



THE LOS ANGELES CONTINUUM OF CARE REQUEST FOR PROPOSALS (RFP)

2016 COORDINATED ENTRY SYSTEM (CES) for INDIVIDUALS and YOUTH (TAY)

RFP Issued - May 19
Mandatory Bidders Conference - June 1
Written Questions Due - June 6
Submission Deadline - June 27, 2pm

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I. DESCRIPTION OF WORK

1. Objective

The Los Angeles Homeless Services Authority (LAHSA) is issuing this Request for Proposals (RFP) to fund housing and services for homeless individuals and transition age youth (TAY) in the City and County of Los Angeles. Programs funded under this RFP will be required to operate as collaborative partners within the existing Los Angeles Continuum of Care (LA CoC) Coordinated Entry System (CES) for individuals, and with the developing CES for homeless TAY. **This RFP does not provide funding to programs to provide housing or services to homeless families.**

Programs funded under this RFP will utilize LA CoC approved screening and assessment tools and are required to comply with standardized operating policies and procedures developed and adopted by LAHSA and the CES partners. Providers receiving funds under any system component are also required to participate in the LA CoC Homeless Management Information System (HMIS).

There are resources available in seven (7) system components under this RFP.

- Regional Coordination (Individuals CES)
- Regional Coordination (Youth CES)
- Housing Navigation/Case Management, Outreach (Individuals CES)
- Housing Navigation/Case Management (Youth CES)
- Crisis and Bridge (Reserved Crisis) Housing (Individuals and TAY)
- Rapid Rehousing (Individuals)
- Rapid Rehousing (TAY)

All new projects that are awarded funding will be subject to the terms and conditions of this RFP and any LAHSA issued revisions or addenda to this RFP. Revisions and addenda to this RFP may be issued in response to written questions or in order to communicate revisions or corrections made by the funder.

2. Funding Available

Funding for this RFP has not been finalized. Funding under this RFP is anticipated through General Funds from the City of Los Angeles and the County of Los Angeles and through State of California Emergency Solutions Grant (ESG) funding.

Funds available under this RFP will be awarded for the provision of Regional Coordination, Housing Navigation/Case Management, Outreach, Crisis and Bridge (Reserved Crisis) Housing, and Rapid Rehousing system component(s) serving individuals and TAY. **No funds are available under this RFP for construction, rehabilitation or acquisition of property.**

Funds available under this RFP for Crisis Housing and Bridge (Reserved Crisis) Housing are intended to fund new or expanded bed capacity in these housing types. Crisis Housing and Reserved Crisis Housing Programs funded under the **2015 Crisis Housing & Services (2015 CH&S) RFP** will be renewed effective July 1, 2016 subject to availability of funds and satisfactory contractor performance. Crisis Housing and Reserved Crisis Providers awarded under the 2015 CH&S RFP do not need to submit a proposal under this funding opportunity to continue their funding.

3. Cost for Service

The cost for service has not been finalized for this RFP. The cost for service rates in the table below are based on the Fiscal Year 2014-2015 (FY 2014-15) as reported to LAHSA in HMIS. The following table is intended to provide transparency and guidance for the reference of the Proposer. This is not an assurance of exact funding.

Cost for Services (For Guidance Purposes Only)		
Resource Type	Total Cost	Cost Basis
Regional Coordination (Individuals)	\$300,000	Annualized per SPA
Regional Coordination (Youth CES)	Unavailable	Annualized per SPA
Housing Navigation, Case Management, Outreach (Individuals)	\$2,000	Annualized (25:1 ratio)
Housing Navigation, Case Management (Youth CES)	\$2,000	Annualized
Crisis Housing & Bridge (Reserved Crisis) Housing	\$30	Per bed/per night
Rapid Rehousing (Individuals)	\$7,280	Per client
Rapid Rehousing (TAY)	\$7,280	Per client

*This dollar amount is based on anticipated funding levels, and is not based on FY 2014-15 cost for service rates.

All applications must demonstrate leveraging in order to meet the needs of the populations they intend to serve. LAHSA recommends leveraging from other sources at 100% to enrich programming. LAHSA does not require match (cost sharing) to be provided by the recipient to match the grant funds provided by LAHSA through this RFP.

4. Eligible Applicants

This RFP is open to non-profit organizations and government agencies that will coordinate with community-based homeless systems of care to provide the housing and services outlined in this RFP for the benefit of homeless individuals, which includes homeless TAY and homeless victims of domestic violence.

Proposers must submit a separate proposal for each Service Planning Area ("SPA") in which they intend to serve. For example, if a single agency seeks funding for Rapid Rehousing in two separate SPAs, two separate proposals must be submitted by the Proposer.

Proposers for Regional Coordination (Individuals CES), must submit ONE SPA-wide collaborative application, that identifies ONE lead agency designated to complete the application and receive grant funds. Only one proposal will be accepted for each of the eight SPAs. The lead agency for this component must be connected with the CES in the appropriate SPA, with a minimum of two years serving in a leadership capacity.

To be eligible to apply for Housing Navigation, Case Management (Youth CES) funds, Proposers must also apply for Regional Coordination (Youth CES) funds. Proposers cannot apply for Housing Navigation, Case Management (Youth CES) only.

5. Contract Term

The initial contract term for contracts awarded through this RFP is October 1, 2016 – June 30, 2017. LAHSA reserves the option to renew contracts awarded through this RFP for up to two (2) subsequent years, contingent upon satisfactory contractor performance, availability of funds, and demonstrated geographic need.

6. Geographic Area Served

Each proposal must clearly identify the SPA in which the proposed project will be located and the region it will serve. Final funding allocation will be made according to the geographic restrictions of the funding, the quality review results, and the need for services in each SPA.

Projects awarded City of Los Angeles funds must be located in SPAs 2, 4, 5, 6, or 8 and within the limits of the City of Los Angeles or within 0.5 miles of the city limits. Projects awarded County of Los Angeles funds must be located within the County of Los Angeles, with a priority consideration for projects located in SPAs 1, 2, 3, 7 or 8.

Providers located in the Continuums of Care of Glendale, Pasadena, and Long Beach are eligible to apply for funds through this RFP. However, providers from these Continuums must demonstrate an ability to serve all eligible populations in the entire SPA. Proposals which focus services primarily in these Continuums will not be considered for funding under this RFP. Proposals with sites located in SPAs encompassing another Continuum of Care must provide services in compliance and collaboration with the LA CES.

LAHSA reserves the right to adjust allocation of funding to promote broad geographic distribution of the system components across SPAs. If an insufficient number of qualified proposals are received or if the proposals received are deemed non-responsive or not qualified as determined by LAHSA, LAHSA reserves the right to re-issue the RFP,

execute a sole-source contract with a provider, or otherwise ensure that services are provided by other means in a manner consistent with component requirements.

7. Eligible Populations

This RFP seeks to fund housing and services system components that will serve homeless individuals, which include homeless TAY (ages 16-24) and homeless victims of domestic violence, in all areas of the City and County of Los Angeles.

Each participant's housing status must be determined and documented according to the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) Homeless Definition Final Rule (24 CFR 583.5; 24CFR 583.301(b)).

8. Glossary of Terms

Bridge (Reserved Crisis) Housing

Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through CES. The intention of this emergency housing is to provide individuals with some stability, so that they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to housing. Under this RFP, a Crisis Housing bed converts to a Bridge (Reserved Crisis) Housing bed if the program participant does not self-resolve their episode of homelessness within 14 days.

Case Conferencing

Case conferencing is a region's formal, planned, and structured meeting in which providers coordinate staffing assignments, provide client level updates, and ensure coordination of services. The goal of case conferencing is to provide holistic, coordinated, and integrated services across providers, and to reduce duplication. Case conferences are usually multidisciplinary, and include multiple providers from throughout the SPA or region. Case conferences should be used to identify or clarify issues regarding a participant's housing status and progress towards permanent housing; to review activities including progress and barriers towards housing; to assign primary Housing Navigation responsibilities; to strategize solutions; and to adjust current service plans, as necessary. Case conferences may be face-to-face or by phone/videoconference, held at routine intervals or during significant change. Case conferencing must be documented and must follow any policies and procedures established for CES.

Case Management

Case management is defined by the Case Management Society of America as “a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services” to meet individual needs. Case Management in the context of CES should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting “health, recognition, and well-being” (USICH, 2016). Case Managers in CES should ultimately focus on linking the client to a permanent housing resource and providing the necessary services needed to promote housing stability.

Community Plan

Community Plan is a required component of the application for Regional Coordination (Individuals CES). Please see the application portion of this RFP for further details.

Coordinated Entry System (CES)

CES is a regionally based system that connects new and existing programs into a “no-wrong-door network” by assessing the needs of single adults experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness. The goal of the CES is to streamline processes through which communities assess, house, and retain individuals who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and comply with the federal mandate to adopt a standardized intake and coordinated assessment process for housing. The essential components of CES are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people’s needs; and 3) a system that prioritizes and matches housing resources based on those needs.

Crisis Housing

Crisis Housing means any facility, the primary purpose of which is to provide temporary, emergency shelter for the homeless.

Evidence of Site Control

Documentation of an appropriate certificate of occupancy and/or a conditional use permit allowing the legal use of the property for the service/housing being proposed, and at least one of the following types of documentation securing the location for the use of the proposed system component:

- a) Proof of Ownership;
- b) Executed Option to Purchase;
- c) Executed Lease Agreement;
- d) Executed Option to Lease;
- e) Letter of Intent signed by both parties.

Harm Reduction

Harm reduction is an aspect of a program’s or system’s design established by a set of

policies and the resulting procedures and practices whose objective is to reduce the negative consequences of participants' continued use of drugs and/or alcohol or failure to be medication compliant. In housing settings, harm reduction is intended to prevent a participant's loss of housing and/or termination from the program based solely on his or her inability to stop using drugs or alcohol or failure to take prescribed medications. Programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program to enable the participant to reduce or minimize their risky behaviors while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.

Homeless

An individual who belongs to one of the following categories:

- (1) An individual who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - (i) An individual with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
 - (ii) An individual living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals); or
 - (iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;
- (2) An individual who will imminently lose their primary nighttime residence, provided that:
 - (i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;
 - (ii) No subsequent residence has been identified; and
 - (iii) The individual lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, needed to obtain other permanent housing;
- (3) Not applicable; Intentionally Omitted;
- (4) Any individual who:
 - (i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual

assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual that has either taken place within the individual's primary nighttime residence or has made the individual afraid to return to their primary nighttime residence;

(ii) Has no other residence; and

(iii) Lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, to obtain other permanent housing.

Housing First

Housing First is an approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. The provider ensures that the supportive services that program participants need or want in order to achieve permanent housing and to increase income are offered, but are not required as a condition of housing, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.). Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

Housing Navigation

Housing Navigation is the process by which homeless clients that have entered the CES system are provided ongoing engagement, document collection, and case management services in order to facilitate a match to an appropriate housing resource. In the context of CES, outreach workers, case managers, and other homeless service providers may provide housing navigation assistance.

Housing Navigator(s)

Housing Navigator is the client's primary point of contact in CES, often a social worker, case manager, outreach worker, or volunteer. The primary function of the Housing Navigator is to: 1) assist clients in collecting necessary documents for housing applications, 2) accompany clients to housing appointments, and 3) assist clients in navigating the entire housing search and placement process.

