



**Contra Costa Health Services
Health, Housing, and Homeless Services**

Request for Proposal (RFP)

Contra Costa CalWORKs Housing Support Program – Rapid Rehousing

Published: April 3, 2019

Amended: April 11, 2019

I. General Instructions

Contra Costa Health, Housing, and Homeless Services (H3 or “the County”) is seeking proposals from suitably qualified County and/or community-based providers to participate as contractors for Contra Costa County’s California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program as authorized by the State of California Department of Social Services (“CDSS”) and conducted in partnership with Contra Costa County Employment and Human Services Department’s (EHSD) *HousingWORKS!* Rapid Re-housing Program for CalWORKs Families experiencing homelessness. The *HousingWORKS!* Program is modeled after the U.S. Department of Housing and Urban Development (HUD)’s [Rapid Rehousing Program](#). This project is a component of and will operate with the Contra Costa County homeless continuum of care coordinated entry system, which includes Coordinated Outreach, Referral, and Engagement (CORE) teams; Coordinated Access and Referral (CARE) Centers, evening Warming Centers; a phone-based access point through 2-1-1; housing navigation, housing location, and rapid resolution services.

Applicants responding to this Request for Proposals (RFP) must submit a proposal that includes their experience providing Rapid Rehousing or similar services for the target population, a description of their organizational capacity, an outline of service delivery including staffing and mode of delivery, a timeframe for operation, outcomes and a plan for evaluating the success of the program, a budget and budget justification, including appendices with corporate profiles and resumes/job descriptions. The County will fund the operation of the selected *HousingWORKS!* Rapid Re-housing contracted services through the CDSS CalWORKs Housing Support Program. The initial contract period is 12 months, from July 1, 2019 through June 30, 2020. Preparation for implementation should take no more than two months; therefore, the selected Contractor(s) must be prepared to begin program operation within two months of signing a contract with H3. The total amount available for the fiscal year 2019–20 is not to exceed \$1,770,000.00, with the County option of renewing the contract on an annual basis contingent upon contractor performance and funding availability. The contract will be a cost-based reimbursement contract, where the County will reimburse actual program costs that are incurred and paid by the contractor. Please be clear and comprehensive in detailing your costs to provide these services.

Any contract awarded will be based upon the quality of the characteristics and qualifications of the applicant agency, proposed implementation and evaluation plan, and budget justification. Depending on the number and qualifications of applicants, H3 may, after receiving approval

from the H3 Director, move directly to a contract negotiation phase with the selected Contractor(s).

A. Format, Delivery and Due Date

This RFP and all related materials are available online at the H3 webpage, under the **Funding Opps/Awards** link at: <https://cchealth.org/h3/coc/partners.php>

Please provide one electronic copy as a PDF. Specifications include:

- ✓ Written in Times New Roman in size 12 font
- ✓ Single-spaced pages
- ✓ Margins 1” on all sides
- ✓ All pages consecutively numbered
- ✓ Proposal follows the outline presented below
- ✓ 10-page text limit for Statement of Qualifications (this does not include Cover Page nor appendices).

Electronic copies of proposals in PDF format should be emailed to the following:

Eric Whitney, Chief of Operations
Contra Costa Health, Housing and Homeless Services
Eric.Whitney@cchealth.org
and
homelessprogram@cchealth.org

Electronic submission of proposals to the above email addresses are due by **5 pm on Tuesday, April 30, 2019**. Late proposals will not be accepted and will not be reviewed. There will be no exceptions.

Submissions should include the following in the order presented:

1. Cover Page (see attached, 1-page).
2. Applicant’s agency characteristics and qualifications (**4-page maximum**)
3. Details of the applicant’s organizational capacity/implementation and evaluation plan (**3-page maximum**), including a description of the agency’s experience providing rapid rehousing, eligibility screening/assessment, subsidy issuance and case management for families experiencing homelessness.
4. A budget outlining the expected costs providing full support to the county-wide program, broken down by major cost categories. The budget should include clear justification (**3-page maximum**)
5. Appendices that include the detailed resumes of all program staff (or job descriptions if staff have not been identified yet) and copies of applicable policies and procedures (no page limit).

