

**CITY OF ANAHEIM  
CHRONICALLY HOMELESS INDIVIDUALS PILOT PROGRAM**

**REQUEST FOR PROPOSALS:  
PROGRAM COORDINATION, HOUSING ASSISTANCE AND  
CASE MANAGEMENT SERVICES**

In 2013, the City of Anaheim (City) introduced “Coming Home Anaheim”, the City’s response to addressing the needs of the homeless. This initiative is a collaborative response that brings together the resources of the City, local service providers and the faith-based community. Through this initiative, positive strides have been made and lives have been changed. However, it is recognized that a sustained effort that includes viable housing options is needed to accomplish the goals of “Coming Home Anaheim” which include serving the needs of the chronically homeless and ending veteran homelessness.

In response to the continuing need, the City is seeking to launch a pilot program that will combine the resources and experience of an expert service provider with City provided resources, including Emergency Solutions Grant and HOME Partnership funds. It is anticipated that HOME funds will be used to provide Tenant Based Rental Assistance. The City initiated a similar program for homeless families with children in Anaheim schools over a year ago. This pilot program represents an expansion of that model.

Through the Coming Home Anaheim initiative, a comprehensive outreach and resource network has already been established under the leadership of CityNet, the City’s homeless outreach consultant. The resource network will hereinto be referred to as the Anaheim Homeless Collaborative or the Collaborative. It is anticipated that the Collaborative will play a critical part in helping to identify, assess and provide auxiliary support to chronically homeless individuals that are assisted through this pilot program.

The City has developed specifications that outline the services that are expected to be delivered as part of the pilot program. Due to requirements imposed by the source of funds to be utilized, it is anticipated that the program model will be implemented substantially as specified below; however, the City may consider making some modifications if needed to implement best practices and achieve desired outcomes. Interested agencies are invited to submit applications that meet the requirements stated in this Request for Proposals (RFP).

**Program Overview**

The goal of this program is to augment County and Citywide efforts to end homelessness by providing another avenue by which the provisions of permanent,

supportive housing can be provided for chronically homeless individuals. The City has invested significant resources in outreach efforts and is now looking to identify an experienced service provider who can assist the most vulnerable, chronically homeless individuals in Anaheim secure and maintain permanent housing.

The City's homeless consultant, CityNet, is already under contract to provide targeted street outreach and has made significant strides in identifying the chronic homeless population that would most benefit from the implementation of this pilot program. As such, CityNet, with the assistance of the Anaheim Homeless Collaborative network, will serve as the lead referring entity to the selected Program Operator. The Program Operator, in turn, will be responsible for conducting a more robust need assessment; ideally using the HUD recommended VI-SPADT, secure permanent housing and provide case management that focuses on societal reintegration, housing, health, sobriety and financial stability.

It is expected that the Program Operator will have expert knowledge of resources required to serve this specific population, existing relationships with other critical service agencies, such the Orange County Health Care Agency and Veteran Affairs, have staff who is trained in the administration of needs assessments and also have a firm understanding of reporting mechanism used by the Continuum of Care. As indicated, this Pilot Program is intended to work in collaboration with other County and City programs. Therefore, the Program Operator must be familiar with county resources, such as the Veterans Affairs Supportive Housing (VASH) Voucher Program and the Coordinated Entry system. The Program Operator must have knowledge of available county resources and the ability to refer clients to these resources as appropriate.

The main goals of the Pilot Program are to assist chronically homeless individuals to secure supportive services and housing. The housing component of the program will be funded by HOME funds. These funds will be used to provide tenant-based rental assistance, for up to 24 months. Rental assistance may be extended beyond 24 months, as needed. The Program Operator will be responsible for locating units or other housing options for use by program participants, including bridge housing, conducting Housing Quality Standards (HQS) Inspections and disbursing rental assistance payments. Once housed, the Program Operator shall work with participants to maintain successful tenancy, comply with the lease and adjust to their new environment. Additionally, the Program Operator shall continue its wrap-around case management services that address the specific needs of each individual.

The goal of the program is to assist 30-40 individuals in the first two years of operation. During the initial implementation period, the City and the Operator will work together to develop reasonable performance measures in order to evaluate the program and to

identify the best means and methods to continue providing assistance to chronically homeless individuals in Anaheim.

### **Program Operator Services**

The City's selected Program Operator will accept referrals from the City's Homeless Collaborative, complete VI-SPDAT or other similar assessments, seek the best housing placement for the client based on the results of the assessment, perform program eligibility determinations, establish relationships and master agreements with landlords, facilitate housing placement, issue tenant based rental assistance and provide/coordinate customized case management services. The Program Operator must have a proven track record of serving the homeless and specifically the chronically homeless population as evidenced by highly qualified and experienced staff, a well-developed case management and monitoring system, and participation in the local network of homeless assistance resources.

