

Clear Path, The Atlanta Continuum of  
Care's Coordinated Entry System-  
Crisis Response Outreach Team

REQUEST FOR PROPOSALS

Partners for HOME

818 Pollard Blvd SW

Atlanta, Georgia

30315

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## **Section I. Schedule**

### **A. Release Date of Request for Proposal (RFP)**

Friday, October 25, 2019

### **B. Instruction for Submitting Written Questions**

Please submit all questions, in writing, by 5:00 PM Eastern Standard Time on Friday, November 15, 2019.

Submit questions to: [jhart@partnersforhome.org](mailto:jhart@partnersforhome.org). Questions submitted by the deadline will be responded to directly in writing and will also be posted on the Partners for HOME website, as a FAQ.

### **C. Due Date/Time and Instructions for Submission of Full Proposal**

Applicants must submit all application materials electronically in Microsoft Word or PDF format including all attachments. Narrative submission must be in Arial font, font size 11, single spaced, with one-inch margins, and should not exceed 5 pages (does not include attachments). **Late submissions will not be accepted.**

Due Date/Time: Friday, November 22, 2019, 5:00 PM Eastern Standard Time

Submit by email to: [jhart@partnersforhome.org](mailto:jhart@partnersforhome.org)

## **Section II. Introduction and Overview**

Partners for HOME (PFH) is seeking proposals to build capacity within the Atlanta Homeless Continuum of Care's (CoC) Crisis Response System and the Coordinated Entry System (CES) for a dedicated crisis response team serving unsheltered individuals throughout Atlanta to support the goal of ending Chronic Homelessness by 2019<sup>1</sup>. The United States Interagency Council on Homelessness sets the benchmarks and criteria which a community must meet to formally certify having met the goal of ending chronic homelessness. Demonstrating that a community's Coordinated Entry System (CES) is equipped with sufficient outreach to ensure that the entire geography is covered and that all individuals who are chronically homeless and unsheltered are identified and offered permanent housing on a regular basis must be accomplished to declare an end to chronic homelessness.

The Coordinated Entry System (CES) is a model adopted to streamline the process for individuals experiencing homelessness to access housing options. The CES prioritizes those individuals and households with the most intensive service needs and housing barriers (e.g. chronically homeless households and households with multiple episodes of homelessness). Crisis response work will target those who are unsheltered and the chronically homeless with a focus on individuals engaging in quality of life crimes and diverting them to ongoing navigation, and permanent housing.

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<sup>1</sup> ClearPath is the community's 5-year strategic plan to make homelessness in Atlanta rare, brief and nonrecurring <https://partnersforhome.org/strategy/>

**Partners for HOME will fund one agency \$164,000.00 for a one-year grant period, broken down as:**

Dedicated staff capacity, administration, training, equipment, and client incentives.

**Services and Expectations of this RFP**

1. Provide a minimum of two (2) FTEs or a mix of part-time equivalents to build capacity in the CoC's CES by providing real-time crisis response to individuals experiencing homelessness. The staffing should include:
  - a) At least two (2) FTE Crisis Response Staff or multiple part-time equivalents to provide a minimum of 40 hours per week of crisis response coverage.
  - b) Schedule and operating hours will be prescribed by PFH and key partners based on need and will align with the Atlanta Police Department (APD) Hope team. The team will be expected to operate after business hours—nights and weekends. This is non-negotiable. Applicants must outline their plan and capacity to operate outside of normal business hours and their willingness to adjust scheduling of team at PFH's direction.
  - c) The Outreach Team will work in partnership with the APD Hope team and will be coordinated by the PFH Senior Project Manager.
2. Partners for HOME's Coordinated Entry team operates and oversees the coordinated entry system (CES). The CES team leads the work and strategy of connecting chronically homeless individuals to appropriate housing solutions. As such, PFH has the following expectations regarding its involvement in the start-up and ongoing operations of this project, including but not limited to:
  - a) Ongoing and regular coordination and collaboration with the other CoC outreach teams.
  - b) Regular project management meetings with PFH team, frequency to be determined, to staff cases, provide updates, assess outreach locations and strategy.
  - c) Outreach schedule will be determined jointly with the PFH CES team and will be subject to change depending on the CoC's needs and as unsheltered populations increase or change throughout the City's geography. However, this team is expected to provide real time responsiveness to 311 dispatch calls.
3. Expectations for Crisis Response team:
  - a) Staff must be able to work a flexible shift that is subject to change and may include nights and weekends and may need to be flex with short notice. This is non-negotiable. Applicants must outline their plan and capacity to operate outside of normal business hours.
  - b) Crisis response team's primary function is to be responsive, *in real time*, to 311 dispatch calls and from calls from the CoC, City staff and other stakeholders as identified. Applicants must demonstrate their understanding and willingness to serve in this role.
  - c) Referral and connection: warm handoff to services that may be needed including

EMS, detoxification, social service information, and/or ongoing outreach and navigation support.

