

Allegheny County Department of Human Services

Request for Proposals

Homeless Prevention Services for Child Welfare-Active Families

RFP Posting:

Thursday, June 6, 2019

Deadline for Questions:

3 p.m. Eastern Time on Monday, July 1, 2019

Submission Deadline:

3 p.m. Eastern Time on Monday, July 8, 2019

Estimated Award Decision/Notification:

September 2019

Allegheny County Department of Human Services One Smithfield Street Pittsburgh, PA 15222

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Acronyms and Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

- 1. <u>Agreement</u>: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
- 2. <u>Allegheny County</u>: A home rule county and political subdivision of the Commonwealth of Pennsylvania
- 3. <u>Conferencing and Teaming</u>: The DHS standard of practice that engages individuals, families, supports and professionals in assessing strengths and needs and developing a plan for keeping children, youth and adults safe and healthy while continually integrating individual and family actions with professional services
- 4. <u>Contract Services</u>: The specific services which the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement
- 5. DHS: [Allegheny County] Department of Human Services
- 6. <u>Homeless Prevention Services</u>: Assistance that stabilizes child welfare-active families' current housing or helps them secure alternate housing
- 7. <u>Housing Authority</u>: A body corporate and politic formed under the Housing Authorities Law of the Commonwealth of Pennsylvania created in part to provide decent, affordable housing for low-income individuals
- 8. <u>Housing Choice</u>: The Housing Choice Voucher Program is the nation's largest rental assistance program which helps low-income families, the elderly and disabled rent decent, safe and sanitary housing units in the private market through the issuance of vouchers through a Housing Authority
- 9. <u>Housing Specialist</u>: Case managers with special expertise in housing who provide Homeless Prevention Services for child welfare-active families.
- 10. KIDS: Key Information and Demographic System
- 11. <u>Motivational Interviewing</u>: A goal-oriented style of case management and counseling that supports clients in exploring and resolving their ambivalence toward illicit and detrimental lifestyles to promote behavioral change
- 12. <u>Proposal</u>: A completed Response Form, with specified attachments, submitted in response to this RFP
- 13. <u>Proposer</u>: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
- 14. <u>Response Form</u>: The Word document in which Proposers respond to requested information about this RFP
- 15. RFP: Request for Proposals
- 16. <u>Successful Proposer</u>: The Proposer selected by the County to provide the Contract Services

The RFP at a Glance

Purpose

Allegheny County, on behalf of its Department of Human Services (DHS), is soliciting Proposals from qualified Proposers to provide Homeless Prevention Services for child welfare-active families. The Successful Proposer will employ strong, mobile case managers called Housing Specialists who will work over a short period of time to understand child welfare-active families' housing needs and barriers and who will deliver a variety of services and financial assistance that help families achieve stability in their current home or, if necessary, an alternate home.

Award Details

DHS anticipates allocating approximately \$1,000,000 per year to provide the Contract Services for Homeless Prevention Services for child welfare-active families. DHS expects to enter into an Agreement with the Successful Proposer for the Contract Services for a term of one year, with the County having the option to renew the term of the Agreement.

Who can apply

All entities, including, but not limited to, education organizations, non-profit organizations, for-profit organizations, small businesses and individuals, are eligible to submit a Proposal in response to this RFP. Entities do not need to have an existing contract with Allegheny County to apply, but a Proposer must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for Successful Proposers) and have the programmatic, financial and staffing capability to provide the Contract Services.

What we don't want

DHS is not interested in staff providing general client support or services unrelated to actual housing needs.

What's important to us

The Homeless Prevention Services will be delivered through DHS's child welfare office, specifically for child welfare-active families, to prevent them from entering the homeless system. Existing prevention programs within the homeless system will continue to operate for other families and individuals. The Successful Proposer will be expected to collaborate with those programs when appropriate.

It is envisioned that Housing Specialists will travel to and meet with child welfare-active families, assess the families' housing needs and barriers, and quickly apply their housing-related expertise to assist families so that they may remain in their current home or find a new home that is safe, suitable and sustainable for them. In addition, Housing Specialists will consult with caseworkers in the child welfare regional offices to assist with the housing needs of families.

