



Request for Proposals

Provision of Scattered-Site Supportive Housing for Young Adult Families

EPIN: 09618I0007

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IMPORTANT NOTE: This Request for Proposals is issued through the HHS Accelerator system to those organizations prequalified in the relevant service areas. Likewise, proposals must be submitted through the HHS Accelerator system in the manner set forth in the 'Procurements' section of the system by those same prequalified organizations. Go to www.nyc.gov/hhsaccelerator to learn more.

Basic Information

RFP Release Date	June 28, 2018										
Proposal Due Date	August 15, 2018 by 2:00pm										
Pre-Proposal Conference	Date: July 11, 2018	Time: 2:00pm	Place: 150 Greenwich Street (4 World Trade Center), 37 th Floor, Bid Room, New York, NY 10007								
	Please note security at 150 Greenwich Street (4WTC) requires all visitors provide identification (with photo) to be admitted into the building. To expedite security processing, please send an email to Accoprocurements@hra.nyc.gov with the names of the individuals expected to attend from your organization no later than the day before the Pre-Proposal Conference. Please include RSVP and title of the RFP in subject line of email. Please arrive at least fifteen (15) minutes early to ensure adequate time for security procedures. In addition, proposers should bring a copy of the RFP to indicate the purpose of the individual's visit to the building.										
Anticipated Contract Term	1/1/2019-12/31/2023 with one (1) four (4) year renewal option. The term for each contract will be five (5) years with one (1) option to renew for up to four (4) years.										
Agency Contact Person	Patricia Dawson; dawsonpa@hra.nyc.gov										
Anticipated Funding and Payment Structure	<ul style="list-style-type: none"> • Anticipated total maximum available funding: \$22,759,162 (\$4,551,832.40 annually) • Anticipated # of contracts: 3 • Anticipated # of units: 90 (maximum 30 units per contract) • Anticipated annual service award amount per family regardless of unit size: <ul style="list-style-type: none"> ○ \$30,091 • Anticipated operating costs will be based on unit size and are anticipated to be as follows: <table style="margin-left: 40px; border: none;"> <tr> <td>Studio:</td> <td>\$1,514/month</td> </tr> <tr> <td>1 Bedroom:</td> <td>\$1,476/month</td> </tr> <tr> <td>2 Bedroom:</td> <td>\$1,703/month</td> </tr> <tr> <td>3 Bedroom:</td> <td>\$2,186/month</td> </tr> </table> <ul style="list-style-type: none"> ○ Rental funding can be increased up to 2% each year for lease increases or re-rentals. ○ Operating costs are not to exceed the amount listed above less 30% head of household rent contribution. ○ For the purpose of budget development, tenant contribution will be assumed at \$215 per household at an expected collection rate of 75% annually. Rates are inclusive of utilities. ○ While most families referred will need 1 bedroom units, the size of units needed may vary based on household sizes referred. • Anticipated payment structure: Line items which may be converted to a unit rate. The Contractors must complete program start-up within three (3) months from registration of contract. Contractors would be expected to achieve full occupancy within six (6) months or less of first tenant move-in. Throughout the term of the contract, the Contractor would be required to 			Studio:	\$1,514/month	1 Bedroom:	\$1,476/month	2 Bedroom:	\$1,703/month	3 Bedroom:	\$2,186/month
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	maintain an annual occupancy rate of 95%. Failure to maintain designated occupancy rate may result in liquidated damages or actual damages.
Questions Regarding this RFP	<ul style="list-style-type: none"> • Questions regarding this RFP must be transmitted in writing to the Agency Contact Person. • Questions received prior to the Pre-Proposal Conference will be answered at the conference. • Substantive information/responses to questions addressed at the conference will be released in an addendum to the RFP to all organizations that are prequalified to propose to this RFP through the HHS Accelerator system, unless in the opinion of the Agency, the question is of proprietary nature.
Subcontracting Information	<ul style="list-style-type: none"> • Subcontracting is permitted with the approval of the City; however, there must be one lead agency. Strong partnerships with complementary community organizations and businesses are strongly encouraged. • Agency assumptions as set forth in the Program Expectations and other sections of this RFP apply equally to any proposed subcontractor(s). • All contractors and subcontractors shall be subject to HRA approval before expenses are incurred and payments made.

