

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

Request for Proposals (RFP)

**California Emergency Solutions and Housing (CESH)
Operating Support for Emergency Housing Interventions**

Published: July 1, 2020

Contra Costa Health, Housing and Homeless Services (H3) is pleased to announce the solicitation of proposals from responders to operate emergency housing interventions to assist persons experiencing or at risk of homelessness in Contra Costa County during the period of October 1, 2020 through September 30, 2022 (24 months).

Please read this entire packet carefully.

Final responses must be submitted electronically to homelessprogram@cchealth.org by 5:00 PM on Friday, August 14, 2020.

Written questions about the RFP can be submitted to homelessprogram@cchealth.org by on Friday, July 24, 2020, and must include “CESH RFP” in the subject line to be considered.

Thank you in advance for your efforts in preparing your response.

CONTRACT AWARD

The County intends to award one or more contracts to a successful Responder or Responders; however, issuance of this RFP and receipt of proposals is not a commitment to award a contract. H3 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 Responder concurrently, or to cancel all or part of this RFP. No response shall be binding upon the County until after the Agreement is signed by duly authorized representatives of both the Contractor and the County.

CORRESPONDENCE

As of the issuance of this RFP, Responders are specifically directed not to contact personnel of H3 for meetings, conferences or technical discussions related to this RFP. Failure to adhere to this policy may result in disqualification of the Responder.

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RFP Timeline

Request for Proposal Announced	Wednesday, July 1, 2020
Final date questions will be accepted	Friday, July 24, 2020 Submit electronically to homelessprogram@cchealth.org
Mandatory Bidders' Conference (remote session)	Tuesday, July 28, 1:00–2:30 PM
Questions and Answers published	Friday, July 31, 2020
Response Submission Deadline <i>No response will be accepted after this date and time.</i>	Friday August 14, 2020, by 5:00 PM Submit electronically to homelessprogram@cchealth.org .
Notification of Awards	September 2020
Anticipated date contract to start	October 1, 2020

Statement of Services

1. Introduction

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 Emergency Solutions and Housing program (CESH) as authorized by the State of California Department of Housing and Community Development (HCD) to provide operating support for emergency housing interventions to assist persons experiencing or at risk of homelessness in Contra Costa County.

The interventions to be funded using Contra Costa’s CESH funds have been prioritized by the Council on Homelessness and include outreach, shelters/day shelters, prevention, and diversion (Rapid Resolution). Funding is for expansion of services and cannot be used to supplant funding of existing services. Capital expenditures are not eligible. This project is a component of, and will operate with, the Contra Costa County homeless Continuum of Care (CoC) coordinated entry system (CES), 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, and rapid resolution services.

Responders to this Request for Proposals (RFP) must submit a proposal that includes their experience providing emergency housing interventions 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, and a budget and budget justification, including appendices with corporate profiles and resumes/job descriptions. The corporate profile should be a description of the applicant agency’s TIN/EIN, contact information, brief history, mission/vision/values, management structure/org chart, and overview of existing programs (including locations). In addition to the corporate profile, appendices should also resume(s) and/or job descriptions for staff proposed to provide supportive services, and copies of applicable policies and procedures.

Any contract awarded will be based upon the quality of the characteristics and qualifications of the responder agency, proposed program design, implementation and evaluation plan, and budget justification. Depending on the number and qualifications of responders, H3 may, after receiving approval from the H3 Director, move directly to a contract negotiation phase with the selected responder(s).

2. Background

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 Emergency Solutions and Housing (CESH)

Contra Costa has received State of California Emergency Solutions and Housing (CESH) 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. H3 has been designated by the CoC to administer CESH funds.

The CESH Program provides funds for a variety of activities to assist persons experiencing or at risk of homelessness as authorized by SB 850 (Chapter 48, Statutes of 2018). The California Department of Housing and Community Development (HCD) administers the CESH Program with funding received from the Building Homes and Jobs Act Trust Fund (SB 2, Chapter 364, Statutes of 2017).

