



Concept Paper for Technical Assistance and Financial Administration of HPD's Moving On Program

April 2022

I. Program Background

The goal of Moving On programs is to enable those individuals who have stabilized living in supportive housing and no longer need or want intensive, on-site support services to become more self-sufficient and move to independent housing they can afford. It is always voluntary and builds on the recovery model of mental health: recovery is possible and empowers supportive housing tenants not only to stabilize, but thrive, succeed, and eventually move beyond the need for on-site supports. The program provides tenants with HPD Housing Choice Vouchers (HCV), and supportive housing agencies with training/technical assistance (TA) on how to implement the Moving On model as well as flexible funding to help ready and willing tenants move to an affordable home without costly, intensive, on-site supportive services.

There are ~ 59,000 New Yorkers in DHS shelters, 3,600 unsheltered New Yorkers, and four times the eligible applicants than supportive units available. Though the city continues to develop more congregate supportive housing, we need higher quality and lower cost alternatives to keeping households in shelter (families with children \$74k/year, adult families \$58k/year, and single adults \$45k/year) to try to bridge the gap between demand for and supply of supportive housing. While Moving On is a modest program in terms of move out goals due to its voluntary nature and limits on voucher availability, it provides the city with a cost-effective strategy for moving highly vulnerable people out of shelter or off the street and into permanent homes.

New York City has piloted Moving On programs for many years, and HUD recognizes Moving On as an important strategy in ending homelessness. With this RFP HPD plans to scale up and institutionalize Moving On by contracting with an organization to deliver Technical Assistance and Financial Administration of the program.

II. Purpose of Concept Paper

In advance of releasing a request for proposals (RFP), HPD offers this Concept Paper to provide insight on how the existing program is being implemented, and to seek feedback from supportive housing providers and the community at large on the concepts outlined herein. The RFP will result in one contract award providing the following distinct services:

1. Technical Assistance to supportive housing providers on implementing the Moving On model in their supportive housing portfolios
2. Financial Administration of funding to providers for staff and costs related to participants

The upcoming RFP seeks to partner HPD with an organization that can provide technical assistance and financial administration to expand and institutionalize this critical program. HPD encourages a diverse array of applicants.

These services are described in detail in **Section V. Proposed Program Approach** below.

III. Populations to be Served

It is estimated that 1-3% of supportive housing tenants are no longer in need of on-site supportive services and desire to move on (~350-1,000 of the 35,000 existing Supportive Housing tenants). Tenants who reside in supportive housing often have long histories of homelessness, serious mental illness, active substance use disorder and/or other diagnoses or conditions that, at one time, made supportive housing an optimal housing choice. However, many of these tenants have stabilized and are well able to live independently without on-site supportive services but are limited by affordability and the supports to help them locate and transition to a new community.

There are roughly one hundred not for profit organizations that operate supportive housing in New York City. These agencies range in size, mission and populations served, but all have tenants who could potentially benefit from implementation of a Moving On program. The Contractor would be working directly with the leadership and staff of these agencies, as well as bringing in other resources relevant to supporting provider agencies in implementing the Moving On program.

IV. Goals and Objectives of the RFP

HPD conducted several focus group meetings with participating Moving On supportive housing providers, City agency stakeholders, and other experts on Moving On before developing this RFP. The process also included hearing from current Moving On participants, via their supportive housing providers, and reviewing the literature about Moving On nationally.

The following goals and objectives of the RFP are a result of this process:

1. **Expand Moving On to all supportive housing providers who are interested in participating**
2. **Provide and implement a set curriculum of training covering the components of the Moving On program model**

3. **Facilitate on-going agency leadership engagement as well as learning collaboratives with provider staff**
4. **Administer flexible funds to supportive housing providers to staff the Moving On program as well as cover expenses for costs that would otherwise present barriers to participants Moving On**

V. Proposed Program Approach

The Moving On Technical Assistance and Financial Administration program consists of the following core elements:

1. Plan to on-board agencies in cohorts via RFP or other selection method that captures the agency's organizational capacity, commitment to the Moving On model, willingness to participate in trainings, and engage with TA tools and resources
2. Development of a series of trainings, delivered virtually and/or in person, that provides best practices in the Moving On model, reporting and outcomes measurements, financial management, communication, coordination and mediation with stakeholders, project and program management and implementation of best practices
3. Convening of agency leadership via learning collaboratives to ensure Moving On model is being spread throughout all supportive housing programs within the not for profit supportive housing providers' portfolios.
4. Engaging in a variety of technical assistance activities to support efforts to build or improve Permanent Supportive Housing (PSH) providers' capacity to implement and sustain a Moving On program. Provide capacity building to PSH agencies
5. Financial administration of the program. The Contractor will compensate the participating housing providers according the following schedule:
 - 50% up front with their move-on goals for the year (i.e. # of move outs expected) and commitment to participate
 - 45% once 50% of targeted move outs have been achieved
 - 5% one year after first move out (Note: this last payment will be over a year after they begin the program)