Timeline

Deadline for Proposers to submit questions about this RFP is 3 p.m. Eastern Time on Monday, July 1, 2019. Proposals must be submitted by 3 p.m. Eastern Time on Monday, July 8, 2019. We expect to notify Proposers of the County's decision to award an Agreement in September 2019.

Who we are

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly-funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, intellectual disability, homelessness and community services.

More information about DHS is available at http://www.alleghenycounty.us/human-services/index.aspx

Section 1: Why We Are Issuing this RFP

Housing stability is a pervasive and complicated challenge for a large portion of child welfare-active families. In 2018, 1,625 individuals from 1,290 child welfare-active families received homelessness prevention services ranging from housing search assistance to budgeting to financial assistance. Additionally, 770 individuals in child welfare-active families, representing 440 child welfare-active households, received homeless services ranging from street outreach to emergency shelter to permanent supportive housing. Unfortunately, 115 children from these households were removed from their home due to shelter/housing issues impacting their risk and safety.

Currently, child welfare assists families facing housing instability through several services, inhome and otherwise, to either prevent the need for those families to relocate or to assist with rehousing. Prevention assistance includes working with the family to negotiate/mediate with the landlord or the individual who controls their living arrangement, assisting with budgeting, and, when necessary, paying rent arrears, utility arrears or utility payments. When the family is unable to stay in its current living situation, rehousing assistance may include negotiations with the new landlord, assistance in navigating the public housing and/or voucher system, aid in obtaining necessary documentation, transporting a family to search for housing options, budgeting, and, when necessary, supplying payments for security deposits, first month's rent, application fees, moving expenses and necessary supplies to get started in the new home. Monetary assistance is often not needed, but, according to DHS data, in the past year when assistance has been necessary, these payments have ranged from \$200 to \$1,300 per family, with an average of \$525.

Families' needs for assistance in maintaining housing stability vary greatly, depending on a host of factors including mental and physical health, substance use, under- or unemployment, poor credit rating or criminal history. Often, however, families' housing can be stabilized with simple communication and mediation with a landlord or homeowner, by clarifying landlord/tenant rights and responsibilities with the family, and, at times, by supplying a one-time payment to clear a rent or utility arrears or to make a down-payment or security deposit in a new location. It is these families that this RFP is designed to address.

Section 2: What We Are Looking For

DHS is issuing this RFP to seek to enter into a contract for Homeless Prevention Services that employ experienced Housing Specialists who are mobile and act quickly to stabilize child welfare-active families' current housing or to secure alternate housing. This desired service is distinguishable from other child welfare in-home services in that it is limited to housing-related issues and does not address the myriad other issues that may underlie a family's housing instability, such as mental health or substance use issues. This service may work in conjunction with other in-home services addressing those issues and may provide guidance to other providers already working with the family, who do not have the housing knowledge needed to address that component. Upon referral, the Housing Specialists will assess a family's housing needs and degree of crisis and respond with the appropriate set of housing-related services only. The Housing Specialists will work for a relatively brief period to ensure families are safely and stably housed. It is expected that the Successful Proposer will serve approximately 900 child welfare-active families throughout Allegheny County per year with a range of services to prevent homelessness, including providing necessary financial assistance. In many cases, the family will require little or no financial assistance, and only the service expertise of the Housing Specialist.

2.1 Service Description

The specific services that DHS desires from Housing Specialists are as follows:

- Helping the family identify family, friends and other natural supports who can offer housing solutions
- Coaching each family individually to develop a budget that shows what housing they can sustainably afford
- Advocating, mediating and negotiating with landlords, family, friends and other natural supports to assist family in locating or retaining stable housing
- Providing housing education, including meeting reasonable expectations of landlords or property managers, tenant rights, and positive interactions with landlords and property managers
- Assisting family in navigating affordable housing resources, including Housing Choice vouchers and the Allegheny County and Pittsburgh public housing systems
- Assisting with appeal of Housing Authority denial, when appropriate
- Assisting in procuring necessary documentation for vouchers and other rental arrangements

- Identifying and creating relevant lists of housing options personalized to meet the needs of each family
- Transporting the family to view housing and to meet with landlords, if necessary
- Rapidly distributing financial assistance (within 24 hours) for arrearages, down
 payments, limited rental assistance and/or hard goods in accordance with DHS
 guidelines, with an expected average of \$525 per family and a cap of \$1500 per family

