

**Request for Proposals (RFP)  
For The CT Homeless  
Response System  
RFP #: 2023-0958  
Issued By:  
CT Department of Housing  
July 31, 2023**

**Bidder's Conference**

**August 16, 2023**

# RFP Overview

**Link to RFP:**

**[CT Homeless Response System RFP](#)**

# Agenda



**Welcome and RFP Overview**



**Program Standards**



**Proposal Requirements**

Please put questions in the chat or email to [Steve.Dilella@ct.gov](mailto:Steve.Dilella@ct.gov)

## Purpose and Goals

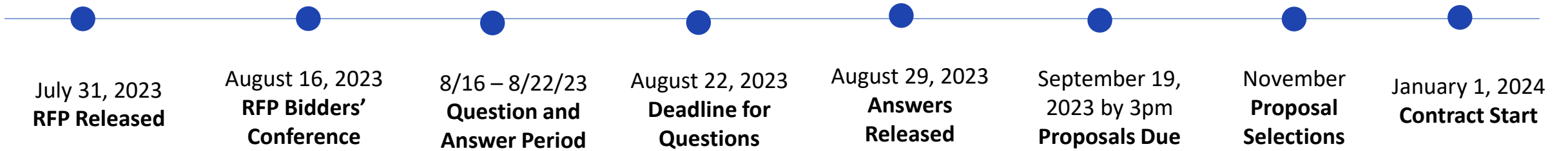
The Connecticut Department of Housing (DOH) commissioned a study of the homeless response system in 2022 aimed at improving system outcomes for persons experiencing or at imminent risk of homelessness

The report recommended DOH rebid with State homeless services contracts to:

- 1) **equitably allocate funding** to each Coordinated Access Network (CAN) proportionally based on the previous year's relative needs documented in each CAN
- 2) set a **standard cost-per-bed** for emergency sheltering programs across the State
- 3) tie **clear expectations and standards** to each funded component
- 4) establish an equitable approach to fund homeless response system components that can be **scaled up proportionally** in the event that additional State funding is made available through legislative commitments.

DOH intends to reduce the length of time people are in an unhoused situations, using evidence-based practices and the standards established for each system component in this RFP. The performance metrics are consistent with the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009.

## RFP Timetable



Contract Terms (except for CoC-funded projects): **1/1/2024 – 6/30/2027**



## Eligible Applicants



**Public or non-profit organizations and municipalities** are eligible to submit proposals in response to this RFP. Individuals who are not a duly formed business entity are ineligible to participate in this procurement.



To qualify for a contract award, an applicant must have a **minimum of three (3) years** of demonstrated experience with providing similar services to people experiencing homelessness.



Applicants with long-standing, significant outstanding unresolved issues on current and/or prior year contracts with DOH or HUD may be removed from consideration for additional or future funding.

## Eligible Activities

The State of Connecticut DOH is requesting proposals from eligible applicants to implement one or more system components listed below to provide services to clients throughout their journey from homelessness to stable, safe, permanent housing. Agencies are expected to coordinate with other agencies in the CAN geography to ensure that all homeless response activities are comprehensive and well-coordinated.

**Shelter Operations and  
Accommodations**

**Shelter Case  
Management**

**Housing-Based Case  
Management Services (Rapid  
Rehousing and Permanent  
Supportive Housing)**

**Coordinated Access  
Network (CAN) System  
Management**

**Rapid Rehousing  
Rental Assistance  
Administration  
(Statewide)**





# Available Funding by System Component

System Component	Total Available Funding
Shelter Operations and Accommodations	\$10,090,153
Shelter Case Management Services	\$5,247,408
Housing-Based Case Management Services (HBCM) for Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH)	PSH: \$795,785 RRH: \$4,043,640
Coordinated Access Network (CAN) System Management	\$4,233,533
Rapid Rehousing Rental Administration (Statewide)	\$6,272,598