B. Bidders’ Conference

All interested County and/or community-based providers must participate in a telephone Bidders’ Conference on **Thursday, April 18th, 2019 from 11 am to 1 pm**. Those planning to

participate in the teleconference should **RSVP no later than 5 pm on Friday, April 12, 2019** to Jill.Cutts@cchealth.org and homelessprogram@cchealth.org. Call-in information for the teleconference is (712) 775-7031, ID 737076266.

H3 recognizes additional questions may arise after reviewing this RFP. **In an effort to be fair to all applicants, questions must be submitted in writing by 5 pm on Thursday, April 11th.**

Questions about the RFP should be submitted in writing by email to Eric Whitney: Eric.Whitney@cchealth.org. All questions and answers will be addressed at the Bidders' Teleconference and will be disseminated via email to all attendees as well as posted electronically to the H3 website. **The final date questions and answers will be posted is Monday, April 22, 2019.** H3 recognizes additional questions may arise after the Bidders' Teleconference; however, due to the abbreviated time line of this RFP, no questions will be accepted after the mandatory Bidders' Teleconference.

C. Rules and Considerations

- The cost of developing and submitting a proposal in response to this RFP is the responsibility of the applicant and will not be reimbursed through any contracts resulting from this RFP process or from any other county funds.
- H3 may issue an RFP amendment to provide additional data and/or make changes or corrections. The amendment will be sent to each applicant who attended the mandatory Bidders' Conference. H3 may extend the RFP submission date if necessary to allow applicants adequate time to consider such information and submit required data.
- The RFP process may be cancelled in writing by H3 prior to award if the Health, Housing, and Homeless Director determines cancellation is in the best interest of the County.
- The RFP process and any contract resulting from the process may be cancelled at any time if identified funding becomes unavailable.
- Any contract(s) awarded as a result of this RFP is subject to pending or perfected protests. The award is subject to cancellation or modification by H3 in accordance with the resolution of any such protest.
- Contractor(s) will be required to participate, through the County, in federally mandated data collection efforts, including participation in the Homeless Management Information System (HMIS).
- Selected contractor(s) must adhere to Contra Costa County's contracting process, providing all information as requested by H3. Selected contractor(s) will also be informed of the County's insurance coverage requirements, where applicable, and the process for contract approval (where applicable) by the Board of Supervisors.

D. Additional Information

This RFP and all forms and materials for submitting a Statement of Qualifications are available on the H3 Program website cchealth.org/h3.

All RFP submissions will be reviewed promptly and H3's goal is to announce selection(s) or next steps by mid- May.

Applicants who are not selected may appeal H3's selection of awardee(s) within five (5) business days of notification. Appeals must be addressed to the Health, Housing, and Homeless Services Director, 2400 Bisso Lane, Suite D – 2nd Floor, Concord, CA 94520. Appeals must be in writing and shall be limited to the following grounds:

- The County failed to follow the RFP procedures, which affected the proposal scoring; and/or
- The RFP evaluation criteria were not appropriately applied to the proposal.

The Health, Housing, and Homeless Services Director will respond to the appeal within two (2) business days. The decision of the Health, Housing, and Homeless Services Director will be final and not subject to further review.

II. Introduction

A. About Contra Costa Health, Housing, and Homeless Services Division

The Contra Costa County Health, Housing, and Homeless Services Division's mission is to ensure an integrated system of care from prevention through intervention for homeless individuals and families within our community. We strive to accomplish this through the development of policies and practices, community involvement, advocacy, and the coordination of services that respect human dignity, strengthen partnerships, and maximize resources.

Contra Costa H3 has helped to create a system of care that includes:

- Community Homeless Court Program
- Advocacy
- Outreach services to encampments
- Information and referral services
- Prevention and diversion resources
- Multi-service centers that provide case management and support services
- Housing navigation services
- Emergency shelter
- Transitional housing
- Rapid rehousing
- Permanent supportive housing for adults, youth, and families

Services are free of charge to homeless individuals.

B. About Contra Costa Employment and Human Services Department

The mission of the Employment and Human Services Department is to partner with the community to deliver quality services to ensure access to resources that support, protect, and empower individuals and families.