Proposal Submission Instructions

General Guidelines	<ul style="list-style-type: none"> • All Proposals must be submitted utilizing the Procurement Tab of the HHS Accelerator system at www.nyc.gov/hhsacceleratorlogin by providers with approved HHS Accelerator Applications, including Business Application and required Service Application(s) for the areas listed in the Services and Providers Tab. • Proposals received after the Proposal Due Date and Time are late and shall not be accepted, except as provided under New York City’s Procurement Policy Board Rules, Section 3-16(o)(5). • Please allow sufficient time to complete and submit Proposals, which includes entering information, uploading documents and entering log-in credentials. HHS Accelerator will only allow Providers to submit Proposals prior to the Proposal Due Date and Time. • Providers are responsible for the timely electronic submission of proposals. It is strongly recommended that Providers complete and submit their Proposals at least 24 hours in advance of the Proposal Due Date and Time. • Resources such as user guides, videos, and training dates are listed at www.nyc.gov/hhsaccelerator. For more information about submitting a proposal through the HHS Accelerator system, please contact help@mocs.nyc.gov. 	
Proposal Details		
Basic Information	<ul style="list-style-type: none"> • Enter Program Name 	
Provider Contact	<ul style="list-style-type: none"> • Select member of your organization who will be the primary contact 	
Total Funding	<ul style="list-style-type: none"> • Enter the annual total funding request 	
Custom Questions	<ul style="list-style-type: none"> • Enter the number of total units: <ul style="list-style-type: none"> ○ How many Young Adult Family units are you proposing for? • Enter borough(s) you are you proposing to seek apartments in: <ul style="list-style-type: none"> ○ Which borough(s) are you proposing to seek apartments in? 	
Office Information	<ul style="list-style-type: none"> • Enter Proposer’s Administrative Office Address 	
Proposal Documents		
Required Documents	Document Type	Description
	Proposal	Completed Structured Proposal Form
	Budget	Completed Proposal Budget Summary
	IRS Determination Letter 501(c)(3)	Proof of Non-Profit Organization
	Key Staff - Resume	Resumes and/or Description of Qualifications for Key Staff Positions
	References	Three (3) letters of Reference from Non-Governmental entities and, if applicable, for each Housing Manager and Sub-Contractor
	Organizational Chart	Program Organizational Chart, showing how the proposed services fit into Proposer’s organization
	Doing Business Data Form	Completed Doing Business Data Form

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	Annual Report	Financial Audit Report or Certified Financial Statement; or a letter stating why no report or financial statement is currently available
	Community Linkages and Partnerships	One (1) or more Linkage agreements from organizations providing services to support the achievement of tenant service plan goals
Optional Documents	Letter(s) of Intent	Letter(s) from landlords and/or broker(s) partnering with the Contractor
Additional Requirements for Documents	<ul style="list-style-type: none"> • Proposal document file size cannot exceed 12 MB. • Proposal documents must be in one of the following file formats: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx). • Only one document file can be added to each required document slot. If you need to combine documents, complete one of the following steps: <ul style="list-style-type: none"> ○ For Word documents: Cut and paste contents of all resumes into one Word document. ○ For PDF documents: Combine files into a single PDF. ○ For Printed documents: Scan the multiple documents into a single document. 	

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Section I – Program Background

A. Program Purpose and Goals

In November 2015 Mayor Bill de Blasio announced the NYC Supportive Housing Initiative to fund and develop 15,000 new units of supportive housing in New York City over fifteen (15) years. This far reaching and comprehensive initiative targets the most vulnerable homeless New Yorkers in need of supportive housing. Supportive housing combines affordable housing with appropriate social services to help special populations such as those who may have serious mental illness and/or substance use disorders, as well as other special populations as determined by the City that are homeless or at risk of becoming homeless so they may achieve housing stability. The goal of the program is to provide affordable housing and stability for populations who otherwise would not be able to live in the community.

The City’s 15,000-unit plan (NYC 15/15) is comprised of a projected 7,500 newly-developed congregate (single-site) units and a projected 7,500 scattered-site apartments rented from private landlords that are spread throughout the five boroughs. The NYC Human Resources Administration (HRA) is the lead agency for procuring awards for the 15,000 supportive housing units. Ongoing contract management will be provided by the NYC Department of Health and Mental Hygiene (DOHMH). This RFP is targeted to young adult families with children or pregnant ages 18-25 in a scattered-site model.

The table below contains information about the populations that will be served and projected estimates of the overall number of scattered-site and congregate apartments under the NYC 15/15 Initiative.

