Request for Qualifications Information

Congress passed the Coronavirus Aid, Relief, and Economic Security Act or the “CARES Act” for the purpose of providing emergency assistance and health care response for individuals, families and businesses affected by the 2020 coronavirus pandemic. This request for qualifications (“RFQ”) is seeking qualified proponents to implement various program activities with the City of Atlanta’s CARES Act funding allocation, for which Partners for HOME (“PFH”) has been contracted to administer. The funding from the CARES Act is a “one-time allocation” that must be used to support eligible activities specifically for COVID-19. The purpose of this RFQ is to strategically and successfully deploy emergency resources made available to the City from the U.S. Department of Treasury in response to the COVID-19 pandemic.

Partners for HOME seeks qualified applicants to provide the following functions and services:

- Rental Assistance Intermediary: Administration of project-based and tenant-based rental assistance order to provide safe, stable housing for 800 homeless households
- Housing Search and Location Intermediary: To secure 800 units
- Provider of Case Management Services: To facilitate housing stability or to overcome immediate barriers to obtaining housing at a 1:15 case manager to client ratio (for chronically homeless) and 1:20 case manager to client ratio (non-chronic households)

Eligible Activities

The following housing relocation and stabilization services and rental assistance activities are eligible and shall be carried out by the rental assistance administrator(s) or fiscal agent as needed to secure permanent housing for homeless individuals and families:

<table>
<thead>
<tr>
<th>I. Rental Assistance Intermediary Activities</th>
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<tbody>
<tr>
<td><strong>Budget Line Item</strong></td>
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<td>Rental Application Fees</td>
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<td>Security Deposits</td>
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<td>Utility Deposits</td>
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<td>Utility Payments</td>
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### Housing Search and Placement

Pay the costs of providing the following services or activities necessary to assist program participants in locating, obtaining, and retaining suitable permanent housing, include the following:

1. Assessment of housing barriers, needs, and preferences;
2. Documentation of household eligibility across Federal funding sources, programs, and project types;
3. Development of an action plan for locating housing;
4. Housing search;
5. Outreach to and negotiation with owners;
6. Assistance with submitting rental applications and understanding leases;
7. Assessment of housing for compliance with Emergency Solutions Grant (ESG) requirements for habitability, lead-based paint, and rent reasonableness;
8. Assistance with obtaining utilities and making moving arrangements; and
9. Tenant counseling.

### Mediation

Mediation between the program participant and the owner or person(s) with whom the program participant is living, provided that the mediation is necessary to prevent the program participant from losing permanent housing in which the program participant currently resides.

### Legal Services

Legal services, as set forth in § 576.102(a)(1)(vi), except that the eligible subject matters also include landlord/tenant matters, and the services must be necessary to resolve a legal problem that prohibits the program participant from obtaining permanent housing or will likely result in the program participant losing the permanent housing in which the program participant currently resides.

### II. Housing Search and Locator Intermediary

<table>
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<tr>
<th>Hold Fees</th>
<th>Hold fees reserve apartment units prior to the identification/matching/referral of a household.</th>
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</table>
| Housing Search and Location | Pay the costs of providing the following services or activities necessary to assist program participants in locating, obtaining, and retaining suitable permanent housing, include the following:  
1. Identification of units that are low barrier. Maintaining a current inventory of housing units  
2. Negotiating the terms of the hold fee  
3. Participation in routine rehousing meetings to include the rental assistance intermediary and case management entities  
4. Providing risk mitigation coverage |
### III. Case Management

<table>
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<tr>
<th>Budget Line Item</th>
<th>Activity Description</th>
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| Housing Stability Case Management   | Cost of assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for a program participant who resides in permanent housing or to assist a program participant in overcoming immediate barriers to obtaining housing. Component services and activities consist of:  
1. Using the centralized or coordinated assessment system to evaluate individuals and families applying for or receiving homelessness prevention or rapid re-housing assistance;  
2. Conducting the initial evaluation required under § 576.401(a), including verifying and documenting eligibility, for individuals and families applying for homelessness prevention or rapid rehousing assistance;  
3. Documentation of household eligibility across Federal funding sources, programs, and project types;  
4. Developing, securing, and coordinating services and obtaining Federal, State, and local benefits;  
5. Monitoring and evaluating program participant progress;  
6. Providing information and referrals to other providers;  
7. Developing an individualized housing and service plan, including planning a path to permanent housing stability; and  
8. Conducting re-evaluations required under § 576.401(b).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Move-In Supplies and Furnishings    | Funds may be made available to the case management agency to carry out this activity, including purchasing furnishings, appliances, household goods and consumables, mattresses and bedding, linens, and kitchen supplies. Lead agency may coordinate. Please indicate in application if the agency has capacity for this activity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**Program Design Priorities**

