

*City of Philadelphia*

Office of Supportive Housing (OSH)

*Municipal Services Building  
1401 JFK Boulevard, 10<sup>th</sup> Floor  
Philadelphia, PA 19102*



# **Request for Information (RFI)**

*EMERGENCY HOUSING SERVICES FOR SINGLES  
Fiscal Year 2009-2010*

**DAINETTE M. MINTZ, DEPUTY MANAGING DIRECTOR,  
SPECIAL NEEDS HOUSING**

**RFI Issued – Wednesday, December 24, 2008**

**Pre-Proposal Informational Conference – Tuesday, January 13, 2009 at 2:00 PM.**

**Deadline for Requests for Information – Friday, February 20, 2009 at 5:00 PM**

**Submit to Kelly J. Uckun, Executive Assistant for Administration  
Municipal Services Building  
1401 JFK Boulevard, 10<sup>th</sup> Floor, Suite 1030  
Philadelphia, PA. 19102  
Telephone – (215) 686-7148  
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**FY 2010 Request for Information  
Emergency Housing Services for Singles**

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## **I. OVERVIEW**

The Office of Supportive Housing's daily goal is to assist, with respect and dignity, homeless or near-homeless individuals and families as they move towards independent living and self-sufficiency. This is accomplished by providing emergency housing, transitional/permanent housing, comprehensive case management, protective, preventive and referral services, specialized services, emergency food distribution, and emergency relocation services to individuals and families in need of temporary shelter and affordable housing.

## **II. OBJECTIVES**

This Request for Information (RFI) is only for agencies currently under contract with the Office of Supportive Housing (OSH) to provide emergency housing services to individuals. The specific purpose of this RFI process is to update financial and program information to be used in the FY10 contract process.

## **III. SCOPE OF PROPOSED SERVICES**

### **A. Homeless Management Information System (HMIS)**

As designated by the U.S. Department of Housing and Urban Development (HUD), OSH is the Lead Agency for implementing a Homeless Management Information System (HMIS) for the Philadelphia Continuum of Care. All entities currently contracting with OSH to provide emergency housing services must demonstrate that Philadelphia's HMIS has been installed and is being utilized at their contracted facility according to existing OSH policies and procedures. Please note that HUD may implement new HMIS requirements during the contract period, which would require OSH to revise these HMIS requirements. All contracted providers will be notified of such changes in writing should this occur.

Provider organizations are required to utilize HMIS for all case management responsibilities including, but not limited to, the following:

- Ensuring that all case management staff (supervisors, case managers) receive appropriate training, passwords, user ID's etc.
- Reviewing information entered into the HMIS system regularly, to ensure that data is entered appropriately and in a timely manner.
- Ensuring that all cases are closed properly and that all appropriate information is entered in the HMIS systems.
- Collaborating with the OSH systems unit to resolve any HMIS systems oriented barriers and technical concerns.
- Development of Client Master Files and all appropriate components that support the delivery of case management services.
- Development and updating of individualized service plans.
- Updating of consumer information.
- Maintenance of consumer progress notes.

Additionally, providers must adhere to the following **Client Attendance Reporting** and

**Purchase of Service (POS) maintenance requirements:**

- i. All Provider Organizations are required to manage and report their Emergency Housing attendance through HMIS. All Provider Organizations must submit their HMIS Attendance by 10 a.m. on a daily basis, Monday through Sunday. When applicable, HMIS Attendance Problems Reports must be submitted by 10 a.m. on a daily basis, Monday through Sunday.

An Emergency Housing Provider must complete the HMIS Attendance Problems Report when one of the following occurs:

- The Provider is unable to submit the attendance via HMIS due to technological and/or connectivity issues. Once the technological and/or connectivity issue is resolved, the Emergency Housing provider must submit the attendance via HMIS for all past-due dates.
- The Provider is unable to include all "attended" clients on the submitted HMIS Attendance. Emergency Housing providers are responsible for ensuring that clients listed on the HMIS Attendance Problem Reports receive an active POS and adjust the clients' attendance for the relevant time period.

It is important that Provider Organizations meet all client attendance reporting requirements because the OSH Fiscal Management Unit relies on HMIS data to support payment.

- ii. All provider organizations must proactively manage each client's POS within HMIS by:
  - Tracking client POS's through the HMIS POS Reminder Screen;
  - Extending/Closing all case-managed POS's on a consistent and timely basis; and
  - Collaborating with OSH Intake Staff to ensure intake-supported POS's are extended/closed appropriately.
  - Maintaining POS's for all clients assigned to case management services (Placements, transfers, extensions, etc.).