Population	Estimated Projections	Total by Population
Single Adults with SMI/SUD		10,673
<i>Congregate</i>	5,155	
<i>Scattered-Site</i>	5,518	
Adult Families with SMI/SUD		1,004
<i>Congregate</i>	341	
<i>Scattered-Site</i>	663	
Families with Children		2,087
<i>Congregate - Head of Household with SMI/SUD</i>	654	
<i>Scattered-site - Head of Household with SMI/SUD</i>	982	
<i>Congregate - Young Adult Families w/ Children or Pregnant Women ages 18-25</i>	361	
<i>Scattered-Site - Young Adult Families w/ Children or Pregnant Women ages 18-25</i>	90	
Young Adult Singles		1,236
<i>Congregate</i>	989	
<i>Scattered-Site</i>	247	
<i>Congregate</i>	TOTAL	7,500
<i>Scattered-Site</i>	TOTAL	7,500
	TOTAL	15,000

On January 12, 2016, Mayor Bill de Blasio announced the formation of a Supportive Housing Task Force¹ to help the City implement its plan to create 15,000 units of supportive housing. The Task Force included expert

¹ See <http://www1.nyc.gov/office-of-the-mayor/news/852-15/de-blasio-administration-plan-create-15-000-units-supportive-housing#/0> for more information.

advisors who were able to leverage lessons learned from past supportive housing agreements and recommend new, creative approaches for development and service delivery. Their recommendations have been included throughout each of the NYC 15/15 procurements.

For this procurement, proposers are expected to develop a fully integrated program that centers around the implementation of an evidence-based parenting skills model for young adults, ages 18-25, who are head of household with children or who are pregnant. Proposers will develop a program that uses a cooperative team approach to provide scattered-site housing and support services to thirty (30) young adult head of household families. The program model will be focused on providing the young adult parent with skills and support to develop healthy parenting skills which will enable them to help their children in reaching child development milestones, live independently, maintain stable housing and increase their economic self-sufficiency.

Services will target designated domains of support using a combination of evidence-based and evidence-informed programming models. Services will meet the developmental needs of the young adult as well as provide the necessary skills and supports to help the young adult be successful in their role as a parent. Services will be engaging to this population and will support and develop parenting skills while ensuring the on-going assessment of children and their growth. Providers will be expected to adopt the most current protocol for assessing risk and safety as outlined by the New York City Administration of Children's Services (ACS) and will support child safety in all aspects of their program implementation. Services are expected to be health-focused and address present or emerging health and behavioral health and substance use issues for parents and children. All services will be trauma-informed. Providers will connect the young adult with education and employment opportunities to increase the opportunity for a higher income over the long term. Providers will teach tenants the independent living skills necessary to successfully maintain independent housing, including the skills of managing a household with young children. Providers will develop a program that builds strong social networks with and among the young adults to model and strengthen healthy relationships and social and community connections.

Providers will be expected to find and lease apartments shortly after receiving an award. Apartments will be located across the city in neighborhoods that are in close proximity to public transportation and accessible to other amenities like shopping, laundry, health care and other necessary services. Living units should be studio, one, two and three bedroom, which offer tenants access to individual bathrooms, kitchens, and storage space for clothing and other personal items. Apartments for any single program may be located in more than one borough if needed. Providers are expected to have an office space that is easily accessible for tenants and will support community development/networking opportunities for the young adults and their families. Office spaces must be both young adult and child friendly.

Providers are expected to only accept referrals from the City and utilize systems and criteria developed by the City. In order to provide greater flexibility to account for major life changes, referrals for supportive housing tenants whose family makeup has changed may be accepted in coordination with the designated placement agency.

Although there is no length of stay requirement, providers will be expected to adopt a moving-on model where there are opportunities for young adult parents to learn skills, reach milestones with their children, and transition to more independent, non-programmatic living.

B. Target Population

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This procurement will target services for:

- Young adult individuals (ages 18-25 years) who are head of household with children or who are pregnant and who are homeless or at risk of homelessness with high service utilization of Department of Homeless Services (DHS), Department of Youth and Community Development – Runaway Homeless Youth (DYCD RHY), or Administration for Children’s Services (ACS) Foster Care, and have risk factors including, but not limited to: health and/or behavioral health conditions, multisystem use, history of victimization or complex trauma, vocational/educational challenges, and other barriers to independent living. Risk factors will be reviewed using a City designated assessment tool.

Section II – Program Expectations and Proposal Instructions

A. Intake and Assessment

1. Program Expectations

- a. The Contractor would have a minimum of five (5) years of experience delivering intake and assessment services for young adults and/or families, including experience utilizing assessment tools to determine need and vulnerability.
- b. The Contractor would employ low threshold, flexible intake criteria. Contractor must accept applicants referred by the City.
- c. The Contractor would only accept referrals for tenants who have an approved HRA 2010e application or other City designated application form for placement in NYC 15/15 Supportive Housing Initiative units. Applicants whose HRA applications are approved and who are deemed eligible for the supportive housing category based on the criteria in the RFP will be referred directly to housing providers by the City-designated Placement Agency, HRA/Department of Social Services.
- d. The Contractor would consider the tenant’s medical conditions and/or disabilities and the need for reasonable accommodations up to the standard of Americans with Disabilities Act (ADA) compliance when placing the tenant in living arrangements.
- e. The City also reserves the right to modify eligibility and referral criteria based on changing community needs and by population.

