



REQUEST FOR PROPOSALS
for
NEW PERMANENT SUPPORTIVE, RAPID RE-HOUSING, and JOINT
TRANSITIONAL HOUSING - RAPID RE-HOUSING PROJECTS
PHILADELPHIA COC FY 2017 HUD NOFA APPLICATION

Issued by:
THE CITY OF PHILADELPHIA (“City”)
Office of Homeless Services
On:
Monday, July 24, 2017
Revised On:
Monday, July 31, 2017

Proposals must be received **no later than 5:00 p.m. Philadelphia, PA, local time, on Friday, August 18, 2017** to: Lauren Whiteleigh, Director of CoC Planning
1401 JFK Blvd, MSB, 10th Floor, Suite 1030

Optional Pre-Proposal Conference:
Date: Friday, July 28, 2017
Time: 2:00 p.m. – 3:30 p.m.
Location: Municipal Services Building
1401 JFK Blvd, 16th Floor, Room Y
Philadelphia, PA 19102

Jim Kenney, Mayor
Elizabeth G. Hersh, Office of Homeless Services

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I. Project Overview

A. Introduction and Background

The mission of the Office of Homeless Services (Homeless Services) is to provide the leadership, coordination, planning, and mobilization of resources to make homelessness rare, brief and non-recurring in the City of Philadelphia. Homeless Services is the Collaborative Applicant for the Philadelphia Continuum of Care, and as such is responsible for conducting a local competition and selection of new housing projects to be submitted to HUD for CoC Program funding annually. Homeless Services will serve as the direct HUD grantee for any new project awarded through this process; the organization sponsoring the project will be a sub-recipient of the grant via a contract with Homeless Services.

In 2012, HUD implemented the Continuum of Care Program. A part of the Homeless Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), the Continuum of Care Program consolidated into a single program what used to be known as the Supportive Housing Program (SHP) and Shelter Plus Care (S+C) programs. The [Continuum of Care Program](#) is designed to assist persons experiencing homelessness to be housed as quickly as possible in situations allowing them to live as independently as possible. Section 1504 of the HEARTH Act directs HUD to establish regulations for this Program. Funds made available under the Continuum of Care Program are subject to the [interim program regulations](#) at 24 CFR part 578, effective 8/31/12. Applicants under this RFP are strongly encouraged to review the information at the links provided prior to submitting a proposal.

The FY 2017 HUD Appropriations Act requires HUD to obligate FY 2017 CoC Program funds by September 30, 2019. Obligated funds remain available for expenditure until September 30, 2024. However, HUD reserves the right to require an earlier expenditure deadline under a grant agreement. The applicant is expected to initiate the approved projects promptly in accordance with the requirements of the [NOFA](#).

There is no maximum request for a project under this RFP. The U.S. Department of Housing and Urban Development (HUD) issued its FY 2017 Notice of Funding Availability (NOFA) for the Continuum of Care (CoC) Program, which indicates that HUD will provide \$2,000,000 in Bonus funding for new permanent housing projects in Philadelphia. In the 2017 [CoC Program Registration Notice](#), HUD is strongly encouraging Continuums of Care (CoCs) to reallocate funding from existing projects to interventions that more effectively reduce homelessness. The Philadelphia CoC is committed to reallocating at least \$1,000,000 from existing projects to fund new permanent housing projects for the following reasons: underspending, history of low performance, and high cost.

Bonus and reallocation funds will be available for the following types of new projects in Philadelphia through the FY 2017 CoC Program Competition Notice of Funding Availability (NOFA):

- New permanent supportive housing (PSH) projects dedicated to serving individuals/ households without children experiencing chronic homelessness
- New rapid re-housing (RRH) projects that serve individuals/ adults without children, families/ households with children, and/or unaccompanied young adults ages 18-24 experiencing homelessness, coming directly from the streets; from emergency shelter; or meeting the criteria of paragraph (4) of HUD's definition of homeless: fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions; has no other residence; and lacks the resources or support networks to obtain other permanent housing
- New joint transitional housing and rapid re-housing (TH-RRH) projects that serve individuals/ adults without children, families/ households with children, and/or unaccompanied young adults ages 18-24

experiencing homelessness, coming directly from the streets; from emergency shelter; or meeting the criteria of paragraph (4) of HUD's definition of homeless: fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions; has no other residence; and lacks the resources or support networks to obtain other permanent housing

Selection Process

Proposals received in response to this RFP will be independently reviewed and scored by a review panel, who will recommend to the CoC Board which new projects should be put forward with the Philadelphia CoC 2017 Consolidated Application. Upon CoC Board approval, Homeless Services will compile and submit new project applications to HUD, on behalf of applicant organizations. Final decisions regarding funding awards will be made by HUD via the national competition.

Homeless Services reserves the right not to review:

- Incomplete proposals
- Projects that do not meet all eligibility requirements
- Projects that exceed the maximum page/ character limits

B. Eligible Applicants

In the 2017 competition, potential applicants for new project funding must be private non-profit organizations with tax-exempt status under Section 501(c)(3) of the 1986 IRS Code as amended. The proposals submitted in response to this RFP will be reviewed for inclusion in the City's competitive annual Consolidated Application to HUD for Continuum of Care Program funding.

Non-Profit Organizations: HUD's criteria for a private non-profit organization, is an entity:

- In which, no part of the net earnings inure to the benefit of any member, founder, contributor, or individual;
- That has a voluntary board;
- That has a functioning accounting system that is operated in accordance with generally accepted accounting principles, or has designated a fiscal agent that will maintain a functioning accounting system for the organization in accordance with generally accepted accounting principles; and
- That practices nondiscrimination in the provision of assistance.

A private non-profit organization does not include organizations created by government, such as public housing agencies.

The eligible non-profit applicant or partner/s must demonstrate the financial and management capacity and experience to carry out the project as detailed in its project application and to administer Federal funds. In addition, the application must demonstrate:

- Five (5) years organizational experience successfully providing services to individuals and/or families experiencing homelessness;
- At least three (3) years of experience successfully providing housing and case management services to the target population;
- Established partnerships with providers of mainstream resources and benefits, as well as other relevant service providers;
- Financial solvency and administrative capacity to operate a program of the indicated scope;
- Demonstrated track record of being an equal opportunity employer, without any founded charges of unfair hiring or promotions within the past ten years;

- Free of debt to the Federal Government, State of Pennsylvania, or the City of Philadelphia for nonpayment of taxes, fines, judgments, liens or fees.
- If the applicant is a current CoC Program recipient or sub-recipient, the applicant’s existing projects must be in good standing and have scored well in Philadelphia’s FY 2017 local renewal competition. Organizations whose renewal projects scored in the lowest 10% of all renewal projects are ineligible to apply for this opportunity for CoC Program funding for a new project.
- If the applicant is a current HUD recipient, there must be no open HUD monitoring or audit findings and the applicant must be in good standing with HUD (submitting APRs on time, drawing down funds in a timely manner, etc.).

C. General Disclaimer of the City

This RFP does not commit the City of Philadelphia to award a contract. This RFP and the process it describes are proprietary to the City and are for the sole and exclusive benefit of the City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the City and may be subject to public disclosure by the City, or any authorized agent of the City.

II. Scope of Work

A. Project Details

The City is seeking proposals for the following projects:

1. Rapid Re-housing projects that serve individuals, families, and/or unaccompanied young adult ages 18-24 experiencing homelessness, coming directly from the streets; from emergency shelter; or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions, have no other residence, and lack the resources or support networks to obtain other permanent housing.
 - Within the category of rapid re-housing for unaccompanied young adults ages 18-24, the Philadelphia CoC is prioritizing new projects proposing to serve a broad spectrum of unaccompanied young people, with inclusive eligibility criteria. Many of our community’s existing youth-dedicated projects serve a narrowly defined target population, which our community’s Young Adult Leadership Committee has identified as a major gap in the homelessness system.
2. Permanent supportive housing (PSH) projects dedicated to serving individuals/ households without children experiencing chronic homelessness, coming directly from the streets, safe havens, emergency shelters, or institutions in which they have stayed less than 90 days.
3. Joint transitional housing and rapid re-housing (TH-RRH) projects that serve individuals/ adults without children, families/ households with children, and/or unaccompanied young adults ages 18-24 experiencing homelessness, coming directly from the streets; from emergency shelter; or meeting the criteria of paragraph (4) of HUD’s definition of homeless: fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions; has no other residence; and lacks the resources or support networks to obtain other permanent housing

B. Eligible Beneficiaries (Program Participants)

- PSH: All projects must **meet the requirements of DedicatedPLUS as defined in Section III.A.3.d. of the FY 2017 NOFA (See Appendix A) or dedicate 100% of beds to individuals experiencing chronic homelessness**, as defined by HUD, coming directly from the streets, safe havens, emergency shelters, or institutions in which they have stayed less than 90 days. HUD finalized the definition of

chronic homelessness effective January 15, 2016 (Appendix A). All participants must meet this definition and sub-recipients must follow the [documentation of chronic homelessness requirements](#).

- Project applicants must demonstrate that they will first serve persons experiencing chronic homelessness according to the order of priority established in [Notice CPD-14-012: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons](#)

Disabilities: All projects must serve exclusively disabled households as defined by HUD (See Appendix).