In addition, the Successful Proposer will:

- Work with child welfare to design and implement the referral process for the Homeless Prevention Services
- Create an assessment tool of housing needs to help child welfare identify families at-risk of losing their housing
- Work with DHS's Housing Navigator Unit to coordinate services and landlord approach and to establish shared lists of landlords and housing options
- Participate in the Housing Navigator Unit's training series and community of practice convenings
- Ensure the Housing Specialists participate as part of the child welfare team for each family (Conferencing and Teaming)
- Track and report on family outcomes in DHS's child welfare electronic data management system, Key Information and Demographic System (KIDS)
- Participate in continuous quality improvement with the assigned DHS program monitor the Homeless Prevention Services

The Housing Specialists' focus shall be on assisting the family to maintain its current housing and/or help to identify, secure and move to an alternative housing arrangement or home, if necessary. To do their job effectively, Housing Specialists must be able to work with child welfare and landlords. They must have knowledge of landlord/tenant law, the Allegheny County and City of Pittsburgh housing voucher systems, and the ability to connect and communicate well with child welfare staff serving the family. Throughout the process, the Housing Specialists will maintain communication with the family's caseworker and other service workers assigned to the family, if any, and participate in Conferencing and Teaming meetings, as appropriate.

Upon receipt of a referral from child welfare, the Housing Specialist will meet the family in the home or in a location convenient to the family. The Housing Specialists will be mobile, but staff can use child welfare's regional offices or local Family Support Centers to meet with families, if this is most convenient. In addition, Housing Specialists must be available for consultation to child welfare staff in regional offices on a regular basis.

The Housing Specialist will learn what is causing the housing instability that resulted in the referral and work with the family and any other service providers assisting the family to develop a plan of action to stabilize and ensure that the family will not enter the homeless system.

2.2 Target Families

Housing Specialists will serve the following types of child welfare-active families:

- Families in danger of home removal for safety reasons due to housing issue (e.g., inhabitable conditions)
- Families about to be evicted or otherwise lose their housing
- Families ready for reunification with a child placed outside the family but lack suitable housing for such reunification
- Families who possess a Housing Choice voucher but need assistance to pay first month/security deposit or utility or rental arrearages
- Families in homeless shelter who could move into a home if assisted with first month/security deposit, utility arrearage, or other short-term assistance

2.3 Referrals

All referrals to the Homeless Prevention Services will come from a designated child welfare staff member who has determined that the family's housing needs can be met with the quick-response, short-term assistance of the Housing Specialist as described in this RFP. Once the referral is made, the Housing Specialist must meet with the family within 24 hours at a location that is convenient for the family (the family's residence, a child welfare regional office, or other site) to ascertain the nature of the housing issues and what steps are needed to stabilize the family.

2.4 Staffing

In their Proposal, Proposers must provide detailed information concerning their proposed staffing plan. The staff plan must include an appropriate number of personnel with appropriate levels of skills and experience in the following areas:

- Knowledge of human services and homelessness issues
- Knowledge of affordable housing landscape
- Ability to use Motivational Interviewing and a trauma-informed approach to provide the Homeless Prevention Services
- Ability to help families to maintain current housing or secure new housing as quickly as possible
- Mobility to meet with families at location convenient to family and transport families to view alternative housing and assist with moving, if necessary

2.5 Expected Outcomes

The following is a preliminary list of anticipated outcomes achieved in the first year of the Agreement with the Successful Proposer. DHS and the Successful Proposer will partner to determine actual outcomes and the monitoring process.

- Reduce the number of child welfare-active families that enter the homeless system by 80% (baseline 440)
- Reduce the number of home removals due to housing issues impacting safety by 80% (baseline 115 children)
- Reduction in delayed reunifications due to homelessness (baseline to be determined)

• Families' "customer service" ratings indicate that they were treated with respect

2.6 Budget

It is expected that the Successful Proposer will serve approximately 900 child welfare-active families throughout Allegheny County with a range of services to prevent homelessness, including providing necessary financial assistance. The Successful Proposer must have the ability to distribute this financial assistance within 24 hours, with an expected average of \$525 per family and a cap of \$1500 per family. In many cases, the family will require little or no financial assistance, needing only the service expertise of the Housing Specialist.