**B. Additional HMIS Requirements – Privacy**

All providers are required to comply with privacy standards regarding the collection, maintenance and use of protected personal information recorded used or processed for the HMIS. These requirements, which are defined by the US Department of Housing and Urban Development and are available in the Federal Register, Volume 69, No. 146, published on July 30, 2004, include, but are not limited to the following:

- i. Development of privacy policies and practices, posting a notice at its offices and intake locations that the policies are available upon request and making them available upon such request by any individual.
- ii. Allow any individual who provided protected personal information to inspect and receive a copy of the information collected about that individual.
- iii. Establish a procedure for accepting and considering questions or complaints about its privacy and security policies and practices.
- iv. Apply system security provisions to all systems where protected personal information including, but not limited to, networks, laptops, desktops, mini-computers, mainframes and

- servers. Such provisions must include user authentication, virus protection, public access, physical access and disaster protection and recovery.
- v. Apply application security provisions to the software during data entry, storage and review or any other processing functions.
  - vi. Secure any paper or other hard copy containing protected personal information that is either generated by or for HMIS, including, but not limited to, reports, data entry forms and signed consent forms.

### **C. Additional Reporting Requirements**

Organizations funded for FY10 will be required to submit brief monthly reports in a form that will be provided by OSH, which describe program activities, problems and resolutions, and proposed program changes.

### **D. Results Accountability And Program Logic Model For Case Managed Emergency Housing**

OSH utilizes a performance standards system based on the Friedman Results Accountability Model to measure client results for all emergency housing, transitional emergency housing and case management contractors. A description of the system, the Model and its applicability are more fully described in **Appendix D-1**. Please review this Appendix carefully and note that overall contractor performance under this system is a significant element in determining funding awards.

Over the past two years, OSH worked with existing providers to develop Headline Performance Measures (HPM) and Required Program Performance Measures (RPPM) for all key service areas funded by OSH. These measures and their targets are outlined in **Appendix D-2**. In addition, OSH has and will continue to work with successful applicants, excluding those who are not proposing to provide case management, to develop Program Performance Measures (PPM), client-centered results that are identified by the specific program or service.

OSH has also established a Program Logic Model for Emergency Housing Programs to facilitate better planning and evaluation of results. The model will identify outputs, activities, and outcomes consistent with the various types of Emergency Housing programs currently funded by OSH. Selected applicants will be required to identify the activities, outputs and outcomes outlined in this model that best fit their program structure. For many current providers, these elements have already been selected under the FY09 Results Accountability Performance Measures. The applicant's scope of services should describe how the designated activities will achieve the selected outcomes. The Program Logic Model form is attached in **Appendix D-4**, and the expectations are more fully outlined in the instructions for establishing and completing a Program Logic Model in **Appendix D-5**.

### **E. Health And Opportunity Reporting Requirements**

All OSH service providers will be required to participate in the electronic informational system administered by Health and Opportunity. This service delivery tool, known as the CARES (Cross Agency Response for Effective Services) Service Coordination Dashboard, will offer service provider staff a "window" or "lens" to review information on a family from the Health and Opportunity network and the following agencies are included in this endeavor:

- Office of Supportive Housing (OSH)

- Department of Human services (DHS)
- Department of Behavioral Health/Mental Retardation Services (DBH/MRS)
- Managing Director’s Office, Mayor’s Office of Community Services
- Health and Opportunity
  - Managing Director’s Office
  - Mayor’s Office of Community Services (MOCS)
- Philadelphia Prison System

A formal consent (signed by the consumer allowing the sharing of information that is available within each Department’s database) will trigger the collection of data that will be available on the Dashboard and the Dashboard will provide a profile of information from all domains of the individual, child and family from those departments that are currently serving or have provided services to the family. Data will be collected in the required HMIS system (previously described) and will be funneled into the CARES. The use of this tool will generate more effective collaborative efforts in the coordination and planning of consumer services. Therefore, all OSH service providers are required to incorporate the consent procedure into their agency intake/assessment process.