The Contra Costa County Employment and Human Services Department administers the CalWORKs program in which eligible families receive a monthly cash grant for a maximum of 48 months. Additionally, CalWORKs adult recipients receive employment services through the Welfare to Work (WTW) program that offers services such as:

- Job services
- Basic employment training
- Supportive services (including mental health, substance abuse, domestic violence, child care and transportation services).

CalWORKs/WTW clients are a diverse population group with varying educational, cultural and skill levels, including new entrants into the workforce and those returning to the workforce.

The goal of the CalWORKs/WTW programs is to assist families to become financially self-sufficient. Homelessness and housing instability in the CalWORKs program is one of the major challenges that impacts CalWORKs families and the parents' ability to engage in employment.

C. About California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program

The CalWORKs Housing Support Program (HSP) was established by SB 855 (Chapter 29, Statutes of 2014) to assist homeless CalWORKs families in quickly obtaining permanent housing and to provide wrap-around supports to families to foster housing retention. The goal of the program is to address the housing crisis of CalWORKs families experiencing homelessness through the use of evidenced based housing models that are consistent with Housing First core components and as required by CDSS.

HSP offers financial assistance and several wrap-around supportive services, including, but not limited to: rental assistance, security deposits, utility payments, moving costs, hotel and motel vouchers, landlord recruitment, case management, housing outreach and placement, and credit repair.

EHSD confirms the Housing Support Program (HSP) CalWORKs eligibility status for all participants referred for *HousingWORKS!* Rapid Rehousing services.

III. Purpose of this RFP and Scope of Work

The purpose of this RFP is to contract with a subject matter expert (Contractor) to provide temporary supportive housing services to homeless Contra Costa County residents to help CalWORKs families achieve self-sufficiency and housing stability. The services provided by Contractor will support the State of California Department of Social Services (CDSS)'s goal to foster housing stability for families experiencing homelessness in the CalWORKs program.

CalWORKs HSP funding must be used to assist CalWORKs families who are experiencing homelessness. For HSP, CDSS defines homeless as:

1. Lacking a fixed or regular nighttime residence; and either:
 - a. Having a primary nighttime residence that is a supervised, publicly or privately-operated shelter designed to provide temporary living accommodations; or
 - b. Residing in a public or private space not designed for, or ordinarily used as, a regular sleeping accommodation for human beings; or
2. In receipt of a judgment for eviction, as ordered by the court.

The Contractor's Scope of Work will promote the Housing First mission of HUD, EHSD, and H3 by providing Rapid Rehousing services. The services to be offered to households that are

either literally homeless or at immediate risk of homelessness include: (1) housing-focused case management support to help families achieve housing sustainability; and (2) housing access assistance and short-term housing subsidies.

The Contractor(s) funded under this RFP will be expected to achieve the following outcomes during the contract term:

- 50% of participants who move into a permanent destination do so within 120 days of enrollment
- 60% exit into permanent housing destinations
- 15% of households increase income from all sources
- 85% of participants who exited to a permanent housing destination within one year have not returned to homelessness

Contractor's supportive housing services are to include the following:

1. Provide housing location, financial assistance, and case management services to at least 100 eligible CalWORKs recipients.
2. Housing Case Management to eligible CalWORKs recipients. Support services are to include:
 - a. developing a Housing Sustainability Plan (HSP) that outlines a thorough strategy for securing income (or reducing expenses) to the point where the household no longer needs a housing subsidy and can maintain rental payments in order to maintain housing stability;
 - b. providing participants with support in personal financial planning and life skills such as managing a household and shopping for food;
 - c. helping participants to access needed services from EHSD and community-based agencies. Services may include assistance beyond services offered by EHSD (such as food assistance, substance abuse treatment, education and training, employment assistance, benefits assistance, health care, mental health counseling, child care, and credit repair) and in coordination with EHSD as to not duplicate services.
 - d. conducting monthly reassessments to evaluate progress on HSP objectives;
 - e. coordination with CalWORKs/WTW case workers to ensure a coordinated service delivery approach (including TANF housing payments and employment-related services) and minimize duplication.
3. Housing location services to assist consumers in locating affordable housing they are enabled to sustain beyond program participation.
4. Provide direct financial assistance as needed, to include security deposits, utility deposits/payments, moving costs, hotel/motel vouchers, paid shelter costs, application and credit/background check fees, partial/tiered rental subsidies, full subsidies, bridge housing, etc.
5. Negotiate and finalize lease terms, of no less than six months, between property owners and Consumers;
6. Link participants to other providers within the coordinated entry system, particularly housing location, navigation and document readiness services.