Additional information about CESH is available on the HCD website:

<http://www.hcd.ca.gov/grants-funding/active-funding/cesh.shtml>

3. Project Description

The purpose of this RFP is to contract with one or more subject matter experts (Contractor) to provide operating support for emergency housing interventions to persons in Contra Costa County who are experiencing homelessness, or at risk of becoming homeless. The services provided by Contractor will support Contra Costa County’s and the California Department of Housing and Community Development’s goal to assist persons experiencing or at risk of homelessness.

CESH funding must be used to assist persons who are experiencing homelessness in Contra Costa County. For CESH, HCD defines homeless as:

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

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

The services to be offered to individuals and/or households that are either literally homeless or at immediate risk of homelessness include operating support for emergency housing interventions, including, but not limited to, the following:

- a) Navigation centers that provide temporary room and board, and case managers who work to connect homeless individuals and families to income, public benefits, health services, permanent housing, or other shelter.
- b) Street outreach services to connect unsheltered homeless individuals and families to temporary or permanent housing.
- c) Shelter diversion, including, but not limited to, homelessness prevention activities such those described in 24 CFR Part 576.103, and other necessary service integration activities such as those described in 24 CFR Part 576.105, to connect individuals and families to alternate housing arrangements, services, and financial assistance.

Contra Costa’s Council on Homelessness has prioritized, in rank order, the services below. However, in light of the existing health threat of COVID-19 and the impact of the pandemic on the community, H3 reserves the right to adjust prioritization based on community need and applicant justification. Responders addressing lower priority service area(s) are encouraged to explain why such service area should be selected, e.g., change in local need, response to COVID-19.

#1 (tied): Expanding Rapid Resolution (Shelter Diversion): Homelessness diversion programs are intended to quickly support people who are initially attempting to access shelter by helping them quickly regain stability in other permanent housing. Rapid Resolution is an approach to shelter diversion that engages individuals and families in creative problem-solving conversations via short-term intensive case management and offers financial services and other resources, including mediation, consultation, assistance, and linkages. Rapid Resolution services are integrated into Contra Costa’s coordinated entry system; proposed

projects should either be offered through an existing access point in the CES, or propose to offer this service through a program that would be integrated into the CES and would significantly impact persons entering or already in the system of care. Service costs may include: housing search and placement; housing stability case management; mediation; legal services; and credit repair. Direct financial assistance costs may include: rental application fees; security deposits; last month's rent; utility deposits; utility payments; moving costs; and emergency transfer costs. Direct financial assistance costs may also be made available from H3's Housing Security Fund (HSF) flexible housing pool.

#1 (tied): Increasing Emergency Shelter Beds: Emergency shelter, navigation centers, and interim housing provide immediate access to temporary shelter, meeting basic needs like food, clothing, and hygiene, and quickly connecting individuals to housing and other mainstream services. Emergency Shelter is defined as any facility, the primary purpose of which is to provide a temporary shelter for an individual or family experiencing homelessness, and does not require occupants to sign leases or occupancy agreements. Proposed projects must commit to participate in Contra Costa's Coordinated Entry System to the extent possible for the project type. Service costs may include: case management; child care; education services; employment assistance and job training; outpatient health services; legal services; life skills training; mental health services; substance abuse treatment services, transportation; and shelter operations. Responders who currently operate emergency shelters may consider possible improvements, such as: expanding services and/or operational hours to meet the demonstrated need; eliminating rules or expectations that could be perceived to be unreasonable or punitive; accommodating self-defined groups of families; creating safe arrangements for pets within the shelter; providing safe storage for possessions; or increasing case management to create quick connections to permanent housing or housing navigation services.

#3: Expanding Outreach: Outreach programs engage and provide services to people living in places not meant for human habitation. Outreach provides in-the-field engagement with people experiencing unsheltered homelessness, offering assessments, benefits eligibility screening and enrollment, linkages to services, and Emergency Shelter and Warming Center placement. Service costs may include: engagement; case management; emergency health services; emergency mental health services; transportation; and services for special populations (e.g., youth). Responders are encouraged to propose outreach programs that thoughtfully and respectfully engage unsheltered individuals and assess them via the Coordinated Entry System (CES), and connect clients with emergency shelter, housing, and other critical services.