DHS anticipates allocating approximately \$1,000,000 to the Successful Proposer to provide the Contract Services. The Agreement will be for a term of one year, with the County having the option to renew the term of the Agreement. Proposers' budgets must outline the breakdown between financial assistance for families (security deposit, utility arrearages, first month and/or arrearage rent) and/or hard goods and services.

Section 3: Proposal Requirements and Evaluation Criteria

Proposals are evaluated based upon the evaluation criteria described in detail below. Proposers must address their qualifications in their Proposal by responding to the specifically-requested items or questions in the Response Form. Proposers should download and type their responses directly into the Response Form available on the Active Solicitations webpage at www.alleghenycounty.us/dhs/solicitations. The maximum score that a Proposal can receive is 110 points, as outlined in the following sections.

3.1 Organizational Experience (25 points possible)

- Experience providing housing-related services to quickly stabilize families. (10 points)
- Experience providing a mobile or in-home service. (5 points)
- Experience with the child welfare system. (5 points)
- Ability to distribute financial assistance within 24 hours for arrearages, down payments, limited rental assistance and/or hard goods in accordance with guidelines set with DHS. (5 points)

3.2 Staffing (25 points possible)

- A staffing structure, specifying the number of Housing Specialists, supervisors and/or other staff required. (5 points)
- A plan for recruiting, supervising and retaining qualified staff. (5 points)
- A plan for ensuring staff are knowledgeable about issues related to human services, homelessness and affordable housing. (5 points)

- A plan for ensuring staff are proficient in skills such as Motivational Interviewing, trauma-informed care and cultural competence. (5 points)
- A plan for ensuring staff are mobile and able to meet with families at a location convenient to family and/or to transport families to view alternative housing and assist with moving, if necessary. (5 points)

3.3 Housing Services Expertise (35 points possible)

- Extensive knowledge of and experience in navigating affordable housing resources including Housing Choice vouchers and public housing systems. (10 points)
- Knowledge of and ability to help procure necessary documentation for vouchers, public housing and other rental arrangements. (5 points)
- An understanding the challenges that may be encountered while working with difficult-to-house families (e.g., larger families, people with disabilities, sex offenders) and plan for collaborating with DHS's Housing Navigator Unit in such situations. (5 points)
- Ability to develop personalized lists of viable housing options that meet the needs of each family. (5 points)
- Ability to transport families to appointments to view, submit applications for and obtain housing. (5 points)
- Capability to deliver housing education, including how to meet reasonable expectations
 of landlords or property managers, tenant rights, and positive interactions with landlords
 and property managers. (5 points)

3.4 Budget (25 points possible)

• A detailed line item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the Homeless Prevention Services and a budget narrative that clearly explains and justifies the line items in the proposed budget, with specific detail related to staff salaries and benefits, travel, training, financial assistance for families (security deposit, utility arrearages, first month and/or arrearage rent), operating costs and other expenses. (25 points)

Section 4: How to Submit a Proposal

4.1 Submission Process

- a. Proposers should take time to review and understand the RFP in its entirety including:
 - The background (see Section 1: Why We Are Issuing this RFP)
 - The narrative (see Section 2: What We Are Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Proposers must use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active

Solicitations website with the RFP announcement at www.alleghenycounty.us/dhs/solicitations.

- c. Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
 - Response Form
 - MWDBE documents
 - Allegheny County Vendor Creation Form
 - Audited financial reports for the last three years
 - W-9
- d. Proposers should not send any attachments other than those listed above and on the Response Form.
- e. If you do not have audited financial reports for the last three years, you may submit other financial documentation that attest to the financial health of your organization. Tax returns are the preferred alternative. Please note that providing financial documentation is a requirement of contracting through Allegheny County.
- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.
- g. Proposals must be submitted electronically to DHSProposals@alleghenycounty.us no later than 3:00 p.m. Eastern Time on Monday, July 8, 2019 to be considered for review.
- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will be rejected and will not be presented to the Evaluation Committee for review and scoring, as described in Section 5 below.
- i. You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact DHSProposals@alleghenycounty.us.