2. Proposal Instructions:

- a. Complete Section II (A): Intake and Assessment, questions 1-3, of the Provision of Scattered-Site Supportive Housing for Young Adult Families Structured Proposal Form, Attachment E.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach and the extent to which the proposer demonstrates successful relevant experience in Intake and Assessment based on the criteria listed in this section. It is worth a maximum of 5 points in the Proposal Evaluation.

B. Supportive Services

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience delivering supportive services within a congregate or scattered-site housing program for young adults and/or families using evidenced-based and/or evidence-informed practices based on the criteria listed in this section.
- b. The Contractor would provide services that are:
 - i. Strengths-based, culturally and linguistically competent and sensitive
 - ii. Flexible to fit each young adult’s individual needs and adapt as their needs change over time, including flexible scheduling during evenings and weekends to accommodate career and education schedules

- iii. Specialized, as appropriate, for lesbian, gay, bisexual, transgender, questioning or intersex young adults, young adults who have been victims of violence and crime, and/or court-involved young adults
 - iv. Easily accessed by all tenants
 - v. Grounded in trauma-informed practice and the Positive Youth Development approach to services
- c. The Contractor would develop a comprehensive program model that ensures each of the five (5) targeted service domains are fully integrated into the program and are in service to the family as a whole. The Contractor would ensure that a combination of evidence-based and evidence-informed practices are utilized to meet each of the service domains:
 - i. Develop parenting skills including support for attaining child development milestones
 - ii. Develop skills and professional supports as needed to develop healthy lives for themselves and their children. This includes developing the skills to maintain and manage their physical and behavioral health, and interpersonal relationships.
 - iii. Develop financial management and independent living skills for the head of household
 - iv. Promote educational and employment growth and attainment
 - v. Develop healthy social and community connections within program and wider community
- d. The following six (6) models of Evidence-Based Practices (EBPs) have been shown to develop the needed skills of parents to support their children in meeting developmental milestones:
 - i. Child First
 - ii. Early Head Start Home Visiting
 - iii. Healthy Families New York
 - iv. SafeCare
 - v. The Parenting Journey
 - vi. Parents as Teachers

The Contractor would select one of the above evidence-based parenting skills practices to fully integrate in their program. The Contractor would select additional evidence-based or evidence-informed models to address any service domains outlined in item B.1.c that are not explicitly included in the selected parenting skills EBP.

- e. The Contractor would adopt the most current protocol for assessing risk and safety as outlined by ACS (see guide link <http://www1.nyc.gov/site/acs/child-welfare/child-safety.page>) and would support child safety in all aspects of their program implementation.
- f. The Contractor would, in conjunction with each tenant family, develop an initial comprehensive needs assessment and a tenant-directed support service plan within the first thirty (30) days of move in that is focused on the strengths and needs of the young adult as well as their children. The Contractor would update service plans at least quarterly that outline clearly stated objectives and goals related to housing stability, financial security, parenting skills, and progress towards other developmental goals. Assessment and service planning would outline progress toward developmental goals and respond to changes in the young adult's situation and/or the situation of the young adult's child/children and would include on-going assessments of children in the household to ensure child developmental milestones are being met. Assessments and services plans may also include but not be limited to physical health (including HIV/STI), pre-natal care, mental health, substance use, dental health, tobacco use, education, employment, domestic violence and trauma, for all household members.
- g. The Contractor would utilize an outreach and engagement approach that creatively encourages tenants to engage and participate in supportive housing services. At a minimum, the Contractor would have face-to-face contact with the head of household at least one (1) time per week to review service

plan goals and assess new needs as long as the tenant is housed. The Contractor will meet face-to-face with the family as a unit including children at minimum two (2) times per month. Additional contacts, including escort to services or skills-building or program/community activities, may be appropriate based on tenant need. The type and intensity of services may vary and would progressively meet the needs of the family.