- RRH: All projects must serve families and/or individuals, including young adults ages 18-24, coming directly from the streets; from emergency shelter; or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions. These life-threatening conditions must relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence, while having no other residence and lacking the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.
- Joint TH-RRH: All projects must serve families and/or individuals, including young adults ages 18-24, coming directly from the streets; from emergency shelter; or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions. These life-threatening conditions must relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence, while having no other residence and lacking the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

C. Priorities

The Philadelphia CoC funding priorities for the FY 2017 CoC Program Competition are:

1. PSH for individuals/ adults without children experiencing chronic homelessness, coming directly from the streets, safe havens, emergency shelters, or institutions in which they have stayed less than 90 days
2. RRH for unaccompanied young adults ages 18-24 coming directly from the streets, emergency shelters, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions. Within the category of rapid re-housing for unaccompanied young adults ages 18-24, the Philadelphia CoC is prioritizing new projects proposing to serve a broad spectrum of unaccompanied young people, with inclusive eligibility criteria. Many of our community's existing youth-dedicated projects serve a narrowly defined target population, which our community's Young Adult Leadership Committee has identified as a major gap in the homelessness system.
3. RRH for families with children coming directly from the streets, emergency shelters, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions
4. RRH for individuals/ adults ages 25+ without children coming directly from the streets, emergency shelters, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions.
5. New Joint TH-RRH Rapid Re-housing projects that serve individuals, families, and/or unaccompanied young adult ages 18-24 experiencing homelessness, coming directly from the streets; from emergency shelter; or fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions.

Please note that [HUD](#)'s guidance is that the new TH-RRH project type is best suited for communities with shorter shelter stays (<30 days) and high rates of unsheltered homelessness.

Applicant Name: [Click here to enter text.](#)

Project Name: [Click here to enter text.](#)

However, in Philadelphia, households are spending an average of 190 days in emergency shelter and safe haven.

Applications must demonstrate:

- A plan for rapid implementation of the program; the project narrative must document when the project will be ready to begin housing the first program participant, when the project will achieve full occupancy, and a detailed plan for how the project will ensure timely implementation.
- A connection to mainstream systems, specifically that activities are in place to identify and enroll all Medicaid-eligible program participants; AND whenever possible, Medicaid and non-Medicaid resources are leveraged to finance supportive services such as case management and behavioral health services.
- That the proposed project will operate using a Housing First Approach (Refer to Section G)
- That the project is cost-effective
- That they will meet HUD’s match requirements by providing written commitments of cash and/or in-kind value (Refer to Section J)
 - Priority will be given to projects that exceed HUD’s match requirements, with leveraged commitments of at least 150% of the total request to HUD.

D. Eligible Localities

Projects must be located within the geographic boundary of Philadelphia, Pennsylvania.

E. Eligible Activities

These are activities deemed eligible under HUD guidelines. The Rapid Re-housing program components that are required locally are described in Section M. Due to HUD’s requirements for timely implementation of new projects, proposals for project-based rental assistance that do not have existing development funding commitments cannot be recommended for CoC funding.

Projects can request funds for:

- PSH: rental assistance, leasing, operating, supportive services, administration
- RRH: tenant-based rental assistance, supportive services, administration
- Joint TH-RRH: tenant-based rental assistance (RRH portion), leasing (TH portion), operating (TH portion), supportive services, administration

Eligible Activities	Grant Funds May Be Used For:
Rental Assistance	<p>Grant funds may be used for tenant-based, project-based, or sponsor-based rental assistance, but cannot be used if participant is receiving rental assistance from any other source. Funds may be used for security deposits. The amount of rental assistance requested is derived from the Fair Market Rent for the unit size requested.</p> <ul style="list-style-type: none"> • RRH projects can apply for Short-Term (1-3 months) and/or Medium-Term (4-24 months) tenant-based rental assistance only • PSH projects can apply for Long-Term tenant-based, project-based, or sponsor-based rental assistance
Leasing	<p>Grant funds may be used to pay for 100% of costs of leasing for a structure or portions of a structure. Security deposits and utilities included in rent are</p>

	<p>eligible leasing costs. Funds may not be used for units or structures owned by the recipient, or a related organization. The lease is between the grant recipient/sub-recipient and owner of the property. Leasing projects may require that program participants pay an occupancy charge (or in the case of a sublease, rent) of no more than 30 percent of their income. Income must be calculated in accordance with HUD’s regulations in 24 CFR 5.609 and 24 CFR 5.611(a). Projects may not charge program fees.</p>
<p>Operating</p>	<p>Funds may be used to pay day-to-day operating costs in a single structure or individual housing units (including maintenance such as scheduled replacement of major systems), repairs, building security, electricity, gas, water, furniture, equipment, property insurance, and taxes. These costs may not be combined with rental assistance funds.</p>
<p>Supportive Services</p>	<p>Services must be offered to program participants during the full duration of their tenancy. <u>Eligible services</u> are as follows:</p> <ul style="list-style-type: none"> ▪ Annual assessment of service needs ▪ Assistance with moving costs ▪ Case management: <i>providing ongoing risk assessment and safety planning with victims of domestic violence, dating violence, sexual assault, and stalking; counseling; developing, securing, and coordinating services; obtaining Federal, State, and local benefits; monitoring and evaluating program participant progress; providing information and referrals to other providers; developing an individualized housing and service plan, including planning a path to permanent housing stability; conducting required annual assessment of service needs (re-evaluation)</i> ▪ Child care operations or vouchers ▪ Education services ▪ Employment assistance and job training ▪ Food ▪ Housing search and counseling: <i>tenant counseling; understanding leases; making moving arrangements; mediation with property owners and landlords; credit counseling, accessing a free person credit report, and resolving personal credit issues; and payment of rental application fees</i> ▪ Legal services ▪ Life Skills training ▪ Outpatient mental health or physical health services; or outpatient substance abuse ▪ Outreach services ▪ Transportation ▪ Utility deposits <p>In the past, the City has capped the amount applicants can request for supportive services. For 2017, there is no cap, but costs must be reasonable for the project proposed.</p>

<p>Project Administration</p>	<p>Sub-recipients may use up to 10% of any grant for project administrative costs. Expenses related to the overall administration of the grant such as management, coordination, monitoring and evaluation, and environmental review are eligible. Costs for staff and overhead directly associated with carrying out activities under rental assistance are not administrative costs, but are eligible costs under rental assistance. <i>Of the total 10% administrative costs, 5% will be retained by the Office of Homeless Services to support management of the HUD grant.</i></p>
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F. Timetable

Projects may request up to 1 year of funding. The Philadelphia CoC reserves the right to change the maximum allowable term for final applications submitted to HUD based on NOFA requirements and/or strategic priorities, such as those aimed at maximizing federal funding. Renewal funding may be requested in subsequent years.

The applicant is expected to initiate the approved projects promptly in accordance with the requirements of the NOFA. Grant terms, and associated grant operations, may not exceed beyond the availability of funds. Applicants must plan accordingly and only submit applications that can start operations in a timely manner with sufficient time to complete post award process within the awarded grant term. In addition, HUD will take action if the grantee fails to satisfy the timeline standards found in 24 CFR 578.85. HUD strongly encourages all rental assistance to begin within 12 months of award. The City reserves the right to change requirements related to timeliness of expenditures for final applications submitted to HUD based on NOFA requirements and/or strategic priorities, such as those aimed at rapid project start-up.

G. Housing First Approach

Projects awarded through this opportunity must operate using a Housing First Approach.

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that participant choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a participant more successful in remaining housed and improving their life. ¹

Housing First does not require people experiencing homelessness to address all of their problems including behavioral health problems, or to graduate through a series of services before they can access housing. Housing First does not mandate participation in services either before obtaining housing or in order to retain housing. The Housing First approach views housing as the foundation for life improvement and enables access to permanent housing without prerequisites or conditions beyond those of a typical renter. Supportive services are offered to support people with housing stability and individual well-being, but participation is not required as services have been found to be more effective when a person chooses to engage. ²

¹ National Alliance to End Homelessness “Housing First” Retrieved from <http://endhomelessness.org/resource/housing-first/> on July 6, 2017.

² National Alliance to End Homelessness “Housing First” Retrieved from <http://endhomelessness.org/resource/housing-first/> on July 6, 2017.

Projects awarded under this opportunity must allow participants to enter the program without income, even if they aren't "clean and sober" or "treatment compliant", even if they have criminal justice system involvement, and even if they have a poor credit history. Service and treatment plans must be voluntary, such that tenants cannot be evicted for not following through. Participants should not be evicted or terminated from the project for any reason outside of a typical lease agreement.

H. HUD Requirements and Restrictions

PSH projects cannot combine the following types of assistance in a single structure or housing unit:

- Rental Assistance and Leasing
- Rental Assistance and Operating

Sub-recipients must comply with HUD's requirements, including:

- Projects cannot use leasing funds in buildings owned by the recipient, sub-recipient, their parent organization(s), a staff or board member relative or business associate.
- The owner of a unit or his/her subordinate may not conduct Housing Quality Standard inspections, rent reasonableness reviews, or lead-based paint visual inspections.
- Staff, persons with whom staff has immediate family or business ties and board members are prohibited from accruing any financial interest/ benefit from CoC-assisted activities during their tenure with the organization and for one year following tenure.

All sub-recipients of Continuum of Care Program funding must comply with the program regulations and the requirements of the Notice of Funding Availability governing the funds that they receive, including abiding by housing quality standards and suitable dwelling size, assessing supportive services on an ongoing basis, initiating and completing approved activities and projects within certain timelines, and providing a formal process for termination of assistance to participants who violate program requirements or conditions of occupancy.

Before any assistance will be provided on behalf of a program participant, the sub-recipient must physically inspect each unit to assure that the unit meets [HUD's Housing Quality Standards](#) (HQS) and must inspect all units at least annually during the grant period to ensure that the units continue to meet HQS.