The Program Operator shall provide, at a minimum, the following services to participating individuals:

- Perform a vulnerability and needs assessment for each individual referred to the program. The readiness assessment shall be the basis for determining admission into the program or completing referrals to other programs/services. It is anticipated that the assessment tool for the program is the VI SPADT.
- Secure bridge housing and/or other stabilizing services for client as needed.
- Complete intake and program eligibility determination, including initial income and homeless certifications.
- Refer ineligible clients to other housing services and programs.
- Connect eligible clients to bridge housing in the interim, until permanent housing is secured.
- Make referrals to County housing resources such as the Coordinated Entry System and the VASH Program.
- Create individualized case management plans.
- Conduct a housing needs assessment, housing search and placement, working with landlords, and lease signing.
- Proactively engage with participants to review progress and assess needs on a frequent and ongoing basis.
- Assist in housing retention activities that focus on successful tenancy, lease compliance, and adjusting to the new community.
- Provide referrals to legal services, job training and employment opportunities.
- Make referrals to assistance with behavioral and primary health care providers

## **Program Budget**

The City will provide up to \$500,000 in HOME funds, annually, for tenant based rental assistance. These funds can also be used for security and utility deposit assistance. Additionally, \$60,000 in ESG funds will be made available annually, for program coordination and case management services. These figures are based upon budget projections but maybe adjusted depending on availability of funds.

## **RFP Overview**

Through this Request for Proposals (RFP) process, the City will select one agency to implement the program under a two-year agreement, which may be renewable, in two year increments, subject to program accomplishments and available funding. The City will evaluate all proposals based on the criteria described below and the assessment and recommendations of a proposal review committee. Assessments will be based on the quality of the application; applicant's relevant qualifications and experience in homeless programs and grant management. The City reserves the right to consider an applicant's past performance in similar programs.

Proposals must be submitted on the attached application form; additional information regarding the application period and due date are presented below.

## **Proposal Review Criteria**

Each proposal will be evaluated on the demonstrated capacity, strengths and experience of the applicant as reflected in the information provided in the attached application.

### 1. Experience of the Program Operator (30 points)

*Applicant must demonstrate the programmatic, administrative, and financial and management expertise to administer tenant based rental assistance, manage and monitor case management services aimed at housing stabilization. This expertise can be demonstrated through key staff's previous experience in successfully operating similar programs and through partnerships with other support service providers. Applications should reflect the agency's:*

- Understanding of the target population through the direct provision of homeless assistance as reflected in current operation of similar programs
- Demonstrated ability to deliver results-oriented case management services

- Existing use of the Homeless Management Information System (HMIS) which includes the Coordinated Entry Module and VI-SPDAT.
- Understanding of the County's housing resources, such as the VASH Program, the Coordinated Entry System and other housing resources.
- Identification and description of key staff, including relevant experience, to be dedicated to City program implementation

2. Service Approach (50 points)

*Must describe an organized proposal to provide tenant based rental assistance and comprehensive case management services directly to program participants. Proposals must describe the overall services to be provided, case management tasks and ongoing monitoring activities, and all supplemental services to provide participating individuals with the necessary resources to find and retain suitable housing and work toward stability. Applications should present the following:*

- Description of service strategies and programmatic assets to be applied to the City Program.
- Commitment of knowledgeable staff and other resources
- Description of the proposed assessment techniques and methodology, including knowledge and any experience using the VI SPADT assessment tool.
- Description of housing and needs assessment methods and related action plans showing how participants will be able to access services
- Description of bridge housing options to be applied to program
- Description of methodology to obtain and increase permanent housing units for the program
- Proposed method and frequency of case management meetings with participants
- Proposed measures of participant success and program effectiveness
- Description of how applicant's established participation in local homeless assistance resource networks, including current collaborations or existing partnerships with other public and private agencies related to program objectives, will facilitate and expand program services to participants

3. Program Budget/Financial Management (20 points)

*Must outline a reasonable budget that identifies the type and amount of all costs to support program coordination and management of 30-40 program families, including:*

- Itemized two-year program operating budget, which includes \$1,000,000 in HOME rental assistance and \$120,000 in ESG case management funding.
- Availability and/or potential leveraging of additional funds to support program objectives, including identification of funding sources and status of funding commitment
- If applicable, provision of in-kind services that support program objectives and approximate value of such services
- Description of financial capacity and experience in grant management and compliance

### **Anticipated RFP Review Schedule**

- October 20 – November 19, 2015 RFP available
- November 19, 2015 at 2:00 p.m.: Proposal Submission Deadline
- November 19 – December 4, 2015: Proposal Review Period
- December 7 – December 16, 2015: Panel Interviews
- January 2016: Anaheim Community Development Advisory Committee receives review panel report and recommends Program Operator

### **Application Instructions and Requirements**

Eligible Applicants: This RFP is open to all organizations that provide any type of direct or indirect assistance, rental assistance and case management services to the homeless population. Interested applicant organizations must complete the attached Program Application.