7. Collect and timely document participant data and services delivered into the County's Homeless Management Information System (HMIS).
8. Provide health services with requested data from the HMIS and/or systems in accordance with CDSS guidelines each month in order to accurately complete the [HSP14 monthly report](#).
9. Participate in regularly scheduled housing placement meetings and case conferences.

IV. RFP Guidelines

A. Cover Page

Please complete the attached cover page (see attachment on final page of RFP) and submit with proposal.

B. Program Description

Please describe, based on HUD's Rapid Rehousing model, delivery of services to CalWORKs families, service delivery model, hours of operation, aftercare services and supports, and a description of processes of providing direct financial assistance.

C. Characteristics and Qualifications of Applicant (4-page maximum, 60 points total)

At the time of award, the Contractor must be able to demonstrate understanding of the multiple issues surrounding working with families in the CalWORKs program, supporting a Housing First philosophy, and utilizing evidence-based models like Rapid Rehousing.

- The Contractor must have extensive experience and success with a demonstrated ability to effectively place and house families, including use of direct assistance.
- The Contractor must also have experience prioritizing families with a local Coordinated Entry system, collecting data to track progress and outcomes, and familiarity with HMIS systems.

Include a narrative describing the characteristics and qualifications of the applicant agency that will be operating the program and delivering services. Please describe the applicant's qualifications relating to the requirements described herein. Include a description of the agency's organizational capacity and sustainability to serve the target population.

If the applicant agency currently provides Rapid Rehousing services, please describe:

- Current funding sources and amounts**
- Any specific target populations served**
- Annual service goals**
- Performance outcomes**

Applicants may include program reports to Rapid Rehousing funders as an optional appendix (no page limit).

If the applicant agency utilizes a fiscal agent, please provide a corporate profile of the fiscal agent, a letter of support, and audited financial statements from the previous fiscal year.

- Eligible applicants include non-profit community-based agencies or organizations, to include faith-based organizations. Please provide the agencies' Tax Identification Number (TIN) or Employer Identification Number (EIN), if applicable.
- Applicants must demonstrate a history in working with individuals and families experiencing homelessness, or at imminent risk of homelessness, and leveraging meaningful partnerships with landlords as well as a local Continuum of Care (CoC).

Please describe:

- 1) Successful experience serving individuals and families experiencing or at imminent risk of homelessness or demonstrate the potential to do so. **If applicant is a current Rapid Rehousing provider, performance indicators and outcomes will be considered. (20 points)**
- 2) Experience in working with local Coordinated Entry and Continuum of Care. **(20 points as follows):**
 - a. Successful experience in prioritizing families in coordination with local coordinated entry systems. **(10 points)**
 - b. Successful experience in developing and utilizing strategic/innovative housing identification practices, and strategies to increase self-sufficiency outcomes. **(10 points)**
- 3) The ability to work successfully in racially/ethnically diverse settings and/or to collaborate with agencies with such experience. Bilingual service capacity is desired. The ability to work successfully with individuals of diverse sexual orientations and gender identities, and to collaborate with agencies with such experience. **(10 points)**
- 4) Successful experience in implementing Housing First within housing programs. Please describe how you will ensure fidelity to Housing First principles within the proposed Rapid Rehousing program. Feel free to add any documents (as Appendix B) that you will use to measure adherence to the Housing First philosophy. **(10 points)**

D. Implementation and Evaluation Plan (3-page maximum, 20 points total)

- 1) Describe current or proposed staffing to fulfill the responsibilities of the scope of work identified in this RFP. Include the title, and current or proposed qualifications for each staff member. **(5 points)**
- 2) Describe each staff member's proposed role and/or function in the project. Include the percentage of time (full-time equivalency or FTE) for each staff member assigned to the project. **(5 points)**
- 3) Describe how you would design and implement a program evaluation that communicates outcomes and program impact. H3 is seeking an applicant who can work collaboratively with the County to provide regular data so as to enable analysis and evaluation of the efficacy of provided services, and how the project will be reviewed and evaluated. Describe the outcomes of any existing similar programs. **(10 points)**