Matched

Matched is the process by which an individual in CES is determined to be eligible or initially eligible for a housing resource, and is "matched" to that resource.

Outreach

In the context of the CES system, Outreach is defined as the activity of engaging a homeless individual through the process of rapport building with the goal of linking that individual to a permanent housing resource. Outreach and engagement is an ongoing

process that “involves creativity, flexibility, may take months or years, and involves establishing a relationship” to connect a client to services (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach can be viewed as a “service in itself” and “a process of building a personal connection that may play a role in helping a person improve his or her housing, health status, or social support network” (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource.

Outreach Coordination

The planning and ongoing coordination of outreach activities in a region. This should include a multi-disciplinary approach that ensures adequate geographic coverage and the use of best practices to outreach.

Permanent Housing (PH)

Community-based housing without a designated length of stay, which includes both Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). Examples of permanent housing include, but are not limited to, a house or apartment with a month-to-month or annual lease term or home ownership.

Rapid Rehousing (RRH)

A support intervention that uses a combination of case management, Housing Navigation, and short to medium term financial assistance to assist mid-range acuity homeless households identify and stabilize in tenant-based, scattered site, permanent housing.

Regional Coordination

Oversight of SPA-wide partnerships across public and private entities that ensure homeless persons are fully supported and connected to housing and services within their respective communities. Regional and coordinated access to housing and services ensures that a homeless person does not have to go to multiple agencies to obtain housing and services assistance.

Rent Reasonableness

The total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same period for comparable non-luxury unassisted units. Such determinations should consider: (a) location, quality, size, type, and age of unit; and (b) any amenities, housing services, maintenance and utilities to be provided by the owner. Comparable rents may

be verified by using a market study, reviewing comparable units advertised for rent, or by obtaining written verification from the property owner documenting comparable rents for other units owned.

Transition Age Youth (TAY)

An individual between the ages of 16 and 24 years.

Please note that while the Youth Coordinated Entry System serves youth and young adults, ages 16-24, for the purposes for Rapid Rehousing, youth must be at least 18 years old to sign a lease. Therefore, for the program area of Rapid Rehousing, TAY are defined as youth ages 18-26.

9. System Components

9.1 Regional Coordination (Individuals CES)

Additional funding opportunities for this component are available through the Home for Good Funder Collaborative RFP, Round II RFP. homeforgoodla.org/about-us/grantseekers

Eligible Population: All homeless individuals, including homeless TAY and homeless victims of domestic violence, in the City of Los Angeles and/or the County of Los Angeles.

Eligible Proposers: Must be lead agencies connected with the CES in their Service Planning Area with a minimum of two years serving in a leadership capacity.

Mandated Requirements for Eligible Proposers: Proposers for the Regional Coordination system component must submit one SPA-wide application and one SPA-wide Community Plan for each of the eight SPAs. The collaborative application requires one lead agency be designated to complete the application and receive grant funds. (See Section I.15 – Joint Offers) Coordination with the Youth CES Regional Coordination proposers is required.

Objective: To provide coordination of SPA-wide assessments and access to housing and services, to ensure that homeless individuals are quickly connected to the most appropriate, coordinated, housing and service intervention(s). To provide SPA-wide planning and ongoing coordination of outreach activities. This should include a multi-disciplinary approach, coordinating CoC, Council of Governments, LA County Health Agency, Veterans Administration, and privately funded resources SPA-wide. Coordination should also include a strategic approach to geographic coverage that ensures consistent coverage by multi-disciplinary teams.

Funded Activities: The Regional Coordinator shall ensure that the CES survey methodology is utilized SPA-wide and that homeless individuals are entered into HMIS in a timely manner. The Regional Coordinator shall ensure that assessment, engagement, housing navigation, and referral management is consistent and timely for all clients entering the CES. The Regional Coordinator shall promote evidence based practices, including a voluntary, client centered approach that seeks to engage the highest acuity clients and reduce barriers to accessing the CES.

Under this system component, a Proposer may request funds to provide overall coordination for the CES activities in their respective SPA. This includes the coordination and matching of resources through the CES and the coordination of outreach teams and participation in case conferencing meetings. A Proposer may request funds to build and maintain a collaborative of community partners that can provide the full scope of supportive services and resources that homeless individuals need to access and maintain stable housing. Successful Proposers will coordinate all planning and start-up activities necessary to implement services and benefits available under the CES. This includes but is not limited to:

- Program implementation, resource matching and outcomes reporting;
- Provider coordination, partnerships, and subcontracting;
- Outreach coordination;
- Program set-up;
- Staffing and facilities;
- Logistics.

Proposers must, at a minimum, demonstrate the ability to maintain the following referral networks:

- Crisis Housing;
- Bridge (Reserved Crisis) Housing;
- Mental and physical health providers;
- Alcohol and substance abuse treatment;
- Mainstream benefits;
- Adult education; and
- Employment/Vocational counseling/training.

Successful Proposers under this system component will work as collaborative partners within the existing CES system for individuals. Successful Proposers will manage the relationships with community partners to ensure their partners actively participate in the Collaborative and make services available to eligible individuals. Successful Proposers must participate in all LAHSA-required CES system-wide trainings and meetings.

Services provided by other funding sources or a third party provider must be documented by a funding contract or an agreement between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Core Elements:

1. The provider must serve as the primary representative for the CES in its respective SPA, to support the expansion of system partners, and to facilitate the ongoing utilization of the system.
2. The provider must fulfill all functions of the housing match process including:
 - a. Work with housing providers to obtain referrals and fill vacancies through CES;
 - b. Facilitate SPA-wide or sub-regional Case Conferencing meetings;
 - c. Use available tools to coordinate and prioritize the efficient matching process for clients within a region.
3. The provider must plan and coordinate outreach for CES in their respective SPA, to support the expansion of outreach partners, and to facilitate the ongoing utilization of CES.

4. The provider must work to increase available resources in the SPA for homeless individuals and to coordinate these resources throughout the SPA.
5. Through the proactive coordination of the SPA community partners, the provider will maintain and provide streamlined access to the CES service and housing network.
6. The provider must ensure that individuals assisted have been assessed for acuity using the LA CoC approved screening and assessment tools. The provider must ensure that Housing Navigation services are focused on the goal of permanent housing placement and sustaining that placement.
7. The provider must offer, but not require, supportive services that program participants need or want in order to achieve permanent housing and to increase income, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.). Service plans for CES participants are individualized based on their needs, circumstances and market conditions, and focus on helping individuals find and keep permanent housing.
8. Provider must ensure that all CES partners agree that a demonstration of readiness on the part of the program participant is not required.
9. The funded component meets the minimum standards as outlined in this RFP, in the award contract and in the federal and local regulations that govern the funding type.
10. Provider must ensure all programs incorporate Harm Reduction policies and procedures into their program design and operations.

Required Operations	Funded by this RFP	Funded through Matching Funds	OR	Provided through Leveraged Services
Expand use of CES in SPA	X	X		X
Coordinate outreach SPA-wide	X	X		X
Provider coordination, partnership management	X	X		X
Coordination of Case Conferencing Meetings	X	X		X
Facilitate Housing Match Process	X	X		X
Coordinate conducting CES Assessments trainings	X	X		X
Increase and coordinate resources	X	X		X
Represent CES locally and countywide	X	X		X

9.2 Regional Coordination (Youth CES)

Eligible Population: TAY only, ages 16-24, experiencing homelessness (Category 1 or 4) or are at imminent risk of homelessness (Category 2) or who would become homeless upon exiting foster care or probation; in the City of Los Angeles and/or the County of Los Angeles.

Eligible Proposers: Nonprofit organizations that serve homeless TAY, ages 16-24. Proposers must be one of the recommended agencies named for this component in the Community Plan submitted for the SPA.

Objective: To provide coordination of SPA-wide assessments and access to housing and services, to ensure that homeless TAY are quickly connected to the most appropriate, coordinated, housing and service intervention(s). To provide SPA-wide planning and ongoing coordination of outreach activities. This should include a multi-disciplinary approach, coordinating CoC, Council of Governments, LA County Health Agency and privately funded resources SPA-wide. Coordination should also include a strategic approach to geographic coverage that ensures consistent coverage by multi-disciplinary teams.

Funded Activities: Under this system component, a Proposer may request funds to provide overall coordination for the Youth CES activities in the SPA. This includes the coordination and matching of resources through Youth CES. Proposers may request funds to build and maintain a collaborative of community partners that can provide the full scope of supportive services and resources that homeless TAY need to access and maintain stable housing. Successful Proposers will coordinate all planning and start-up activities necessary to implement services and benefits available under the Youth CES. This includes but is not limited to:

- Program implementation, resource matching and outcomes reporting;
- Provider coordination, partnerships, and subcontracting (if applicable);
- Program set-up;
- Staffing and facilities;
- Logistics.

Proposers must, at a minimum, demonstrate the ability to maintain the following referral networks:

- Crisis Housing;
- Bridge (Reserved Crisis) Housing;
- Transitional Housing for TAY;
- Mental and physical health providers;
- Alcohol and substance abuse treatment;
- Mainstream benefits;
- Education; and
- Employment/Vocational counseling/training.

Successful Proposers under this system component will work as a collaborative partner within the existing CES system for Youth. Successful Proposers will manage the relationships with community partners to ensure their partners actively participate in the collaborative and make services available to eligible TAY. Successful Proposers must participate in all LAHSA-required CES system-wide trainings and meetings.

It is recommended that a ratio of approximately one (1) case manager to every twenty-five (25) TAY served be maintained among the community partner network. This case manager ratio may differ for different program types. Supportive services provided by other funding sources or a third party provider must be documented by a funding contract or agreement between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Core Elements:

1. The provider must serve as the primary representative for the Youth CES in their respective SPA, to support the expansion of system partners, and to facilitate the ongoing utilization of the system.
2. The provider must fulfill all functions of the housing match process including:
 - a. working with housing providers to obtain referrals and fill vacancies through CES;
 - b. facilitating SPA-wide or sub-regional Care Coordination meetings;
 - c. using available tools to coordinate and prioritize the efficient matching process for clients within the SPA.
3. The provider must work to increase available resources in the SPA for homeless TAY and to coordinate these resources throughout the SPA.
4. Through the proactive coordination of the SPA community partners, the provider will maintain and provide streamlined access to the Youth CES service and housing network.
5. The provider ensures that individuals assisted have been assessed for acuity using the LA CoC approved screening and assessment tools. The provider ensures that Housing Navigation services are focused on the goal of safe and stable housing placement and sustaining that placement.
6. The provider must offer, but not require, supportive services that program participants need or want in order to achieve safe and stable housing and to increase income, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.). Service plans for Youth CES participants are individualized based on their needs, circumstances and market conditions, and focus on helping TAY find and keep safe and stable housing.
7. Provider ensures that all Youth CES partners do not require a demonstration of readiness on the part of the program participant.

8. The program meets the minimum standards as outlined in this RFP, in the award contract and in the federal and local regulations that govern the funding type.
9. Ensure all programs incorporate Harm Reduction policies and procedures into their program design and operations.

Required Operations	Funded by this RFP	Funded through Matching Funds	OR	Provided through Leveraged Services
Expand use of Youth CES in region	X	X		X
Provider coordination, partnership management	X	X		X
Coordination of Care Coordination Meetings	X	X		X
Facilitate Housing Match Process	X	X		X
Conduct Youth CES and Assessments trainings	X	X		X
Increase and coordinate resources	X	X		X
Represent Youth CES locally and countywide	X	X		X

9.3 Housing Navigation, Outreach, Case Management (Individuals CES)

Eligible Population: Homeless individuals, which includes homeless victims of domestic violence, residing in Crisis or Bridge (Reserved Crisis) Housing, or on the streets, in the City or County of Los Angeles.