#4: Expanding Prevention: Prevention refers to supports for individuals or households at imminent risk (within 14 days) of homelessness. Homelessness prevention programs are intended to quickly support people who are at imminent risk of homelessness by helping them quickly regain stability in their current housing. Prevention activities include housing relocation and stabilization services and short- and/or medium-term rental assistance necessary to prevent an individual or family from becoming homeless. Prevention services are integrated into Contra Costa's coordinated entry system; proposed projects should either be offered through an existing access point in the CES, or propose to offer this service

through a program that would be integrated into the CES and would significantly impact persons entering or already in the system of care. Service costs may include: housing search and placement; housing stability case management; mediation; legal services; and credit repair. Financial assistance costs may include: rental application fees; security deposits; last month's rent; utility deposits; utility payments; moving costs; and emergency transfer costs. Responders with prevention projects should note that homelessness prevention is not an eligible use of the Housing Security Fund, and thus any financial assistance proposed must leverage funding from other sources.

Responders may propose services in more than one service category; however, **a full and complete separate proposal must be submitted for each service. Combined proposals will not be considered.** Please indicate on the cover sheet attached which priority area(s) you are addressing.

Contractors must operate in compliance with the following local written standards:

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>

Contra Costa Coordinated Entry System Policies & Procedures:
<https://cchealth.org/h3/coc/pdf/CES-P-and-P.pdf>

CoC-HMIS Governance Charter, Policies & Procedures:
<https://cchealth.org/h3/coc/pdf/HMIS-Policies-and-Procedures.pdf>

4. Funding

Up to \$539,611 has been allocated to fund the operation of emergency housing interventions, as described above, through Contra Costa County's allocation of CESH funds as described in this solicitation for two years beginning on October 1, 2020 with an expected end date of September 30, 2022.

The County may award multiple contracts depending on the availability of funds, project proposals, and community need as outlined and prioritized above. The County reserves the option of renewing any contract on an annual basis thereafter, contingent upon contractor performance and funding availability. Any 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.

5. Contract Monitoring and Evaluation

H3 will actively monitor all services provided as a part of the contract(s) that result from this RFP process. The monitoring will determine if the Contractor is performing as intended and if good cause exists to terminate the contract prior to the end of the two-year contract term.

At a minimum, contractors will be expected to:

1. Collect and timely document participant data and services delivered into the County's Homeless Management Information System (HMIS), per the HMIS Agency and User Agreements and Contra Costa County HMIS Policies & Procedures.
2. Provide H3 with requested data from the HMIS and/or systems in accordance with HCD guidelines each quarter.
3. Administer their activities consistent with Housing First principles and statute, promoting and retaining fidelity to the Housing First mission of HUD, H3, and the County Homeless Continuum of Care ("CoC"). The state of California defines the core components of Housing First as follows ([Section 8255\(b\) of the California Welfare & Institutions Code](#)):
 - a. Tenant screening and selection practices that promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services.
 - b. Applicants are not rejected on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of "housing readiness."
 - c. Acceptance of referrals directly from shelters, street outreach, drop-in centers, and other parts of crisis response systems frequented by vulnerable people experiencing homelessness.
 - d. Supportive services that emphasize engagement and problem solving over therapeutic goals and service plans that are highly tenant-driven without predetermined goals.
 - e. Participation in services or program compliance is not a condition of permanent housing tenancy.
 - f. Tenants have a lease and all the rights and responsibilities of tenancy, as outlined in California's Civil, Health and Safety, and Government codes.
 - g. The use of alcohol or drugs in and of itself, without other lease violations, is not a reason for eviction.
 - h. In communities with coordinated assessment and entry systems, incentives for funding promote tenant selection plans for supportive housing that prioritize eligible tenants based on criteria other than "first-come-first-serve," including, but not limited to, the duration or chronicity of homelessness, vulnerability to early mortality, or high utilization of crisis services. Prioritization may include triage tools, developed through local data, to identify high-cost, high-need homeless residents.
 - i. Case managers and service coordinators who are trained in and actively employ evidence-based practices for client engagement, including, but not limited to, motivational interviewing and client-centered counseling.
 - j. Services are informed by a harm-reduction philosophy that recognizes drug and alcohol use and addiction as a part of tenants' lives, where tenants are engaged in nonjudgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices, as well as connected to evidence-based treatment if the tenant so chooses.
 - k. The project and specific apartment may include special physical features that accommodate disabilities, reduce harm, and promote health and community and