The Housing Quality Standards include, but are not limited to, the inspection of the following:

1. Sanitary facilities;
2. Food preparation and refuse disposal;
3. Space and security;
4. Thermal environment;
5. Illumination and electricity;
6. Structure and materials;
7. Interior air quality;
8. Water supply;
9. Lead-based paint;
10. Access;
11. Site and neighborhood;
12. Housing occupied by families with children must also comply with requirements of the Lead Based Paint Poisoning Act.

Standards for suitable dwelling size:

1. The dwelling unit must have at least one bedroom or living/sleeping room for each two persons.
2. Children of opposite sex, other than very young children, may not be required to occupy the same bedroom or living/sleeping room.
3. If household composition changes during the term of assistance, sub-recipients may relocate the household to a more appropriately sized unit. The household must still have access to appropriate supportive services.

I. Centralized/Coordinated Entry

Continuum of Care regulations require sub-recipients to use the local centralized or coordinated entry system as established by the Philadelphia Continuum of Care to accept participant referrals for their programs. In addition, sub-recipients must comply with CoC written standards for the use of this assistance, which includes policies and procedures for evaluating individuals/families eligibility for assistance; and for determining and prioritizing which individuals/families will receive permanent supportive housing or rapid re-housing housing. PSH projects funded under this opportunity will be required to prioritize participants for entry into the project according to the order of priority established in [Notice CPD-14-012: Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons](#).

J. Match Requirements

Match is actual cash or in-kind resources contributed to the grant. All costs paid for with matching funds must be for activities that are eligible under the CoC Program, even if the recipient is not receiving CoC Program grant funds for that activity. The recipient or sub-recipient must match *the total* grant funds requested for eligible activities (excluding the amount requested for the leasing budget line item) with no less than a **25% cash or in-kind contribution**. Match must be met on an annual basis. Match resources may be from public (not statutorily prohibited by the funding agency from being used as a match) or private resources.

For an in-kind match, the recipient or sub-recipient may use the value of property, equipment, goods, or services contributed to the project, provided that, if the recipient or sub-recipient had to pay for such items with grant funds, the costs would have been eligible. If third-party services are to be used as a match, the recipient or sub-recipient and the third-party service provider that will deliver the services must enter into a memorandum of understanding (MOU) documenting that the third party will provide such services and value towards the project. HUD permits “program income”, which includes tenant rents and operating charges, to be used as match.

K. HMIS Requirements

HUD requires that all projects funded under this competition provide client-level data to the Lead Agency for the Homeless Management Information System (HMIS). In the Philadelphia Continuum of Care (CoC), the Office of Homeless Services is the lead agency and the HMIS product used is ClientTrack™ by Eccovia Solutions, Inc.

All projects funded under this opportunity, except as prohibited to protect victims of domestic violence, dating violence, sexual assault, or stalking, are required to participate in the Philadelphia CoC HMIS through direct data entry and are responsible for meeting the following technology requirements in order to be able to access the ClientTrack™ HMIS:

Workstation Specifications	<i>Minimum</i>	<i>Optimum</i>
User PC	Pentium 800 MHz	Pentium III 1.2 GHz+
Memory	512 MB (12 MB free when other apps are open)	1 GB+ (24 MB+ free when other apps are open)
Free Disk Space	2 MB	10 MB+
Windows Versions	Windows XP or higher	Windows XP or higher
Networking	TCP/IP	TCP/IP
Software	Internet Explorer 9.0 or higher or Firefox 30.0 or higher, Adobe Acrobat Reader (free)	Internet Explorer 9.0 or higher or Firefox 30.0 or higher, Adobe Acrobat Reader (free)
Internet Connection	DSL	High Speed – Fiber, Cable, T1, or DSL

Browsers

Acceptable browsers include:

- Google Chrome 35.0 or above
- Internet Explorer 9.0 or above
- FireFox 30.0 or above
- Mobile Safari for iOS 6.0 or above (used on iPhone, iPad, and iPod mobile digital devices)
- Firefox for Android (may be installed on Android 2.1 or above)
- Google Chrome for Android (may be installed on Android 4.0 or above)

HMIS Security, Privacy, and Confidentiality Requirements

All sub-recipients are required to comply with security, privacy, and confidentiality standards regarding the collection, maintenance, and use of protected personal information recorded, used, or processed for the HMIS. The current requirements, which are defined by HUD’s current requirements can be found in the 2017 [HMIS Data and Technical Standards](#). Compliance with these and any future revisions is required.

All projects participating in the Philadelphia CoC’s HMIS are required to sign the HMIS Participation Agreement between the City of Philadelphia Office of Homeless Services and HMIS Participating Agencies. All users of the Philadelphia CoC’s HMIS are required to sign the HMIS User Agreement. The Philadelphia CoC has [HMIS standards and policies](#) with regard to security, privacy, and confidentiality.

HMIS Data Collection Standards and Reporting Requirements

All providers receiving CoC Program funding are required to participate in the CoC’s Homeless Management Information System (HMIS). Projects awarded through this opportunity are required to enter data directly into the CoC’s HMIS. Providers must execute an HMIS Participation Agreement with the Office of Homeless Services (CoC designated HMIS lead). Programs must follow [Philadelphia CoC HMIS Policies and Procedures](#), HUD’s [HMIS Data Standards](#), and remain in good standing with HMIS participation requirements. Providers that serve survivors of Domestic Violence only have to meet the basic HUD HMIS requirements for DV programs (i.e. collect all of the data elements an HMIS collects, however, victim service providers are directed to store that data in a comparable database and report on aggregate level and not client level specific data).

HMIS Training Requirements

Upon HUD notification of a project's grant award, Homeless Services will contact the sub-recipient to arrange training for the project's HMIS users. No one will be granted access to the HMIS without having received initial training by Homeless Services trainers.

L. Program Evaluation and Continuous Improvement

CoC program funded projects are evaluated each year in preparation for HUD's CoC Program competition. Evaluation results are used to inform project selection and ranking, as well as to identify any performance issues that may need to be addressed. Severe and persistent performance issues, including issues related to compliance and chronic underspending, may negatively impact a project's ability to continue to receive CoC Program funding.

M. Joint Transitional Housing and Rapid Re-Housing Requirements

When a program participant is enrolled in a Joint TH and PH-RRH component project, the subrecipient must be able to provide both components, including the units supported by the transitional housing component and the tenant-based rental assistance and services provided through the PH-RRH component, to all participants. A program participant may choose to receive only the transitional housing unit or the assistance provided through the rapid re-housing component.

Joint component projects are not intended to replace transitional housing projects that have been reallocated or lost funding in recent years. Instead, they provide a new way to meet some of the pressing challenges that communities are facing. They provide a safe place for people to stay – crisis housing – with financial assistance and wrap around supportive services determined by program participants to help them move to permanent housing as quickly as possible. Stays in the crisis housing portion of these projects should be brief and without preconditions, and participants should quickly move to permanent housing.

At a minimum, joint component projects must:

- Use a Housing First approach with participant-driven service models and a focus on helping people move to permanent housing as quickly as possible. Participants cannot be required to participate in treatment or services to receive assistance.
- Have low-barriers to entry and accommodate people with possessions, partners, pets, or other needs.
- Incorporate participant-choice by helping participants find permanent housing based on their unique strengths, needs, preferences, and financial resources. Participants will choose when they are ready to exit the crisis housing portion of the project and move to permanent housing, with providers assisting participants with this move.
- Provide or connect participants to resources that help them improve their safety and well-being and achieve their goals.

Target and prioritize people experiencing homelessness with higher needs and who are most vulnerable.

N. Rapid Re-Housing Requirements - *These requirements apply to both traditional rapid re-housing projects and the rapid re-housing portion of the joint TH-RRH project type.*

Housing Search and Inspection: Applicants will assist households in identifying affordable market-rate and subsidized housing opportunities. According to HUD guidelines, rapid re-housing rental assistance may not be used for properties that are owned by the applicant, a sub-grantee, parent, subsidiary, or affiliated organization of the applicant.

Intake: Applicants will assign a Housing Stabilization Specialist (HSS) to review the referral packet and meet with the individual or family to determine most appropriate housing options.

Applicants must have the capacity to:

1. Have staff available 5 days a week to conduct intake interviews;
2. Schedule Rapid Re-housing participants' initial intake appointment within 10 business days after receiving a Rapid Re-housing referral from Homeless Services;
3. Record intake information in the Homeless Management Information System (HMIS) and track all referrals utilizing the established HMIS;
4. Streamline and supervise the intake process;
5. Identify and show three (3) potential rental housing units to each Rapid Re-housing participant/household; the Rapid Re-housing provider will document each housing unit offered;
6. Work to secure a rental unit within 30 days after participant's intake appointment;
7. Refer households to other appropriate resources, if more intensive supportive services or long-term assistance is needed;
8. in conjunction with the participant/household, apply for one (1) free credit report to review possible housing barriers;
9. Assist Rapid Re-housing participant/household in completing a housing stability plan (after moving into a unit);
10. Provide each Rapid Re-housing household requiring more than one (1) month rental assistance with a minimum of four (4) linkages/referrals, e.g. financial management/budgeting, Tenant's Rights/responsibility course, income enhancers (employment, job fairs, and/or public benefits), low-income utility assistance programs, and family court for households with minor children not receiving child support;
11. Assess each participant/ household needing six (6) or more months of rental assistance to determine if the participant/ household needs additional rental assistance; if the Rapid Re-housing provider determines the participant/ household needs additional rental assistance, an assessment must be conducted every 3 months (9th, 12th, 15th, 18th and 21st month) to confirm the amount of rental assistance need;
12. Accurately calculate the amount of Rapid Re-housing rental assistance to be provided to each household;
13. Provide each Rapid Re-housing participant/ household who will need ongoing rental subsidy after the Rapid Re-housing assistance ends with opportunities to link to /apply for subsidized housing ;
14. Conduct an annual inspection on any unit that a Rapid Re-housing participant/household resides in for more than twelve (12) months;
15. Provide monthly Housing Stabilization case management services to Rapid Re-housing participant/household receiving on-going (more than one month) rental assistance;
16. Provide each Rapid Re-housing participant/ household instructions on how to appeal decisions (termination, rental assistance determination, extending rental assistance) made by the Rapid Re-housing provider

Determining Amount of Assistance:

Applicants will work with each head of household to determine the type and amount of financial assistance needed to secure permanent housing. The Housing Stabilization Specialist (HSS) will also negotiate rents with the potential landlord. Maximum amount of financial assistance per household is limited to \$33,600 (or

\$1,400 per month) and must be approved by applicant supervisor or program manager. Each household is limited to a maximum of 24 months of assistance.