Eligible Proposers: Nonprofit organizations that serve homeless individuals. Proposers must be one of the agencies recommended for this component in the Community Plan submitted for the SPA.

Objective: To assist individuals residing in Crisis and Bridge (Reserved Crisis) Housing in their transition to the best suited form of permanent housing.

Funded Activities: Proposers may submit for Housing Navigation/Case Management and/or Outreach only.

Housing navigation assistance should be provided at each shelter by community-based Housing Navigators, since such assistance is key to ensuring that the shelter system operates as effectively as possible in moving individuals through shelter and quickly into permanent housing.

Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client

voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource. (See Exhibit I, County of Los Angeles, Approved Strategies to Combat Homelessness, Strategy E6 and Strategy E8).

Successful Proposers will provide housing navigation, outreach and/or coordinated case management, and routinely case conference to coordinate all necessary services for the program participant, including institutional and community-based, medical and non-medical, social and support services for homeless individuals within a designated region. The goal of these services is stability in permanent housing that is sustainable by the individual being served. It is recommended that a ratio of approximately one (1) Housing Navigator to every twenty-five (25) individuals served be maintained for optimal service delivery.

Successful Proposers under this system component will operate as an integral component and collaborative partner within the CES system and its future development. Successful Proposers will be required to be in compliance with standardized operating policies and procedures developed and adopted by LAHSA with input from system partners and to participate in regular provider community meetings.

Supportive services provided by other funding sources or a third party provider must be documented by a funding contract or an agreement between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Housing Navigation can accomplish three (3) objectives for the benefit of program participants:

- to connect participants to needed resources;
- to buffer the participants from the stress of navigating the bureaucracy;
- to support participants in managing their own lives within the scope of their resources and abilities.

From the standpoint of the organization or service system, there are additional objectives:

- to manage resources within defined limits to achieve cost efficiencies, effectiveness, and avoidance of preventable and unnecessary costs;
- to facilitate the delivery of services by coordinating the contributions of multiple service providers and scheduling services so that they are provided without any delay that might adversely affect the recipient's condition;
- to avoid deterioration resulting in the need for more costly services by keeping a chronically or mentally ill service recipient connected to the provider so that services will continue to be received;
- to monitor progress, or lack of progress, so that changes in intervention can be

- made in a timely fashion;
- to monitor outcomes to determine whether existing service protocols or practices need to be revised.

Time requirement for case conferencing:

- Required every 30 days at a minimum.
- Recommended as needed.

Required Supportive Services/Operations	Funded by this RFP	Funded through Matching Funds	OR	Provided through Leveraged Services
Housing Navigation	X	X		X
Outreach	X	X		X
Coordinated Case Management	X	X		X

9.4 Housing Navigation, Case Management (Youth CES)

Eligible Population: TAY, ages 16-24, experiencing homelessness (Category 1 or 4) or are at imminent risk of homelessness (Category 2) or who would become homeless upon exiting foster care or probation; in the City of Los Angeles and/or the County of Los Angeles.

Eligible Proposers: Nonprofit organizations that serve homeless TAY, ages 16-24. Proposers must be one of the agencies recommended for this component in the Community Plan submitted for the SPA. **To be eligible to apply for Housing Navigation (Youth CES) funds, the SPA must also apply for Regional Coordination (Youth CES) funds. Proposals for Housing Navigation (Youth CES) ONLY will not be accepted.**

Objective: To provide Housing Navigation and coordinated case management, and to routinely case conference to coordinate all necessary services for the program participant, including institutional and community-based, medical and non-medical, social and support services for homeless TAY within a designated region. The goal of these services is stability in safe and stable housing that is sustainable by the TAY being served.

Funded Activities: Under this program type, the Proposer may request funds to provide Housing Navigation and coordinated case management for homeless TAY identified and assessed through Youth CES. Successful proposals under this system component will work as a collaborative partner within the Youth CES system and its future development.

Successful Proposers will be required to be in compliance with standardized operating policies and procedures developed and adopted by LAHSA with input from system partners and to participate in regular provider community meetings.

Supportive services provided by other funding sources or a third party provider must be documented by a funding contract or a MOU between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Housing Navigation can accomplish three (3) objectives for the benefit of program participants:

- to connect participants to needed resources;
- to buffer the participants from the stress of navigating the bureaucracy;
- to support participants in managing their own lives within the scope of their resources and abilities.

From the standpoint of the organization or service system, there are additional objectives:

- to manage resources within defined limits to achieve cost efficiencies, effectiveness, and avoidance of preventable and unnecessary costs;
- to facilitate the delivery of services by coordinating the contributions of multiple service providers and scheduling services so that they are provided without any delay that might adversely affect the recipient's condition;
- to avoid deterioration resulting in the need for more costly services by keeping a chronically or mentally ill service recipient connected to the provider so that services will continue to be received;
- to monitor progress, or lack of progress, so that changes in intervention can be made in a timely fashion;
- to monitor outcomes to determine whether existing service protocols or practices need to be revised.

Time requirement for case conferencing:

- Required every 30 days at a minimum.
- Recommended as needed.

Core Elements:

1. Coordination activities include frequent contacts with other service providers and case managers and are documented in the progress notes.
2. Evidence of timely case conferencing with key providers is found in the client's records.
3. The client's right to privacy and confidentiality in contacts with other providers is maintained.
4. The client's consent to consult with other service providers is obtained. The provider complies with applicable provisions of the California Health and Safety Code regarding confidentiality of HIV-related information.
5. The client meets the definition of homeless as described in the "Glossary of

- Terms” section of this RFP and would remain homeless but for this assistance.
6. All programs must incorporate harm reduction policies and procedures into their program design and housing referral operations.
 7. All program participants are screened using the LA CoC adopted standardized assessment tool. The results of this assessment are entered into HMIS within 48 hours.
 8. Proposers must offer, but not require supportive services that program participants need or want in order to attain safe and stable housing and increase income, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.).
 9. Case management services are focused on the goal of safe and stable housing retention. Individuals being served by the provider are helped to gain direct access to safe and stable housing in the community and to retain that housing unit as long as the basic obligations of tenancy are met.
 10. Access to housing does not require a demonstration of readiness on the part of the program participant.
 11. The housing and services provided meet the needs and preferences of the program participant.
 12. Service plans for program participants are individualized based on their needs, circumstances and market conditions, and focus on helping individuals find and keep housing.

Required Supportive Services/Operations	Funded by this RFP	Funded through Matching Funds	OR	Provided through Leveraged Services
Housing Navigation	X	X		X
Coordinated Case Management	X	X		X

9.5 Crisis Housing and Bridge (Reserved Crisis) Housing for Individuals

The Crisis and Bridge (Reserved Crisis) Housing component may be an opportunity to utilize valuable infrastructure previously utilized as CoC Program funded transitional housing projects.

Funds available under this RFP for Crisis Housing and Bridge (Reserved Crisis) Housing are only intended to fund new or expanded bed capacity in these housing types. Crisis Housing and Reserved Crisis Housing Programs funded under the **2015 Crisis Housing & Services (2015 CH&S) RFP recipients may not apply for renewal funds under this RFP.**

Eligible Population: Individuals experiencing homelessness, including individuals being

discharged from institutions who are in need of bridge housing (Exhibit I, County of Los Angeles, Approved Strategies to Combat Homelessness, Strategy B7).

Crisis Housing Objective: To provide safe, low barrier 24-hour Crisis Housing and services to individuals experiencing homelessness while they are assisted, as quickly as possible, into permanent housing. Clients who do not self-resolve their episode of homelessness within 14 days will have their beds converted to Bridge (Reserved Crisis) Housing.

Bridge (Reserved Crisis) Housing Objective: To provide safe, low barrier, reserved, 24-hour emergency shelter to eligible individuals who have resided in the shelter for 14 days or more, while they are assisted as quickly as possible in moving into permanent housing.

Under this program type, a Proposer may request funds to provide homeless individuals, as defined in the “Glossary of Terms” section of this RFP,

- Up to 14 days of Crisis Housing
- Up to 90 days of Bridge (Reserved Crisis) Housing with a possible extension period up to a maximum of 180 days total stay.

Supportive services provided by other funding sources or a third party provider must be documented by a funding contract or agreement between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Successful Proposers under this program component must:

- Operate as collaborative partners within the existing CES system for individuals through required compliance with standardized operating policies and procedures developed and adopted by LAHSA with input from system partners
- Coordinate with local CES partners to ensure all clients are assessed using the LA CoC adopted standardized assessment tool
- Provide referrals to appropriate housing and service resources, in order to ensure highest need individuals are prioritized for permanent housing resources.
- Successful Proposers must participate in regular provider collaborative community meetings.

Core Elements:

1. The individual assisted is homeless as described in the “Glossary of Terms” section of this RFP and would remain homeless but for this assistance, and may be referred by CES, other community service providers or may self-refer to the program.
2. All program participants will complete an intake assessment within 24-hours. The results of this assessment are entered into HMIS within 48 hours.

3. All program participants are screened for diversion or complete an intake assessment through CES, prior to intake into a reserved crisis bed. The results of this assessment are entered into HMIS within 48 hours.
4. Provider will work with local CES Housing Navigators to coordinate assessment and housing navigation services.
5. Bridge (Reserved Crisis) Housing: The beds are reserved for the program participant and available for use by the participant 24-hours a day.
6. All programs must incorporate Harm Reduction policies and procedures into their program design and crisis housing operations.
7. Adequate storage will be made available to program participants.
8. The program will operate in accordance with the LAHSA Service Animal Accommodation Policy.
9. Supportive services that program participants need or want in order to achieve permanent housing and increase income are offered, but are not required, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.).
10. Case Management services are focused on the goal of permanent housing placement, in the community and retaining that permanent housing unit as long as the basic obligations of tenancy are met.
11. Access to permanent housing does not require a demonstration of readiness on the part of the program participant.
12. The participant being served by the Bridge (Reserved Crisis) Housing provider is helped to gain direct access to safe and stable housing in the community and to retain that permanent housing unit as long as the basic obligations of tenancy are met.
13. Crisis Housing and Bridge (Reserved Crisis) Housing meets the established LAHSA Minimum Shelter Standards, as well as any federal and local regulations that govern the funding type.
14. Crisis Housing programs in addition to basic shelter must include the following services and provide eligible program participants with access to these services as described in the table below:

Required Supportive Services/Operations	Funded by this RFP	Funded through Matching Funds	OR	Provided through Leveraged Services
Reserved 24-hour Bed Availability	X	X		X
Case Management	X	X		X
Residential Supervision	X	X		X
Crisis Intervention	X	X		X
Security	X	X		X
Meals	X	X		X

Restrooms & Showers	X	X		X
Physical Health Care		X		X
Mental Health Care		X		X
Substance Abuse/Recovery Services		X		X
Education/Life Skills		X		X
Legal Services		X		X

9.6 Rapid Rehousing (Individuals CES)

Eligible Population: Homeless (Category 1 or 4) Individuals; in the City of Los Angeles and/or the County of Los Angeles; with an income at or below 50% Area Mean Income (AMI); who have been matched through CES for this housing intervention and would remain homeless but for this assistance.