independence among tenants.

4. Participate in coordinated entry, including but not limited to adopting and following the Contra Costa Coordinated Entry System Policies & Procedures, maintaining low barrier to enrollment in services and housing, maintaining fair and equal access to programs, providing appropriate safety planning, creating and sharing written eligibility standards, communicating vacancies, limiting enrollment to clients referred through defined access points, participating in planning, contributing data to HMIS, ensuring staff receive regular training and supervision, and ensuring client rights are protected and clients informed of their rights and responsibilities. Please see section 4D of the Coordinated Entry System Policies & Procedures for a full description of the roles and responsibilities of provider agencies.

The Contractor(s) funded under this RFP will be expected to track and achieve the following collective performance measures among **all** funded projects. Agencies awarded funding pursuant to this RFP agree to report on Contra Costa County system performance metrics that are based on HUD System performance measures. Depending on the homeless service category(ies) awarded, the agencies operating those projects will be asked to explain how their proposed project will contribute to meeting the County metrics.

Measure 1: Length of time persons remain homeless:

Explain how the emergency shelter, Rapid Resolution, or outreach program will utilize funding to reduce the length of time persons remain homeless.

Measures 2a and 2b: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness within 6 months – 2 years:

Explain how the program will utilize funding to reduce returns to homelessness among formerly homeless persons.

Measure 3: Number of Homeless Persons:

Explain how the program will utilize this funding to reduce the total number of homeless persons in Contra Costa County.

Measure 4: Employment and Income Growth for Homeless Persons:

Explain how the program will utilize funding to increase or maintain income for persons experiencing homelessness.

Measure 5: Number of Persons who Become Homeless for the First Time:

Explain how the program will reduce the number of persons entering shelter or transitional housing.

Measure 7a: Successful Placement from Street Outreach:

Explain how the program will utilize funding to assist placement of unsheltered individuals into sheltered or permanent destinations.

Measure 7b: Successful Placement in or Retention of Permanent Housing:

Explain how the program will utilize funding to successfully place individuals in housing and/or ensure that they retain that housing.

H3 will:

1. Evaluate each project's performance based on HMIS data for the performance measures stated above.
2. Provide information to contractors concerning additional State or County data requirements not provided herein, including any identified by the County Homeless Continuum of Care.

RFP Requirements and Instructions for Responders

The Responder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All interested County and/or community-based providers must participate in a **Mandatory Bidders' Teleconference on Tuesday, July 28, 2020 from 1:00 pm to 2:30 pm**. You may join via computer, or phone.
 - a. To join by computer: <https://zoom.us/join> and enter Meeting ID: 973 3130 8322 (or directly to <https://homebaseccc.zoom.us/j/97331308322>)
 - b. To join by phone: 1-669-900-6833, Meeting ID: 973 3130 8322
2. H3 recognizes additional questions may arise after reviewing this RFP. **Questions must be submitted in writing by Friday, July 24, 2020** to homelessprogram@cchealth.org. You must include "CESH RFP" in the subject line of the email. 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 Friday, July 31, 2020. No questions will be accepted after the mandatory Bidders' Teleconference.

3. All responders shall submit one (1) electronic copy of their response. The electronic copy must be a single PDF in alignment with the Response Instructions contained in this RFP. Electronic copies of proposals in PDF format should be emailed to the following: Contra Costa Health, Housing and Homeless Services, homelessprogram@cchealth.org.

