited information is not needed, due to alternate source(s) being available,
- The agency does not operate a Group Home or Child Caring Institution.

As stated earlier, the waiver will be allowed on case-by-case basis. A request for waiver may be submitted to Contract Administration, Department of Health and Human Services on the attached Audit Waiver Request form before the due date of the audit. The form is also available on the web at <http://county.milwaukee.gov/ContractMgt15483.htm>. The Audit Waiver Request form may be completed electronically and submitted as an email attachment to sumanish.kalia@milwcnty.com, or faxed to DHHS Contract Administration at (414) 289-8574.

Agency Name: _____
Contact Person: _____ Title: _____
Address: _____
Phone #: _____ Fax #: _____ Email: _____

AUDIT WAIVER REQUEST

Dennis Buesing,
Contract Administrator
Milwaukee County Department of Health & Human Services (DHHS)
1220 West Vliet St. Room B26 #4
Milwaukee, WI 53205

Re: 2010 Purchase of Services Waiver of Audit Request

1. Date of Request: _____ 1a. Type of Entity: _____
2. Program: _____
3. DHHS Division: BHD/DSD/DCSD/MSD/HD
4. Total Amount of Contract with DHHS: \$ _____
5. Total Amount earned/payment received from DHHS: \$ _____ (estimate revenue)
6. Total Amount earned/received from Other Governmental Sources (e.g. State, City): \$ _____
7. Reason Audit Waiver is being requested:
 - a. Experience:
Number of years in Business: _____
Number of year's experience providing these services: _____
Number of year's experience providing these services to DHHS: _____
Payment Method: Unit Rate/Cost/Lower of Cost or net units/Fee for Service
Other program reports submitted to DHHS: _____
Other Program Reports e.g. Daily Time Sheets, Monthly Evaluation Reports, etc.
 - b. Audit Fee exceeds 5% of payments under DHHS contract:

Audit Cost: \$ _____
Source of estimate: _____
CPA Firms name, Contact & Phone number
 - c. Audit not cost effective or undue burden. Please explain: _____
Any other reasons for audit being undue burden or unnecessary. e.g. Not Cost Effective, Single Member LLC, Sole Proprietorship, etc.
8. Alternate Form of Financial Statement/Reports being provided in lieu of certified audit reports (Check all that you can provide)
☐ CPA Compiled ☐ /Reviewed ☐ Internally Generated Financial Statement,
☐ Statement of Revenue and Expenditure by Program, ☐ Copy of Tax return

Signature	Date
OFFICE USE: ___ Approved ___ Denied Vendor Type: Low Risk/High Risk	
Comments/ alternate form of Financial and/or Program compliance monitoring being implemented:	
Signature	Date

You can fax or email this form to: Fax (414) 289-8574 Email: skalja@milwcntv.com

Section 3: Required Annual Audit Schedules

Schedule of Program Revenue and Expense

Schedule of Revenue and Expense by Funding Source

Schedules Required by Provider Agency Audit Guide\Department of Health Services Audit Guide

Schedule of Expenditures of Federal and State Awards

Incorporated Group Home/Child Caring Institution Supplemental Schedule

Reserve Supplemental Schedule

Schedule of Findings and Questioned Costs

SECTION 6.3: REQUIRED ANNUAL AUDIT SCHEDULES

6.3.1 Schedule of Program Revenue and Expense

Prepare a separate Program Revenue and Expense Schedule for each program contracted. Each program contracted is represented by a separate line item on Exhibit I of the Purchase of Service Contract, and had has a separate Budget Form 3 in the proposal submission. **DO NOT COMBINE MULTIPLE PROGRAMS INTO A SINGLE PROGRAM REVENUE AND EXPENSE SCHEDULE.**

Specific Instructions

Actual. In the column labeled “Actual”, report the actual costs incurred for the program during 2011 or the fiscal period ending in 2011. Do not include costs unallowable under the allowable costs principles contained in the *Allowable Cost Policy Manual, 1999 revision, O.M.B. Circular A-122 or Code of Federal Regulations 48 CFR part 31.*

Approved Budget. In the column labeled “Approved Budget”, report the latest approved budget for the program, as calculated on Budget Forms 3 and 4. If you need to combine information from more than one Form 3 and Form 4 in order to encompass the entire budget for this program, **STOP.** Two or more programs have been combined in the report. The total actual expenses reported in this schedule will be compared to one and only one program budget. MONEY WILL BE OWED BACK TO MILWAUKEE COUNTY. Prepare a separate Program Revenue and Expense Schedule for each individual program.