Eligible Proposers: Nonprofit organizations that serve homeless individuals. Proposers must be one of the agencies recommended for this component in the Community Plan submitted for the SPA.

Objective: To move individuals experiencing homelessness as quickly as possible into community-based, scattered-site Permanent Housing (PH), and to achieve stability in that housing.

Funded Activities: Under the RRH system component of this RFP, a Proposer may request funding to provide time-limited, tenant-based rental assistance to individuals who are defined by HUD as homeless *and* who are prioritized for the RRH intervention by the CES in the Proposer’s SPA. It is recommended that a ratio of approximately one (1) case manager to every twenty-five (25) individuals served be maintained for optimal service delivery.

RRH follows a Housing First approach to help literally homeless individuals re-house into community-based units that they will retain after exiting the program. Individuals housed under this program-type have the full legal rights and responsibilities of a tenant-landlord relationship and monthly case management is a requirement of program participation. Program participants are eligible to receive assistance with (1) Housing search and placement; (2) Direct Financial Assistance; and (3) Housing Stabilization services, including up to six (6) months of case management after the period of financial assistance ends.

Supportive services provided by other funding sources or a third party provider must be documented by a funding contract or agreement between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Core Elements of the RRH System component

1. The individual assisted receives a standardized assessment through the use of the CES approved screening and assessment tool;
2. The individual assisted meets the HUD definition of homeless (Category 1 or 4) and would remain homeless but for this assistance.
3. The individual being served is helped directly into a community-based PH unit that (s)he will retain after the program ends.
4. The individual is offered, but not required to accept, referral and placement into Bridge (Reserved Crisis) Housing.
5. The unit must meet HUD Minimum Habitability Standards for Permanent Housing and rent reasonableness standards. The unit must have at least one bedroom or living/sleeping room for every two people in the household.
6. Rental Assistance payments must be provided in a timely fashion in accordance with the established program policies and procedures.
7. Service plans for program participants are individualized based on their needs, circumstances and market conditions, and focus on helping individuals find and keep permanent housing.
8. Other types of supportive services may be provided as needed by links to mainstream programs or partner agencies (i.e., mental health services, substance abuse treatment, medical services, child care, etc.).
9. Financial assistance is provided to support housing, and is time-limited. The amount of monthly assistance may be adjusted over time. Because the program is individualized and flexible in its response to each household's needs, a successful program model requires good project administration, tracking, and follow-up is required.

RRH programs may provide eligible program participants with the following services in accordance with LAHSA's RRH for Individuals Program Policies and Procedures:

- Housing location and counseling services;
- Housing stabilization services, to include meeting with the individual at least once per month;
- Short term rental assistance, up to three (3) months
- Medium term rental assistance, more than three (3) months and up to twelve (12) months;
- Move-In Costs: Application fees, Rental & Utility Deposits, First Month's Rent, Moving costs, & Essential Furnishings (up to \$750).
- Utility Arrears: Only if necessary to re-house; maximum 3 months
- Rental Arrears: Only if necessary to re-house; maximum 2 months
- Holding Fees: Available to RRAV (Rapid Rehousing for Adults and Veterans) clients and HACLA (Housing Authority of the City of Los Angeles) voucher holders

- General Housing Assistance: Expenses associated with gaining or keeping employment.
- Reunification Assistance: Expenses paid directly to bus transport companies.
- Case Management, including up to six (6) months of case management after rental assistance ends.

Required Supportive Services/Operations	Funded by this Component	Funded through Matching Funds	OR	Provided through Leveraged Services
Standardized Assessment	X	X		X
Case Management	X	X		X
Housing Search and Placement	X	X		X
Direct Financial Assistance	X	X		X
Housing Stabilization Services	X	X		X
Bridge (Reserved Crisis) Housing		X		X
Crisis Intervention				X
Physical Health Care				X
Mental Health Care				X
Substance Abuse/Recovery Services				X
Education/Life Skills				X
Legal Services				X
Transportation		X		X

9.7 Rapid Rehousing (TAY)

Eligible Population: TAY only, **ages 18-24** at program entry, who are homeless (Category 1 or 2) or exiting dependent care (foster care or probation) in the County of Los Angeles; with an income at or below 50% Area Mean Income (AMI); who have been matched through Youth CES for this housing intervention. Note: RRH does not serve TAY, under the age of 18.

Eligible Proposers: Nonprofit organizations that serve homeless individuals. Proposers may submit for Housing Navigation/Case Management and/or Outreach only. Proposers must be one of the agencies recommended for this component in the Community Plan submitted for the SPA.

Objective: To move TAY experiencing homelessness or at imminent risk of homelessness as quickly as possible into community based, scattered site PH with linkages to supportive services to achieve stability in that housing.

Funding Activities: Under the RRH system component of this RFP, a Proposer may request funding to provide time-limited, tenant-based rental assistance to TAY who are experiencing homelessness, or are at imminent risk of experiencing homelessness, including TAY exiting dependent care (foster care or probation); ***and*** who are prioritized for the RRH intervention by Youth CES in the Proposer's SPA.

It is recommended that a ratio of approximately one (1) case manager to every fifteen (15) TAY served be maintained for optimal service delivery.

RRH follows a Housing First approach to help homeless TAY re-house into community-based units that they will retain after exiting the program. TAY housed under this program type have the full legal rights and responsibilities of a tenant-landlord relationship and at least monthly case management is a requirement of program participation. Program participants are eligible to receive assistance with (1) Housing search and placement; (2) Direct Financial Assistance; and (3) Housing Stabilization services, including up to six (6) months of case management after the period of financial assistance ends.

Supportive services provided by other funding sources or a third party provider must be documented by a funding contract or agreement between the Proposer and the party that will provide the services. Only those services that are committed to the project at time of application will be considered for evaluation.

Core Elements of the RRH System component:

1. The TAY assisted receives a standardized assessment through the use of the LA CES approved screening and assessment tools;
2. The TAY assisted meets the HUD definition of homeless (Category 1 or 4) or at imminent risk of homelessness (Category 2) or would become homeless upon exiting dependent care (foster care or probation).
3. The TAY being served is helped directly into a community-based unit that (s)he will retain after the program ends.
4. The TAY is offered, but not required to accept, referral and placement into Bridge (Reserved Crisis) Housing.
5. The unit must meet HUD Minimum Habitability Standards for Permanent Housing and rent reasonableness standards. The unit must have at least one bedroom or living/sleeping room for every two people in the household.
6. Rental Assistance payments must be provided in a timely fashion in accordance with the established program policies and procedures.

7. Service plans for program participants are individualized based on their needs, circumstances and market conditions, and focus on helping TAY find and keep safe and stable housing.
8. Other types of supportive services may be provided as needed by links to mainstream programs or partner agencies (i.e., mental health services, substance abuse treatment, medical services, child care, etc.).
9. Financial assistance is provided to support housing, and is time-limited. The amount of monthly assistance may be adjusted over time. Because the program is individualized and flexible in its response to each household’s needs, a successful program model requires good project administration, tracking, and follow-up is required.

RRH programs may provide eligible program participants with the following services in accordance with LAHSA’s RRH for Individuals Program Policies and Procedures:

- Housing location and counseling services;
- Housing stabilization services, to include meeting with the individual at least once per month;
- Short term rental assistance, up to three (3) months
- Medium term rental assistance, more than three (3) months and up to twenty-four (24) months;
- Move-In Costs: Application fees, Rental & Utility Deposits, First Month’s Rent, Moving costs, & Essential Furnishings (up to \$750).
- Utility Arrears: Only if necessary to re-house; maximum 3 months
- Rental Arrears: Only if necessary to re-house; maximum 2 months
- Holding Fees: Available to RRAV clients and HACLA voucher holders only
- General Housing Assistance: Expenses associated with gaining or keeping employment.
- Reunification Assistance: Expenses paid directly to airline or bus transport companies; whichever is most economic.
- Case Management, including up to six (6) months of case management after rental assistance ends.

Required Supportive Services/Operations	Funded by this Component	Funded through Matching Funds	OR	Provided through Leveraged Services
Standardized Assessment	X	X		X
Case Management	X	X		X
Housing Search and Placement	X	X		X
Direct Financial Assistance	X	X		X

Housing Stabilization Services	X	X		X
Bridge (Reserved Crisis) Housing		X		X
Crisis Intervention				X
Physical Health Care				X
Mental Health Care				X
Substance Abuse/Recovery Services				X
Life Skills		X		X
Education/Employment				X
Legal Services				X
Transportation		X		X

10. Performance Outcomes

Please note: Some of the Performance Outcomes, below, are provided by LAHSA, and some are left blank, without metrics shown. Programs funded under this RFP will be expected to achieve the outcomes, provided by LAHSA. Outcome Targets that are blank, shall be recommended by the Proposer in its application, for LAHSA's approval. The Proposer's recommended outcomes shall be based on Proposer's expectation for each System Component.

a) Performance Outcome Targets for Regional Coordination

- ___ regional case conferencing session will be facilitated/attended by regional coordinator(s) *(to be provided in application)*
- ___ individuals assessed *(to be provided in application)*
- ___ homeless individuals move into permanent housing through Rapid Re-housing *(to be provided in application)*
- ___ homeless individuals move into permanent supportive housing *(to be provided in application)*
- ___ homeless individuals move into other permanent housing *(to be provided in application)*
- 95% data quality in HMIS.

b) Performance Outcome Targets for Housing Navigation, Outreach, Case Management (Individuals CES)

- ___ homeless adult individuals successfully move into safe and stable housing *(to be provided in application)*
- 95% data quality in HMIS.

c) Performance Outcome Targets for Housing Navigation, Case Management (Youth CES)

- ____homeless TAY successfully move into permanent housing in region (*to be provided in application*)
- ____ literally homeless TAY successfully move into Bridge (Reserved Crisis) Housing in region (*to be provided in application*)
- 95% data quality in HMIS.

d) Performance Outcome Targets for Crisis Housing and Bridge (Reserved Crisis) Housing

- 60% of adults exiting Bridge (Reserved Crisis) Housing move into housing
- 95% Bed Utilization
- 95% data quality in HMIS.

e) Performance Outcome Targets for Rapid Rehousing (Individuals)

- 80% of households served are placed in permanent housing
- 50% of permanent housing placements occur within 90 days
- 90% of households permanently housed do not return to shelter within the subsequent two years
- 20% of households increase income in the program
- 95% data quality in HMIS.

f) Performance Outcome Targets for Rapid Rehousing (TAY)

- 80% of households served are placed in permanent housing
- 50% of permanent housing placements occur within 90 days
- 90% of households permanently housed do not return to shelter within the subsequent two years
- 20% of households increase income in the program
- 95% data quality in HMIS.

11. Budget, Match and Leverage

Proposers are required to submit a competitive budget which will allow them to operate at an optimal level. A budget template has been provided with this RFP that provides for a line item budget by category. The budget template provided must be submitted with the proposal. Proposers must submit a complete budget for the total cost of the proposed project, including any other funding sources being leveraged. LAHSA will reimburse indirect costs to a maximum of 10% of the LAHSA funded portion of the proposed project or according to the provider's federally approved Indirect Cost Rate (if applicable).

Match and Leverage

Due to the limited resources available, all applications will need to be able to demonstrate leveraging in order to meet the needs of the populations they intend to serve. LAHSA recommends leveraging from other sources at 100% to enrich programming. LAHSA does not require match (cost sharing) to be provided by the

recipient to match the grant funds provided by LAHSA through this RFP. As part of the Quality Review process all proposals will be evaluated with regard to the level of leveraged funds that are committed to the project.