PFH intends to utilize the following Rapid Rehousing program models in the following manner for the identified target subpopulations:

- **Chronically Homeless Households:** Rapid Rehousing for chronically homeless households will operate as a bridge model, meaning that program participants are immediately housed in Rapid Rehousing for a flexible period of time (generally between 3 and 12 months, but up to 24 months) until the point that another permanent housing option without a time limitation becomes available. Program participants who are chronically homeless at the point of Rapid Rehousing project entry maintain their homeless or chronically homeless status during the time period that they are receiving the rapid re-housing assistance for the purposes of maintaining eligibility for other permanent housing programs. Rapid Rehousing as a bridge espouses the Housing First philosophy and recognizes that while RRH is a permanent housing intervention, program participants are expected to move into other PSH programs that provide appropriate supportive services for chronically homeless and highly vulnerable households. This transition may take place in the same unit, with more robust services delivered to the program participant in the same unit but supported with a different subsidy and with a different case management
team. Case manager to client ratios are expected to be at or near 1:15, with intensive supportive services available.

- **Near-Chronically Homeless and Other Vulnerable Households:** Rapid Rehousing for near-chronically homeless households will provide medium-term rental assistance (either project-based or tenant-based) and supportive services (including housing stability case management) to individuals and families with long periods of homelessness (generally between 9 and 12 months) and who have high levels of vulnerability or severe service needs (as indicated through the coordinated entry assessment and prioritization process), but who have not qualified for PSH projects that are dedicated and prioritized for chronically homeless households. Supportive services and case management will emphasize obtaining and increasing income (as well as cash and non-cash benefits) and developing a long-term housing stability plan. Case manager to client ratios are expected to be at or near 1:20, with intensive supportive services available.

- **Unaccompanied youth and young adults experiencing homelessness:** Rapid Rehousing for homeless youth and young adult households will provide medium-term rental assistance (either project-based or tenant-based) and supportive services (including housing stability case management) to individuals and parenting youth between the ages of 18-24. Master leasing of units or the utilization of three-party leases to overcome barriers to housing is strongly encouraged. Case manager to client ratios are expected to be at or near 1:20, with developmentally appropriate supportive services available at all times. Positive Youth Development must be incorporated as an approach to the delivery of housing and services. Family reunification should also be explored whenever feasible.

**Required Practice Models for Case Management Applicants**

The following practice models are required for all Rapid Rehousing project applications and for all target subpopulations:

- **Trauma-Informed Care:** Applicants must demonstrate their ability to provide trauma-informed care services (including clinical and non-clinical settings) to people experiencing homelessness. Core tenets of trauma-informed care include:

  o Individual empowerment that uses a person’s strengths to guide them in the development of a housing stability and supportive services plan
  o Incorporating choice and autonomy regarding housing options and amount, type, and intensity of supportive services
  o Developing trust through transparent decision-making processes and a clear accounting of the pros and cons of any proposed housing option or supportive service

- **Cultural and Linguistic Competencies:** Applicants must demonstrate how culturally and linguistically practices are incorporated at the organizational level in a way that reduces barriers to housing and services for all persons, including: immigrants, refugees, and other first generation populations; youth; individuals with disabilities; and lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) persons. Adherence to [National Culturally and Linguistically Appropriate Services Standards](#) is strongly encouraged.