Variance from Budget. In the column labeled “Variance From Budget” report the difference between the actual expenses incurred and the approved budget. Actual expenses in excess of the approved budget will be reported as positive amounts; actual expenses less than the approved budget amount will be reported as negatives.

Revenues. Report program revenues for all services performed in 2012 identified by the line items indicated. **DO NO COMBINE LINE ITEMS.** These line items correspond to the budget forms submitted with the original proposal, were part of the basis used in determining the contract amount and/or rate, and are incorporated into your contract by reference.

Expenses. Report program expenditures for all services performed in 2012 identified by the line items indicated. **DO NO COMBINE LINE ITEMS.** These line items correspond to the budget forms submitted with the original proposal, were part of the basis used in determining the contract amount and/or rate, and are incorporated into your contract by reference. As indicated in the examples previously presented, combination of line items may result in un-allowability of otherwise allowable costs.

NAME OF AGENCY
Schedule of Program Revenues and Expenses
For the Year Ended December 31, 2XXX

Program Name : _____

	Actual	Approved Budget	Variance from Budget
Revenues:			
DHHS Purchase of Service Contract	XXX	XXX	XXX
DHHS LTS Revenue (CIP/COP)	XXX	XXX	XXX
DHHS IPN/FFSN Revenues	XXX	XXX	XXX
MCDA (Aging) Revenue	XXX	XXX	XXX
Other Program Revenues	XXX	XXX	XXX
Total Revenues	XXX	XXX	XXX
Expenses:			
Salaries	XXX	XXX	XXX
Employee Benefits	XXX	XXX	XXX
Payroll Taxes	XXX	XXX	XXX
Professional Fees	XXX	XXX	XXX
Supplies	XXX	XXX	XXX
Telephone	XXX	XXX	XXX
Postage and Shipping	XXX	XXX	XXX
Occupancy	XXX	XXX	XXX
Equipment Costs	XXX	XXX	XXX
Printing and Publications	XXX	XXX	XXX
Employee Travel	XXX	XXX	XXX
Conferences, Conventions, Meetings	XXX	XXX	XXX
Specific Assistance to Individuals	XXX	XXX	XXX
Membership Dues	XXX	XXX	XXX
Awards and Grants	XXX	XXX	XXX
Allocated Costs (From Indirect Cost Allocation Plan, if applicable)	XXX	XXX	XXX
Client Transportation	XXX	XXX	XXX
Miscellaneous	XXX	XXX	XXX
Depreciation or Amortization	XXX	XXX	XXX
Allocations to Agencies, Payments to affiliated Organizations	XXX	XXX	XXX
Total Expenses	XXX	XXX	XXX
Net Profit	XXX	XXX	XXX
Allowable Profit (include calculation)	XXX	XXX	XXX
Net Profit in excess of Allowable Profit	XXX	XXX	XXX

6.3.2 Schedule of Revenue and Expenses by Funding Source

The Schedule of Revenues and Expenses by Funding Source incorporates all revenues and expenses for Milwaukee County DHHS funded programs as well as all other contracts, programs and functions of the Agency.

Milwaukee County DHHS Funded Programs. Report the total funding from Milwaukee County DHHS funded programs by Division – Disabilities Services Division (DSD), Delinquency & Court Services Division (DCSD), Management Services Division (MSD), Behavioral Health Division (BHD), and Wraparound Milwaukee and other Fee for Service Networks (e.g. CCSN, Wiser Choice, etc.). It is not necessary to report each individual program separately; however, it is necessary to report programs funded by each of the Divisions separately. If a program is partially funded by Milwaukee County DHHS and partially funded by another source, it must be included here.

Other Programs. Report other programs, contracts and functions of the Agency that are not funded by Milwaukee County DHHS. These would include Contracts with and Programs funded by Municipalities, Other Counties, the State of Wisconsin, and other Agencies. If a program is partially funded by Milwaukee County DHHS and partially funded by another source, do not include it here, it must be included under “Milwaukee County DHHS Funded Programs.”