## Maximum Funding Available Per Household

<b>System Component</b>	<b>Maximum Available</b>
<b>Shelter Operations and Accommodations</b>	\$9,000 per bed (single or family unit) per year
<b>Shelter Case Management Services</b>	\$5,000 per household per year (single or family unit)
<b>Housing-Based Case Management Services (HBCM) for Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH)</b>	\$9,000 per household per year (single or family unit)
<b>Coordinated Access Network (CAN) System Management</b>	Awardee must commit to serving minimum number of households
<b>Rapid Rehousing Rental Administration (Statewide)</b>	NA

## Available Funding by System Component and CAN

CAN Region	Allocation %**	Shelter Operations*	Shelter Case Management*	Housing-Based Case Management (HBCM) for (PSH & RRH***)*	CAN System Management*
Central	6.68%	\$ 646,955	\$ 350,492	PSH: \$69,168 RRH: \$470,088	\$ 282,772
Eastern	13.92%	\$ 1,242,409	\$ 730,366	PSH: \$31,442 RRH: \$582,818	\$ 589,249
Fairfield	18.05%	\$ 1,686,091	\$ 947,062	PSH: \$104,065 RRH: \$804,804	\$ 764,076
Greater Hartford	20.21%	\$ 2,003,016	\$ 1,060,395	PSH: \$496,790 RRH: \$782,138	\$ 855,511
Greater New Haven	23.13%	\$ 2,531,619	\$ 1,213,604	PSH: \$94,320 RRH: \$935,200	\$ 979,118
Meriden/Middlesex/Wallingford (MMW)	6.95%	\$ 773,196	\$ 364,658	RRH: \$261,005	\$ 294,201
Waterbury/Litchfield (Northwest)	11.07%	\$ 1,206,868	\$ 580,830	RRH: \$207,586	\$ 468,605

*\*Total final funding amounts will be determined at time of award. \*\*The percentages associated with each CAN combine "Attended Appointments" for families, young adults, and adults into a single allocation percentage. Some adjustments were made to component funding levels to ensure continuity of services. \*\*\*HBCM PSH allocations are based on the current distribution of resources by CAN. HBCM RRH allocations were adjusted modestly to maintain capacity in CANs where there was a substantial change using the allocation formula*

## Funding Sources

System Component	Funding Sources
Shelter Operations and Accommodations	Emergency Solution Grant (ESG), Social Services Block Grant (SSBG), State of CT
Shelter Case Management Services	ESG, State of CT
Housing-Based Case Management Services (HBCM) for Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH)	ESG, State of CT, CT BOS CoC*, ODFC CoC*
Coordinated Access Network (CAN) System Management**	State of CT, CT BOS CoC*, ODFC CoC*
Rapid Rehousing Rental Administration (Statewide)	ESG, CT BOS CoC*, ODFC CoC*

\*CoC funds include projects where CT DOH is the recipient.

\*\*CAN System Management includes new CT BOS CoC 2022 Supplemental NOFO funds as well as CT BOS and ODFC SSO-CE (Coordinated Entry) renewal funds where DOH is the recipient.

# Key Program Expectations

1

## Housing First

Provides immediate access to shelter and housing without unnecessary prerequisites such as income, sobriety or treatment.

2

## Low Barrier to Services

Prohibits admission criteria beyond what is contractually required.

3

## Centralized and Coordinated Homeless Response System

Providers are fully engaged in the Coordinated Access Network (CAN) and only accept referrals from the CAN, where applicable.

4

## Evidence-based Case Practice

Staff are trained in Trauma Informed Care, Critical Time Intervention and other evidence-based case practices

5

## Culturally Responsive Programming And Policy

Programming and policies respond to the cultural and linguistic needs of the community being served as defined by the community, including race, ethnicity, gender, sexuality, primary language, & age.

6

## Diversity, Equity and Inclusion

Project staff members are diverse (e.g., racially, ethnically, gender) reflecting the diversity of participants served and include persons with lived experience of homelessness.