- h. The Contractor would provide conflict resolution, crisis intervention and crisis de-escalation to all tenants as needed with a goal of minimizing use of emergency services such as 911.
- i. The Contractor would use evidence-based or evidence-informed practices to address any substance use and/or mental illness recovery related needs of tenants, and support skill building to sustain recovery. All services will be recovery-oriented and trauma-informed.
- j. The Contractor would provide harm reduction services focusing on the avoidance of high-risk behaviors and disease prevention, including, but not limited to: safe injection, use of naloxone to prevent death from opioid overdose, safer sex practices, needle exchange, health education, and infectious disease prevention and rapid HIV/AIDS testing. The Contractor would adopt a person-centered, non-judgmental and flexible approach whereby sobriety is encouraged and supported.
- k. The Contractor would identify the social-emotional needs of young adults, which may not be explicitly communicated by the young person, including signs for potential emerging mental illness and the need for young people to be socially connected.
- l. The Contractor would facilitate family support, including developing opportunities to build long-term relationships with caring adults and counseling to include persons considered part of the young adult's immediate and extended family.
- m. The Contractor would provide opportunities for the young adult to develop skills for building, managing and strengthening healthy social and community connections. Contractor will utilize Critical Time Intervention (CTI) approach to services.
- n. The Contractor would develop incentivized opportunities for tenants to serve in peer-related roles that would support skills to further employment opportunities. Contractor would ensure peer roles are integrated fully into the program model.
- o. The Contractor would provide opportunities for direct tenant involvement, contribution and leadership into ongoing program implementation and management, through participation in monthly community meetings, advisory boards, or other means.
- p. The Contractor would provide opportunities:
 - i. that promote the development of tenants by supporting their involvement in the local community through activities such as: tenant associations, faith-based organizations, community gardens, volunteering, block associations and/or community boards
 - ii. for individual and group meetings, recreational groups, and manualized/curriculum-based group interventions to support service plan goals
- q. The Contractor would provide to each young adult and their child(ren) directly, or through referrals and linkages to other service providers, as appropriate, comprehensive services that will support the achievement of their service plan goals, including:
 - i. educational opportunities, job readiness and career development programs including subsidized and unsubsidized employment, vocational training, and employment placement and retention
 - ii. health and wellness services including but not limited to health education and linkages to health care providers, tobacco cessation, healthy eating, exercise, recreation and Wellness Self-Management
 - iii. managing adherence to physical and behavioral health medications

- iv. assistance learning either daily or independent living skills as appropriate (e.g. preparing food, maintaining a clean living environment, organizing household responsibilities, financial literacy, money management and other matters)
 - v. assistance in obtaining and maintaining applicable government benefits
 - vi. legal assistance
 - vii. child care
- r. The Contractor would develop and implement a plan for making referrals and establishing linkages with a wide variety of service providers in order to meet the needs of the tenants. The plan should include how the referral process would accommodate the tenant's language, transportation and insurance specifications, as well as any other factors important to the tenant's engagement in the service(s).
 - s. The Contractor would use technology as part of their outreach strategy to engage young adults.
 - t. The Contractor would ensure that tenants will have a lease that is written in easily understandable language and operate a program with no length of stay requirements.
 - u. As the goal of the young adult programs will be to transition tenants to independent, non-programmatic housing or to other supportive housing settings for adults as appropriate, the Contractor would develop a culture of moving-on and develop a positive and effective means of transitioning young adult tenants to such housing as appropriate. Contractors may develop a plan for transitioning leases to young adults to minimize forced transitions. Contractors will be assessed each year and will be expected to meet program-wide targets.

2. Proposal Instructions:

- a. Complete Section II (B): Supportive Services, questions 4-21, of the Provision of Scattered-Site Supportive Housing for Young Adult Families Structured Proposal Form, Attachment E.
- b. Must attach a copy of linkage agreement(s) from organizations providing services to support the achievement of tenant service plan goals.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach and the extent to which the proposer demonstrates successful relevant experience in Supportive Services based on the criteria listed in this section. It is worth a maximum of **35** points in the Proposal Evaluation.

C. Program Operations

1. Program Expectations:

- a. The Contractor would have and demonstrate a minimum of five (5) years of experience locating and renting apartments as outlined in this section.
- b. The Contractor would locate apartments in neighborhoods that are in close proximity to public transportation and accessible to other amenities like shopping, laundry, health care and other necessary services, that meet Federal Housing Quality Standards (HQS), are inclusive of utilities and have gross rents that do not exceed the following rates:

Studio:	\$1,514/month
1 Bedroom:	\$1,476/month
2 Bedroom:	\$1,703/month
3 Bedroom:	\$2,186/month

- c. The Contractor would rent living units that are studio, one, two or three bedroom apartments that appropriately correspond with household size and which offer tenants access to individual bathrooms, kitchens and storage space for clothing and other personal items. Groups of apartments may be rented in a single building (preferably no more than 20% of the building's units) for purposes of siting these programs.

