



LEXINGTON

**Innovation and Sustainable Solutions to Homelessness Fund
REQUEST FOR PROPOSALS**

**Cross Functional Team's
High Utilizer Housing First Program**

Purpose

The Homelessness Innovation and Sustainable Solutions fund provides financial support to innovative projects that implement research-based best practices to prevent and reduce homelessness in Lexington. The purpose of this Request for Proposals is to solicit cost proposals for the implementation of a Cross-Functional Team High Utilizer Housing First program serving individuals who are the highest utilizers of human services such as jail, hospitals, police, and social services. Some of these individuals may be chronically homeless.

Eligibility

Eligible proposers are public organizations and private non-profit organizations with 501c3 status and collaborations of such organizations (with one serving as lead applicant and fiscal agent) so long as the proposer or at least one member of the collaboration has a demonstrated track record serving people experiencing homelessness or at risk of homelessness including operation of programming with measurable outcomes and proven successes.

Proposers and lead proposers must be full participants in the Homeless Management Information System (HMIS) for all applicable programming operated by the organization. Additionally, all proposed projects must include a plan for full HMIS participation.

Instructions

Please follow the attached instructions and submit all required narrative and attachments no later than the deadline indicated below:

Proposal Deadline – October 17, 2018 at 2:00pm (ET)

Proposals received after this deadline or incomplete proposals will not be considered.

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1.0 GENERAL INFORMATION AND SCOPE

1.1 Background

In 2013 the Mayor's Commission on Homelessness issued a report containing recommendations for reducing and preventing homelessness in Lexington. These recommendations included the creation of the Office of Homelessness Prevention and Intervention (hereinafter referred to as "OHPI") to coordinate implementation and improve collaboration among local government, service providers, employers, medical professionals, and other key stakeholders.

As noted in the Commission's Report, Lexington is a caring community with a long history of working to reduce homelessness. Numerous organizations and individuals have worked for several decades to develop a service delivery system that successfully addresses the needs of most people experiencing homelessness, including the development of programs aimed at addressing some of the root causes of homelessness such as substance abuse. Some populations remain difficult to serve through more traditional models because of factors such as severe and persistent mental illness, physical health conditions, substance abuse issues or a combination of these and other high-risk indicators leading to chronic homelessness.

In the summer of 2018, a cross functional team was developed with existing resources throughout the City. This team includes representations from the Lexington Police Department, Mountain Comprehensive Care Center, Bluegrass.Org, Lexington Fire Department, Lexington's homeless street outreach program, staff of the OHPI, and others depending on individualized services plans.

Of the 41 individuals identified as high utilizers of services in the community, 5 of those are marginally housed at this time, 3 of them are not homeless or marginally housed, 25 individuals are documented homeless, and 8 individuals have an unknown housing status.

Lexington has had proven success reducing the number of homeless individuals with a model called Housing First, which is recognized as a best practice by the United States Interagency Council on Homelessness, the Substance Abuse and Mental Health Services Administration and the Department of Housing and Urban Development. Unlike more traditional models where permanent housing is provided after completion of a program, the Housing First model provides permanent housing *first* and then works to surround the participant with the appropriate supportive services.

Local case studies have shown that this model can be significantly less expensive than continuing to cycle individuals through jails and emergency rooms. Not only can it be a more cost-effective way to address homelessness for certain people, it can also be more helpful to the long-term well-being of the participants. Housing First yields higher housing retention rates, lower returns to homelessness, and significantly reduces the use of crisis services and institutions.

2.0 GENERAL PROVISIONS

2.1 Purpose

The LFUCG is accepting proposals from qualified organizations/businesses/individuals for homelessness prevention and intervention funding. This request for proposals is specifically to solicit proposals to implement a high-utilizer housing first model program

for people experiencing homelessness in Lexington-Fayette County. By responding to this RFP proposers agree to collaborate fully with LFUCG and/or its designee to perform the proposed tasks.

2.2 Funding Period

The funding period for this program is three (3) years. The LFUCG intends to organization(s) for an amount to be agreed upon between the LFUCG and the selected applicant.