12. Timeliness Standards

The Proposer is expected to demonstrate the ability to begin project operation October 1, 2016 and to fully utilize grant funds within the proposed contract term. Proposals must demonstrate a plan for rapid implementation of the program. The Proposer is expected to initiate the approved projects promptly in accordance with the requirements of this RFP and the federal and local regulations governing the awarded funding. Grant terms, and associated grant operations, may not extend beyond the availability of funds.

13. Facility

Proposers must obtain site control for the facility in which services and housing will operate and submit evidence of site control to LAHSA with the proposal. Facilities must be appropriate to the type of services being provided and must be located within close proximity to community amenities including access to public transportation.

Proposers must be able to demonstrate that they can provide enough space for the proposed staffing levels. In addition, each facility must have a private space for the staff to use for confidential interviews.

14. Due Diligence and Regulatory Compliance

Proposers are required to provide information regarding the financial condition and principal agents of the organization and project partners. Financial condition is evidenced by recent balance sheets, or income statements, current audited financial statements and internal financial statements, including Statements of Financial Position and Statements of Activities, while principal agent information is evidenced by resumes for all key principals/partners of the organization. In order to ensure regulatory compliance, the evaluators will perform due diligence on all proposals to verify the accuracy of the information provided.

15. Joint Offers

Where two or more Proposers desire to submit a single proposal in response to this RFP, they should do so on a prime-subcontractor basis rather than as a joint venture or informal team. LAHSA intends to contract with single organizations and not with multiple organizations doing business as a joint venture.

16. Proposed Contract

The Proposer, if selected through this RFP and subsequently selected for award, shall be required to enter into a written agreement with LAHSA. The proposed contract may be modified to incorporate other pertinent terms and conditions set forth in this RFP, including those added by addendum, and to reflect the Proposer's offer or the outcome of the contract negotiations, if any, conducted with the Proposer. Proposers unable or

unwilling to comply with LAHSA policies and procedures need not apply.

Corrective actions may be imposed on a provider for noncompliance with regulations, contract requirements and other applicable professional standards. Should a provider fail for any reason to comply with the contractual obligations of their contract, LAHSA reserves the right to take remedial action at its discretion as set forth in LAHSA's Remedial Action Policy. LAHSA, at its discretion, may impose any of the following remedial actions for cause: Notice of Noncompliance, Withholding of Payment, Probation, Suspension, Termination and/or, Debarment.

17. No Commitment to Award

Issuance of this RFP and receipt of proposals is not a commitment to award a contract. LAHSA expressly reserves the right to postpone proposal opening for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one Proposer concurrently, or to cancel all or part of this RFP.

II. PROPOSAL CRITERIA AND EVALUATION PROCESS

1. Overview

The Proposal Evaluation Process will take place in two (2) phases:

Phase 1: All proposals received by the submission deadline will be submitted for a Threshold Review by LAHSA staff. Proposals that meet all Threshold Requirements, as outlined in the RFP, will be recommended to move on to Quality Review and will be submitted for the approval of the Programs & Evaluations Committee and posted to the LAHSA website. Proposals that do not meet Threshold Requirements will not move to the Quality Review phase.

Phase 2: Proposals recommended for Quality Review will be evaluated by a panel of experts, which will be referred to as the "Evaluation Panel" and scored independently based on the criteria outlined in the *Phase 2: Quality Review* section of this RFP. Proposals must receive an aggregate score of 75 points or more to be recommended for funding. Final Funding Recommendations will be made based on the amount of funding available, geography, and the amount of proposals that score above the 75 point funding line. Quality Review results and final funding recommendations will be posted on the LAHSA website and presented to the LAHSA Commission for approval.

2. Phase 1: Threshold Review

Proposals must meet the following threshold criteria for eligibility:

Completeness: Proposals will be reviewed for completeness. Proposers must be named for the proposed component(s) in the Community Plan submitted for the SPA. Proposals that do not include all of the requested core documents, demonstrate Proposer's eligibility, project appropriateness, and building layout (Crisis and Bridge Housing only)

as detailed in the RFP will be rejected at the panel's sole discretion.

Target Population: The project must serve the target population as defined in this RFP. All populations served must meet HUD's definition of homeless.

Housing/Service Type: Only proposals for Rapid Rehousing, Regional Coordination, and Housing Navigation will be considered for funding under this RFP.

Housing Emphasis: All proposed RRH programs are required to have at least 65% of their total funding request allocated to rental assistance and/or eligible financial assistance.

Housing First: All proposed projects must adhere to the Housing First model of housing assistance, which means that housing is offered without preconditions (such as sobriety or a minimum income threshold) or service participation requirements, and rapid placement and stabilization in permanent housing are primary goals.

Coordinated Entry System Participation: Proposers must demonstrate current collaboration with the appropriate SPA-based CES(s) for the relevant homeless population, including how the proposed program will impact service gaps in the existing system(s).

Experience: All non-governmental Proposers must have been incorporated and have been operational as a non-profit 501(c)(3) organization providing housing and/or services to homeless persons for at least two years. However, agencies that have been providing services to homeless persons under the auspices of another incorporated 501(c)(3) organization for at least two years and have since obtained their own 501(c)(3) status may be eligible for funding under this RFP.

If the proposal is a formal collaboration between agencies, past experience of the more experienced provider will be assessed in this category. Collaborations must be formal and long-term with resources shared between agencies. Decision-making for the proposed program must be coordinated with clear roles and responsibilities for each provider. Collaborations must have an identified "lead" provider; documentation must be formalized with a MOU between the parties.

Organizational Capacity & Financial Stability: An organization's experience directly related to carrying out the proposed project is of critical importance. The panel will evaluate the experience, capability, and capacity of the Proposer, collaborators, partners, and key subcontractors to administer the proposed project. If the proposal is a formal collaboration between agencies, past experience of the more experienced provider will be assessed in this category. The Proposer's demonstrated capacity to enter into a large government contract will be taken into consideration. Beyond the length of time providing service to the homeless in general, the panel will look at the Proposer's experience working directly with the proposed population. In addition, the

Evaluation Panel will evaluate the financial stability of the Proposer.

Past Compliance: The Proposer must be in compliance with applicable civil rights laws and Executive Orders. There must be no outstanding findings of noncompliance with civil rights statutes, Executive Orders, or regulations, unresolved secretarial charge of discrimination issued under the Fair Housing Act, and no adjudications of civil rights violations on a civil action. Proposers must not have any instances of fraud or embezzlement convictions in the past five (5) years. In addition, the Proposer must not have any instance of terminated funding for cause from any funding source (governmental and non-governmental sources) in the past five (5) years.

LAHSA reserves the right to deny the funding request for a new project, if the request is made by an existing recipient that is found to have significant issues related to capacity, performance, or unresolved audit/monitoring finding related to one or more existing grants.

HMIS: Proposers must participate in the LA CoC HMIS implemented by LAHSA and adhere to all the implementation guidelines developed under HMIS. LAHSA shall provide the selected Proposers with the basic training required to utilize HMIS. Failure to input complete, accurate and timely participant and project information on HMIS may result in reimbursement delay, payment reduction, or contract suspension. Awardees must be enrolled in and implemented onto HMIS prior to contract execution.

Projects dedicated to serving 100% domestic violence populations are required to utilize an alternate database system, not funded by LAHSA, which provides required HUD data sets.

Site Control (Offices for Administration/Supportive Services): The Proposer must identify a site that will be available for administration of the grant, or for the provision of supportive services, throughout the contract period, and evidence of site control must be submitted with the proposal. Acceptable forms of site control are leases, lease options, deeds, and purchase options. The facility and physical layout of the proposed site must be appropriate for the size and scope of the program operations.

Proposer must demonstrate that the site is legally zoned for the type of services to be provided and that the building/site is in compliance with all applicable building, health and safety codes of the locality.

ADA/ADAA Compliance: Proposer's site for the provision of supportive services must be compliant with the Americans with Disabilities Act of 1990 and the American with Disabilities Act Amendments Act of 2008 (ADA/ADAA). The panel will evaluate Proposer's compliance with the ADA/ADAA and any amendment thereto, in the areas of program access, physical access, communications access, employment practices and any reasonable accommodation process in place for persons with disabilities (for

employees, program participants, and the public). The panel will also evaluate the Proposer’s past experience in resolving ADA complaints in a timely manner.

3. Phase 2: Quality Review

Once a proposal passes Threshold Review, the proposal will move on to Quality Review. In this phase, proposals will be evaluated based on program design, CoC integration, target population, organizational capacity, past performance, budget and financial stability, cost efficiency, regional capacity building, program readiness, and any other identified HUD priorities. Each proposal’s content, responsiveness, conciseness, clarity, relevance, and strict adherence to the instructions in this RFP will be considered when scoring each category. Final scoring will be based on the proposal as submitted.

Scoring Area	Points
Program Design	35
Past Performance	25
Program Readiness	15
Program Budget/Cost Efficiency	10
CoC Integration	15
Total Points Possible	100

Program Design (35 Points)

The proposal must demonstrate an understanding of program requirements and the needs of the population it Proposers to serve. There must be a clear link between services and the target population’s advancement towards housing placement and stability as outlined in this RFP. Proposals will be evaluated on originality, the strength of the implementation plan, long-term sustainability, potential for impact on the proposed region, and the demonstration of evidence-based practices utilized in the development of the proposal.

The services and housing provided must directly relate to City and County goals that promote permanent housing placement, residential stability and increased skill level or income in order to prepare homeless persons to live more independently. The panel will evaluate the use of supportive services, staffing and supervision plans to assist the population it Proposers to serve in achieving these goals. The panel will evaluate the appropriateness of the facility for serving the proposed population in relation to the number of participants sheltered and served as well as the location of the facility in relationship to community amenities.

Past Performance (25 Points)

The Proposer's past performance under CES, LAHSA funded contracts and previous federal and local awards will be taken into consideration. The panel will evaluate the proposed projects based on the ability of the Proposer to meet performance outcomes. Programs that demonstrate the ability to fully utilize the resources available in past grants and who meet or exceed performance outcomes will achieve higher scores than programs that do not. LAHSA reserves the right to verify information submitted in the proposal. The Proposer agrees that the LA CoC HMIS System will be the primary source of verification of performance and outcome data for programs funded by HUD. Proposers must submit back-up documentation for both HUD-funded and non-HUD funded program outcomes. LAHSA and the Evaluation Panel reserve the right to request additional data to verify information submitted with the proposal.

Program Readiness (15 Points)

The panel will evaluate the Proposer's ability to implement the program by October 1, 2016. The timeframe between grant award and program implementation is of critical importance in this area. For purposes of this element, readiness will include consideration of the earliest date a participant will be served by the program and an assessment of the processes and systems proposed to meet the program start date.

Program Budget/Cost Efficiency (10 Points)

The panel will evaluate the feasibility, cost-effectiveness, reasonableness, and accuracy of the budget. The panel will also evaluate the extent to which additional funding and resources are committed to the proposed project. The panel will evaluate cost effectiveness by comparing the amount requested to the number of minimum households served and/or the level of services provided. The proposal will describe and specify the source and dollar amount of other public and private funding and resources that will be or have been leveraged to complete the proposed project. Strength of financing commitments will also be considered in the proposal evaluation.