Electronic submission of proposals to the above email addresses are due by **5:00 PM on Friday, August 14, 2020**. Late proposals will not be accepted and will not be reviewed. There will be no exceptions.

4. H3 will review all received responses to make sure they are technically compliant with formatting and submission guidelines as per the RFP. Responses that are non-compliant with technical requirements will not move forward to the Review Panel.
5. The cost of developing and submitting a proposal in response to this RFP is the responsibility of the responder and will not be reimbursed through any contracts resulting from this RFP process or from any other county funds.
6. H3 may issue an RFP amendment to provide additional data and/or make changes or corrections. The amendment will be posted at <https://cchealth.org/h3/coc/partners.php> and will be sent to each responder who attends the mandatory Bidders' Conference. H3 may extend the RFP submission date, if necessary, to allow responders adequate time to consider such

amendments and submit required information.

7. 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.
8. The RFP process and any contract resulting from the process may be cancelled at any time if identified funding becomes unavailable.
9. With respect to this RFP, the County reserves the right to reject any, some, or all responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County and CoC. All responses become the property of the County, without obligation to any Responder.
10. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFP. Responses should be without expensive artwork, graphic design, or other materials not essential to the utility and clarity of the response.
11. 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.
12. 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.
13. Only responders submitting a response in accordance with this RFP may appeal the RFP process. Appeals must be submitted in writing to Contra Costa Health, Housing and Homeless Services via email to homelessprogram@cchealth.org no later than three (3) business days after the notification of awards. Notification of a final decision on the appeal shall be made in writing to the responder within two (2) business days of receipt of appeal, and the decision of H3 shall be final and not subject to further review. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the remedy sought. Appeals shall be limited to the following grounds:
 - a. Failure of the County to follow the selection procedures and adhere to requirements specified in the RFP or any addenda or amendments.
 - b. There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
 - c. A violation of State or Federal law.
14. Successful responders may be expected to promptly enter into contract negotiation with H3. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of the County in releasing this RFP. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the

effective date of any contract.

15. Once in contract, the Contractor will be expected to begin operations to make services provided under this Contract available to Clients within 60 days after the effective date.
16. H3 will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
17. The contract from this RFP will be for the period of October 1, 2020 through September 30, 2022.
18. Each response to this RFP will be a public record that will be subject to disclosure under the California Public Records Act (Government Code, § 6250, et seq.) and the County's Better Government Ordinance (County Ordinance Code, Title 2, Division 25) and may be made public prior to contract award.

Response Format and Content

1. Response Instructions

Responses must be submitted in the format of a single PDF with the following specifications:

- a) Written in Times New Roman in size 12 font
- b) Single-spaced pages
- c) Margins 1 inch on all sides
- d) All pages consecutively numbered
- e) Proposal follows the outline presented below
- f) 12-page text limit for Statement of Qualifications (this does not include Cover Sheet, Program Description/Executive Summary, or Appendices)

Electronic copies of proposals in PDF format should be emailed to the following: Contra Costa Health, Housing and Homeless Services, homelessprogram@cchealth.org.

Electronic submission of proposals to the above email addresses are due by **5:00 PM on Friday, August 14, 2020**. Late proposals will not be accepted and will not be reviewed. There will be no exceptions.

2. Response Outline

Submissions must include the following, clearly marked and in the order presented:

a) Cover Sheet

The attached Cover Sheet with a signature of the responder's Executive Director (or equivalent title) must be attached as the top document of the response. Please clearly note under which priority area(s) you are proposing to provide services.

b) Program Description/Executive Summary (1-page maximum, not scored)

Please describe a program overview that includes a summary of delivery of services to homeless individuals, or individuals at-risk of becoming homeless, service delivery model, hours of operation, aftercare services and supports, and a description of processes of providing direct financial assistance (if applicable).

c) Characteristics and Qualifications of Responder (4-page maximum, 30 points total)