Financial assistance is limited to the following activities: short-term (1 to 3 months) rental assistance, medium-term (4 to 24 months) rental assistance, security deposits, utility deposits, utility payments, and moving cost assistance. For households that need more than one month's rental assistance, the Housing Stabilization Specialist will develop a Self-Sufficiency Plan that includes referrals/linkages to other needed services. All payments must be made to third parties, such as landlords or utility companies, and may be offered within the following guidelines:

1. Rental assistance criteria include: Rent reasonable standards as provided by the City must be used to determine rents.
 - a. Rental payments must be provided directly to the landlord. To receive a rental payment, landlords must provide the following:
 - i. renter's license;
 - ii. certificate of rental suitability; and
 - iii. landlord's tax identification number (TIN) or social security number
 - b. Security deposits should be negotiated with the landlord
 - c. Rental assistance payments, except for security deposits, cannot be made on behalf of households for the same period of time and for the same cost types that are being provided through any other federal, state, or local housing subsidy program
 - d. An assisted property may not be owned by the applicant agency receiving Homeless Services grant, sub-grantee or the parent, subsidiary or affiliated organization of the applicant agency.
2. Rapid Re-housing funds may not be used to purchase furniture. Assistance with moving costs can be provided if a household has furniture stored at another location and needs assistance with:
 - a. Truck rental
 - b. Hiring a moving company

To receive continued financial assistance, all program participants who receive short term or medium term rental assistance for more than one month must follow up with a Housing Stabilization Specialist.

Role of Housing Stabilization Specialist: The Housing Stabilization Specialist should focus on what needs to happen in order to stabilize housing, rather than what needs to happen to solve all of the household's needs. Households that receive more than one month's rent or utility assistance need to be assigned to a Housing Stabilization Specialist for follow up. After gaining a thorough understanding of a household's barriers to sustaining housing, the Housing Stabilization Specialist will:

1. Determine and facilitate the linkages to other services needed by the households, i.e. behavioral health, substance use, legal, employment, child care
2. Make home visits as indicated or when there are concerns about safety; at a minimum, program participants must attend monthly one-on-one meetings with the Housing Stabilization Specialist
3. Create a Self-Sufficiency Plan for each household that receives more than one month of rental assistance. Self-Sufficiency Plans should reflect the barriers to sustaining housing and may include: linkages to other services; a schedule for home and office visits; financial assistance plan; education and/or employment plan, and amount of contribution expected from household
4. Assist households that are in unsafe housing (i.e., domestic violence or L&I violations) with relocation and/or referrals to the Fair Housing Commission; new housing placements require an inspection, and housing must meet Housing Quality Standards
5. Carry a revolving caseload with a maximum of 40 households

6. Participate in training and information sharing meetings sponsored by Homeless Services to ensure consistency of services throughout the Rapid Re-housing program
7. Enter all required information directly into HMIS

Housing Counseling Services: Applicant will have the capacity to assist individuals or families who need housing counseling services in order to retain suitable housing. Services and activities should include:

1. Tenant's Rights and Responsibilities regarding safety and health standards;
2. Assisting individuals and families in understanding leases;
3. Securing utilities;
4. Securing furniture and reviewing housekeeping;
5. Making moving arrangements;
6. Representative payee services for rent and utilities;
7. Mediation;
8. Financial counseling, including household budgeting, money management, accessing a free credit report, and resolving personal credit issues.

O. Monitoring

Consistent with Homeless Service's role as the Collaborative Applicant for the Continuum of Care, Homeless Services will at least annually review the sub-recipient's performance for purposes of grant renewal. This review may include review of performance against HUD performance measures, rate of grant expenditure, participant eligibility, and/or site visits for housing conditions. Homeless Services will establish the method and frequency of monitoring.

III. Proposal Format, Content, and Submission Requirements; Selection Process

A. Proposal Format

Proposal Submission Instructions: Applicants are required to submit hard copy responses only. **One (1) original and five (5) copies** of completed proposals must be submitted to:

Office of Homeless Services (Homeless Services)
Municipal Services Building
1401 JFK Blvd, 10th Floor, Suite 1030
Philadelphia, PA 19102
Attention: Lauren Whitleigh, Director of CoC Planning

The following conditions apply to this submission:

Hard copies of proposals must be submitted by 5:00 PM (Philadelphia, PA local time) on Friday, August 18, 2017. Proposals submitted after this deadline will not be accepted.

Hard copy proposals must be signed in ink by an individual duly authorized to bind the applicant and must be sealed and labeled on the cover with the applicant's name. Proposals submitted without an authorized signature will be deemed non-responsive and incomplete and will not be accepted for review.

- Proposals must be typed on 8-1/2 inch by 11 inch white paper with all pages numbered and either 1 ½ spaced or double-spaced. **Single-spaced proposals will not be accepted.**
- Proposals or proposal components will not be accepted via facsimile (fax) transmission.

B. Proposal Content

Submissions that are missing or have incomplete sections or forms may not pass threshold review, so read please carefully. The narrative part of the proposal should not exceed **14 pages**, including charts noted below.

1. **Project Summary Form – proposal cover page**
Complete "[Attachment 1: Project Summary Form](#)", and use it as the cover page for your proposal.
2. **Qualifications and Experience Narratives (4 pages maximum)**
 - a. Describe the Applicant's organizational background, including number of years organization has been in operation, organization's primary mission, any significant experience, and any other information about the organization that Applicant deems pertinent to this RFP.
 - b. Describe the experience of the applicant and partners (e.g. key contractors, service providers, property managers, landlords, etc.) as it relates to providing housing and supportive services to people experiencing homelessness and the target population. Include in the description any previous work of a similar nature and for the proposed target population.
 - c. Describe the experience of the applicant and partners (if applicable) carrying out the activities applicable to the proposed project, such as identifying housing units, administering rental assistance, operating a Housing First program, and utilizing HMIS.
 - d. Describe the experience of the applicant and partners (if applicable) developing and implementing appropriate housing stabilization services and residential property management and maintenance, if applicable

- e. Describe the experience of the applicant and partners (if applicable) serving the eligible population you are proposing to serve in this project
- f. Describe the experience of the applicant operating program(s) using the Housing First approach
- g. Describe the basic organization and management structure of the applicant sub-recipients (if any). Include a description of internal and external coordination, and structures for managing basic organization operations
- h. Describe your organization’s financial capacity to administer the grant, including your accounting system that will be used to administer the grant and any financial procedures your organization might have that may impact the implementation of the grant.
- i. Describe the experience of the applicant and sub-recipients (if any) in effectively utilizing federal funds and performing the activities in the proposal.
- j. If your organization currently receives HUD funding, please report on the following:
 - i. If you have had a HUD audit/ monitoring in the past 12 months, please describe any findings and your organization’s corrective actions to satisfy the findings. If your organization has any unresolved monitoring or audit findings on HUD grants, please describe actions being taken to resolve. Please attach a copy of the HUD Monitoring Report and the corrective action plan that you submitted to HUD.
 - ii. Have you returned funds to HUD in the last 2 years? If yes, what amount? Please describe the reason the funds were returned and the actions that are being taken to ensure full spending.
 - iii. Have you consistently drawn down funds at least quarterly on all HUD CoC grants in the last 2 years? If not, please describe the reasons for not drawing the funds consistently and the actions you are taking to ensure timely draw down.
 - iv. Have you submitted the Annual Performance Reports for all HUD CoC grants on time in the last 2 years? If not, please describe the reason for any late APR submission and the actions you are taking to ensure timely APR submission.
- k. If your organization has open Office of Inspector General (OIG) audit findings, or poor or non-compliance with applicable Civil Rights Laws and/or Executive Orders, please describe the reasons below and the actions you are taking to resolve the issue.

List all HUD CoC grants currently held by (or awarded to, but not yet under agreement) the applicant, and the grant’s current status (number of months or years program has actually been operating).

Organizations with current CoC projects that scored in the lowest 10% of renewal projects in Philadelphia’s FY 2017 local CoC competition are not eligible to apply for this opportunity. Please insert the following table format into your narrative, adding rows as needed, and complete it fully.

Project Name	Competition Year Originally Awarded	# Years Operating	Current HUD-issued Grant No.	Current Total Grant Awarded	Remaining funds (balance) from most recent grant period

Office of Economic Opportunity - Diversity Report of Non-profit Organizations – (Attachment 3)

As a separate document, Applicants must include a completed “Diversity Report of Non-profit Organizations” on the form provided with Appendix B-2 of this RFP.