- d. Scattered-site units secured via contracts awarded from this RFP shall not supplant the units in any other affordable housing program, including those funded by HPD programs, and shall be new to the supportive housing portfolio. Contract unit locations shall be subject to the final approval of the City.
- e. In cases where the Contractor is the lease holder for the apartment(s), a sub-lease that is in easily understandable language would be provided to the tenant and a copy of such sub-lease must be maintained as part of the tenant file. In cases where the tenant is the primary lease holder, a copy of the lease would be maintained in the tenant file.
- f. The Contractor would establish policies and procedures for requiring tenants to contribute a maximum of 30% of head of household gross income toward rent which would be inclusive of utilities. For the purpose of budget development, rents will be assumed at \$215 per household.
- g. The Contractor would establish appropriate policies and procedures for engaging tenants who are in violation of their lease and work with the tenant to prevent eviction when possible. The Contractor would ensure that due process procedures and New York City's landlord/tenant law would be followed. In the event that a tenant has a housing court case commence, the Contractor would document all intervention efforts made and will alert the designated City agency. The Contractor would develop a process to engage and transition the tenant who has their housing terminated to appropriate services.
- h. The Contractor would establish appropriate procedures for searching for missing tenants and terminating the tenant's sub-lease if a tenant does not comply with the sub-lease provisions and/or requires assistance beyond the scope of the program. In such circumstances, the Contractor would identify alternate appropriate placement. Due process procedures and New York City's landlord/tenant law would be followed.
- i. The Contractor would ensure that apartments meet New York City building and fire codes and that all apartments have child safety locks on windows.
- j. The Contractor would have a process for ensuring all buildings have valid Certificates of Occupancy, meet requirements of Department of Buildings (DOB), and are free of violations. Violations will be monitored as part of contract management.
- k. The Contractor would ensure that each apartment will have kitchen facilities or access to kitchen facilities, bathroom, and storage for tenant clothing and personal items. Contractor would provide furnishings including bed, dresser, air conditioners, cribs (as applicable) that are new, good quality and durable. If an apartment has living room or common area, Contractor would provide a sofa. Contractor would also provide move-in kits.
- l. The Contractor would develop and implement procedures for conducting apartment inspections on a regular basis.
- m. The Contractor would make minor renovations and/or assist the tenant in filing a reasonable accommodation request as needed to make the apartment(s) accessible as per the Americans with Disabilities Act (ADA) based on the individual needs of the tenant.

2. Proposal Instructions:

- a. Complete Section II (C): Program Operations, questions 22-27, of the Provision of Scattered-Site Supportive Housing for Young Adult Families Structured Proposal Form, Attachment E.
- b. If applicable, attach Letter(s) of Intent from landlords and/or brokers partnering with the Contractor.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach and the extent to which the proposer demonstrates successful relevant experience in Program Operations based on the criteria listed in this section. It is worth a maximum of **35** points in the Proposal Evaluation.

D. Organizational Capacity and Staffing Plan

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1. Program Expectations:

- a. The Contractor would demonstrate the capacity as a nonprofit organization to provide supportive housing to the target population as evidenced by a minimum of at least five (5) years of successful relevant experience related to hiring, training, managing and evaluating staff performance.
- b. The Contractor would ensure that the program has an appropriate staffing plan with sufficient numbers of staff to meet a 1:10 case management caseload ratio and would include at minimum the following key staff positions: Program Director, Social Service Supervisor, Child Development Specialist, Mental Health Specialist, Case Manager, Education/Employment Specialist, and Housing Specialist. The Contractor would ensure that hired staff has appropriate qualifications and training for the target population and would ensure salaries are commensurate with these qualifications. The Contractor would initially train staff and ensure ongoing training.
- c. The Contractor would ensure that the Program Director and Supervisors overseeing all direct services staff would be required to have a graduate degree in social work or related human services field and experience serving the target population. The Contractor would also ensure that both the Program Director and Supervisors have experience supervising and implementing a cooperative team approach to service provision. The Contractor would ensure that clinical staff would be required to have a master's degree in social work, child development, mental health counseling or related fields. The Contractor would ensure case management/employment specialists have master's degrees in social work or related fields or bachelor's degrees in human service related fields with a minimum of three (3) years of experience serving the targeted population.
- d. The Contractor would be required to ensure a minimum of weekly supervision of staff to provide appropriate delivery of services and implementation of the evidenced-based and evidence-informed practices.
- e. The Contractor would ensure a staffing pattern/plan that provides case management and community building activities during evenings and on weekends to accommodate the work, training and/or treatment requirements of tenants.
- f. The Contractor would establish and maintain an on-call system for all tenants to access supportive services staff twenty-four (24) hours a day/seven (7) days a week.
- g. The Contractor would hire staff with the core competencies necessary to provide the services outlined in the RFP and would ensure all staff have the skills and training to provide the required evidence-informed and evidence-based practices, including motivational interviewing, person-centered planning and trauma-informed case management. Contractors would ensure staff have the skills to support young adults as parents to know and meet child development milestones with their children. The Contractor would supplement staff experience by participating in City funded available trainings and be required to demonstrate evidence of participation.
- h. The Contractor would ensure all direct services staff are trained in harm reduction and housing first service approaches. This includes basic knowledge of the following: safe injection, safer sex practices, addiction treatment and recovery, naloxone, the stages of change model, trauma and relapse prevention, street drugs and their effects, symptoms of overdose and withdrawal.
- i. The Contractor would ensure that all staff have an understanding of co-occurring disorders and emerging mental illness, and understand the supports and interventions effective in recovery-oriented practices.
- j. The Contractor would ensure that all direct service staff are trained in the most current protocol for assessing risk and safety as outlined by ACS, recognize the signs of abuse and neglect, and understand the requirements for mandated reporting. (See the following link for current ACS Child Safety and Risk Guide <http://www1.nyc.gov/site/acs/child-welfare/child-safety.page>)
- k. The Contractor would ensure staff have the skills to provide the required program services, including individual and group meetings, recreational groups, manualized and/or curriculum-based group