Continuum of Care Integration (15 Points)

Proposals will be evaluated on the potential of impact on the proposed region, how the proposed project fits into and meets the unmet need in the CoC, as well as the extent to which the proposed project will be integrated and coordinated with other service and housing providers within the region. This evaluation will include an assessment of linkages with other components in the continuum, including a history of participation in LA CoC coordinated assessment and intake efforts, within the Proposer's program and provider network or with other agencies within the CoC.

Programs must be integrated with the local CES for Individuals or the coordinated entry planning efforts for TAY to ensure effective engagement of the targeted population.

The panel will evaluate the proposed project on consistency with funder objectives and integration with Consolidated Plan of the Proposer's jurisdiction. Organizations will need to demonstrate active participation in local homeless coalitions.

III. GENERAL INSTRUCTIONS

1. New Project Proposal Submittal

FileShare

Prior to submitting a new project application, applicants are required to have an active FileShare account. If your organization does not have an active FileShare account, please complete the Account Request Form available online at:

<http://www.lahsa.org/filesshare>.

MyOrg

The RFP application will be available via the MyOrg portal on the LAHSA website. If your organization does not have an active MyOrg account, please complete the “Create Account” form available online at:

<https://www.lahsa.org/myorg/user/create-account>

Core Documents

After a FileShare account has been created, Proposers must upload the most recent versions of Core Documents prior to the proposal submission deadline. A current Certification of Core Documents must also be completed, signed and uploaded to FileShare prior to the submission deadline. *Please reference Section V. Core Documents for the complete list of required core documents.*

Proposal Application

RFP, Application documents, a PDF of the MyOrg application questions and Budget Template will be made available online following the approval for release from the Programs & Evaluations Committee. Proposers may respond to this funding opportunity by completing the online application and supporting documents located at <http://www.lahsa.org/funding>. In order for a proposal to be considered complete all of the following must be completed and submitted prior to the submission deadline:

- MyOrg RFP Application;
- Upload of all Core Documents into FileShare (See Section V.);
- Budget Template uploaded to Fileshare;
- SPA-Wide Community Plan (Regional Coordination only) uploaded to Fileshare;
- SPA-Wide Community Plan Resource and Outcomes Grid (Regional Coordination only) uploaded to Fileshare;
- Building Layout (Crisis and Bridge (Reserved Crisis) Housing only) uploaded to Fileshare.

2. Due Date

Proposals submitted in response to this RFP will be due in accordance with the following dates: All proposals must be RECEIVED by electronic delivery no later than **2:00 PM (Pacific Standard Time), June 27, 2016**. Applications will not be accepted via facsimile. Electronic Submission is mandatory. Proposals submitted after 2:00 PM (Pacific Standard Time), June 27, 2016 will not be accepted.

Proposal amendments and/or addendums submitted to LAHSA after the proposal deadline will be returned without review. However, LAHSA reserves the right to request clarification of unclear or ambiguous statements made in the proposal.

3. Mandatory Bidders' Conference

Proposers are required to attend a mandatory Bidders' Conference to take place from 1pm – 3pm, Wednesday, June 1, 2016 at:

Los Angeles Homeless Services Authority
811 Wilshire Blvd., 5th Floor, Conference Room 1
Los Angeles, CA 90017

4. Questions from Proposers

Proposers are asked to defer all questions regarding this RFP until the Bidders' Conference. Proposers are encouraged, but not required to submit questions in writing at least two (2) days prior to the conference. You may direct your questions regarding this RFP to fundingopportunities@lahsa.org with the subject line, "2016 Coordinated Entry System RFP – Q&A". Please be sure to include your name and title, the name of the provider you represent and the best telephone number to reach you if a LAHSA representative needs to speak with you for further clarification.

After the Bidders' Conference, Questions will be accepted via email at fundingopportunities@lahsa.org with the subject line, "2016 Coordinated Entry System RFP – Q&A" until **June 6, 2016, 3pm**. LAHSA will post written responses to all received questions on the LAHSA website no later than five (5) business days from the date questions are due.

Proposers are responsible for checking the LAHSA website to obtain current information and responses. Any omission or error made by any Proposer under this RFP for failure to obtain information posted regarding this RFP on the LAHSA website at www.lahsa.org is the sole responsibility of Proposer and is not basis for appeal of any adverse score or evaluation under this RFP.

5. RFP Addenda/Clarifications

If it becomes necessary to revise any part of this RFP or provide additional information after the RFP is released a written addendum will be posted on the LAHSA website at www.lahsa.org. It is the responsibility of the Proposer to review any publicly available

addendum or information on the LAHSA website prior to submission of the proposal. If a Proposer does not have access to the LAHSA website, they may call (213) 683-3333 and request a printed copy of any addenda via fax or mail. LAHSA is not responsible for information requested within three (3) days of the due date of the proposal under this RFP.

6. Appeals

Proposers under this RFP may only submit process appeals, which are appeals based upon the evaluators' failure to abide by their own established procedures in making funding recommendations. Appeals based on the outcome of the decision-making process will not be accepted. A disagreement with or objection to the points awarded will not be a sufficient basis for an appeal.

Threshold Appeals

LAHSA will notify all Proposers of the Threshold results and post the results on the LAHSA website.

Any appeal of the Threshold Review results, pursuant to this RFP must be received within two (2) calendar days after notice of written recommendations. The appellant must file a written statement specifying the grounds for appeal. The appeal shall be limited to two (2) typed pages and must clearly state the grounds on which the appeal is based. All appeals should be on organization letterhead and entitled "2016 Coordinated Entry System RFP – Threshold Review Results Appeals". Please do not include cover letters with the appeal. LAHSA shall not be obligated to consider appeals received after the above-specified deadlines.

All Threshold appeals must be in writing and emailed to fundingopportunities@lahsa.org or received at the following address:

Funding Unit- Programs Department
Re: 2016 Coordinated Entry System RFP – Threshold Review Results Appeals
Los Angeles Homeless Services Authority
811 Wilshire Blvd., 6th Floor
Los Angeles, CA 90017

Quality Appeals

After the Quality Review phase of the Proposal Evaluation Process, LAHSA will notify all Proposers of its Quality Review results. Within two (2) business days after notice of staff recommendations, the appellant must file a written statement specifying the grounds for appeal. The appeal shall be limited to two (2) typed pages and must clearly state the grounds on which the appeal is based. All appeals should be on an organization's letterhead and entitled "2016 Coordinated Entry System RFP – Quality Review Results Appeals". Please do not include cover letters with the appeal.

Quality appeals will be presented to the Programs and Evaluation Committee of the LAHSA Commission. The Programs and Evaluation Committee will make a recommendation and forward its recommendations to the LAHSA Commission. The LAHSA Commission will make the final decision regarding any and all Quality appeals. In the situation where the Programs and Evaluation Committee is unable to meet, the appeals shall be presented directly to the LAHSA Commission.

All Quality appeals must be in writing and emailed to fundingopportunities@lahsa.org or received at the following address:

Chair, Programs and Evaluation Committee
Re: 2016 Coordinated Entry System RFP – Quality Review Results Appeals
Los Angeles Homeless Services Authority
811 Wilshire Blvd., 6th Floor
Los Angeles, CA 90017

IV. PROPOSAL FORMAT AND CONTENT

Application questions, response format restrictions, supporting document templates and additional guidance can be found in the technical assistance information online at <http://www.lahsa.org/funding>.

V. CORE DOCUMENTS

The following core documents must be submitted electronically to the Proposer’s FileShare account. **Failure to submit any of these documents in an application may result in ineligibility of the application.** If you have intentionally left an attachment out of the proposal, please submit an electronic document using the following nomenclature: **“Document Name - Intentionally Left Blank”**. Include the explanation of why the attachment is not relevant to your proposal in this document and upload to the FileShare folder designated for this document.

CORE DOCUMENTS	
✓	<u>ADA/ADAA Policy and Procedures:</u> ADA Policy and Procedures for compliance with applicable provisions of the Americans with Disabilities Act (ADA) and America Disabilities Act Amendment Act (ADAA) and any reasonable accommodation process in place for persons with disabilities (for employees, program participants, and the public)
✓	<u>Articles of Incorporation:</u> Including By-laws and any amendments.
✓	<u>Audited financial statements:</u> For the last two (2) fiscal years, including if required, a Single Audit (as required by regulation under Title 2 of the Code of Federal Regulations Part 200 Subpart F). <ul style="list-style-type: none"> • If not provided, a written explanation as to why an audit was not conducted must be submitted.
✓	<u>Board of Directors/Trustees List:</u> <ul style="list-style-type: none"> • Indicate homeless or formerly homeless person sitting on board (HUD regulation SEC 416 [42 USC 11375]d)) <ul style="list-style-type: none"> - Applicable for organizations with HUD direct grants only • If applicable under SB 1262, the Nonprofit Integrity Act of 2004, list of Audit Committee members and charter.
✓	<u>Business License(s):</u> From applicable City and or County jurisdictions. Varies based on location of organization and programs and proposed program. If no business license for any jurisdiction, explanation is required.
✓	<u>California Active Business Entity:</u> Proposer must provide a screenshot printout of Proof of Active status from kepler.sos.ca.gov or submit a CA Certificate of Good Standing from the CA Secretary of State that is no more than 6 months old.
✓	<u>Facilities Documentation:</u> Include documentation of site control for business sites including proposed site(s) to be operated. Documentation must include Leases, Letter of Agreement, Certificates of Occupancy and any Conditional Use Permits (CUP) if applicable for all proposed sites. A Letter of Intent will be accepted if a lease is not in place for a proposed site. Please provide sufficient site information that sites are compliant. <ul style="list-style-type: none"> • Also required are Floor Plans of facility and Evacuation Plans as detailed in the Facility Section of the RFP.
✓	<u>Certification of Current Core Documents:</u> http://www.lahsa.org/filesshare_reports - After all documents including revisions have been uploaded to your organization’s LAHSA FileShare account, a current signed copy of this Certification must be provided for each RFP that certifies the documents are current and accurate.
✓	<u>Conflict of Interest Policy</u>
✓	<u>Cost Allocation Plan:</u> Detailed plan for the allocation of all costs for all departments and programs funded from multiple sources (both private and governmental). The plan should encompass costs for the entire organization.
✓	<u>Executive Leadership/Senior Management Team:</u> Resumes or short biographies that provide information to assess the organization’s capacity.
✓	<u>Financial Policies and Procedures:</u> Complete policies and procedures that include internal controls, funding, financial management, procurement, cash disbursements, cash management activities.
✓	<u>Insurance:</u> Evidence of current General Liability and Workers Compensation Insurance
✓	<u>IRS tax exempt status (determination) (501(c)3 letter:</u> Include screenshot printout of <u>current proof of active non-profit status</u> from www.irs.gov/Charities-&-Non-Profits/Search-for-Charities
✓	<u>IRS Form 990:</u> Most recent fiscal year or written explanation why form was not filed with the IRS. (Required for non-profits, not required for government entities) Form 990 can be provided electronically if available from www.oag.ca.gov/charities or at Guidestar.org (Please check and provide location of file)

✓	Organization Budget Current Board-Approved: Include evidence of board approval.
✓	Organizational charts as follows. Provide sufficient details to assess organizational capacity: <ol style="list-style-type: none"> 1. Organization-wide including all administration, departments and programs, include proposed program. 2. Administration include all staffing 3. Proposed Program 4. Collaborative
✓	Other Documents: Including other applicable business licenses or certifications (e.g. Childcare license, Annual Report, DBA Fictitious Business Name, if applicable)