3. Project Description (6 pages maximum)

Provide a description of the project that is complete and concise. The description must address the entire scope of the project, including a clear picture of the community/target population(s) and number to be served, the plan for addressing the identified needs/issues of the CoC community/ target population(s), projected outcome(s), and any coordination with other source(s)/partner(s). In cases where the proposed project is expanding an existing project, explain how the requested funds will supplement existing services and resources, or increase the number of participants served. The narrative is expected to describe the project at full operational capacity and to demonstrate how full capacity will be achieved over the term requested in this application.

The description must be consistent with other parts of this application and identify:

- The target population, including the number of single adults and the number of families with children to be served when the project is at full capacity
- Address and location of units (if applicable)
- the expected housing needs of program participants, including type (specific size of units? clustered units? Scattered-site? Shared/ multi-family setting?) and scale (number of units per site, number of persons per unit) and any other relevant information.
 - Applicants for the joint TH-RRH projects must identify the number and type of units that will be part of the TH portion of the project and number and type of units that will be part of the RRH portion of the project
- The specific services provided to eligible households with the longest periods of homelessness.
- Projected outcomes, including, but not limited to:
 - Housing stability: retention in permanent housing or moving to other permanent housing
 - Increase in income: earned and other
 - Connection to Mainstream Benefits
- Coordination with partners
- Project timeline including:
 - a detailed plan for rapid implementation of the program
 - the month and year in which the project will begin to house eligible participants
 - the month and year in which the project will achieve full occupancy
 - if any project site is not currently owned or under a lease agreement, provide a summary of relevant contracts and agreements (e.g., with local landlords, housing locator specialists, public housing authority, other partner organizations) needed for the achievement of project operation.
 - evidence that ensures there will be no delay in service provision to participants, operation of CoC management systems, or the leasing of units for reasonable rents.
 - the management plan and method for assuring effective and timely completion of all work
- Plan for HMIS participation implementation
- How the project will leverage or deliver Medicaid and other mainstream services to participants
- How the proposed project will be designed to operate using a Housing First approach, ensuring there are no barriers to entering and sustaining residence in the project for participants that meet HUD's eligibility criteria for the project.
 - Joint TH-RRH project applicants must describe how the project will accommodate different household configurations, service needs, and pets
- Your organization's existing mechanism(s) for participant involvement and how that information is used, and how you would obtain participant feedback in this new project.

- Your organization’s plan to implement a system of continuous quality improvement, program evaluation, and participant satisfaction to ensure that your project provides a high quality of services.
- Detailed description of the specific housing proposed to be utilized for participants.
 - If requesting project-based or sponsor-based rental assistance, please describe the property ownership and maintenance responsibilities.
 - If requesting tenant-based leasing or rental assistance funds, describe the process that will be used to assist program participants to find their own rental units, including enlisting participation of landlords and ensuring the widest possible choice of housing units.
 - Describe the availability of proposed rental units in the market area within current Fair Market Rent limitations.
- Accessible community amenities
 - If housing units will be identified at program outset, describe the particular neighborhood conditions
 - If program will be scattered-site, describe how unit selection will ensure accessibility of participants to community amenities.
- The method for determining the type, amount, and duration of rental assistance that participants can receive.

4. Supportive Services (4 pages maximum, including the chart below)

Describe how participants will be assisted to obtain and remain in permanent housing. The description must identify:

- Plan to move eligible participants into the project
- Needs of tenants and plan for addressing those needs including, but not limited to: health, behavioral health, education, employment, life skills and child care services
- How units will be identified and rent reasonableness will be determined
- Joint TH-RRH project applicants must describe how the project will be participant-driven; participants will choose when they are ready to move into permanent housing, and the sub-recipient will help participants find and secure permanent housing based on their strengths, needs, and preferences.

Describe how participants will be assisted to increase employment and/or income and to maximize their ability to live independently. The description must identify:

- Needs of target population and services required
- How tenants will access these services
- Coordination with other providers and mainstream systems
- How tenants will access SSI/SSDI and other mainstream benefits e.g. TANF, Medicaid, SNAP, SCHIP, Workforce Investment Act, and Veterans Health Care programs
- Unique needs of youth (if applicable)

For projects serving families with children, will the applicant have designated staff responsible for ensuring children are enrolled in school and connected to the appropriate services within the community, including early childhood education programs such as Head Start, Part C of the Individuals with Disabilities Act, and McKinney-Vento education services?

Describe whether or not:

- Transportation assistance will be provided to participants to attend mainstream benefit appointments, employment training, or jobs
- The applicant will conduct regular follow-ups with participants to ensure mainstream benefits are received and renewed
- Project participants will have access to SSI/SSDI technical assistance provided by the applicant, a sub-recipient, or partner agency

Supportive Services Type and Frequency

For all supportive services available to participants, indicate who will provide, how they will be accessed, and how often they will be provided, regardless of the resources that will be used to pay for the services. *For the Provider column, indicate: "Applicant" if the applicant will provide the service directly; "Sub-recipient" if a sub-recipient will provide the service directly; "Partner" if an organization that is not a sub-recipient of project funds but with whom a formal agreement or memorandum of understanding (MOU) has been signed will provide the service directly; or, "Non-Partner" if a specific organization with whom no formal agreement has been established regularly provides the service to clients.*

Supportive Service	Provider	Daily	Weekly	Bi-Weekly	Monthly	Bi-Monthly	Annually	Does Not Apply
Annual Assessment of Services Needs								
Assistance with Moving Costs								
Case Management								
Child Care Operations and Vouchers								
Education Services								
Employment Assistance and Job Training								
Food (meals or groceries for program participants)								
Housing Search and Counseling								
Legal Services								
Life Skills Training								
Outpatient Mental Health Services								
Outpatient Health Services								
Outreach Services								
Outpatient Substance Abuse Treatment Services								
Transportation								
Utility Deposits								

5. Project Budgets

Utilize the budget forms found on Attachment 2 to request rental assistance, leasing, operating, supportive services, and administration funding for the proposed project, as applicable. Note that the budgets are for one year of funding only.

Gross rents must not exceed Philadelphia’s current Section 8 Fair Market Rents for FY2017, which are below. Rental assistance requests must use the FMR calculations.

Unit Size	2016 FMR
Efficiency	\$830
1 BR	\$1,003
2 BR	\$1,210
3 BR	\$1,502
4 BR	\$1,659

Project Match and Leverage Documentation

A minimum of 25% of the project budget, excluding leasing costs, must be matched with a cash or in-kind contribution. Create a summary chart (see below), using the following format to include details for each cash or in-kind contribution you are seeking. The summary should be followed by copies of the letters/memoranda you obtained to document the commitment. Projects that demonstrate leverage/matching funds of 150% of the project request will be more competitive.

Type	Contributor	Source	Date of Commitment (if applicable)	Value of Commitment
(Cash or in-kind)	(Name of organization)	(Private or Government)	(Date of commitment letter/MOU)	(Dollar value of commitment)
Total				

Note that if the project is awarded by HUD, you will be required to submit letters or Memoranda of Understanding to HUD to document the commitments.

Required Hard Copy Proposal. The following items **must** be submitted

1. Project Summary Form (see Attachment 1) as the cover.
2. Budget Detail Forms (see Attachment 2 to this RFP).
3. Copy of 501c(3) determination (**submit only with original proposal**)

C. Proposal Checklist

Applicant Name: [Click here to enter text.](#)

Project Name: [Click here to enter text.](#)

The checklist below applies to the hard copy submission of your proposal. Online requirements can be found below.

	✓
A. Project Summary Form (See Attachment 1)	<input type="checkbox"/>
B. Qualifications and Experience Narratives – 4 pages	<input type="checkbox"/>
C. Project Description – 6 pages	<input type="checkbox"/>
D. Supportive Services – 4 pages	<input type="checkbox"/>
E. Budget Detail Forms (see Attachment 2)	<input type="checkbox"/>
F. Diversity Report of Non-profit Organizations (See Attachment 3)	<input type="checkbox"/>
G. Documentation of financial commitments for project match	<input type="checkbox"/>
H. HUD Monitoring Letter and Related Corrective Action Plan (if applicable)	<input type="checkbox"/>
Documentation of 501c3 Status – WITH ORIGINAL PROPOSAL ONLY (Appendix 5)	<input type="checkbox"/>

Applicants must organize their hard copy proposal submissions in conformance with the Proposal Format and Content section of the RFP and must respond to all items in the scope of work and other information requested throughout the RFP. Failure to adhere to format or supply requested information may result in the disqualification of a proposal.

D. Selection Process

Proposals submitted under this RFP will be evaluated in a two-step process. First, each proposal will be reviewed based on basic threshold requirements. If the answer to any of the following threshold questions is “no”, the proposal will be rejected.

- Is the applicant eligible to respond to the RFP?
- Are the activities for which funding is requested eligible under this RFP?
- Are the beneficiaries for which funding is requested eligible under this RFP?
- Is the proposal complete?
 - Project Summary Sheet enclosed as cover sheet (Attachment A)
 - Narrative responses no longer than 14 pages
 - Budget Detail Forms enclosed (Attachment B)
 - Match and Leverage Table enclosed
 - Documentation of financial commitments for project match enclosed
 - Documentation of 501c3 Status enclosed
 - If applicant had a HUD Monitoring in last 12 months, letter and any related corrective action plans enclosed

This RFP is not a competitive bid subject to the requirement of Section 8-200 of the Philadelphia Home Rule Charter that award be made to the lowest responsible bidder. Cost to the City is a material factor, but it is not the sole, or necessarily the determining factor, in proposal evaluation. The City may, at its sole discretion, award a contract resulting from this RFP to an organization other than the responsible Applicant submitting the lowest price. If the City chooses to award a contract, that contract will be awarded to the Applicant whose proposal the City determines, in its sole discretion, is the most advantageous to the City and in the City's best interest.