Indirect Costs. Report all indirect costs, allocable and unallocable, in this column. **Note**, not all indirect costs are allocable to federal, state, or county funded programs.

Total Agency. Sum all the reported revenues and expenses from the previous columns and place the total in the final column. The amounts in the final column should agree with the Agency-wide Statement of Operations or Income Statement.

Revenues and Expenses. Please do not alter the line items identified in this Schedule. These line items correspond to the line items in the approved budget upon which the Contract amount and/or rate were based.

Allocated Costs. Report the indirect costs allocated to each program or contract in each respective columns. Report the total costs allocated to all the programs as a negative figure in the “Indirect Costs” column. When this row is summed across, the total for this line reported in the “Total Agency” column should be zero.

NAME OF AGENCY
Schedule of Revenues and Expenses By Funding Source
For the Year Ended December 31, 20XX

SCHEDULE OF REVENUES AND EXPENSES BY FUNDING SOURCE

	Milwaukee County DHHS Funded Programs						Other Programs	Indirect Cost	Total Agency
	DSD	DCSD	ESD	BHD	IPN / FFSN				
Revenues:									
DHHS Purchase of Service Contract	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
DHHS LTS Revenue (CIP/COP)	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
DHHS IPN/FFSN Revenues	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
MCDA (Aging) Revenue	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Other Program Revenues	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Total Revenues	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Expenses:									
Salaries	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Employee Benefits	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Payroll Taxes	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Professional Fees	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Supplies	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Telephone	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Postage and Shipping	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Occupancy	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Equipment Costs	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Printing and Publications	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Employee Travel	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Conferences, Conventions, Meetings	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Specific Assistance to Individuals	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Membership Dues	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Awards and Grants	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Allocated Costs (From Indirect Cost Allocation Plan, if applicable)	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Client Transportation	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Miscellaneous	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Depreciation or Amortization	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Allocations to Agencies, Payments to affiliated Organizations	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Total Expenses	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Net Profit	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Allowable Profit (include calculation)	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX
Net Profit in excess of Allowable Profit	XXX	XXX	XXX	XXX	XXX		XXX	XXX	XXX

6.3.3 Schedules Required by the Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision

In addition to the above schedules, the Wisconsin Provider Agency Audit Guide/ *Department of Health Service Audit guide DHSAG) latest revision* has several required schedules. These schedules are also required to be included in the annual audit report by the Milwaukee County Purchase of Service Contract. Please refer to the Provider Agency Audit Guide/ *Department of Health Service Audit guide DHSAG) latest revision* for instructions and information regarding each of these schedules.

6.3.3.1 Schedule of Expenditures of Federal and State Awards. Follow the format and instructions contained in the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision* and the *Purchase of Service Contract with the Milwaukee County DHHS*. There are differences between the Schedule of Expenditures of Federal Awards required by *O.M.B. Circular A-133* and the Schedule of Expenditures of Federal and State Awards contained in the *Provider Agency Audit Guide*. Prepare the Schedule under the requirements of the *Provider Agency Audit Guide*.

6.3.3.2 Incorporated. Group Home/Child Caring Institution Supplemental Schedule. Follow the format and instructions contained in the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision*. This form includes a calculation of the allowable reserve for Non-profit Agencies. **For Profit Entities are not permitted to retain a reserve under Federal or State Guidelines.** Non-profit Agencies wishing to retain a reserve **MUST** complete the reserve schedule at the bottom of the form.

6.3.3.3 Reserve Supplemental Schedule. Follow the format and instructions contained in the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision*. Non-profit Agencies contracting for services on a prospective unit-rate basis are permitted to retain a reserve under State guidelines. **For Profit Entities are not permitted to retain a reserve under Federal or State Guidelines.** Non-profit Agencies wishing to retain a reserve **MUST** complete the reserve supplemental schedule.