interventions, assistance in obtaining and maintaining all government benefits, managing adherence to physical and behavioral health medications, assistance learning daily living skills (e.g. preparing food, maintaining a clean living environment), conflict resolution, crisis intervention and crisis de-escalation, referrals, and housing placement (for tenants who would like to move on to a more independent setting).

- l. The Contractor would actively seek qualified tenants to employ as housing support staff across their housing portfolio.
- m. The Contractor would complete program start-up within three (3) months from registration of contract.
- n. The Contractor would complete full occupancy within six (6) months or less of the first tenant moving in. Throughout the term of the contract, the Contractor would be required to maintain an annual occupancy rate of 95%.

2. Proposal Instructions:

- a. Complete Section II (D): Organizational Capacity and Staffing Plan, questions 28-37, of the Provision of Scattered-Site Supportive Housing for Young Adult Families Structured Proposal Form, Attachment E.
- b. Attach for each key staff position, resumes and/or job descriptions of key staff based on the expectations listed above.
- c. Attach an organizational chart for the proposed program, indicating lines of supervision and showing how proposed services will fit into the proposer's organization.
- d. Attach letters of reference for the proposer, and, if applicable, each Housing Manager and Sub-Contractor.
- e. Attach a 501(c)(3) IRS Determination Letter showing tax-exempt status as a non-profit organization.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach to Organizational Capacity and Staffing Plan based on the criteria listed in this section. It is worth a maximum of **15** points in the Proposal Evaluation.

E. Program Evaluation and Reporting

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience collecting data, following evidence based and/or evidence-informed practice requirements, reporting on outcomes, developing quality assurance plans, and implementing an evaluation protocol to ensure the quality and effectiveness of services and reporting on outcomes as outlined in this section.
- b. The Contractor would adhere to the provisions of the NYC 15/15 Initiative that call for the implementation of an evaluation protocol to ensure quality and effectiveness of the services developed. The City will develop data collection and reporting systems to evaluate the outcomes and determine the costs and benefits of the services provided under the agreement. The Contractor will submit the required documents and information in accordance with the terms of the contract.
- c. The Contractor would track, record and report information to the City as required, utilizing their own and City identified systems including, but not limited to, tenant demographics, income source, place discharged to, and outcome data, including occupancy rate, housing retention/stability, hospitalization, incarceration, health, education and employment outcomes.
- d. The Contractor would track tenants who have moved on from the program to independent, non-programmatic housing or other placements by maintaining contact with such tenants for a period of one (1) year following their departure from the program. At a minimum, contact with the tenant would be made at three (3) months, six (6) months, and one (1) year after departure.

2. Proposal Instructions:

- a. Complete Section II (E): Program Evaluation and Reporting, questions 38-41, of the Provision of Scattered-Site Supportive Housing for Young Adult Families Structured Proposal Form, Attachment E.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach and the extent to which the proposer demonstrates successful relevant experience in Program Evaluation and Reporting based on the criteria listed in this section. It is worth a maximum of 5 points in the Proposal Evaluation.

