



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

Request for Proposal (RFP)

**Contra Costa Homeless Emergency Aid Program (HEAP) – Transition Age Youth Rapid
Rehousing**

Published: October 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 Homeless Emergency Aid Program (“HEAP”) as authorized by the State of California Homeless Coordinating and Financing Council (“HCFC”) in conjunction with the Business, Consumer Services and Housing Agency to provide Rapid Rehousing (“RRH”) for Transition Age Youth (TAY) experiencing homelessness in Contra Costa County. The Rapid Rehousing to be funded using Contra Costa’s HEAP funds 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 Rapid Rehousing contracted services through Contra Costa County’s allocation of HEAP funds. The initial contract period is 18 months (1.5 years), from January 1, 2020 through June 30, 2021. The total amount available for the period 2020–21 is not to exceed \$500,000, with the County option of renewing the contract on an annual basis thereafter, 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, Program Overview, or 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, November 12, 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. Mandatory Bidders’ Conference

All interested County and/or community-based providers must participate in a telephone Bidders’ Conference on **Tuesday, October 29, 2019 from 10:30 am to 12:00 pm**. Those planning to participate in the teleconference should **RSVP no later than 5 pm on Friday**,

October 25, 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 Friday, October 25, 2019.** 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, November 4, 2019.** 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 H3 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).
- Contractor(s) will be required to participate, through the County, in Contra Costa's Coordinated Entry System, a federally mandated referral, matching, and placement process using a coordinated standardized assessment (VI-SPDAT).
- 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 Proposal are available on the H3 Program website under the **Funding Opps/Awards** link at: <https://cchealth.org/h3/coc/partners.php>

All RFP submissions will be reviewed promptly and H3's goal is to announce selection(s) or next steps by the end of November 2019.

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

Health, Housing and Homeless Services (H3) is a division of the Contra Costa Health Services Department that is committed to making homelessness an uncommon occurrence in Contra Costa County.

H3 integrates supportive housing and homeless services across our health system; coordinates the homeless crisis response system across the county; and works with community partners to develop innovative strategies to address housing as a key determinant of health. H3 has helped to create a system of care that includes:

- Advocacy
- Outreach services to encampments
- Information and referral services
- Rapid resolution (“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
- Community Homeless Court Program

Services are free of charge to individuals experiencing homelessness.

B. About California's Homeless Emergency Aid Program (HEAP)

Contra Costa has received State of California Homeless Emergency Aid Program (HEAP) grant funding as a source of revenue designed to provide direct assistance to Continuums of Care (CoCs) to address the homelessness crisis in their communities. HEAP is authorized by SB 850, which was signed into law by former Governor Edmund G. Brown, Jr. on June 27, 2018. Contra Costa H3, as the administrative entity on behalf of the Contra Costa CoC, applied for and was awarded \$7,196,770 in HEAP funding.

The HCFC intentionally provided broad parameters for how HEAP funds may be used in order to encourage CoCs to be creative and craft programs that meet their specific needs. Among the list of examples of how funding can be used, the state included rental assistance, including for Rapid Rehousing programs, as well as the expansion of services to meet the needs of homeless youth or youth at risk of homelessness.

HEAP funding may not be used for rental assistance within a jurisdiction that has not declared a shelter crisis. In Contra Costa, the following jurisdictions have declared shelter crises: Antioch, Concord, Danville, El Cerrito, Hercules, Lafayette, Martinez, Moraga, Oakley, Orinda, Pinole, Pittsburg, Pleasant Hill, Richmond, San Pablo, San Ramon, Walnut Creek and unincorporated Contra Costa County (including Alamo, Alhambra Valley, Bay Point, Bethel Island, Blackhawk, Briones, Byron, Canyon, Clyde, Contra Costa Centre, Crockett, Diablo, Discovery Bay, East Richmond Heights, El Sobrante, Kensington, Knightsen, Mt. View, North Richmond, Pacheco, Parkmead, Port Costa, Reliez Valley, Rodeo, Rossmoor, Saranap, Tormey and Vine Hill. (Brentwood and Clayton have not declared a shelter crisis).

The HEAP statute mandates that 50 percent of the awarded funds must be contractually obligated by January 1, 2020. Additionally, 100 percent of the funds must be expended by June 30, 2021.

Additional information about HEAP is available on the HCFC website:

https://www.bcsb.ca.gov/hcfc/aid_program.html

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 Contra Costa County’s transition age youth (“TAY”)—persons aged 18-24—who are experiencing homelessness. The services provided by Contractor will support Contra Costa County’s and the State of California Housing Coordinating Finance Council’s goal to foster housing stability for TAY experiencing homelessness.