- **Racial Equity:** Applicants must demonstrate their commitment to furthering the City of Atlanta’s vision of building an affordable, resilient, and equitable Atlanta. Specifically, applicants must
describe specific examples of how the agency works to minimize and mitigate racial inequities that exist across experiences of homelessness. Specific examples may include:

- Description of program models, policies and procedures, and service delivery protocols that increase the agency’s ability to be an inclusive and equitable organization
- Outlining how the organization will intentionally and thoughtfully incorporate people with lived experience of homelessness into the design, implementation, and quality improvement processes of their service delivery.
- Hiring practices and policies that reflect the diversity of the individuals and families experiencing homelessness who are served by the agency
- Practices and procedures that increase racial equity in the following areas: staff training, board development, community engagements and partnerships, and human resource management

Funds available
This project is funded through federal Coronavirus Relief Funds (“CRF”). CRF has been contracted to PFH for administration and will be sub-contracted through PFH to a sub-grantee(s) from the City of Atlanta. Funds will be issued at project start for the first 50% of the work and the remainder at the half-way point of the contract. Partners for Home will pay the Contractor a to be determined percent of the award amount, i.e. 20-25%, upon execution of the contract. Additional advances at the same or similar proportional amounts will be paid upon receipt of a proper invoice and supporting documentation for expenditures for the prior payment.

The Contractor’s right to the grant amount is contingent on the complete and satisfactory performance of the Project.

Total funds available: $3,250,125.00

Organizational Requirements

- Currently operates as a nonprofit organization and has at least 2 years of experiencing operating a rapid rehousing program serving households experiencing homelessness or a demonstrable track record of providing housing services to individuals experiencing homelessness
- Expertise and experience in regularly utilizing ClientTrack /Homeless Management Information System (HMIS) and adherence to the CoC Data Quality Plan standards. Organizations must agree to participate in HMIS and use HMIS for data collection and reporting for the purposes of tracking CRF expenditures and performance outcomes.
- Experience with and strong understanding of implementing a Housing First program with little to no barriers to entry or eligibility requirements, including income and/or employment
- Ability to ramp up services within 30 days of contract execution which is expected to be on or about September 18, 2020
- Organizations awarded CRF funds must agree to apply for the City’s ESG CV-II funding to continue this work beyond December 31, 2020 for at least a one-year term. Those organizations that operate Rapid Rehousing across multiple funding streams (CRF and ESG-CV) agree to do so consecutively.
Term
3-4 months through December 31, 2020 with an extension of funds expected through City ESG-CVII dollars

Reporting and Outcomes
Performance outcomes as outlined below will be tracked and measured by PFH staff and reported publicly in a performance dashboard on the PFH website on a quarterly basis. Performance outcomes will be finalized during contracting and below identifies key areas expected to be tracked:

- Rental Assistance: number of lease ups, length of time from referral to lease up
- Housing Search and Navigation: units identified, number of hold fees obtained, number of successful lease ups with units with hold fees
- Case management: Quarterly progress reports including enrollment data, length of time from referral to housing, returns to homelessness, program exits, income/employment, and connection to social services
- Monthly financial reports

Application
Narrative not to exceed two pages, single spaced, one-inch margins, 11-point font.

Budget and Budget Narrative: budget may be in a spreadsheet and narrative may not exceed one page, single spaced, one-inch margins, 11-point font.

- Please submit a summary of your organization’s ability to meet the requirements outlined within this RFQ for the specific activity your agency seeks to provide.
- Describe your approach to staffing and ability to staff up within 30 days and timeline for implementation.
- If applying for case management, please discuss your organizations’ commitment to Housing First—be specific and provide examples.
- If applying for rental assistance or case management activities, please discuss your experience providing Rapid Rehousing and with serving the unique needs of homeless individuals, families, youth and the chronically homeless.
- Budget and financial information:
  - Program budget and organizational budget
  - Two years of audited financials or, if you do not have two years of audited financials, please explain why and provide internal financial statements (to include a Statement of Financial Position (Balance Sheet) and Statement of Activities (Profit & Loss) (not included in page limit)
  - Financial policies and procedures
  - Financial Capacity: Describe the organization’s financial capacity to properly isolate the grants related income and expenditures.

Questions
All questions regarding this RFQ should be directed, in writing, to Jillian Hart: jhart@partnersforhome.org
Submission
Responses should be submitted in electronic format to Jillian Hart at jhart@partnersforhome.org. Paper responses will not be accepted. Completed proposals must be submitted electronically to jhart@partnersforhome.org by Wednesday, September 16 at 5:00 pm.