The City will base its selection on criteria that include, but are not limited to:

- Superior ability or capacity to meet particular requirements of contract and needs of City Department and those it serves
- Eligibility under Code provisions relating to campaign contributions
- Superior prior experience of Applicant and staff
- Superior quality, efficiency and fitness of proposed solution for City Department
- Superior skill and reputation, including timeliness and demonstrable results
- Special benefit to continuing services of incumbent, such as operational difficulties with transition or needs of population being served
- Benefit of promoting long-term competitive development and allocation of experience to new or small businesses, including those owned by minority or disabled persons or by women
- Lower cost
- Administrative and operational efficiency, requiring less City oversight and administration
- Anticipated long-term cost effectiveness
- Meets prequalification requirements
- Applicant's certification of its Local Business Entity/Local Impact status pursuant to Executive Order 04-12

Second Proposal Submission for Approved Proposals

Notice of the final review and acceptance decisions made through the local process will be distributed to successful applicants via phone call, electronic mail, facsimile, or regular mail no later than September 13, 2017 and posted on www.phila.gov/rfp. **Applicants whose proposals are approved for inclusion in Philadelphia's Collaborative Application will be required to provide additional information, and will be required to submit that response to Homeless Services prior to the Federal deadline.** Final assembly of Philadelphia's Collaborative Application will be completed by Homeless Services.

If a contract is awarded pursuant to this RFP, in compliance with Section 17-1402 (c) of the Philadelphia Code, a notice will be published on the City's RFPs Online website (go to www.phila.gov/rfp/ and RFPs Online) listing the names of all Applicants and identifying the successful Applicant and the basis for the award to that Applicant. This notice will appear on the City's website for through the closing date. In no event, however, shall the City Department or City Agency issuing this RFP be obligated to debrief unsuccessful Applicants as to the basis for its decision not to award a contract to them.

IV. Pre-Proposal Conference and Questions Relating to the RFP

Administrative, finance and/or program staff of interested parties are strongly encouraged to attend the RFP Briefing Session listed in the timetable below:

RFP Posted	Friday, July 24, 2017
Pre-Proposal Meeting	Friday, July 28, 2017 Office of Homeless Services, 1401 JFK Blvd., 16 th Floor, Rm
Applicant Questions Due	Wednesday, August 2, 2017
Answers Posted on www.phila.gov/rfp Website	Friday, August 4, 2017
Proposals Due	Friday, August 18, 2017, 5:00pm, Philadelphia, PA local time
Applicant Selection (Local Process Only)	Wednesday, September 13, 2017
Contract Execution (Depends on whether HUD awards the grant)	TBD
Commencement of Work	TBD

The above dates are estimates only and the City reserves the right, in its sole discretion, to change this schedule. Notice of changes in the pre-proposal meeting date/time or location, the due date for Applicant questions, and the date for proposal submission will be posted on the City's website at www.phila.gov/rfp/Pages/default.aspx (*Request for Proposals*). The other dates/times listed may be changed without notice to prospective Applicants.

C. Questions Relating to the RFP

Representatives of applicant agencies must obtain and review a copy of this RFP in advance of attending this meeting. **Homeless Services will not be responsible for disseminating information discussed at the briefing to applicants not in attendance.** Homeless Services staff members will be present to review the RFP and address questions regarding the proposed services.

All questions concerning this RFP must be submitted in writing via email to [Lauren Whitleigh, Director of CoC Planning, Office of Homeless Services](mailto:lauren.whitleigh@phila.gov) at lauren.whitleigh@phila.gov no later than 5:00pm, Philadelphia, PA local time, Wednesday, August 2, 2017 and may not be considered if not received by then. The City will respond to questions it considers appropriate to the RFP and of interest to all Applicants, but reserves the right, in its discretion, not to respond to any question. Responses will be posted on the City's website at www.phila.gov/rfp (*Request for Proposals*). Responses posted on the City's website become part of the RFP upon posting. The City reserves the right, in its discretion, to revise responses to questions after posting, by posting the modified response. No oral response to any Applicant question by any City employee or agent shall be binding on the City or in any way considered to be a commitment by the City.

The hard copy applications are due no later than **5:00 p.m. Philadelphia, PA, local time, on Friday, August 18, 2017**. Hard copy applications must be delivered to:

Office of Homeless Services
1401 JFK Blvd, MSB, 10th Floor, Suite 1030
Philadelphia, PA 19102
Attn: Lauren Whitleigh, Director of CoC Planning

V. General Rules Governing RFPs/Proposals; Reservation of Rights and Confidentiality

a. Revisions to RFP

The City reserves the right to change, modify or revise the RFP at any time. Any revision to this RFP will be posted on RFPs Online with the original Opportunity Details. It is the Applicant's responsibility to check the City's website frequently to determine whether additional information has been released or requested.

b. City Employee Conflict Provision

City of Philadelphia employees and officials are prohibited from submitting a proposal in response to this RFP. No proposal will be considered in which a City employee or official has a direct or indirect interest.

ATTACHMENT 1 - PROJECT SUMMARY FORM
City of Philadelphia 2017 HUD Continuum of Care Program – New Project Proposal

Applicant Name: [Click here to enter text.](#)

Applicant Address: [Click here to enter text.](#)

DUNS Number: [Click here to enter text.](#)

Tax ID or Employer Identification Number (EIN): [Click here to enter text.](#)

Faith-Based Organization: Yes No

Have you ever received a federal grant, directly or through a State or local agency? Yes No

Title of Project: [Click here to enter text.](#)

Project Type: RRH – Families with Children RRH – Individuals

PSH – Individuals experiencing chronic homelessness RRH –Young Adults 18-24

Joint TH-RRH

Target Population: [Click here to enter text.](#)

Congressional District in which Project is located: [Click here to enter text.](#)

City Council District in which Project is located: [Click here to enter text.](#)

Is this project: New Expansion of Existing Project

of Households to be Served in a point in time/ at maximum capacity: [Click here to enter text.](#)

of Program Participants to be Served in a point in time/ at maximum capacity: [Click here to enter text.](#)

Does/will the project use [Energy Star](#) products/appliances? Yes No N/A

Contact Person for this Application: [Click here to enter text.](#) Title: [Click here to enter text.](#)

Phone: [Click here to enter text.](#) Email: [Click here to enter text.](#)

Activities	Annual Request
Rental Assistance	Click here to enter text.
Leasing	Click here to enter text.
Supportive Services	Click here to enter text.
Operating	Click here to enter text.
SubTotal (Add all lines above)	Click here to enter text.
Administration (up to 10% of subtotal)	Click here to enter text.
Total Match (cash and in-kind) - at least 25% of total request, except leasing	Click here to enter text.
Total Leverage (cash or in-kind contribution beyond the required 25%)	Click here to enter text.
Total Annual Budget (Request + Match + Leverage)	Click here to enter text.

Authorized Representative

To the best of my knowledge and belief, all data in this application are true and correct. The application has been duly authorized by the governing body of the applicant and, if funded, the applicant will comply with all program regulations.

Signature of Authorized Representative: _____
 Typed Name of Authorized Representative: [Click here to enter text.](#) Date: [Click here to enter text.](#)
 Title: [Click here to enter text.](#)

ATTACHMENT 2 - BUDGET DETAIL
City of Philadelphia 2017 HUD Continuum of Care Program – New Project Proposal

Rental Assistance: Enter number of units by unit type and multiply units times 12 months (1 year) and enter totals.

Name of metropolitan or non-metropolitan FMR area: DE-Philadelphia, Camden, Wilmington					
Unit size	No. of units	FMR	No. of months	Total rent budget	Requested Amount
0-bedrm (efficiency)		x \$830	x 12	= \$	= \$
1-bedrm		x \$1,003	x 12	= \$	= \$
2-bedrm		x \$1,210	x 12	= \$	= \$
3-bedrm		x \$1,502	x 12	= \$	= \$
4-bedrm		x \$1,659	x 12	= \$	= \$
			TOTALS:		= \$

Leasing Costs: Enter the number of units by unit type and multiply units times 12 months (1 year) and enter totals.

Name of metropolitan or non-metropolitan FMR area: DE-Philadelphia, Camden, Wilmington					
Unit size	No. of units	FMR	No. of months	Total rent budget	Requested Amount
0-bedrm (efficiency)		x \$830	x 12	= \$	= \$
1-bedrm		x \$1,003	x 12	= \$	= \$
2-bedrm		x \$1,210	x 12	= \$	= \$
3-bedrm		x \$1,502	x 12	= \$	= \$
4-bedrm		x \$1,659	x 12	= \$	= \$
			TOTALS:		= \$

Operating Costs: Enter the quantity and total budget request for each operating cost. The request entered should be equivalent to the cost of one year of the relevant operating costs. When including staff costs, please include title, salary, and FTE.

Operating Costs	Description	Annual Request
Maintenance and Repair		
Electricity, Gas, and Water		
Property Tax and Insurance		
Furniture		
Replacement Reserve		
Equipment		
Building Security		
Total Annual Assistance Requested		

Supportive Services: Enter the quantity and total budget request for each supportive services cost. The request entered should be equivalent to the cost of one year of the relevant supportive service. When including staff cost, please include title, salary, and FTE.