- All applications must be submitted in the legal name of the organization. An authorized organization representative with the legal authority to enter into an agreement with the City of Anaheim must sign the application.
- Applications must be prepared in 12-point font and may not exceed 10 pages.
- All information must be provided in response to the application questions. The City will not accept attachments.
- The original, four copies and a MS Word copy (or equivalent) of the application must be submitted to:

Anaheim Community and Economic Development Department  
 201 S. Anaheim Blvd., Suite 1003  
 Anaheim, CA 92805  
 Attn: Albert Ramirez

- **Proposal deadline: Wednesday November 19, 2015 at 2:00 P.M.**

Applications that are incomplete; have an insufficient number of copies; or are submitted after the stated deadline will not be considered for funding. The City reserves the right to ask for additional information and to reject any or all proposals. Questions regarding this RFP may be directed to Albert Ramirez via email at [aramirez@anaheim.net](mailto:aramirez@anaheim.net).

[APPLICATION FORM COVER PAGE]

**CITY OF ANAHEIM**  
**CHRONICALLY HOMELESS INDIVIDUALS PILOT PROGRAM**  
**APPLICATION**

Name of Organization	
Tax ID Number	
DUNS Number	
Organization Contact Name and Title	
Mailing Address	
Telephone	
Email Address	
Fax	

*The undersigned certifies the information contained herein is true, correct and complete to the best of his/her knowledge and belief. The applicant further understands that the application is a request and there is no guarantee, expressed or implied, that funds will be provided to applicant. All organizations awarded federal funds will be subject to federal, state and local regulatory compliance.*

\_\_\_\_\_  
Name and Title of Authorized Person

\_\_\_\_\_  
Signature of Authorized Person

\_\_\_\_\_  
Date

## **Section 1. Experience of the Program Operator**

- A. Describe the homeless population your agency serves and the specific types of services provided. How long has your agency been providing homeless services?
- B. Describe your experience working with the homeless and specifically the chronically homeless population.
- C. Describe your experience in assisting the chronically homeless secure permanent housing and providing case management services.
- D. Describe your knowledge of available County housing resources and experience making client referrals to the programs.
- E. Describe your experience, if any, working with mental, behavioral and medical health professionals in support of homeless individuals.
- F. Identify agency personnel who will be directly involved in implementing the City program; describe all relevant experience of each individual.
- G. Does your agency currently utilize HMIS/CMIS? Does your agency have staff trained to conduct VI-SPDAT assessments? Identify trained and authorized personnel?

## **Section 2. Service Approach**

- A. Describe the methodology your agency uses to assess services needed by families, including an evaluation of barriers to self-sufficiency and/or housing stability. Include information on how critical issues such as mental health, physical health, drug abuse or other related conditions are addressed.
- B. Provide evidence of demonstrated success in providing case management services that include coordinating and securing resources (including those targeted to credit repair) and developing individualized housing service plans. Include a discussion of successful outcomes achieved by clients (such as housing stability, drug treatment and health care services, etc.)
- C. Describe the networks and/or collaborative efforts your agency currently participates in, the types of assistance available through those networks, and how those resources are used in your case management delivery system. Include information on how your agency proposes to leverage outside resources for the benefit of program participants.
- D. Describe how your agency measures the progress of individual clients.
- E. Describe your proposed assessment techniques and methodology

F. Describe how your agency measures the effectiveness of your case management delivery system. Include information on improvement and/or adjustments your agency has made to its case management delivery system in the past five years. Why did you make these changes and how have the changes impacted outcomes?

G. Describe your bridge and permanent housing resources that will be available to program participants. Does your agency have access to units and if so how many. Does your agency have any agreements with landlords, which includes master leases? Describe your agency's methodology to secure permanent housing units for the program.

**Section 3. Program Budget/Financial Management**

A. Provide an itemized operating budget of the proposed program for a two year period, which includes \$1,000,000 in HOME and \$120,000 in ESG funding. The budget should include proposed matching resources, which are 100% for ESG and 25% for HOME.

<b>Category</b>	<b>ESG Funds</b>	<b>HOME Funds</b>	<b>Other Funds</b>	<b>Total</b>
<b>Personnel Services</b>				
Salaries	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
<b>Operating Costs</b>				
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
<b>Other Costs</b>				
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
<b>Totals:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

- B. If applicable, explain the funding source and status of any funds listed as 'Other Funds' above. Be specific.
- C. If applicable, describe the types of in-kind services to be dedicated to the City program and the approximate value of such services.
- D. Describe your agency's experience in managing grant funds and grant-funded programs, including policies, procedures, and internal reviews for compliance with federal, state and local regulations and requirements.