6.3.3.4 Schedule of Findings and Questioned Costs. Follow the format and instructions contained in the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision*. There are differences between the Schedule of Findings and Questioned Costs required by *O.M.B. Circular A-133* and the Schedule of Findings and Questioned Costs for audits performed in accordance with Circular A-133 contained in the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision*. Prepare the Schedule under the requirements of the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision*. Failure to include a Schedule of Findings and Questioned Costs consistent with the *Provider Agency Audit Guide/ Department of Health Service Audit guide DHSAG) latest revision* may result in requesting a properly prepared schedule before accepting the audit. Please refer to *Milwaukee County Department of Health and Human Services Administrative Probation Policy* regarding potential consequences if the audit is not accepted as submitted, and the auditor does not remedy the shortcomings.

Illustration 7.4 Schedule of Expenditures of Federal and State Awards

Example Agency Schedule of Expenditures of Federal and State Awards¹ For the Year Ended June 30 19X1

Federal Grantor/Pass-Through Grantor/Program or Cluster Title Expenditures	Federal CFDA Number	Pass-Through Entity Identifying Number ²	Federal
U.S. Department of Agriculture: Pass-Through Program From: Wisconsin Department of Health and Family Services			
Special Supplemental Food \$350,000	10.557	147071, 147080	
Program for Women, Infants, And Children		& 147156	(Note B) ³
Total Expenditures of Federal Awards			<u>\$350,000</u>
State Grantor/Program Expenditures		State Identifying Number	State
Wisconsin Department of Health and Family Services:			
GPR Childhood Lead	na	177010	\$85,000
GPR Lead Poisoning	na	177020	<u>\$15,000</u>
Total Expenditures of State Awards			<u>\$100,000</u>

The accompanying notes are an integral part of this schedule.
(These notes are on the following page.)

1 Additional formats for this schedule are available in the AICPA's Statement of Position 98-3 "Audits of States, Local Governments, and Not-for-Profit Organizations Receiving Federal Awards." Also, some providers prefer other formats for the schedule to better suit their circumstances and the information needs of their report users. Providers can use other formats if they include the elements for this schedule that are listed in Section 7.1.4.

2 Use the Community Aids Reporting System (CARS) profile number, purchase order number, or contract number for the Pass-Through Entity Identifying Number and the State Identifying Number.

3 If federal, state, and local funds are commingled and if the commingled portion cannot be separated to specifically identify the individual funding sources, the total amount should be included in the schedule, with a note describing the commingled nature of the funds.

Incorporated Group Home/Child Caring Institution Supplemental Schedule

Name of facility, HRS provider number

Period covered by the audit

- | | |
|---|--|
| 1. Total units of service | |
| 2. Allowable expenses for rate-based service | |
| 2a. Expenses allowable for reimbursement from the IV-E program | |
| 2b. Expenses allowable for reimbursement from the XIX program | |
| 2c. Other allowable expenses | |
| 2d. Allowable expenses for rate-based service (line 2a plus 2b plus 2c) | |
| 3. Total revenue for rate-based service | |
| 4. Excess (deficiency) revenue over expenses (line 3 less line 2) | |
| 5. Total reserve from all prior periods (not including this period) | |

6. Calculation of reserve and amounts due to purchaser:

[illegible]

Reserve Supplemental Schedule

Name of facility

Period covered by the audit

1. Total units of service
2. Allowable expenses for rate-based service
3. Total revenue for rate-based service
4. Excess (deficiency) revenue over expenses (line 3 less line 2)
5. Total reserve from all prior periods (not including this period)
6. Calculation of reserve and amounts due to purchaser:

[illegible]

Illustration 7.9 Schedule of Findings and Questioned Costs, Continued

Example A – An agency-wide audit in accordance with just the *Provider Agency Audit Guide*

Example Agency Schedule of Findings and Questioned Costs For the Year Ended June 30 19X1

A. Summary of Auditor's Results

Financial Statements

- | | |
|---|---------------|
| 1. Type of auditors' report issued? | Unqualified |
| 2. Internal control over financial reporting: | |
| a. Material weakness(s) identified? | No |
| b. Reportable condition(s) identified not considered to be material weaknesses? | None reported |
| 3. Noncompliance material to the financial statements noted? | No |