Eligible Costs	Description	Annual Request
Assessment of Service Needs		
Assistance with Moving Costs		
Case Management		
Child Care		
Education Services		
Employment Assistance		
Food		
Housing Search/ Counseling Services		
Legal Services		
Life Skills		
Mental Health Services		
Outpatient Health Services		
Outreach Services		
Substance Abuse treatment Services		
Transportation		
Utility Deposits		
Operating Costs		
TOTAL REQUEST		

**ATTACHMENT 3 - Diversity Report of Non-profit Organizations
City of Philadelphia 2017 HUD Continuum of Care Program – New Project Proposal**

1 DEMOGRAPHIC BREAKDOWN OF WORKFORCE						
Please provide the following demographic breakdown of your workforce by race/ethnicity/gender/ disability: African American Asian/Pacific Islander Caucasian Disabled Hispanic Native American Other Total Number of Employees	#	%		#	%	
				Males		
				Femal es		
2 DEMOGRAPHIC BREAKDOWN OF BOARD COMPOSITION						
Please provide the following demographic breakdown of your Board of Directors or Trustees by race/ethnicity/gender/disability: African American Asian/Pacific Islander Caucasian Disabled Hispanic Native American Other	#	%		#	%	
				Males		
				Femal es		

Total Number of Directors or Trustees

--	--

3 SUPPLIER DIVERSITY

Please check the appropriate box to indicate if you have a supplier diversity policy. If “no,” please explain on your letterhead.

Yes	No
-----	----

If you maintain a supplier diversity policy, please attach a copy of your supplier diversity policy.

--

Please identify below, your agency’s five (5) highest minority, woman, and/or disabled owned business suppliers of products or services, indicating your estimated annual expenditure(s) with the firm:

--

#	Company Name	Company Address	Company Telephone	Min ority	Wo ma n	Disa bled	Annual Expendit ures
1							
2							
3							
4							
5							

Signature:	Date:	Non-Profit Name:
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APPENDIX A: Common Terms, Acronyms, and Definitions

Category 4 – HUD Homeless Definition: HUD defines four categories under which individuals and families may qualify as homeless. Category 4 is individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

Chronically Homeless (HUD definition):

1. A “homeless individual with a disability,” as defined in section 401(9) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(9)), who:
 - i. Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and
 - ii. Has been homeless and living as described in paragraph (1)(i) of this definition continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in paragraph (1)(i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12-month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering the institutional care facility; or
2. An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or
3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) or (2) of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

Continuum of Care (CoC) – A collaborative planning body designed to address homelessness through a coordinated community-based process of identifying needs and building a system of housing and services to address those needs. It is the body responsible for meeting the goals of HUD’s Continuum of Care Program.

CoC Program -

All CoC Program funded projects must also comply with all [HUD regulations](#) and [NOFA](#) requirements established for the CoC Program.

DedicatedPLUS project -

A permanent supportive housing project where 100 percent of the beds are dedicated to serve individuals with disabilities and families in which one adult or child has a disability, including unaccompanied homeless youth, that at intake are:

- experiencing chronic homelessness as defined in 24 CFR 578.3;
- residing in a transitional housing project that will be eliminated and meets the definition of chronically homeless in effect at the time in which the individual or family entered the transitional housing project;
- residing in a place not meant for human habitation, emergency shelter, or safe haven; but the individuals or families experiencing chronic homelessness as defined at 24 CFR 578.3 had been admitted and enrolled in a permanent housing project within the last year and were unable to maintain a housing placement;
- residing in transitional housing funded by a Joint TH and PH-RRH component project and who were experiencing chronic homelessness as defined at 24 CFR 578.3 prior to entering the project;

Organization Name: [Click here to enter text.](#)

Project Name: [Click here to enter text.](#)

- residing and has resided in a place not meant for human habitation, a safe haven, or emergency shelter for at least 12 months in the last three years, but has not done so on four separate occasions; or
- receiving assistance through a Department of Veterans Affairs (VA)-funded homeless assistance program and met one of the above criteria at initial intake to the VA's homeless assistance system.

Disabling condition:

- A physical, mental, or emotional impairment, including an impairment caused by alcohol or drug abuse, post-traumatic stress disorder, or brain injury that: Is expected to be long-continuing or of indefinite duration; and substantially impedes the individual's ability to live independently; and could be improved by the provision of more suitable housing conditions; OR
- A developmental disability, as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (42 U.S.C. 15002); OR
- The disease of acquired immunodeficiency syndrome (AIDS) or any condition arising from the etiologic agency for acquired immunodeficiency syndrome (HIV).

Homeless Management Information System (HMIS) – A computerized data collection system that tracks services received by homeless people, helps identify gaps in services within the continuum, and allows for greater collaboration among service providers as the system provides a “history” of a homeless person’s involvement in the system of care making it easier for caseworkers to evaluate the situation and provide services in the most efficient manner. In addition, the HMIS system can help accurately describe a community’s homeless population including unduplicated census counts, need for increased capacity to fill service gaps. This system is required by HUD for all continuums of care.

Housing First Approach -

Housing First is a proven method of ending all types of homelessness and is the most effective approach to ending chronic homelessness. Housing First approaches quickly connect people experiencing a housing crisis with permanent housing without preconditions (e.g., sobriety, treatment or service participation requirements) and the supports needed to maintain housing. Evidence from communities and programs that follow a Housing First approach show that Housing First can reduce the length of time people are homeless, increase participant choice, and increase housing stability.

Housing First is an alternative to approaches where people experiencing homelessness must demonstrate their readiness for permanent housing or otherwise participate in a linear set of time-limited housing and services before obtaining permanent housing. By contrast, Housing First is premised on the understanding that everyone is “housing ready,” that people experiencing a wide variety of barriers can successfully find and maintain housing with the right supports, and that people are better able to address their concerns and goals when stably housed.

In line with Housing First, project should eliminate eligibility requirements that prevent higher need families and individuals from accessing their programs, especially requirements related to employment, minimum income, rental history, or substance use history. Providers who don’t have the skills to serve these families and individuals should be increasing their capacity either internally or through partnerships.

A project that adheres to a Housing First approach focuses on ensuring rapid placement and stabilization in permanent housing. This means helping participants find or directly offering permanent housing without preconditions, such as sobriety or income, avoiding requirements that are not normally included on a lease, and connecting clients to supports most critical to ongoing housing stability. Housing First is not housing only, however, as many people who experience homelessness need and want assistance with increasing their income, accessing medical care, addressing mental health and/or substance abuse issues, and dealing with other personal

problems that may directly or indirectly cause them to become homeless again. Overwhelming evidence now shows that people are best able to address their personal needs when they are not on the street or in a shelter, but are instead in their own housing with the right amount of temporary or permanent financial and service supports necessary to stay housed. This also means that projects should strive to offer assistance in a progressive manner – offer more only when more is needed and desired to obtain permanent housing quickly and maintain it, and also less when such help is not needed.

Projects awarded through this funding opportunity will be required to meet [HUD-defined Housing First standards](#).

Notice of Funding Availability (NOFA) - When HUD or any other federal agency or governmental body has funding available, they issue an official NOFA, which includes the purpose of the notice, applicant and project eligibility information, program requirements, application and submission information, funding and selection criteria, selection priorities, award administration information, and agency contacts.

Permanent Supportive Housing -

Permanent housing in which supportive services are provided to assist homeless persons with a disability to live independently.

Rapid Re-Housing -

An intervention that rapidly connects families and individuals experiencing homelessness to permanent housing through housing identification, rent and move-in assistance, and case management and services.

APPENDIX B: Rapid Re-Housing Background Information

History: Rapid re-housing first emerged as a promising model when a number of programs organically began the practice. Beyond Shelter in Los Angeles, California; the Rapid Exit program in Hennepin County, Minnesota; and the Shelter to Independent Living program in Lancaster, Pennsylvania were among the first programs to begin experimenting with short-term financial assistance and “rapid exit” concepts for people experiencing homelessness. On the heels of their success other communities followed and rapid re-housing for families and individuals has increasingly become a staple of a successful response to homelessness.¹

Rapid Re-housing is a program that provides rental assistance and supportive services to help individuals and families who are experiencing homelessness move as quickly as possible into permanent housing in communities of their choice. It is a scattered-site, transition-in-place program that promotes participant choice in housing within the private rental market. It has been demonstrated to be effective in getting people experiencing homelessness into permanent housing and keeping them there. By connecting people with a home, they are in a better position to address other challenges that may have led to their homelessness, such as obtaining employment, addressing substance use disorder issues, or repairing relationships with family. The intervention has also been effective for people traditionally perceived to be more difficult to serve, including people with limited or no income and survivors of domestic violence. Rapid re-housing provides short- and medium-term rental assistance and services to households. The goals are to help people obtain housing quickly, increase self-sufficiency, and stay housed. A key element of rapid re-housing is the “Housing First” philosophy, which offers housing without preconditions such as employment, income, lack of a criminal background, or sobriety. If issues such as these need to be addressed, the household can address them most effectively once they are in housing, and the resources and services provided are typically tailored to the needs of the households.²

There are three core components of Rapid Re-Housing: Housing Identification, Move-In and Rental Assistance, and Case Management³. While the program must include all three components, one organization does not have to provide all three.

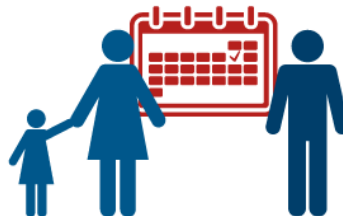
HOUSING IDENTIFICATION



Build relationships with landlords to have access to as many housing units as possible.



Find and secure housing as quickly as possible after a person or family becomes homeless.