#### **F. Facility Standards**

Applicant agencies must demonstrate compliance with the following emergency housing facility standards:

- Services for residents of the OSH-funded emergency housing system must be provided without regard to race, gender, color, creed, religion, handicap, ancestry, national origin, age, sexual orientation or medical condition.
- Building(s) used for the identified services must be approved for use as an emergency housing facility (documented by a Certificate of Occupancy) and must meet all local government safety and sanitation standards (i.e., Licenses & Inspections codes, Health Department codes, etc.)
- Building(s) must provide a clean, safe and secure environment including separate sleeping and bathroom facilities to accommodate families with children and single individuals and couples, who may be elderly, impaired, or disabled.
- A sufficient number of appropriately trained and skilled staff members to maintain a temporary, safe and supportive environment for adult heads of households who face serious impediments in obtaining or maintaining stable emergency housing for themselves and their children. Staff orientation and training should include, but not be limited to, organizational personnel policies, fire and emergency evacuation procedures, and confidentiality policies.
- Applicant organizations must adhere to the established minimum staff/resident ratio of one staff person per 20 adult residents and the ratio of one staff person per 40 adult residents must be maintained from midnight until 7:00 AM for emergency housing serving single individuals and couples or families with children. Applicants are advised that OSH may require providers to increase the staff/resident ratio during evening hours. (Please note that the staff/resident ratio is different than the case manager or social worker/resident ratio requirement, which is outlined in Section 9, “Case Management Standards”).

- The emergency housing facility(ies) must be operated on a 24-hour basis.
- The provider must prepare three meals (breakfast, lunch, and dinner) for each resident on a daily basis. Meals must be well balanced, nutritious and adequate in quality and quantity to address the basic dietary needs of residents according to the federal Recommended Daily Allowances (RDA).

#### **G. Case Management Standards (if applicable)**

The case management service delivery model must be client-centered and incorporate a strengths-based perspective. Consumers should be empowered to make decisions early in the intervention process. The consumer must be involved in determining how much time is needed in emergency housing to reach the goal of self-sufficiency. This requires the development of a service plan that is individualized and consumer driven. The facility provider will employ case management staff directly or enter into a subcontractual relationship with an appropriate entity, following approval by OSH and will be responsible for the following responsibilities:

- Development of a comprehensive orientation and assessment process which entails the collection of demographic data, formulation of a psycho-social history, contact/coordination with collateral agencies serving the family, and identification of any barriers to obtaining independent housing and gaining self-sufficiency. This information will be documented in the HMIS database.
- Development of an individual case record for each family that includes the collection of demographic data and determination of the family's category of need and priority level for service.
- Development of an individualized service plan addressing the needs of the individual, which must be jointly developed, be signed by the client, specify measurable client goals, and be reviewed and updated periodically.
- Utilization of OSH Social Worker/Case Management Performance Standards in the establishment of service plans, savings goals, emergency housing plans and other long-term post-emergency emergency housing strategies.
- Linkages to community resources including referrals for other needed supportive services, including those services, which address mental health, medical health, substance abuse, behavioral health needs, job readiness and employment opportunities, benefits counseling, and literacy and educational services.
- Linkages to providers of mainstream benefits, including, but not limited to Social Security, PA Department of Welfare, public housing, etc., to facilitate and ensure that clients receive benefits for which they are eligible.
- Assistance to consumers in developing housing or post emergency housing plans that includes obtaining housing eligibility documentation and completing housing applications. This service can include referrals to programs that offer housing counseling services such as home buying seminars, credit repair workshops, tenants' rights information, and predatory lending counseling.
- Development of independent living resources beyond subsidized housing alternatives, including linkages with community realtors and specialized home-buying programs.
- Monitoring client participation in the Client Emergency Housing Fee/Savings Plan by agency staff according to OSH guidelines, including the installation of Microsoft Access for record maintenance and reporting purposes.

- Redetermination of eligibility, according to schedule(s) established in funding regulations, and compliance with written notice requirements.
- Adherence to the electronic HMIS case recordkeeping requirements including case record notes/summaries.

Agencies that respond to this RFI are required to hire qualified social work/case management staff to deliver support services to facility residents. Minimum required qualifications to be considered in the hiring of social work/case management staff are listed as follows:

- A bachelor’s degree in social work or a related field and two (2) years of social work experience **OR**;
- A Master of Social Work degree from a CSWE accredited institution
- All social work/case management supervisory staff must possess a Master of Social Work degree from an accredited institution and at least four (4) years of social work experience, two years of which shall have been at a full performance level.

Case management staff must demonstrate good communication skills (both written and verbal), skills in counseling, and the ability to coordinate services with other agencies and programs. Additionally, case management staff must demonstrate familiarity with the issues faced by homeless individuals (unstable housing history, substance abuse, mental health, employment and training) as well as a desire to work with and advocate for homeless clients.

It is expected that each social worker or case manager will be responsible for no more than thirty-five (35) single adults at any given time. However, if the clients to be served are mentally or physically disabled or are families with children the maximum caseload is twenty-five (25). Individual caseloads may vary due to resident turnover. Caseloads may be adjusted accordingly as funding and resources become available.