2.3 Match/Leverage

The funding period is for three (3) years beginning on December 1, 2018. The intent of this allocation is to provide funding for startup and operation of a high-utilizer Housing First model program including all necessary collaboration with other providers and public entities. LFUCG will conduct ongoing evaluation of the program to determine effectiveness including whether adjustments may be needed for the model in order to maximize outcomes and return on investment.

Additionally, the successful proposer will be expected to seek additional resources for the project – public or private – to serve as match or leverage and extending the reach of LFUCG support.

Cash match is defined as public or private funds allocated directly to the operation of the proposed project. For example, a \$200 private donation used to purchase supplies is *cash match* of \$200.

Leverage is defined as goods or services provided directly for the benefit of the proposed project and/or its participants. For example, a donation of backpacks valued at \$200 is a *leverage* of \$200. Both types of project contributions must be documented in quarterly and annual financial reports to LFUCG. Failure to meet match/leverage requirements as outlined here may result in loss of the grant award and will impact competitiveness for future LFUCG funding.

2.4 Proposal Submission

In order to be considered, proposals must be received by the October 17, 2018, deadline. The proposal must respond to each of the required narrative questions to be complete.

Proposals containing significant omissions of required information will be considered non-responsive and will be removed from the funding process. Significant missing responses to narrative questions constitute an incomplete proposal. The final decision regarding proposal completeness and penalties will be determined by the Director of the Office of Homelessness Prevention & Intervention.

2.5 Acceptance/Rejection of Applications

The LFUCG reserves the right to reject any proposals which may be considered irregular, show serious omission, contain unauthorized alteration of form, or are incomplete.

The LFUCG reserves the right to accept or reject any or all applications in whole or in part, with or without cause, to waive technicalities, to implement scoring penalties, or to

accept applications or portions thereof which, in the Urban County Government's judgement, best serve the interests of Urban County Government.

2.6 Requests for Clarification

The LFUCG reserves the right to request clarification of information submitted and to request additional information (to clarify the information submitted) of the applicant either orally or in writing. This may include negotiation of funding amounts, outcomes, and other adjustments prior to the execution of a funding award.

3.0 FUNDING PROCESS

3.1 Timeline

Completed proposals are due no later than 2 p.m. on Wednesday, October 17, 2018, and late or incomplete proposals will not be accepted or evaluated.

The LFUCG intends to conduct proposal evaluation immediately following the proposal due date and intends to make funding announcements no later than November 2018. This timeline is subject to change without notice.

No funds may be expended prior to the execution of a funding agreement and pre-award costs will not be reimbursed.

3.2 Evaluation

Proposals will be evaluated by a neutral panel including LFCUG staff and third-party reviewers selected by the OHPI who have some expertise in the field of human services but no affiliation with any applicant. This panel will be referred to as the Program Evaluation and Performance Committee. The scoring criteria are outlined in Section 5.0 Evaluation.

3.3 Selection

The highest scoring proposal as determined by the panel will be recommended for funding and contacted to negotiate a funding agreement. Should no agreement be reached, the second highest scoring applicant will be contacted.

4.0 PROPOSAL FORMAT

The Proposer must submit one (1) master (hardcopy), (2) electronic versions in .PDF format on a flash drive and nine (9) duplicates (hardcopies) of their proposal for evaluation purposes. A complete proposal contains each of the following components:

- One Page Cover Sheet containing:
 - Organization or Lead Applicant Name and Authorized Representative
 - Organization or Lead Applicant Address, Phone Number and E-mail
 - Title of proposed project
 - Brief summary of proposed project (250 words or less)
- Project Narrative responding to each of the evaluation criteria described in Section 5.0 and utilizing format described below (10 pages or less)

- Double spaced
- Single sided
- Times New Roman 12-point font with 1-inch margins
- Page numbers in bottom right corner

5.0 Evaluation

5.1 **Program (40 points) – Describe design and implementation strategy**

The core of the program and some program design aspects are required and the organization MUST implement. The organization will be required to comply with the following core principles and design of a Housing First model.