F. Budget Management

1. Program Expectations:

- a. The Contractor would have a minimum of five (5) years of experience managing contract budgets for the proposed population as outlined in this section.
- b. It is anticipated that the maximum annual service award per family regardless of unit size will be \$30,091.
- c. Anticipated Operating Awards are not to exceed the following rates:

Studio:	\$1,514/month
1 Bedroom:	\$1,476/month
2 Bedroom:	\$1,703/month
3 Bedroom:	\$2,186/month

 - i. Operating Awards are inclusive of utilities and are in consideration of 30% of tenant household contribution towards rent and utilities. For purpose of budget development, rent contribution will be assumed at \$215 per household.
 - ii. Operating expenses will be eligible for an annual 2% increase each year from the initial rate for lease renewals and new leases.
- d. The Contractor would allocate contingency funds in the budget to cover tenant emergency needs and events that may lead to non-payment of rent, such as hospitalization.
- e. The proposed budget represents the annual costs to provide services for the proposed program. The start-up costs for the program would be no more than three (3) months of the first year annual budget.
- f. The Contractor would operate the program with a budget based on the anticipated available funding stated in the "Basic Information" chart.
- g. The Contractor's costs would enable the effective delivery of services described in this RFP.
- h. The Contractor would adopt strict fiscal controls to ensure finances are managed appropriately, including proper separation of duties, grant management to ensure sound financial controls, and financial transactions are authorized and documented appropriately.

2. Proposal Instructions:

- a. Complete Section II (F): Budget Management, questions 42-44, of the Provision of Scattered-Site Supportive Housing for Young Adult Families Structured Proposal Form, Attachment E.
- b. Proposers should complete and attach the Proposal Budget Summary (Attachment D) for one year of the contract based on the program expectations outlined throughout this RFP and consistent with the proposed program design.
- c. Attach your most recent Financial Audit Report or Certified Financial Statement; or a letter stating why no report or financial statement is currently available.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach in Budget Management based on the criteria listed in this section. It is worth a maximum of 5 points in the Proposal Evaluation.

Section III – List of Attachments

**All attachments for this RFP can be found in the RFP Documents tab in the HHS Accelerator system.*

- Attachment A – General Information and Regulatory Requirements
- Attachment B – Doing Business Data Form
- Attachment C – Question and Answers about the Doing Business Data Form
- Attachment D – Proposal Budget Summary
- Attachment E – Structured Proposal Form

Section IV – Basis for Contract Award and Procedures

A. Proposal Evaluation

All proposals accepted by HRA will be reviewed to determine whether they are responsive or nonresponsive to the requirements of this RFP. Proposals which HRA determines to be nonresponsive will be rejected. HRA Evaluation Committees will evaluate and rate all remaining proposals based on the Evaluation Criteria outlined in this RFP. HRA reserves the right to conduct site visits, to conduct interviews, or to request that proposers make presentations, as deemed applicable and appropriate. Although HRA may conduct discussions with proposers submitting acceptable proposals, it reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer's initial proposal should contain its best programmatic terms.

B. Contract Award

Proposals will be reviewed and evaluated as they are received by HRA. Proposals will be ranked in descending order of their average technical scores and HRA will establish a shortlist through a natural break in scores for technically viable proposals. A contract award will be made to the responsible proposer(s) whose proposal is determined to be the most advantageous to the City, while remaining within the maximum cost per unit set forth in the RFP depending on funding availability and taking into consideration the price and such other factors or criteria which are set forth in the RFP.

In the event that a proposer is eligible for more than one contract award, HRA reserves the right to determine, based on the proposer's demonstrated organization capability and the best interest of the City, how many and at what level of services a contract will be awarded, as well as the dollar amount for each such contract.

Awards will be made to the highest rated vendors whose proposals are technically viable and whose prices do not exceed the maximum annual service award of \$30,091 per family and the Not to Exceed Rates for Operating Awards set forth in the RFP for rental rate per unit.

However:

- HRA reserves the right to award less or more than the full amount of funding requested and to modify the allocation of funds in the best interests of the City.
- HRA reserves the right to allocate units based on the best interest of the City.
- HRA reserves the right, prior to contract award, to determine the length of the initial contract term and each option to renew, if any.

- HRA reserves the right, prior to contract registration and during the term of the contract, to change the program service size (including the number of units funded), program type and model of its population depending on the needs of the system.
- HRA reserves the right to award additional units at any time due to increased funding allocations.

HRA reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, the dollar amount for each such contract awarded. The City reserves to tentatively select a total number of units greater than the designated number of units needed for Scattered-Site Supportive Housing for Young Adult Families to ensure that the full target is achieved in the minimum feasible amount of time. The city reserves the right to add funding to this RFP, add additional units and select additional proposals in the same manner as discussed above.

Contract Award shall be subject to the timely completion of contract negotiations between HRA and the selected proposer(s) and a determination of both Contractor responsibility and administrative capability.