7

## Data Driven System

Providers enter client data in the Connecticut's Homeless Management Information System (CT HMIS), as required and participate in the annual homeless point in time count (PIT Count)

8

## Regulatory And Policy Compliance

Projects must comply with all DOH and HUD requirements, as well as CT BOS and ODFC policies that apply to the system component funding source(s)



# Program Standards

# General Program Standards

*The Contractor must adhere to all Federal, State and Local statutory and regulatory requirements*

## **Staffing**

- ✓ Hires qualified staff and incorporates peer support into staffing model, recruiting members of underserved or otherwise marginalized groups
- ✓ Maintains prescribed caseload levels
- ✓ Provides adequate staff training and ensures that all staff are cross-trained on all homeless system components
- ✓ Staff receive regular case supervision
- ✓ Provides adequate wage compensation to direct service workers

## **Service Coordination**

- ✓ Ensures ensure close collaboration and smooth hand-offs with other system component contractor
- ✓ Supports all efforts to rehouse and reduce the length of time between shelter entry and exits to permanent housing
- ✓ Supports participants in setting and meeting their financial goals, including benefits, employment, and financial literacy
- ✓ Connects participants with healthcare services
- ✓ If serving households with dependent children, provides services to ensure timely enrollment in school and access to resources for homeless students.
- ✓ Mediates between participants and homeless system providers, using empathy, relationship-building, conflict resolution, and mediation skills to build and maintain trust

## **Client-Centered Services**

- ✓ Provides culturally-responsive programming for groups that are currently overrepresented in Connecticut's unhoused population
- ✓ Manages a responsive and timely grievance process
- ✓ Conduct customer satisfaction surveys

# Standards: Shelter Accommodations and Operations

## Service Population

- **Families** (Households with minor dependents) (families)
- **Adults** (Households with one or more adults aged 25+)
- **Youth** (Households with head of household aged 18-24 and no adults aged 25+ present)
- Must fill 100% of shelter bed vacancies with CAN or Street Outreach referrals, prioritizing Category 1 unsheltered status for entry
- May not deny CAN or Street Outreach referrals, with certain exceptions
- May not remove guest, with certain exceptions

## Accommodations

- Provide beds/cots, cribs, clean linens and towels, personal care supplies
- Provide housekeeping and extermination services
- Equip rooms with safety devices
- Provide secured space to store belongings
- Provide play space/ supplies for children
- Provide private space for service providers to meet with guests
- Make computers accessible for job and housing searches

## Service Planning

- Refer guests to shelter case management
- Coordinate with shelter case management and all other system components
- Notify CAN of any guest removals from shelter

## Standards: Shelter Case Management

### Service Planning

- Provide housing-focused case management
- Develop housing plans with participants
- Help participants conduct housing searches
- Provide transportation
- Provide warm handoffs to housing providers

### System Coordination

- Work closely with shelter operator(s)
- Connect participants to mainstream services, including public benefits, workforce development, healthcare, financial literacy, etc.

## **Standards:** Housing-Based Case Management Services (Rapid Rehousing and Permanent Supportive Housing)

<b>Service Population</b>	<b>Service Planning</b>	<b>Post-Placement Services</b>
<ul style="list-style-type: none"><li>• 100% of enrollments from CAN By-Name list</li></ul>	<ul style="list-style-type: none"><li>• Conduct assessment and create housing stabilization plans</li><li>• Connect participants to mainstream services</li><li>• Coordinate with providers of Rapid Rehousing and Permanent Supportive Housing</li><li>• Determine participant income for Rapid Rehousing</li><li>• Assist PSH tenants to move into to other housing, as needed</li></ul>	<ul style="list-style-type: none"><li>• Provide aftercare services</li><li>• Proactively work with landlords</li><li>• Help participants build tenancy and independent living skills and integrate in the community</li></ul>



## Standards: Rental Assistance Administration

### Service Referral

- Respond to processing requests within business 3 days
- Train service provider partners on making referrals

### Payments

- Verify rent payment amounts
- Issue payments to landlords within 5 business days
- Limit payments to 24 months
- Redetermine eligibility at 12 months
- Maintain robust internal payment controls

### Tracking and Reporting

- Track and report Rental Assistance payments by participant

## Standards: CAN System Management

### Service Coordination

- Manage CAN processes - assessments, referrals, diversion roster, BY-Name List, Shelter Waitlist
- Manage partner agency collaboration
- Manage Hub operations - application management, interface with DOH, 211
- Refer households to shelter
- Ensure low barrier to shelter
- Train service providers