E. Budget, Leverage and Budget Justification (3-page maximum, 20 points total)

- 1) Proposers are required to submit a competitive budget, for a twelve-month contract term, which will allow them to operate at an optimal level. A budget template has been provided with this RFP that provides for a line item budget by category. Using the budget template provided, proposers must submit a complete budget for the total cost of the proposed project, including the request to Health, Housing and Homeless Services and any other funding sources being leveraged.
- 2) Leverage: Health, Housing and Homeless Services *recommends* leveraging from other sources at 100% to enrich programming but does not require it. However, as part of the Quality Review process, all proposals will be evaluated regarding the level of leveraged funds that are committed to the project. Proposals demonstrating higher leverage will receive additional points within the Program Budget category of Quality Review. In order to receive full points, documentation of leverage, such as a contract, a scanned copy of a check, a commitment letter, or an MOU, must be submitted along with the proposal.
- 3) The total amount to request from Health, Housing and Homeless Services is not to exceed \$1,770,000 for the 12-month period. Budgeting proposals across service delivery are strongly encouraged to allocate 60% or more toward direct financial assistance, up to 30% for personnel and direct operating expenses, and up to 10% toward indirect/administrative costs. (The maximum allowable indirect/administrative expense rate is 10% of direct costs, not including subsidy payments. Evidence of a current federally-approved indirect cost rate is required at time of proposal submission if more than 10% is budgeted for indirect/administration.)
- 4) Budget Justification. Include a budget justification for each line item, to explain how the number of hours for each personnel line item was determined, how operating costs were determined, and how administrative costs were determined.

V. Method of Evaluation

A. Initial Screening

Proposals will be screened for compliance, completeness and eligibility as they are received. In order to receive a score, each proposal must meet all of the following criteria. A failure to meet any one of these criteria will cause the proposal to be disqualified. **DISQUALIFIED SUBMISSIONS WILL NOT BE SCORED AND WILL NOT BE FURTHER CONSIDERED FOR THIS CONTRACT.**

1. Proposal was received by due date.
2. All sections of Proposals as outlined in RFP are included within page limit (Excluding Appendices).
3. The total budget amount does not exceed \$1,770,000 for the 12-month period.
4. Appendices are included and are complete.

B. Scoring of Proposal

A panel of RFP reviewers will score each proposal. A maximum of 100 points for each proposal is possible using the following scoring:

- | | |
|---------------------------------------|-----------|
| 1. Applicant Qualifications | 60 Points |
| 2. Implementation and Evaluation Plan | 20 Points |
| 3. Budget and Justification | 20 Points |

In order to be considered for an award, the proposal must have a minimum score of 75 points. Based on overall scores, RFP reviewers will recommend selection and funding of the applicant to *potentially* lead the CalWORKs Housing Support Program. Funding for this contract will be contingent upon review and approval from the Health, Housing, and Homeless Services Director, as well as availability of funds.

VI. Important Due Dates

Important Dates	Due Date
Request for Proposal Posted Online	Wednesday, April 3, 2019
Final date questions will be accepted	Thursday, April 11, 2019
RSVP for Bidders' Conference	Friday, April 12, 2019
Mandatory Bidders' Teleconference	Thursday, April 18, 2019, 11:00 AM–1:00 PM
Questions and Answers published	Monday, April 22, 2019
RFP Application Due Date	Tuesday, April 30, 2019
Awardee Announcement	May 2019
Anticipated date contract to start	July 1, 2019

VII. No Commitment to Award

Issuance of this RFP and receipt of proposals is not a commitment to award a contract. Health, Housing and Homeless Services expressly reserves the right to postpone proposal opening or award for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one Proposer concurrently, or to cancel all or part of this RFP.



Contra Costa Health, Housing, and Homeless Services
**Contra Costa CalWORKs Housing Support Program –
Rapid Rehousing
Proposal**

Cover Page

Name of Applicant Agency (or Fiscal Agent if one is utilized): _____

Address: _____

Contact Name: _____

Title of Contact Person: _____

Contact Phone/Email _____

Total Amount of Request: _____

Applicant Agency Signature:

This signature assures commitment to participate in this program if selected.

Executive Director

Type Name Here

Date