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

If the responder 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 responders include non-profit community-based organizations, including faith-based organizations, and local agencies. Please provide the agencies' Tax Identification Number (TIN) or Employer Identification Number (EIN), if applicable.
- Responders must demonstrate a history of working with individuals and families experiencing homelessness, or at imminent risk of homelessness, and 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. **(10 points)**
 - a. Successful experience operating programs like or substantially similar to the program proposed.
 - b. Experience with evidence-based practices, including Trauma Informed Care, are preferred.
 - 2) Experience working with local Coordinated Entry and Continuum of Care. **(10 points as follows):**
 - a. Successful experience in serving youth, individuals, and families in coordination with local coordinated entry systems. **(5 points)**
 - b. Successful experience in developing and utilizing strategic/innovative practices, and strategies to increase outcomes. **(5 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. **(5 points)**
 - 4) Successful experience in implementing Housing First within programs (see core components of Housing First defined above). Responders may reference or attach any documents (as appendices) that they plan to use to measure adherence to Housing First principles. For example, the [USICH Housing First Checklist](#), or the [HUD Housing First Assessment Tool](#). **(5 points)**
- d) **Program Design, Implementation and Evaluation Plan** (5-page maximum, 55 points total)

Details of the responder's organizational capacity/implementation and evaluation plan, including a description of the agency's experience providing emergency housing interventions for individuals experiencing, or at risk of, homelessness.

Please describe:

- 1) The proposed program type. Program proposals should be in alignment with the rank order of prioritized service categories by the Contra Costa Council on Homelessness or provide an explanation for lower prioritized service category based on change in local needs, as described in Project Description section above. In light of the existing health threat of COVID-19 and the impact of the pandemic on the community, H3 reserves the right to adjust prioritization based on community need and Responder justification. Programs may obtain a range of points as described below based on priority of service category and/or justification for program due to change in local needs. **(15 points)**
 - a. #1 (tied) Expand Rapid Resolution 10 – 15 points
 - b. #1 (tied) Increase Emergency Shelter Beds 10 – 15 points
 - c. #3 Expand Outreach 8 – 13 points
 - d. #4 Expand Prevention 7 – 12 points
- 2) A program implementation plan that includes details of service delivery, service delivery model, hours of operation, and aftercare services and supports. Responders must indicate whether they have site control of the location where services are to be provided (as applicable), or otherwise describe how a location will be leveraged or secured by the time the project begins. **(20 points)**
- 3) How proposed services will contribute to achieving the HUD System Performance Measures relevant to that project type (see list under Contract Monitoring and Evaluation section above). Responses are required for every proposal. **(10 points)**
- 4) How you would design and implement a program evaluation that communicates outcomes and program impact and would be inclusive of consumers' voices. H3 is seeking responders who can work collaboratively with the County to provide regular data so as to enable analysis and evaluation of the efficacy of services provided, and how the project will be reviewed and evaluated. Describe the outcomes of any existing similar programs. **(5 points)**
- 5) 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. Responder should attach relevant resumes and job descriptions in the appendices. 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)**

e) **Budget and Justification** (3-page maximum, 15 points total)

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. Each proposal should contain its own budget and justification. Combined budgets or justifications for multiple project submissions will not be accepted.

Please address the following:

- 1) Responders are required to submit a competitive budget on the budget template provided with this RFP, for a twenty-four-month contract term, which will allow them to operate at an optimal level. Responders must submit a complete budget for the total cost of the proposed project, including the request to H3 and any other funding sources being leveraged. For Responders addressing priority service area Rapid Resolution, please complete budget template including proposed allocations from the Housing Security Fund and other leveraged financial resources. **(10 points)**
- 2) Leverage: H3 strongly 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. Documentation of leverage, such as a contract, a scanned copy of a check, a commitment letter, or an MOU, may be submitted as an addendum. **(not scored)**
- 3) The total amount to request from Health, Housing and Homeless Services is not to exceed \$539,611 for the 24-month period. The maximum allowable indirect/administrative expense rate is 10% of direct costs. 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. **(not scored)**
- 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. If known, please describe the sustainability plan. **(5 points)**

f) **Appendices** (does not count towards page limit, not scored)

Appendices may include the detailed resumes of all program staff (or job descriptions if staff have not been identified yet), copies of applicable policies and procedures, and details of how the project will contribute to meeting performance metrics if no metrics are available.