### Central Clearinghouse

- Establish a pool of landlords
- Leverage workforce development partnerships

### Diversion Services and Payments

- Divert households to safe alternatives to shelter
- Administer flexible diversion funds

# Performance Outcomes – Shelter Operations and Shelter Case Management

Shelter Operations and Accommodations	Shelter Case Management
<ul style="list-style-type: none"><li>• 100% of shelter bed vacancies are filled from CAN referrals</li><li>• Shelter meets all standards and maintains local licensure(s)</li><li>• 50% of households exit to permanent housing</li><li>• Monthly shelter utilization rate shall be at or above 80%, unless the CAN does not have appropriate referrals</li><li>• Households are referred for Shelter Case Management services within an average of 2 business days</li><li>• 90% of school-aged children are enrolled in school within 2 business days of arriving in shelter</li></ul>	<ul style="list-style-type: none"><li>• 90% of households receive a housing plan within 21 days of entering shelter</li><li>• The rate of household exits to permanent housing increases by greater than 5% over the prior year or is at 75%</li><li>• Median length of stay decreases by greater than 5% over the prior year or is less than 30 days</li><li>• Returns to shelter after 12 months decrease by greater than 5% over prior year or are lower than 10%</li><li>• Less than 10% of exits are to an unsheltered location or to another shelter</li></ul>

# Performance Outcomes – HBCM for PSH and RRH, CAN Management and RA Administration

Housing-Based Case Management Services (PSH and RRH)	Coordinated Access Network (CAN) System Management	Rental Assistance Administration
<ul style="list-style-type: none"> <li>• Length of time from program enrollment to lease signing is less than or equal to 30 days for 75% of participants</li> <li>• Households receive a housing plan within an average of 5 business days</li> <li>• Household exits to permanent housing (PH) increase by more than 5% over the prior year or are at 95%</li> <li>• Median length of stay in RRH decreases by more than 5% over the prior year or is less than 6 months</li> <li>• Returns to shelter after 12 months decrease by more than 5% over the prior year or are less than 5%</li> <li>• 25% of households increase income (any source) from enrollment to exit/follow up assessment</li> <li>• Retention in PSH or exit to permanent housing shall be at least 95%</li> <li>• At least 90% of households have health insurance</li> <li>• 20% of long-term PSH stayers (5+ years) with tenant-based subsidies move to other PH</li> </ul>	<ul style="list-style-type: none"> <li>• Number of days from 2-1-1 contact to CAN Assessment does not exceed 3 calendar days</li> <li>• At least 25% of households who attend a CAN appointment and are diverted to a safe alternative within 14 days of the CAN appointment (including remaining in current housed situation) receive no more than one-time direct cash assistance</li> <li>• At least 70% of households diverted do not enter shelter within one year of the most recent diversion service</li> <li>• Number of days from housing referral to move-in decreases by 10% or more from the prior year</li> <li>• Systemwide increases in income (from any source) increase by 10% or more from the prior year</li> </ul>	<ul style="list-style-type: none"> <li>• Time to respond to payment requests in three (3) business days</li> <li>• Time to issue rental/utility payment following completed invoice is equal to or less than 5 business days</li> </ul>

# Performance Outcomes - General

<p><b>Participant Satisfaction</b> <i>All Components except Rental Assistance Administration</i></p>	<ul style="list-style-type: none"><li>• Programs conduct a survey of participant satisfaction at least annually</li></ul>
<p><b>Data Quality</b> <i>All Components except Rental Assistance Administration</i></p>	<ul style="list-style-type: none"><li>• Data quality and data completeness in HMIS shall be at or above the HUD standards for these domains</li><li>• “Don’t Know” or “Refused” responses cannot exceed <b>5%</b> of category response in the applicable data field</li><li>• “Unknown” responses cannot exceed <b>15%</b> of discharges annually</li></ul>



# Proposals

# Proposal Submission Requirements

## RFP Submission Form

An RFP submission form for each system component that indicates the amount of funding requested, the number of beds/units/slots by household type (if applicable), the number of days following award that the system component will begin serving participants, and the CAN Region that will be served.