**IV. PRE-PROPOSAL BRIEFING**

**We have scheduled a mandatory briefing on this RFI at which we will review the new requirements and submissions. If you do not attend this mandatory briefing, you are jeopardizing the opportunity for the City to renew your contract. The briefing is scheduled for:**

**Date: Tuesday, January 13, 2009**  
**Time: 2:00 PM**  
**Place: Municipal Services Building**  
**1401 JFK Boulevard, 16<sup>th</sup> Floor, Room “Z”**

If you do not attend this mandatory briefing, you are jeopardizing the opportunity for the City to renew your contract.

**V. REQUIRED ELEMENTS OF PROPOSALS**

Your submission in response to this FY10 Request for Information (RFI) must include the following:

- A. Revised Vendor Application – Appendix B**
- B. Updated Scope of Services (not to exceed 10 pages)**

**i. Company or Agency Mission and Background**

Describe the applicant company or agency including the mission, type of company or agency, size, and any parent company or subsidiary as well as the same information for all subcontractors.

**ii. Population(s) to be served**

Describe the needs of the target population, identify existing barriers to needed services and describe the strategy(ies) your organization will implement to address these issues.

**iii. Services to be provided**

Highlight descriptions of service models designed to rapidly move clients toward self-sufficiency. All proposals must demonstrate that the proposed services will meet consumer needs and that the applicant agency has the capacity to provide all services being proposed in the scope of services in accordance with all applicable compliance requirements. Such capacity will be evaluated based on factors including, but not limited to, an adequate number of appropriately qualified staff, facilities that meet OSH and other applicable standards, and, if applicable, a case management system that complies with OSH's Social Worker/Case Management standards.

**iv. Program changes proposed for FY10**

Describe any changes that you propose to make to your program in FY10.

**v. Staffing and Staff Qualifications**

Identify those individuals who are the staff assigned to execute and fulfill the contracted services. The information should include an organization chart, job descriptions, working titles, training and experience requirements for each position and resumes/curriculum vitae for staff members in those positions. Additionally, the respondent must identify the staff members who are designated as the HMIS manager and users at each facility.

Attach job descriptions and Criminal Record Checks for each staff person. Additionally, agencies serving families must submit the Pennsylvania Child Abuse History Clearance for each staff person.

**vi. Identification of Facilities**

Identify the facility(ies) where services are offered, including its location, i.e. neighborhood and address, the current residential configuration, amenities, security and safety features/systems, handicapped accessibility features and any other special features.

**vii. Linkages with Other Agencies**

Describe how your organization will collaborate and coordinate with other resources (other social service and behavioral health care providers, entitlement agencies, etc.) in the community. If applicable, all subcontracted service providers/agencies that will provide services must be identified and described. Provide documentation of these linkages (i.e. agreement letter, memorandum of understanding, contract, etc.).

**viii. Program Goals**

Provide a list of all of the goals (outputs and outcomes) you intend to accomplish through this program during the fiscal year. All goals should be quantifiable (10 clients to obtain permanent housing, 5 life skills classes offered, 10 mental health referrals, etc.), and must include the number of people you intend to serve or services you intend to offer for each major program category. For example, if you plan to serve 50 individuals in emergency housing or offer 15 financial literacy classes over the course of the year, you must include this as one of your goals. Your goals should be categorized as follows:

- Educational
- Employment
- Mental Health Treatment
- Substance Abuse Treatment
- Medical
- Supportive Services
- Lifeskills
- Other

Describe the method you will use to monitor and document achievement of these goals, and the frequency with which these results will be documented (monthly, quarterly, etc.).

**ix. Policies and Procedures**

Attach copies of your organization's:

- Client's rights and responsibilities
- Grievance procedure
- Termination of services policy
- Confidentiality policy
- Non-fraternization and employee drug-testing policies

**x. Licenses and Certifications**

Attach documentation of all necessary licenses or certifications (food safety certifications, etc.).

**C. Additional Information on the Current Status of Your Program (Not to exceed 4 pages) – Appendix C**

Some providers will be required to provide information on specific issues/concerns raised about their programs as well as to respond to general questions.

**D. Administrative Capacity (not to exceed 2 pages)**

Provide a description of your organization's administrative systems that demonstrates and documents your capacity to operate the program. The description must include fiscal

management, reporting systems including those used for reporting data, programs and services, and human resources management. Also, identify the member(s) of your staff and/or the staff position responsible for preparation of data and fiscal reports.

Description any past difficulties in complying with OSH administrative requirements including, but not limited to timely submission of invoices, lengthy position vacancies and late reporting, and the steps you have taken to correct these deficiencies.