Evaluation, Negotiation, and Award

1. Evaluation Criteria

After the responses are received and opened, the County shall review and evaluate all statements for responsiveness to the Request for Proposals in order to determine whether the Responder possesses the qualifications necessary for satisfactory performance. The County reserves the right to reject any or all statements, and to waive any irregularity. The award of the Contract, if made by the County, will be based upon a total review and analysis of each response. The County may also investigate qualifications of all Responders to whom the award is contemplated, and may request clarifications of statements directly from one or more Responder. In reviewing the statements, the County may consider the following:

- a) Alignment with the rank order of prioritized service categories by the Contra Costa Council on Homelessness or justification for lower prioritized service category based on change in local needs, as described in Project Description section contained in this RFP.
- b) The qualifications of the Responder and its agents, employees, and sub-consultants in completing projects of a similar type, size, and complexity.
- c) The County may consider Responder's timely and accurate completion of similar projects within budget.
- d) Responder's experience, including a history of successfully providing similar services and capability and experience of key personnel. A demonstrated ability to timely perform the services described.
- e) References and past contractual performance. Responder will provide a list of references who can speak to past performance upon request.

2. 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. Characteristics and Qualifications of Responder | 30 Points |
| 2. Program Design, Implementation and Evaluation Plan | 55 Points |
| 3. Budget and Justification | 15 Points |

In order to be considered for an award, the proposal must have a minimum score of 80 points. Based on overall scores, RFP reviewers will recommend selection and funding of the responder to *potentially* provide services using the County's CESH 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.

3. Further Review and Negotiation

Upon completion of the review period, the County shall notify those Responders who will be considered for further review and negotiation. All Responders so notified may be contacted for an interview, be asked to participate in a further proposal development process, or entered into contract negotiations in good faith and in accordance with direction from the County. Any delay caused by Responder's failure to respond to direction from the County may lead to a rejection of the proposal. The team members identified in the proposal should attend any scheduled interview.

Any evaluation/interview panel constructed to evaluate and review a statement may include representatives from the County and other agencies, but the specific composition of the panel will not be revealed prior to any interviews that are conducted as part of this RFP process. All costs for travel expenses, response preparation, interview preparation and interview time shall be borne by the Responder.

Once the top Responder(s) has been determined, County staff will begin negotiations with the top-ranked Responder(s). If Contract negotiations are deemed unsuccessful by the County, negotiations will be terminated and the next highest ranked Responder may be asked to negotiate a contract with County.

4. Award of Contract

If the County awards a contract from this RFP process, a Purchase of Services Contract shall be provided to the successful Responder for the Responder's signature. No response shall be binding upon the County until after the Agreement is signed by duly authorized representatives of both the Responder and the County.

All other factors being substantially equal, preference will be given to Responders located within Contra Costa County.

Required Attachments and Checklist

Each respondent must submit a response in the following order with documents as described (unless otherwise noted).

- A. Cover Sheet (1-page), completed and signed by Agency Executive Director
- B. Program Description/Executive Summary (1-page)
- C. Statement of Qualifications (12-pages)
 - Characteristics and Qualifications of Responder (4-pages)
 - Program Design, Implementation and Evaluation Plan (5-pages)
 - Budget Template and Budget Justification (3-pages)
- D. Appendices (no page limit)



Proposal Cover Sheet

Contra Costa Health, Housing, and Homeless Services
**California Emergency Solutions and Housing (CESH) –
Operating Support for Emergency Housing Interventions
Proposal**

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

Address: _____

Contact Name: _____

Title of Contact Person: _____

Contact Phone/Email _____

Priority Area (please submit one proposal per area):

- Expand Rapid Resolution
- Increase Emergency Shelter Beds
- Expand Outreach
- Expand Prevention

Total Amount of Request: \$ _____

Responder Agency Signature:

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

Executive Director

Type Name Here

Date: _____