B. Financial Statement Findings

No matters were reported

C. Other issues

- | | |
|--|-------|
| 1. Does the auditor have substantial doubt as to the auditee's ability to continue as a going concern? | No |
| 2. Does the audit report show audit issues (i.e. material non-compliance, non-material non-compliance, questioned costs, material weakness, reportable condition, management letter comment, excess revenue or excess reserve) related to grants/contracts with funding agencies that require audits to be in accordance with the <i>Provider Agency Audit Guide</i> : | |
| Department of Health and Family Services | Yes |
| Department of Workforce Development | N/A |
| Department of Corrections | N/A |
| 3. Was a Management Letter or other document conveying audit comments issued as a result of this audit? (yes/no) | No |
| 4. Name and signature of partner | _____ |
| 5. Date of report | _____ |

Illustration 7.9 Schedule of Findings and Questioned Costs, Continued

Example B – An agency-wide audit in accordance with both the *Provider Agency Audit Guide* and OMB Circular A-133

Example Agency Schedule of Findings and Questioned Costs For the Year Ended June 30 19X1

A. Summary of Auditor's Results

Financial Statements

- | | |
|---|---------------|
| 1. Type of auditors' report issued? | Unqualified |
| 2. Internal control over financial reporting: | |
| a. Material weakness(s) identified? | No |
| b. Reportable condition(s) identified not considered to be material weaknesses? | None reported |
| 3. Noncompliance material to the financial statements noted? | No |

Federal Awards

- | 4. Internal control over major programs: | | | | | |
|--|---|----------|--------|--|-----------------------|
| a. Material weakness(s) identified? | No | | | | |
| b. Reportable condition(s) identified not considered to be material weaknesses? | None reported | | | | |
| 5. Type of auditor's report issued on compliance for major programs? | Unqualified | | | | |
| 6. Any audit findings discloses that are required to be reported in accordance with Circular A-133, Section .510(a)? | No | | | | |
| 7. Identification of major programs: | <table style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left; border-bottom: 1px solid black;">CFDA No.</th> <th style="text-align: right; border-bottom: 1px solid black;">Amount</th> </tr> <tr> <td style="padding-left: 20px;">Special Supplemental Food Program for Women, Infants, and Children</td> <td style="text-align: right;">10.557 \$350,000</td> </tr> </table> | CFDA No. | Amount | Special Supplemental Food Program for Women, Infants, and Children | 10.557 \$350,000 |
| CFDA No. | Amount | | | | |
| Special Supplemental Food Program for Women, Infants, and Children | 10.557 \$350,000 | | | | |
| 8. Dollar threshold used to distinguish between Type A and Type B programs? | \$300,000 | | | | |
| 9. Auditee qualified as low-risk auditee? | No | | | | |
| B. Financial Statement Findings | No matters were reported | | | | |
| C. Federal and State Award Findings and Questioned Costs | No matters were reported | | | | |
| D. Other Issues | | | | | |
| 1. Does the auditor have substantial doubt as to the auditee's ability to continue as a going concern? | No | | | | |
| 2. Does the audit report show audit issues (i.e. material non-compliance, non-material non-compliance, questioned costs, material weakness, reportable condition, management letter comment, excess revenue or excess reserve) related to grants/contracts with funding agencies that require audits to be in accordance with the <i>Provider Agency Audit Guide</i> : | | | | | |
| Department of Health and Family Services | Yes | | | | |
| Department of Workforce Development | N/A | | | | |
| Department of Corrections | N/A | | | | |
| 3. Was a Management Letter or other document conveying audit comments issued as a result of this audit? (yes/no) | No | | | | |
| 4. Name and signature of partner | | | | | |
| 5. Date of report | | | | | |

**BEHAVIORAL HEALTH DIVISION
WRAPAROUND MILWAUKEE
DELINQUENCY AND COURT SERVICES DIVISION
DISABILITIES SERVICES DIVISION
MANAGEMENT SERVICES DIVISION
HOUSING DIVISION**

SECTION 7:

FORMS

7. FORMS

- Rate Sheet
- All other required forms has been included in the respective sections, except linked budget forms, which have been included on the 2012 DHHS RFP CD and are also available for download from the Contract Administration website at: http://county.milwaukee.gov/DHHS_bids

RATE SHEET

Service: _____

Proposer must submit a rate for Billable Services as required in the RFP document

Service	Unit of Service (per Hour, Per 15 min, Per Client etc)	Cost per Unit	Comments (if any)