VI. PROPOSAL CONDITIONS AND RESERVATIONS

- A. All costs of proposal preparation shall be borne by the Proposer organization. LAHSA shall not, in any event, be liable for any pre-contractual expenses incurred by the Proposer in the preparation and/or submission of the proposal. The Proposer shall not include any such expenses as part of the budget in the proposal.
- B. Submission of a proposal shall constitute acknowledgement and acceptance of all terms and conditions contained in the RFP.
- C. Submission of a proposal shall constitute a firm and fixed offer to LAHSA that will remain open and valid for a minimum of 90 days from the application submission deadline. The proposal should always include the Proposer's best terms and conditions.
- D. The proposal must set forth full, accurate, and complete information as required by this RFP. No changes or additions are allowed after the proposal deadline.
- E. LAHSA cannot certify, license or endorse grant writers. Proposers are free to select any grant writer. The responsibility for the performance of the grant writer rests with the Proposer.
- F. Responses to this RFP become the exclusive property of LAHSA. All proposals will be considered public documents, subject to review and inspection by the public at LAHSA's discretion, in accordance with the California Public Records Act and other applicable laws. Exceptions will be those pages in each proposal which are defined by the Proposer as business or trade secrets and are marked as "TRADE SECRET" or "CONFIDENTIAL". LAHSA shall not in any way be liable or responsible for the disclosure of any such records, including, but not limited to, those so marked if the disclosure is deemed to be required by law or by court order. Selection or rejection of a proposal does not affect these rights.
- G. LAHSA reserves the right to communicate in writing with funders or organizations associated with the Proposer to obtain additional clarification of design of program, or Proposer fiscal and programmatic capacities, and to utilize this information in the evaluation process.
- H. LAHSA reserves the right to conduct site visits of all proposing agencies.
- I. LAHSA reserves the right to extend the RFP submission deadline should such action be in the best interest of LAHSA. Proposers may revise and re-submit their proposal in the event the deadline is extended.
- J. LAHSA reserves the sole right to reject any or all proposals received in response to this RFP if it is deemed inappropriate or incomplete, it fails to comply with any instruction contained in this RFP, or is not in the best interest of LAHSA.
- K. LAHSA reserves the right to withdraw this RFP at any time without prior notice. Further, LAHSA makes no representation that any contract will be awarded to any Proposer responding to this RFP. LAHSA reserves the right to reject any or all submissions.
- L. LAHSA reserves the right to negotiate services and costs with Proposers, including revision of program design as necessary to better meet LAHSA, the City of Los Angeles, County of Los Angeles, or HUD requirements.

- M. A Proposer shall not be recommended for funding, regardless of the merits of the proposal submitted, if it has a history of contract non-compliance with LAHSA or any other funding source, a contract suspension, a termination for cause by LAHSA or any other funding source, or outstanding financial obligations with LAHSA that have not been adequately resolved with LAHSA or any other funding source. In the event that the Proposer has any contract(s) with LAHSA suspended or terminated, it shall not be eligible for funding under any RFP released by LAHSA for a period of five (5) years starting from the effective date of suspension or termination.
- N. Willful misstatements of information will result in non-recommendation for funding, regardless of the merits of the proposal submitted.
- O. LAHSA reserves the right to verify information submitted in the proposal. The Proposer agrees that the Los Angeles Continuum HMIS will be the primary source of verification of program performance and outcome data for existing programs. LAHSA reserves the right to request additional data to verify information submitted with the proposal, at its sole discretion. If the information in the proposal cannot be verified and if LAHSA determines the errors are not willful, LAHSA reserves the right to adjust the rating points awarded.
- P. If an insufficient number of qualified proposals are received or if the proposals received are deemed non-responsive or not qualified as determined by LAHSA, LAHSA reserves the right to re-issue an RFP, execute a sole-source contract with a vendor, or otherwise ensure that services are provided by other means in a manner consistent with the program requirements.
- Q. The Proposer must be in compliance with applicable civil rights laws and Executive Orders. There must be no outstanding findings of noncompliance with civil rights statutes, Executive Orders, or regulations, unresolved secretarial charge of discrimination issued under the Fair Housing Act, no adjudications of civil rights violations on a civil action or deferral of processing of proposals from the sponsor imposed by HUD.
- R. The Proposer shall be ineligible to receive funding under this RFP if any officer or employee of the Proposer who would be involved in the administration of grant funds has been convicted of a criminal offense related to the administration of funds or any member of its executive management, key staff, or any officers of its Board of Directors is involved in any litigation or other legal matter that compromises the organization's ability to carry out the project as awarded.
- S. LAHSA reserves the right to fund all or a portion of a proposal and/or require that a Proposer collaborate with another in the provision of a specific service if it is in the best interest of LAHSA, the City of Los Angeles, the County of Los Angeles, or HUD.
- T. LAHSA reserves the right to waive minor technical deficiencies or any informality in a submitted proposal.
- U. Proposals may be withdrawn by written request of the authorized signatory on provider letterhead at any time prior to the LAHSA Commission's actions on staff's final recommendation for funding.
- V. If a Proposer declines to implement the project or changes significant project specifications which are deemed relevant to the basis on which the award was

- granted thereby negating the funding award after the LAHSA Commission approves funding award(s) under a LAHSA competitive process, said provider shall not be eligible to submit an application for any other new project funding for a period of one year from the time of notice. Changes to significant project specifications include, but are not limited to, a change in the Service Planning Area in which the project is located or a change in the target population which the project serves. LAHSA may exempt a provider from this policy if it is deemed that the circumstances that facilitated the refusal to implement the project or change to significant project specifications was out of the reasonable control of the provider.
- W. It is improper for any officer, employee or agent of LAHSA to solicit consideration, in any form, from a Proposer with the implication, suggestion or statement that the Proposer's provision of the consideration may secure more favorable treatment for the Proposer in the award of the contract or that the Proposer's failure to provide such consideration may negatively affect the LAHSA's consideration of the Proposer's submission. A Proposer shall not offer or give, either directly or through an intermediary, consideration, in any form, to an officer, employee or agent of LAHSA for the purpose of securing favorable treatment with respect to the award of the contract. A Proposer shall immediately report any attempt by an officer, employee or agent of LAHSA to solicit such improper consideration. The report shall be made to the Executive Director of LAHSA or to the County Auditor-Controller's Employee Fraud Hotline (800) 544-6861. Failure to report such a solicitation may result in the Proposer's submission being eliminated from consideration. Among other items, such improper consideration may take the form of cash, discounts, service, the provision of travel or entertainment, or tangible gifts.
- X. Upon the request of LAHSA, a Proposer whose bid is under consideration for the award of the contract shall provide LAHSA with written authorization to request a credit report from a reputable credit agency to gain satisfactory evidence of the Proposer's financial background, stability and condition.
- Y. In accordance with Los Angeles County Code, Chapter 2.160 (County Ordinance 93-0031), each person/firm submitting a response to this request for bid/proposal must certify in writing that such Proposer and each County lobbyist and County lobbyist firm, as defined by Los Angeles County Code 2.160.010, retained by the Proposer, is in full compliance with Chapter 2.160 of the Los Angeles County Code.
- Z. Notwithstanding a recommendation of a department, agency, individual, or other, the LAHSA Board of Commissioners retains the right to exercise the final decision concerning the selection of a proposal and the terms of any resultant Agreement, and to determine which proposal best serves the interests of LAHSA. The Board is the ultimate decision-making body and makes the final determinations.
- AA. A bid/proposal, which contains conditions or limitations established by the Proposer, may be deemed irregular (and nonresponsive) and may be rejected by LAHSA, in its sole discretion.
- BB. LAHSA reserves the option to renew contracts awarded through this RFP for two (2) additional years, contingent upon but not limited to the following: a) satisfactory contractor performance; b) availability of funds; and c) demonstrated site need.

VII. CONTRACT CONDITIONS

Contractors will be required to comply with conditions set forth by LAHSA, the City of Los Angeles, the County of Los Angeles and the U. S. Department of Housing and Urban Development (HUD), hereafter referred to as "Funders". These conditions include, but are not limited to the following:

- A. The initial recommendation for funding should not be construed as a finding that the proposed program complies with all requirements and conditions for a contract for grants. LAHSA reserves the right to fund all or a portion of a proposal and/or require that a Proposer collaborate with another in the provision of a specific service if it is in the best interest of LAHSA. A funding recommendation or offer to contract may be withdrawn upon failure of reasonable attempts to negotiate an agreement.
- B. Contractors shall allow representatives of Funders to inspect facilities that are used in connection with the contracts made to implement programs funded under this RFP.
- C. Successful Proposers will be required to satisfy LAHSA's and other participating provider or entity's insurance requirements. Additionally, all Proposers must comply with all contractual requirements. Contractors will name LAHSA and the City and/or County of Los Angeles as additional insured on general liability, professional liability (where required), auto liability (owned and non-owned), workers' compensation, and errors and omissions policies (where required).
- D. Contractors shall make available to representatives of Funders, upon reasonable notice, the fiscal records and/or client data records pertaining to the contract. Demographic information about clients will be regularly submitted to LAHSA in a manner consistent with agreements protecting client and/or provider confidentiality rights.
- E. Contractors shall comply with reasonable requests from Funders concerning promotional activities related to the program.
- F. Contractors acknowledge that, as recipients of Federal funds, they will be required to comply with Federal regulations pertaining to the use of such funds. It will be the Contractor's responsibility to ensure compliance with applicable regulations.
- G. The Contract shall include standard clauses and in some cases, certifications, requiring Contractor's compliance with, but not limited to, the following regulations: non-discrimination, affirmative action, and equal opportunity; separation of church and state; Americans with Disabilities Act (ADA); conflict of interest; restrictions on lobbying; debarment; audits; rights in data; drug-free workplace; lead-based paint and Equal Benefits Ordinance.
- H. Contractors shall maintain any applicable licenses or permits, and meet any facilities code regulations required for the program(s) funded under the contract.
- I. Contractors shall participate in information networking, training, and coordination meetings as directed by LAHSA or other grant funding sources.
- J. Contractors shall cooperate with related research and evaluation activities as directed by LAHSA or other grant funding sources.