Limit the time a family or individual spends homeless. Move people into housing within 30 days or less.

¹ National Alliance to End Homelessness “Rapid Re-Housing: History and Core Components” Retrieved from http://b.3cdn.net/naeh/c0e8d7de219f84a117_4vm6bnyxn.pdf on July 3, 2017

² National Alliance to End Homelessness “Rapid Re-Housing” Retrieved from <http://endhomelessness.org/ending-homelessness/solutions/rapid-re-housing/> on July 3, 2017.

³ National Alliance to End Homelessness “Rapid Re-Housing Works” retrieved from <http://endhomelessness.org/rapid-re-housing-works/> on July 3, 2017.

- The **goal of housing identification** is to find housing for people quickly. This can be a challenging task, especially in high-cost, low-vacancy markets. Programs should recruit landlords continuously, even before programs have people who need housing. The more partnerships a program creates now, the greater the opportunity it will have later to rapidly house those who need it.
- A rapid re-housing program should **designate housing identification staff members** who can find and recruit landlords willing to rent to those served by the program.
- And finally, **match participants to appropriate housing**. This is housing that is decent, safe, and will be affordable after assistance ends. One critical aspect of this step is choice: make sure the individual or household has a choice in their housing

RENT AND MOVE-IN ASSISTANCE



Pay for security deposits, move-in expenses...



... and/or rent and utilities.



Length of assistance varies but often 4 to 6 months.

- The **goal of rent and move-in assistance** is to help with the costs associated with getting into housing. The amount and duration of this assistance varies, but at a minimum, it should be enough to help people secure a place to live. This assistance shouldn't be a standard "package," but flexible in order to meet unique needs. This is particularly important when financial circumstances or housing costs change.

CASE MANAGEMENT

Connect families and individuals to services and supports in the community.

Help resolve issues that may threaten housing stability, including conflicts with landlords.



- The goal of **rapid re-housing case management** is to help people navigate barriers that may stand in the way of securing and maintaining stable housing and build a support system by connecting them to services and supports in the community, if needed. Rapid Re-housing Case Management and Services help individuals and families experiencing homelessness
 - identify and select among various permanent housing options based on their unique needs, preferences, and financial resources
 - address issues that may impede access to housing (such as credit history, arrears, and legal issues)
 - negotiate manageable and appropriate lease agreements with landlords
 - connect to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the household has access to resources related to benefits, employment, and community-based services (if needed/appropriate) so that they can sustain rent payments independently when rental assistance ends.
 - resolve crises, at a minimum during the time rapid re-housing assistance is provided
- Rapid re-housing case management should be participant-directed and respectful of individuals' right to self-determination.
- Rapid re-housing **assistance should end** and the case closed when the individual or family is no longer facing the threat of homelessness, but **case management may continue** if appropriate or requested.

While originally aimed primarily at people experiencing homelessness due to short-term financial crises, programs across the country have begun to assist individuals and families who are traditionally perceived as more difficult to serve. This includes people with limited or no income, survivors of domestic violence, and those with substance abuse issues. Although the duration of financial assistance may vary, many programs find that, on average, four to six months of financial assistance is sufficient to stably re-house a household.⁴

Overall, rapid re-housing is an important new tool in a community's efforts to end homelessness. While monitoring of the effectiveness of the intervention continues, thus far rapid re-housing appears to have encouraging outcomes: decreased length of homelessness, fewer returns to homelessness, lower costs per household than other interventions, and decreased homelessness in communities. On an individual level, rapid re-housing minimizes the amount of time an individual or family spends homeless and rapidly helps them stabilize in their own housing.⁵

Sustaining Stable Housing⁶

Helping rapid re-housing participants succeed in employment is essential to their long-term housing and financial security. This is especially important because, although rapid re-housing participants are expected to pay market rate rent once their rental subsidy ends, many face significant barriers to employment, which can make it difficult for them to stabilize in housing at the end of their rental subsidy. While rapid re-housing providers are not expected to be experts in employment services, they are expected to **build the partnerships necessary to connect participants to a continuum of employment, training, and supportive services that can meet a wide range of needs. Employment should be** prioritize, valued, and a goal for rapid re-housing participants.

⁴ National Alliance to End Homelessness "Rapid Re-Housing: History and Core Components" Retrieved from http://b.3cdn.net/naeh/c0e8d7de219f84a117_4vm6bnyxn.pdf on July 3, 2017

⁵ National Alliance to End Homelessness "Rapid Re-Housing: History and Core Components" Retrieved from http://b.3cdn.net/naeh/c0e8d7de219f84a117_4vm6bnyxn.pdf on July 3, 2017

⁶ National Alliance to End Homelessness "Enhancing Rapid Re-Housing with Employment" Retrieved from <http://endhomelessness.org/enhancing-rapid-re-housing-with-employment/> on July 3, 2017.

Some steps that rapid re-housing providers can take include introducing employment as a goal on day one and offering connections to job search assistance as early as possible. Providers can integrate employment goals into case management conversations and use motivational interviewing techniques to address participants' lack of confidence about pursuing work. Finally, providers can connect participants with service providers who are using evidence-based employment models for people facing barriers to employment, including transitional jobs and individualized placement and support.

Providers can offer job retention in a number of ways, including doing regular check-ins with participants about their workplace needs, employer expectations, and conflicts that arise at work. Providers can also offer financial incentives for getting or maintaining work

APPENDIX C: Sample Rapid Re-Housing Housing Specialist Job Description ⁷

Project Description

The project is a scattered site transition-in-place/rapid re-housing program that promotes consumer choice in housing within the private rental market. The Housing Specialist assists with housing search and placement along with leveraging supportive services that will assist the participant household to maintain permanent housing.

General Statement of Duties

Provides a variety of office and field activities to manage and monitor a rapid re-housing/transition-in-place program for families, performs direct client services, and compiles related documentation.

Work involves orienting all eligible participants to the program and providing housing search and supportive services to promote participants self-sufficiency, integration into the community, and permanency in housing; performing administrative tasks involved in the review and maintenance of a caseload of program participants. The principal duties are performed both in a general office environment and in the field and community where program participants reside.

Essential Functions

This list is not exhaustive and may be supplemented as necessary.

- Assess housing barriers of individuals and families experiencing homelessness to determine housing and service needs.
- Develop a housing procurement, financial, and self-sufficiency case management plan with clients. This shall include intake interview to determine client's needs, goals, and eligibility.
- Provide mediation and advocacy with landlords on the client's behalf to develop a workable plan to obtain and or maintain housing.
- Assist participants in locating and securing housing of their choice.
- Create and maintain consistent communication channels, both verbal and written, between several parties (i.e. tenant, landlord, referral source, collaborating agencies, debtors and creditors).
- Serve as an ongoing liaison between property managers and participants as well as between participants and neighbors.
- Provide information and referral assistance regarding available support from appropriate social service agencies and/or community programs.
- Assist in development of and encourage adherence to a personal budget through pro-active housing and budget counseling sessions; provide budget counseling and education to assist clients in establishing payments plans for bills and past debts and to assist clients in obtaining and maintaining their housing.
- Assist participants in development of a strength-based/solution-focused individualized goal and action plan that promotes permanent housing and self-sufficiency; develop an effective, timely referral network in order to ensure ongoing direction and support as needed.
- Identify participant strengths and barriers to stability and assist participants to reducing barriers and linking to resources and services.
- Provide pro-active follow-up home visits to ensure stability and further progress towards self-sufficiency; this includes support, advocacy, reducing isolation, listening, problem solving, and identification of resources to assist with reintegration of participants in the community.
- Apply knowledge of residential lease contracts to educate clients of their rights and responsibilities.
- Maintain accurate daily logs records, monthly outcome reports, and files for each client.

⁷ National Alliance to End Homelessness, "Sample Housing Specialist Job Description" Retrieved from <http://endhomelessness.org/resource/sample-housing-specialist-job-description/> on July 5, 2017.

- Transport clients as deemed necessary. Transportation requirements should be limited to housing and job searches and occasional visit to relevant social service agencies.
- Collect and report program data, including but not limited to HMIS reporting and funders' required data.

Other Functions

- Complete all appropriate monthly and annual report forms.
- Maintain a complete working file providing activity documentation and copies of all corresponding paperwork.
- Assume other responsibilities as assigned.

Minimum Knowledge, Skills, and Abilities

- Requires knowledge and belief in “Housing First” philosophy and strategies.
- Minimum Education Requirements: Bachelor Degree in Human Services preferred or a minimum of a two years degree in Human related services and two years related experience.
- Excellent communication skills, particularly listening, mediation, and writing skills.
- Possess strong organizational skills with ability to meet a demanding workload.
- Detail oriented to complete requirements of files and contract compliance.
- Creative thinker/adaptive personality.
- Knowledge or understanding of tenant’s rights and responsibilities as well as “strengths based” case management.
- Concentrated record keeping, budgeting, and mathematical skills; ability to produce required reports to federal, state, and local government agencies and funding sources.
- Demonstrated knowledge of community resources, social service agencies, and landlords.
- Fluency in the English language is required. Spanish speaking ability is an added asset, but is not required.
- Experience with computer and knowledge of Microsoft Office.
- Valid driver’s license and a car.
- Sensitivity to cultural and socioeconomic characteristics of population served.
- A commitment to empowering others to solve their own problems.
- A conviction about the capacity of people to grow and change.
- The ability to establish and set appropriate limits with persons served to help them gain skills and confidence.
- The ability to work collaboratively with other personnel and/or service providers or professionals.
- The capacity to maintain a role to empower clients and to intervene appropriately to meet service goals.