#### **E. Results Accountability and Program Logic Model**

With their proposals, applicants are required to submit:

- i.** The Results Accountability form (**Appendix D-1**). Applicants must identify a minimum of three (3) Program Performance Measures (PPM) following the instructions provided.
- ii.** The Results Accountability Targets form (**Appendix D-3**). Applicants must identify the targets for each of their three (3) Program Performance Measures (PPM).
- iii.** The Program Logic Model (**Appendix D-4**). The Provider must submit the Program Logic Model in the provided format by selecting (checking the boxes) next to each of the activities, outputs and outcomes that best fit their program structure.

#### **F. Budget and Budget Narrative Requirements (Form available via electronic mail)**

##### **i. Budget Guidelines and Budget Form – Appendix E-1 and Appendix E-2**

**Given the City of Philadelphia’s fiscal situation, we are anticipating that your agency services will only be funded at current FY09 levels.**

Each provider must present a budget with a proposed roster of personnel for implementation and operation of the program and identify any associated terms, conditions and limitations. Definitions of costs categories are as follows:

- Supportive Services Costs – Expenses related to the daily support of the program including wages and benefits costs for program staff directly involved with program participants (program director, case managers, residential aides, kitchen and building staff, etc.), staff travel costs, training costs, rental expenses, utility subsidies and security deposits paid for on behalf of participants, food consumed by participants, purchased services and transportation expenses for participants.
- Operations Costs – These program operation costs include items listed as fixed assets such as program equipment (such as appliances), participant and office furnishings, computer equipment as well as the costs of repairs (or replacement) to these program property items, program office occupancy expenses, office and program supplies, telephone, insurance, audit, legal expenses.
- Administrative Costs – Eligible administrative costs **must not exceed 12%** of the total expenses of the operations and support services columns, and will include expenses for staff (administrative, executive and financial) indirectly involved with the program.
- Sources of Funding – As all OSH residential programs require a minimal level of financial support from those participants who receive an income, all providers must indicate the projected amount of participant contributions to program expenses as a source of program funding.

Please note that for FY10 submissions you must use the electronic budget form OSH will supply on the website or by e-mail. This form automatically calculates costs in order to ensure that your proposed costs comply with OSH requirements. Also note that where applicants propose to use OSH funds to support administrative staff salaries and fringe benefits, they must complete an additional schedule, which shows all other funding sources for those salaries and fringe benefits.

ii. Budget Narrative

A budget narrative must be submitted that contains details and narrative descriptions of each budget cost. This form has now been incorporated into the new budget format as a separate worksheet.

G. Independent Audit

If you have not yet submitted the required independent audit, enclose a copy with your proposal.

Please note that contract and program compliance levels of all current OSH contract providers will be taken into consideration during the proposal review process, including compliance with City insurance and audit requirements. Enclosed is a checklist (**Appendix A**) that itemizes the specific items you must include with your proposal. If any checklist items are missing at the time of your submission, OSH will delay considering your proposal for continued services, which will impact on the timeliness of continued funding.

VI. PROPOSAL INSTRUCTIONS

One (1) original and fifteen (15) *unbound* copies of completed proposals must be submitted to:

Office of Supportive Housing (OSH)  
Municipal Services Building  
1401 JFK Boulevard, 10<sup>th</sup> Floor  
Philadelphia, PA 19102  
Attention: Kelly J. Uckun, Executive Assistant for Administration

The following conditions apply to this submission:

- Proposals must be submitted by 5:00 PM, Philadelphia time, on **Friday, February 20, 2009**.
- The following three proposal components *must* be forwarded as e-mail attachments to Kelly.J.Uckun@phila.gov:
  - Scope of Services
  - Budget information on the attached OSH spreadsheet
  - Budget narrative providing an explanation of each line item
- Proposals must be signed, in ink, by an individual duly authorized to bind the Proposer and must be sealed and labeled on the cover with the Proposer's name.
- Proposals must be either 1 ½ spaced or double-spaced. *Single spaced proposals will not be accepted.*
- Proposals will *not* be accepted via facsimile (fax) transmission.
- Proposals shall remain binding for 120 days from the date of proposal submission.

- The City reserves the right, at its sole discretion, to reject and return without evaluation, any Proposal received after the Proposal Submission time and date, whether it is delivered by mail or otherwise.

Electronic versions of copies of this RFI as well as copies of documents referenced in this RFI, are available on the **One Neighborhood website at [www.oneneighborhood.org](http://www.oneneighborhood.org)**.