- K. Contractors will be required to submit a Code of Conduct which will address conflict of interest requirements.
- L. Contractors may not enter into an agreement with a subcontractor for the provision of shelter or supportive services under any program funded under this RFP, unless that subcontractor and its qualifications are fully described in the proposal, and the intention to subcontract is explicitly stated in the proposal or the use of the subcontractor has been approved in writing by LAHSA. Contractor shall remain liable for the performance of the subcontractor, and will require subcontractor to adhere to all provisions in the contract between LAHSA and Contractor.
- M. Contractors will ensure that an annual financial audit is performed in compliance with Title 2 of the Code of Federal Regulations Part 200 (2 C.F.R. 200) Subpart Audit Requirements, if it spends, in aggregate, \$750,000 or more of Federal funds per fiscal year. Contractor shall submit a copy of the audit report to LAHSA within nine months after the end of the contractor's fiscal year.
- N. Each Contractor must comply fully with all of the requirements specified in this RFP and committed to in the program proposal, including program leveraging commitments, otherwise Contractor risks immediate termination of contract.
- O. The responsibility for accuracy rests entirely with the Proposer. If a Proposer knowingly and willfully submits false performance or other data, LAHSA reserves the right to reject that proposal. If it is determined that a contract was awarded as a result of false performance, financial or other data submitted in response to this RFP, LAHSA reserves the right to terminate said contract immediately.
- P. Contractor shall have in place an appropriate grievance procedure. Said grievance procedure must be in compliance with LAHSA's grievance standards stated in the program contract.
- Q. LAHSA reserves the right to extend the duration of the program as well as to renegotiate the terms of the contract if an extension is granted.
- R. Contractor agrees to participate in the Los Angeles Continuum of Care HMIS, or another HUD approved system of record. Said system shall be implemented during the term of the contract awarded. LAHSA shall provide Contractor with the basic training required to use HMIS.
- S. Contractor shall be required to possess a corporate seal.
- T. Awards are made subject to receipt of award of funds from Funders by LAHSA. Contractor agrees that if Funders do not provide funds for program, contract will be deemed null and void. LAHSA reserves the right to adjust funding levels based on the availability of funds and the quality of proposals received.
- U. Contractor and subcontractor staff working with youth, either as employees or volunteers, who have a supervisory or disciplinary authority over minors must be fingerprinted and pass the background check, as required by California Penal Code Sec. 11105.3 and California Education Code Sec. 45125.1 and Sec. 10911.5 prior to working with youth. Fingerprinting and a background check may be required of other staff and volunteers depending upon how much contact the staff member will have with minors. The Contractor shall be responsible for obtaining security clearances for staff whose duties require a sufficient level of interaction with youth.

- V. Contractor shall ensure that all employees and volunteers who have direct contract with clients have an annual tuberculosis (TB) test. Contractor shall retain documentation of the test results.
- W. Contractors are subject to applicable City of Los Angeles and/or County of Los Angeles contracting requirements, which may include but are not limited to:
 - a. Los Angeles County and City Child Support Compliance Program. Contractors shall 1) fully comply with all applicable State and Federal reporting requirements relating to employment reporting for its employees; and 2) comply with all lawfully served Wage and Earnings Assignment Orders and Notice of Assignment and continue to maintain compliance during the term of any contract that may be awarded pursuant to this solicitation. Failure to comply may be cause for termination of a contract or initiation of debarment proceedings against the non-compliant Contractor (County Code Chapter 2.202).
 - b. County Contractor Employee Jury Service Ordinance (Los Angeles County Code, Chapter 2.203).
 - c. City of Los Angeles Living Wage and Equal Benefits Ordinances.
 - d. City of Los Angeles Contractor Responsibility Ordinance.
 - e. City of Los Angeles Iran Contracting Act of 2010.
 - f. City of Los Angeles First Source Hiring Ordinance.
- X. Contractors shall be required to submit to LAHSA, or its designee, periodic status reports, including program expenditures, progress reports and recipient information. Failure to do so may result in termination of the contract.
- Y. The Grant Agreement between LAHSA and its funders may be incorporated by reference into all contracts between LAHSA and the contracting agencies.
- Z. Contractors acknowledge that LAHSA funds are not meant to replace or supplant other local sources of funding.
- AA. The Proposer is hereby notified that, in accordance with LAHSA Rules and Regulations implementing the Contractor Responsibility Ordinance, LAHSA may debar the Proposer from bidding on LAHSA contracts for a period of five (5) years, if the LAHSA Commission finds, in its discretion, that the Proposer does not possess the necessary quality, fitness, or capacity to perform work on LAHSA contracts.
- BB. Contractor shall have in place appropriate policies and procedures relative to service animals for persons with disabilities. Said service animal policies and procedures must be in compliance with LAHSA's policies and procedures as stated in the program contract. Contractor must participate in training offered by LAHSA regarding service animals and other ADA requirements, within three (3) months of beginning service.
- CC. LAHSA reserves the right to terminate contracts awarded under this RFP if the Contractor is unable to commence services within three (3) months of the effective date of the contract. If a contract is terminated under these conditions, LAHSA may award the de-obligated funding to remaining Proposers who submitted proposals under the RFP and received fundable scores.

The following contract conditions apply to projects that include funding from HUD:

- DD. Contractors agree that in the event the measurable goals/objectives fall below standard of successful performance measures as specified in the technical submission, LAHSA may suspend any future annual funding of the program. Specific benchmarks of accomplishment will be included in the contract.

VIII. 2016-2017 CES Minimum Crisis Housing/Shelter standards

This document contains a written summary of and links to detailed information regarding the services that must be provided to eligible homeless adults seeking assistance to resolve their housing crisis. Contractors providing crisis housing shall adhere to the LAHSA Minimum Crisis Housing Standards.

ADMINISTRATION

1. The shelter has established written protocols to guide staff actions and Program services regarding injury and disease prevention within the shelter setting. At a minimum, the shelter maintains up-to-date statements on its policies regarding HIV/AIDS, mandatory implementation of universal precautions, and control of tuberculosis as per the Department of Public Health guidelines.
2. The shelter does not require religious participation.
3. The shelter does not deny participation in or the benefits of its Programs, on the basis of race, religion, ancestry, color, national origin, gender expression, sexual orientation, age, disability, or familial status. However, residential services can be limited to specific sub-populations of homeless people in regard to gender expression, age, and disability as long as the purpose is to enhance service provision or the dignity and safety of participants, and if appropriate referrals are made for the benefit of clients who are denied service. The shelter shall also work with CES lead agency in their SPA to identify alternate temporary housing options for referral.
4. The shelter does not charge residents for housing or other services, nor does it collect fees that would otherwise be the discretionary income of the client.
5. The shelter has space designated for securing all documents in order to ensure client confidentiality.
6. Any participant may file a written grievance in accordance with the shelter's policies. The shelter clearly posts the written process for participant grievances, as well as the location where grievances can be heard.

PERSONNEL

7. Contractor shall provide training for on-site staff persons (paid or volunteer) to provide a safe environment during all hours the facility is open to the residents.
8. The shelter's staff has been trained in emergency evacuation, first aid procedures and CPR procedures, and receives on-going in-service training in counseling and de-escalation skills
9. The shelter has an organized method of selecting and training all volunteers and paid staff. Also, volunteers and paid staff have job descriptions and identifiable lines of authority.
10. The shelter has staff whom, to the extent possible, can communicate in the language of the residents
11. The shelter's staff receives on-going training on relevant community resources and social service Programs

12. The shelter's staff shall be identifiable through uniform attire or identification badges.
13. The shelter has an organization chart showing the administrative responsibilities of all persons working in the shelter.

OPERATIONS

14. The shelter allows residents to exercise the following rights:
 - a. the right to religious liberty.
 - b. the right to present complaints and grievances.
 - c. the right to have all records and disclosures maintained according to the written shelter rules regarding confidentiality and privacy.
 - d. the right to review their records and have external disclosures of any personal client information, as governed by the written shelter rules regarding confidentiality and privacy.
 - e. the right to be free from restraint or confinement unless the resident poses a danger or threat to others.
 - f. the right to leave and return to the facility at reasonable hours in accordance with the rules of the shelter.
15. The shelter prohibits possession and the use of weapons, alcohol and illegal drugs on site.
16. The shelter shall provide a clean, safe and healthy environment that is consistent with conventional social services and which respects individual needs and human dignity.
17. The shelter has written policies for intake procedures and criteria for admitting people to the shelter.
18. The shelter provides all residents with, and posts in a conspicuous place, a copy of the house rules and regulations, and a copy of the disciplinary and grievance procedures.
19. The shelter keeps a daily office log which documents the activities of each shift, and any unusual or special situations and instructions regarding residents.
20. The shelter maintains a daily census, listing residents, employees and volunteers.
21. The shelter refers people to the appropriate shelter agency or referral service if the shelter cannot provide shelter or a needed service.
22. The shelter does not require residents to perform labor, other than chores directly related to daily living activities within the shelter
23. The shelter allows residents, during their period of stay, to report the shelter address as their legal residence for legal purposes such as receipt of mail, school registration, and voter registration.
24. The shelter has, or provides access to, a phone which residents can use within reasonable limits.
25. If the shelter assists residents in managing their financial affairs, it does not charge for the services.

26. If the shelter holds funds or possessions on behalf of a resident, those funds or possessions are returned upon demand within 24-hours.

27. The shelter takes incoming emergency phone messages for the residents during business hours.

HEALTH

28. The shelter has available, at all times, first aid equipment and supplies for medical emergencies.

29. The shelter has at least one staff person on duty that is trained in emergency first aid procedures.

30. The shelter has provisions for storing, refrigerating, and retrieving residents' medications.

31. The shelter refers residents to a medical facility or clinic for needed health examinations, emergency treatment, and follow-up visits.

32. The shelter promptly and appropriately responds to medical problems with residents and staff.

33. The staff receives regular training and is knowledgeable about common physical and mental health problems of homeless people and how to obtain needed and appropriate services.

FOOD SERVICE

34. The shelter provides residents with three well-balanced meals daily on-site or, in the case of some transitional housing Programs, by providing "do it yourself" food preparation facilities.

35. The shelter makes a reasonable effort to meet medically appropriate dietary needs of all residents.

36. The shelter provides food buying and menu planning by a staff member, consultant or volunteer knowledgeable in nutrition.

37. The shelter has made adequate provisions for the sanitary storage and preparation of any food provided.

EQUIPMENT AND ENVIRONMENT

38. The shelter is clean and complies with all applicable building, safety and health codes.

39. The shelter has a heating and ventilation system, and maintains a comfortable temperature.

40. The shelter has a housekeeping and maintenance plan to ensure a safe, sanitary, clean and comfortable environment, and works diligently to prevent and eliminate insect and rodent infestations.

41. The shelter provides each person with at least a bed, a blanket, and pillow, all of which are clean and in good repair.

42. The shelter has a sufficient supply of functionally clean and reasonably private toilets and wash basins, with hot and cold running water.

43. The shelter provides clients with reasonable access to public transportation.

44. The shelter has laundry facilities available to residents, or access to laundry facilities nearby.
45. The shelter provides storage for checking in/out residents' personal belongings during the period of shelter.
46. The shelter provides towels, soap, and toilet tissues.
47. The shelter provides a dining area separate from the sleeping areas.
48. The shelter has a sufficient quantity of functionally clean and reasonably private bathing facilities with hot and cold running water.

SAFETY

49. The shelter has an emergency plan covering earthquake, fire, flood and other disasters.
50. The shelter has a fire-life safety system including posting of an evacuation plan and all items as required by building, safety, and health codes.
51. The shelter has phones available 24-hours per day to contact the fire department, paramedics, police, and site supervisor personnel, and posts a list of such emergency numbers at the telephone location(s).
52. If separate rooms with doors are provided, doors in residents' rooms can be secured by the resident (staff must have a key).
53. The shelter has a security plan to deter theft and resident harm.

GRIEVANCES AND CLIENT TERMINATION

54. The shelter has an internal grievance procedure in place that incorporates participant termination and grievance policies and procedures.

EXHIBIT I: CITY AND COUNTY OF LOS ANGELES HOMELESS STRATEGIES

City of Los Angeles, Comprehensive Homeless Strategy

http://clkrep.lacity.org/onlinedocs/2015/15-1138-S1_misc_1-7-16.pdf

County of Los Angeles, Approved Strategies to Combat Homelessness

<http://priorities.lacounty.gov/wp-content/uploads/2016/03/Hi-Report-Approved2.pdf>