If the applicant intends to serve multiple CAN Regions, the applicant must submit an RFP submission form for each CAN Region

[DOH Homeless System RFP Submission Form](#)

## Written Narrative

A written narrative that responds to Scope of Services below. The written narrative must include:

- A section on Organizational Qualification and Experience that describes the structure of the organization, your experience delivering same or similar services, budget, financial and data/technology qualifications (maximum 5 pages)
- For each System Component, a written narrative that specifically addresses each of the required program standards (maximum 8 pages per system component)

## Budget Submission

Applicants must submit separate budgets for each Service Component and each CAN (template provided).

[DOH BUDGET Form](#)

# Budget Template

Line #	Item	Subcategory
1	CONTRACTUAL SERVICES	
	1a. Accounting	-
	1b. Legal	-
	1c. Independent Audit	-
	1d. Other Contractual Services	-
	TOTAL CONTRACTUAL SERVICES	
2	ADMINISTRATION	
	2a. Admin. Salaries	-
	2b. Admin. Fringe Benefits	-
	2c. Admin. Overhead	-
	TOTAL ADMINISTRATION	
3	DIRECT PROGRAM STAFF	
	3a. Program Salaries	-
	3b. Program Fringe Benefits	-
	TOTAL DIRECT PROGRAM STAFF	
4	OTHER COSTS	
	4a. Program Rent	-
	4b. Consumable Supplies	-
	4c. Travel & Transportation	-
	4d. Utilities	-
	4e. Repairs & Maintenance	-
	4f. Insurance	-
	4g. Food & Related Costs	-
	4h. Other Project Expenses	-
	4i. Rental Subsidies	-
	TOTAL OTHER COSTS	
5	EQUIPMENT	
	TOTAL NET PROGRAM COST	

# Evaluation of Applications

To be eligible for evaluation, proposals must (1) be received on or before the due date and time; (2) meet the application format requirements; (3) meet the Eligibility and Qualification requirements to respond to the procurement, and (4) be complete. Applications that fail to follow instructions or satisfy these Minimum Submission Requirements may not be reviewed further. DOH will reject any application that deviates significantly from the requirements of this RFP.

## Step 1

DOH will conduct a comprehensive, fair, and impartial evaluation of applications received in response to this RFP. When evaluating applications, negotiating with successful applicants, and awarding contracts, the Agency will conform with its written procedures for POS and PSA procurements (pursuant to C.G.S. § 4-217) and the State's Code of Ethics (pursuant to C.G.S. §§ 1-84 and 1-85).

## Step 2

DOH will designate a Review Committee to evaluate applications submitted in response to this RFP. The Review Committee will be composed of individuals, State Agency staff or other designees as deemed appropriate. The contents of all submitted applications, including any confidential information, will be shared with the Review Committee.

## Step 3

Only applications found to be responsive (meeting Minimum Submission Requirements) will be reviewed, rated, and scored. Applications that fail to meet Minimum Submission Requirements may be rejected without further consideration.

## Step 4

The Review Committee shall evaluate and score all applications that meet the Minimum Submission Requirements and make recommendations for awards.

## Step 5

The Commissioner of DOH will make final approval. Final funding allocation decisions will be determined during contract negotiations.

## Applicant Evaluation Criteria

Applications meeting the Minimum Submission Requirements will be evaluated according to the established criteria. The criteria are the objective standards that the Review Committee will use to evaluate the technical merits of the applications.

The criteria listed below, in conjunction with the pricing proposal, will be used to evaluate applications.

CRITERIA	TOTAL POINTS
Organizational Capability	30
Demonstrated Experience	30
Program Approach	40
Total:	100



## Next Steps and Questions

Email questions to Steve DiLella at  
[Steve.DiLella@ct.gov](mailto:Steve.DiLella@ct.gov) **by COB on**  
**August 22, 2023**