Responses to the RFP should include how the organization may vary the design for implementing and how the organization intends to include all aspects below.

a. **Design**

○ **Core Elements (Required)**

- 5.1.a..1 Access to program and housing is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, participation in services, or other unnecessary conditions.
- 5.1.a..2 Program will do everything possible not to reject an individual or family on the basis of poor credit or financial history, poor or lack of rental history, minor criminal convictions, or behaviors that are interpreted as indicating a lack of “housing readiness.”
- 5.1.a..3 People with disabilities are offered clear opportunities to request reasonable accommodations within applications and screening processes and during tenancy, and building and apartment units include special physical features that accommodate disabilities.
- 5.1.a..4 Housing and service goals and plans are highly tenant-driven.
- 5.1.a..5 Supportive services emphasize engagement and problem-solving over therapeutic goals.
- 5.1.a..6 Participation in services or compliance with service plans are not conditions of tenancy, but are reviewed with tenants and regularly offered as a resource to tenants.
- 5.1.a..7 Services are informed by a harm-reduction philosophy that recognizes that drug and alcohol use and addiction are a part of some tenants’ lives. Tenants are engaged in non-judgmental communication regarding drug and alcohol use and are offered education regarding how to avoid risky behaviors and engage in safer practices.
- 5.1.a..8 Substance use in and of itself, without other lease violations, is not considered a reason for eviction.
- 5.1.a..9 Tenants in supportive housing are given reasonable flexibility in paying their share of rent on time and offered special payment arrangements for rent arrears and/or

assistance with financial management, including representative payee arrangements.

- 5.1.a..10 Rehousing of participants that lose housing, without punishment or condition. Every effort is made to provide a tenant the opportunity to transfer from one housing situation, program, or project to another if a tenancy is in jeopardy. Whenever possible, eviction back into homelessness is avoided.
- 5.1.a..11 Participants move into housing within 4 months.
- 5.1.a..12 No expected time limits on housing, through lease may need to be renewed periodically.
- 5.1.a..13 Participants spend no more than 30% of gross monthly income on housing.
- 5.1.a..14 Less than 20% of units in the building are leased by program participants.
- 5.1.a..15 Participants have privacy
- **Service Philosophy (Required by all Staff)**
 - 5.1.a..1 Must occur as often as needed, sometimes several times a day. At a minimum, client interactions will take place at least twice a week.
 - 5.1.a..2 Participants influence type, duration, frequency and intensity of services
 - 5.1.a..3 Participants are not required to participate in psychiatric services
 - 5.1.a..4 Participants are not required to participate in substance use treatment
 - 5.1.a..5 Harm reduction approach is used
 - 5.1.a..6 Motivational interviewing is used
 - 5.1.a..7 Assertive engagement is used
 - 5.1.a..8 There is an absence of coercion
 - 5.1.a..9 Planning is person-centered
 - 5.1.a..10 Participant self-determination is supported
- **Services (Required by organization or partner with MOU (submitted). Organization can add additional services within RFP.**
 - 5.1.a..1 Program offers both assistance with move-in and ongoing housing support services including assistance with neighborhood orientation, landlord/neighbor relations, budgeting, shopping, property management services, assistance with rent payment/subsidy assistance, utility setup, and co-signing of leases.
 - 5.1.a..2 Program brokers access to psychiatric services
 - 5.1.a..3 Program brokers access to substance use treatment
 - 5.1.a..4 Program brokers access to employment and education services
 - 5.1.a..5 Program brokers access to nursing supports
 - 5.1.a..6 Program fully supports social integration and meaningful activities

- 5.1.a..7 Participants choose location and other features of their housing like furniture

5.2 Program Outcomes and Performance Measures (10 points)

Performance Measure Reports will be given to the awardee at time of contract, but will include:

- 5.2.a..1 Number of contacts with case manager within last 90 days.
 - 5.2.a..2 Number of services and types of services for each client each month
 - 5.2.a..3 Days hospitalized in last 90 days
 - 5.2.a..4 Number of hospitalizations in last 90 days
 - 5.2.a..5 Days in jail in last 90 days
 - 5.2.a..6 Mental health functioning
 - 5.2.a..7 Social functioning
 - 5.2.a..8 Substance abuse reported
 - 5.2.a..9 Income
 - 5.2.a..10 Non cash benefits
 - 5.2.a..11 Police interactions in the last 90 days
 - 5.2.a..12 Employment rate
 - 5.2.a..13 Participation in education
 - 5.2.a..14 Participation in social activities outside the program
 - 5.2.a..15 Self-reported quality of list
 - 5.2.a..16 Self-reported consumer satisfaction
 - 5.2.a..17 Housing status at discharge
- b. Responses to the RFP at a minimum should include how the agency intends to track and monitor progress.