HEAP funding must be used to assist youth who are experiencing homelessness in Contra Costa County. For HEAP, HCFC defines homeless as:

1. The same meaning as defined in Section 578.3 of Title 24 of the Code of Federal Regulations as of May 1, 2018. That statute defines homeless as:
 - a. Lacking a fixed or regular nighttime residence; and either:
 - i. Having a primary nighttime residence that is a supervised, publicly or privately-operated shelter designed to provide temporary living accommodations; or
 - ii. Residing in a public or private space not designed for, or ordinarily used as, a regular sleeping accommodation for human beings; or
 - iii. In receipt of a judgment for eviction, as ordered by the court.
 - b. Imminently at risk of losing their primary nighttime residence, provided that:
 - i. The primary nighttime residence will be lost within 14 days of date of application for homeless assistance
 - ii. No other residence has been identified;
 - iii. And the individual lacks the resources or support networks needed to obtain other permanent housing

2. Note: This is the same definition used by the US Department of Housing & Urban Development (“HUD”).

For HEAP, HCFC defines homeless youth as:

1. An unaccompanied homeless individual who is not older than 24.
2. Homeless individuals not older than 24 who are parents are included in this definition.

The Contractor’s Scope of Work for providing Rapid Rehousing services will promote and retain fidelity to the Housing First mission of HUD, H3, and the County Homeless Continuum of Care (“CoC”). The services to be offered to households that are either literally homeless or at immediate risk of homelessness include: (1) wraparound case management support to help youth achieve housing sustainability which includes support with benefits acquisition, job placement assistance, coordination of health services, and any other services that support a youth moving towards independence; and (2) housing navigation to identify affordable housing options 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 enrolled must move into permanent housing within 120 days.
- 70% exit into permanent housing destinations
- 30% 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 for eligible homeless youth individuals and households:

1. Provide housing location, financial assistance, and case management services to transition age youth.
2. Wraparound Case Management to eligible youth. Support services are to include:
 - a. developing a youth driven Housing Sustainability Plan that outlines a thorough strategy for securing income (or reducing expenses) to the point where the youth no longer needs a housing subsidy and can maintain rental payments in order to maintain housing stability. This includes document readiness (Identification, Social Security, Birth Certificate, credit repair);
 - b. providing youth with intensive wraparound case management in personal financial planning and life skills such as paying rent/ bills on time, managing household expenses, how to get along with roommates, and navigating relationships with a landlord;
 - c. coordinating access to needed services from the County and community-based agencies. Services may include assistance such as food assistance, substance abuse treatment, education and training, employment assistance, benefits assistance, health care, mental health counseling, childcare, and credit repair.
 - d. conducting monthly reassessments to evaluate progress;

3. Housing location services to assist youth in locating affordable housing they are enabled to sustain beyond program participation. This includes assistance with filling out housing applications and transportation to see units.
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 youth;
6. Collect and timely document participant data and services delivered into the County's Homeless Management Information System (HMIS).
7. Provide H3 with requested data from the HMIS and/or systems in accordance with HCFC guidelines each quarter.
8. Participate in regularly scheduled housing placement meetings and case conferences.
9. Conduct a client/consumer satisfaction survey.

In addition, Contractors must operate in compliance with the CoC's Written Standards for Providing CoC and Emergency Solutions Grant (ESG) Assistance:

<https://cchealth.org/h3/coc/pdf/COC-and-ESG-Assistance-Written-Standards.pdf>

IV. RFP Guidelines

Applicants must submit a proposal with the following information.

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, a program overview that includes a summary of delivery of services to TAY residents, 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 (5-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 youth, fidelity to the Housing First model, articulating best practices working with TAY, 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 youth ages 18-24, including use of direct assistance.
- The Contractor must also have experience prioritizing TAY (individuals and 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 also describe:

- Current funding sources and amounts
- Any specific target populations served
- Annual service goals
- Performance outcomes for similar projects
- Findings from recent audits
- Summaries or Examples of Consumer Satisfaction Surveys

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, particularly youth, 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 TAY individuals and families experiencing or at imminent risk of homelessness or demonstrate the potential to do so. Experience with evidence-based practices, including Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs, are preferred. Please also describe any knowledge of programs and resources across the county that are specific to TAY and how the provider plans to leverage or collaborate with those entities. Please include any MOUs or letter of support from any of the provider's partner organizations serving TAY locally. 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 youth, individuals, and 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 Housing First principles. **(10 points)**

D. Implementation and Evaluation Plan (2-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 and would be inclusive of youth voices. 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) Applicants 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, applicants 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. Proposals demonstrating leverage will be evaluated based on the level of leveraged funds committed to the project and will receive additional points based on the level of leverage *under the Budget scoring category*. In order to receive additional 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 \$500,000 for the 18-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 \$500,000 for the 18-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* provide youth Rapid Rehousing using the County's HEAP funding. 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
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Request for Proposal Posted Online	Friday, October 11, 2019
Final date questions will be accepted	Friday, October 25, 2019
RSVP for Bidders' Conference	Friday, October 25, 2019
Mandatory Bidders' Teleconference	Tuesday, October 29, 2019, 10:30 AM–12:00 PM
Questions and Answers published	Monday, November 4, 2019
RFP Application Due Date	Tuesday, November 12, 2019
Awardee Announcement	November 2019
Anticipated date contract to start	January 1, 2020

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 Homeless Emergency Aid Program (HEAP) –
Transition Age Youth 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