Authorized Signature:

Printed Name:

Title:

Company:

Date:

**BEHAVIORAL HEALTH DIVISION
WRAPROUND MILWAUKEE
DELINQUENCY AND COURT SERVICES DIVISION
DISABILITIES SERVICES DIVISION
MANAGEMENT SERVICES DIVISION
HOUSING DIVISION**

SECTION 8:

APPENDICES

8. APPENDICES

- Department of Audit Hotline Flyer
- Designation of Confidential and Proprietary Information
- Statement of Deviations and Exceptions



MILWAUKEE COUNTY GOVERNMENT

H O T L I N E

**Ph: (414) 93-FRAUD – Fax: (414) 223-1895
(933-7283)**

**Write: Department of Audit Hotline- 2711 W. Wells St., 9th Floor, Milwaukee, WI 53208
Website: my.execpc.com/~milcoaud**

A service of the Milwaukee County Department of Audit

For Reporting:

- **Concerns over inefficient Milwaukee County government operations**
- **Incidents of fraud or waste in County government**
- **Ideas for improving efficiency and/or effectiveness of services**

CALLERS NOT REQUIRED TO IDENTIFY THEMSELVES

----- Other Numbers -----

Milwaukee County:		Sheriff's Department -	
Aging - Elder Abuse Helpline	414-289-6874	Community Against Pushers	414-273-2020
Child Support - TIPS Hotline		(Anonymous Drug Reporting)	
(Turn in Parents for Support)	414-278-5222	Guns Hotline	414-278-4867
District Attorney -		W-2 Fraud	414-289-5799
Consumer Fraud Unit	414-278-4585	City of Milwaukee:	
Public Integrity Unit	414-278-4645	Fraud Hotline	414-286-3440
Mental Health		State of Wisconsin:	
Crisis Hotline	414-257-7222	Child Abuse or Neglect Referrals	414-220-7233
Crisis Hotline (TTY/TDD)	414-257-6300	Wisconsin Shares Fraud Hotline	877-302-3728
		Federal:	
		Food Stamp Fraud	1-800-424-9121
		Medicare Fraud	1-800-447-8477
		NEW! Stimulus Package Fraud	1-800-424-5454

(6/1/09)

DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION

The attached material submitted in response to the 2012 RFP includes proprietary and confidential information, which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats. or is otherwise material that can be kept confidential under the Wisconsin Open Records Law. As such, we ask that certain pages, as indicated below, of this proposal response be treated as confidential material and not be released without our written approval.

Prices always become public information when proposals are open, and therefore cannot be kept confidential.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in s. 134.90(1)(c). Wis. Stats. As follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

We request that the following pages not be released:

Section	Page #	Topic
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IN THE EVENT THE DESIGNATION OF CONFIDENTIALITY OF THIS INFORMATION IS CHALLENGED, THE UNDERSIGNED HERBY AGREES TO PROVIDE LEGAL COUNSEL OR OTHER NECESSARY ASSISTANCE TO DEFEND THE DESIGNATION OF CONFIDENTIALITY AND AGREES TO HOLD MILWAUKEE COUNTY HARMLESS FOR ANY COSTS OR DAMAGES ARISING OUT OF MILWAUKEE COUNTY'S AGREEMENT TO WITHHOLD THE MATERIALS.

Failure to include this form in the RFP may mean that all information provided as part of the proposal response will be open to examination and copying. Milwaukee County considers other markings of confidential in the proposal document to be insufficient. The undersigned agrees to hold Milwaukee County harmless for any damages arising out of the release of any materials unless they are specifically identified above.

Company Name _____

Authorized Representative _____
Signature

Authorized Representative _____
Type or Print

Date _____

STATEMENT OF DEVIATIONS AND EXCEPTIONS

Proposer(s) has reviewed the RFP and other Requirements in their entirety and has the following exceptions and deviations:

(Please list your exceptions and deviations by indicating the section or paragraph number, and page number, as applicable. Deviations and exceptions from original text, terms, conditions, or specifications shall be described fully. Be specific about your objections to content, language, or omissions. Add as many pages as required.)

Name of Authorized Representative

Title

Signature of Authorized Representative

Date