Roles and Responsibilities

Moving On has many stakeholders that are necessary to the success of the program. As such, it is important to have a clear delineation of roles and responsibilities, which is as follows:

HPD:

- Manage the contract of the Technical Assistance and Financial Administration provider
- Communicate availability of HCV on a quarterly basis
- Provide status updates on vouchering process and milestones

- Participate in provider assessment, trainings, learning collaborative and agency leadership meetings
- Provide relevant information, data, reports to inform Moving On program model and implementation

DOHMH / HRA/ OMH:

- Participate as service contracting agencies with oversight of supportive housing providers
- Assist with connection to resources available to households Moving On
- Review performance of providers and initiative as a whole

Supportive Housing Providers:

- Commit to participate fully in trainings, technical assistance, and learning collaborative meetings
- Appoint a Moving On point person for the agency
- Ensure the Moving On model is implemented across all relevant agency programs

Technical Assistance and Financial Administrator:

- Screen providers interested in participating in Moving On
- Create cohorts of providers to on-board
- Develop and implement a Moving On training curriculum, scheduling and hosting meetings (both virtually and in person)
- Provide support and technical assistance to providers
- Manage the financial administration of the program, ensuring adequate financial controls and appropriate payments to providers

All parties will be jointly responsible for:

- Sharing pertinent information about participants in order to resolve issues related to their participation in Moving On, their Housing Choice Voucher, or other matters related to the program
- Iterating on the existing model to introduce process improvements or changes to the Moving On Model

Evaluation and Reporting

The Technical Assistance and Financial Administrator will be required to report monthly on how many providers are on-boarded and participate in each training cycle, the number and types of training, successful moves per agency, as well as the financial assistance provided to each agency. HPD will assist with evaluation of provider performance.

VII. Proposed Method of Evaluating Proposals

Proposals will be evaluated pursuant to criteria that are specified in the RFP. This includes the quality of the proposer’s approach and program design. In addition, the evaluation will assess the proposer’s successful, relevant experience providing similar services. Proposals will also be evaluated based on the organization’s staffing model and organizational structure as it relates to capacity to deliver these services.

HPD aims to award the contract to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the price and such other factors of criteria set for in the RFP. HPD reserves the right to conduct site visits and interviews and to request that proposers attend meetings as HPD deems applicable.

- I. Program Services
 - a. Provider Experience (10%)
 - b. Program Design – Provider assessment and on-boarding process (5%)
 - c. Program Design – Training Curriculum (15%)
 - d. Program Design – Capacity Building (10%)
 - e. Program Design – Learning Collaborative and agency leadership engagement plan (5 %)
 - f. Staffing Plan (5% Points)
- II. Financial Administration
 - a. Provider Experience (20%)
 - b. Program Design (15%)
 - c. Reporting (15%)

VIII. Proposed Term of the Contract(s)

It is anticipated that the term of the contract award for this RFP is for three years from January 1, 2023 through December 31, 2025. Renewal options will be available if funding allows.

IX. Funding Information

HPD anticipates awarding one contract for Moving On Technical Assistance and Financial Administration valued at **\$800,000**. This includes funding for the Technical Assistance staff and program costs, as well as funding for the Moving On providers. HPD anticipates that additional funding may be received for this program. HPD will indicate as such in the upcoming RFP document to be released.

The proposed payment structure is as follows

- The selected Technical Assistance and Financial Administration Contractor will receive 50% at start of contract with first cohort of housing providers then 10% at the start of each subsequent training cohort

The final total allocation amounts depend on the availability of funds and are subject to change. HPD reserves the right to award more or less than the full amount of funding requested by the Applicants. Applicants should not exceed the anticipated maximum budget in their responses.

The Contractor may submit invoices monthly to the HPD Moving On program lead. The Contractor may be asked to provide additional documents of activities. Additionally, quarterly, the Contractor may be asked to submit reports indicating payments made to the Moving On providers.

X. Procurement Timeline

HPD anticipates that the RFP will be released in the Summer of 2022. A pre-proposal conference will be held approximately two weeks after the release of the RFP. The proposal due date will be approximately three weeks after the pre-proposal conference. It is anticipated that the contractors will be recommended for award by December 2022 with the contract start date of January 2023.

XI. Use of PASSPort

To respond to the forthcoming Moving On RFP, organizations must have an account and an Approved HHS Accelerator PQL qualification status in PASSPort. Proposals and Prequalification applications will ONLY be accepted through PASSPort. If you do not have a PASSPort account or Approved PASSPort HHS Accelerator PQL Application, please visit nyc.gov/passport to get started. If you have any questions about your HHS Accelerator PQL status or for assistance with creating a PASSPort account, please contact the Mayor's Office of Contract Services (MOCS) by submitting an inquiry to the [MOCS Service Desk!](#)