4.2 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to DHSProposals@alleghenycounty.us.
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at www.alleghenycounty.us/dhs/solicitations.
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

4.3 Other Information

- a. The issuance of this RFP does not obligate the County to enter into an Agreement with any Proposers. The County reserves the right to reject any and all Proposals.
- b. Any Agreement originating from this RFP is subject to all of the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.

- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. The successful Proposal will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer.
- f. Proposers also should be aware that all documents and materials submitted in response to this RFP are subject to requests made pursuant to Pennsylvania's Right-To-Know Law and that the County may have to make submitted documents and materials available to a requestor after an award of an Agreement is made.

Section 5: How We Will Evaluate Your Proposal

Proposals will be evaluated by an Evaluation Committee convened by DHS. The evaluation committee will assign scores based on the evaluation criteria in Section 3: Proposal Requirements and Evaluation Criteria using the scale listed in Section 5.1 b.

5.1 Evaluation Model

The evaluation process will consist of the following steps:

- a. An Evaluation Committee will be formed by DHS and may consist of some or all of the following:
 - Content experts from within DHS, selected for their expertise and/or experience
 - Representatives of foundations, educational institutions, community and civic organizations, businesses and/or non-profit agencies
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer's Response Form according to their expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:
 - 0 Not addressed in Proposal
 - 1 Poor
 - 2 -Below expectations
 - 3 Meets expectations
 - 4 Exceeds expectations
 - 5 Outstanding
- c. The Evaluation Committee members then will meet collectively to discuss the individual scores and evaluations of each committee member. DHS will tally the average scores of the Evaluation Committee, and the Committee members will discuss the average scores as part of their deliberation process.
- d. DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee. Each committee member will individually score the oral presentation using the following

criteria and the scale outlined in 5.1b. The maximum score that an oral presentation can receive is 15 points:

- Presentation demonstrates Proposer's ability to implement the proposed program effectively (5 points)
- Proposer's answers to Evaluation Committee's questions (5 points)
- Proposer's presentation is thoughtful and professional (5 points)

Evaluation Committee members then will collectively discuss the individual presentation scores and evaluations of each committee member. DHS will tally the average presentation scores of the Evaluation Committee, and the Committee members will discuss the average scores as part of their deliberation process.

- e. At any time during the review process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
- f. As part of determining Proposers' eligibility to enter into a contract with Allegheny County, all Proposers' financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure Proposers' financial stability.
- g. The Evaluation Committee will submit their recommendation for award of an Agreement to the Director of DHS for his approval, who in turn will submit a request to the County Manager for approval for the County to enter into an Agreement with the Successful Proposer.
- h. The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.
- i. All Proposers will be notified of their status following the final determination of which Proposer will be awarded an Agreement.
- j. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@alleghenycounty.us.

5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- a. Received by the due date/time
- b. Properly formatted and include responses to all requested information
- c. Complete with all required forms and attachments

Proposals which do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about

contracting with Allegheny County are provided in the <u>DHS Contract Specifications Manual</u>, available at <u>www.alleghenycounty.us/dhs/solicitations</u>.

6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Enterprises, and expects that Successful Proposers will make a "good faith effort" in assisting the County in meeting these goals.

- a. All Proposals must include either of the following:
 - If your organization is able to meet the MWBDE contract goals, a completed MWDBE Participation Statement and MWDBE Contact Information form is required. You must also attach the MWDBE certifications of the firms you intend to use with the Participation Statement.
 - If your organization will request a waiver from participating in the MWDBE contract goals, a completed MWDBE Participation Statement, MWDBE Contact Information form and MWDBE Waiver Request are required.
- b. MWDBE forms and resources can be found at www.alleghenycounty.us/dhs/solicitations:
 - MWDBE Forms
 - o <u>MWDBE Participation Statement</u>
 - o MWDBE Waiver Request
 - o MWDBE Contact Information form
 - MWDBE Resources
 - MWDBE Contract Specifications Manual
 - MWDBE Response Checklist
 - o Guide for completing the MWDBE Participation Statement
 - o Sample Diversity Policy
- c. For more information about MWDBEs, visit the Allegheny County MWDBE website.

6.2 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

6.3 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the DHS Contract Specifications Manual, available at www.alleghenycounty.us/dhs/solicitations.
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

6.4 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

6.5 New Provider Requirements

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the DHS New Provider Application, available at http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.