5.3 Experience and Qualifications, Organizational Capacity (10 points)

- a. Responses to the RFP at a minimum should:
- Describe the responding organization's mission and how that aligns with the Housing First program goals;
 - Provide a general description of the organization's experience in areas of homelessness and housing, including developing and/or implementing case management/housing navigation programs;
 - Provide specific examples of relevant programs completed including a description and resulting deliverables;
 - Provide specific examples of existing partnerships and collaborations that will be leveraged to implement a successful program;
 - Describe program staffing as well as each staff member's role and/or function in the program. Applicants may divide the program responsibilities, as long as, all outlined above are covered and they may apply for various partial or full FTE equivalents as they see fit;
 - Identify the team members or positions (if vacant or undetermined) that will work directly on the program and attached relevant resumes, CV, and/or position descriptions; and
 - Identify a team leader to serve as liaison with the OHPI as well as any other employees or contractors expected to support the program.

5.4 **Timeline (10 points):** Assume a start date of December 1, 2018 and provide a timeline of activities.

- a. Responses to the RFP at a minimum should include, for each timeline step:
 - a. Action Step, anticipated start and finish dates and responsible parties; and
 - b. Identification of any actions the proposers will require of the OHPI staff members including meetings, identification of stakeholders, collection and sharing of data, etc.

5.5 **Program Sustainability, Cost and Overall Program Budget (30 points)**

- a. Responses to the RFP at a minimum should:
 - a. Describe the total number of clients to be served with these funds including line items for housing and supportive services;
 - b. Describe the types of individuals to be served, i.e. individuals, families;
 - c. Describe the other private/public funding sources projected to be used for sustainability. Proposers are not required to list specific funder names;
 - d. For each category, identify the amount requested, the amount to be provided through cash match (if applicable), and the amount to be leveraged through other programs or organizations (if applicable).
 - e. *Personnel* – Identify each position allocated to the grant, role in the project and percentage of FTE allocated.
 - f. *Fringe Benefits* – Include the organization’s fringe benefit rate or show how fringe benefit costs were calculated for the proposed personnel expenses.
 - g. *Equipment* – Describe any equipment needed for the project such as a tablet for conducting VI-SPDAT assessments in the field. Clearly identify one-time expenses versus ongoing expenses.
 - h. *Travel* – Include anticipated amount of travel and mileage reimbursement rate. If out-of-area travel is proposed, identify its purpose and relevance to the program.
 - i. *Contractual* – Describe any expenses associated with providing expanded supportive services or other services for which the organization intends to contract with another entity. Any of these expenses to be provided by the proposing organization at no additional cost (as leverage) should be included in other line items.
 - j. *Operating Expenses* – Break down costs associated with supplies, office space, contracts for supportive services, KYHMIS expenses, and any other expense associated directly with the operation of the project. For each item identify the category, such as “KYHMIS License,” and a brief justification of the amount requested.
 - k. *Indirect Costs* – If an indirect cost rate is used, provide evidence of an approved indirect cost rate from the appropriate cognizant agency. If the organization does not use an indirect cost rate, provide a clear indication of administrative costs as differentiated from direct operating expenses.

Proposals should include a separate line item budget and budget narrative and will be evaluated based on reasonableness of expenses and overall feasibility. Budgets should reflect all program revenue and expenses.

- I. It is the goal of OHPI is to ensure this project continues to operate as long as it produces results. However, funding in the Innovative & Sustainable Solutions to Homelessness Fund is limited and is largely intended for one-time, startup expenses and not ongoing program operations. Therefore, applicants should provide a detailed sustainability plan for how they will seek and acquire resources to continue operations beyond this grant award. Plans should include specific public and private funding sources to be pursued and not just a blanket assurance that the applicant will seek funding.