- d) Conduct full time street outreach while not responding to urgent crisis calls. Provide consistent and ongoing engagement to unsheltered homeless individuals throughout the City of Atlanta<sup>2</sup>. Provide continued engagement to individuals who initially refuse. Demonstrate thorough understanding of effective engagement to unsheltered individuals. Provide 1:1 support to clients who need additional supports accessing behavioral health treatment, addiction treatment and other services as available when not providing crisis response outreach services.
- e) Demonstrated ability to respond to urgent/emergent needs for outreach as requested by 311, the City, PFH and stakeholders. Outreach must be accessible to the CoC and PFH to respond to urgent outreach needs throughout the City of Atlanta geography and be willing to prioritize outreach requests from City government, business and community members.
- f) Provide winter weather and other emergency outreach response as needed which may occur nights and weekends including transportation to City overflow shelter.
- g) Provide a company vehicle for outreach team to utilize and transport clients.
- h) Crisis response team is expected to provide crisis intervention/response to individuals experiencing severe and persistent mental illness (SPMI), and provide urgent response to those individuals with SPMI. Liaise with Emergency Medical Services, Grady Hospital, and the Georgia Crisis and Access Line to assist clients with accessing detoxification and crisis mental health services.
- i) Connection to emergency shelter and other services as needed/desired by client.
- j) Follow protocol established within the Coordinated Entry System for referral to housing interventions.
- k) Input of all data into the Client Track HMIS system in a timely and accurate manner that is consistent with the CoC Data Quality Plan.
- l) Monthly reports to Partners for HOME Coordinated Entry Manager on number of clients assessed, number referred to services (shelter, RR, employment services, etc.), number of successful referrals, number of clients successfully placed in PSH, and any other requested information.
- m) Adhere to the most up to date version of the [Coordinated Entry Policies and Procedures](#) and the [CoC Standards of Care](#).
- n) Participate in the CoC, Outreach Collaboration Committee, and the Coordinated Entry Planning and Implementation Committee.
- o) Team will participate and co-lead any encampment efforts alongside PFH including but not limited to an encampment relocation strategy and on-going encampment outreach.

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<sup>2</sup> Outreach locations will be determined by the PFH CES team and the CES Implementation Committee and may be subject to change based on the CoC's needs at any time.

### **Section III. OUTCOME AND PERFORMANCE MEASURES**

Partners for HOME (PFH) is seeking proposals that will demonstrate the ability to create a sustainable program that will achieve all expected outcomes. The agency should have demonstrable experience with providing the services outlined in this RFP.

Measuring performance is a critical aspect of improving service delivery and ensuring effectiveness. The following performance standards articulate the expectations for performance of the Respondent in operating outreach. These measures align with local and federal benchmarks and will be captured in the Homeless Management Information System (HMIS) utilized by Atlanta. The goals identified are intended to serve as a benchmark for success. Data quality is paramount, and it is important that timely data entry even while working in the field to be completed to track progress towards goals. Furthermore, it is expected that the Grantee will participate in monthly meetings with the PFH Coordinated Entry Team, regarding performance and compliance of the program.

Partners for HOME will work with the successful applicant to develop a program outline plan based on the following minimum expectations:

#### *Expected Outcomes*

1. Reduce the number of chronically homeless individuals on the streets and in emergency shelter
2. Increase the number of chronically homeless individuals that have moved into permanent housing
3. Increase the income and mainstream benefits of individuals served
4. Reduce the length of time individuals spend homeless
5. Respond within 30 minutes to dispatch calls from 311.

#### *Monitored Performance Measures*

1. 50% of individuals engaged will be connected to an ongoing outreach specialist or navigator.
2. 90% of dispatch calls will be responded to in person within 30 minutes of dispatch.
3. Additional measures may be determined during contracting phase.

### **Section IV. CONTRACT TERMS AND CONDITIONS**

#### Contract Offers

The offer of the right to negotiate a contract pursuant to this RFP is dependent upon the availability of funding to PFH. PFH anticipates the availability of \$164,000.00 in HomeFirst funds for crisis response outreach.

Contract Term: 12 months from date of execution

## **Section V. EVALUATION AND AWARDS PROCESS**

It is the intent of PFH to conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP. When evaluating proposals, negotiating with successful Respondent, and offering the right to negotiate a contract, Partners for HOME will adhere to the Atlanta Homeless CoC Written Standards. PFH will make recommendations to the Allocation Committee and ensure project adherence to the Strategic Plan, the CES, and the CoC Written Standards.

### **Selection Committee**

Partners for HOME will designate a Selection Committee to evaluate proposals submitted in response to this RFP. The contents of all submitted proposals, including any confidential information, will be shared with the Selection Committee. Only proposals found to be responsive (that is, complying with all instructions and requirements described herein) will be reviewed, rated, and scored. Proposals that fail to comply with all instructions will be rejected without further consideration. Attempts by any Respondent (or representative of any Respondent) to contact or influence PFH staff or any member of the Selection Committee may result in disqualification of the respondent.

### **Minimum Submission Requirements**

All proposals must comply with the requirements specified in this RFP. To be eligible for evaluation, proposals must (a) be received on or before the due date and time; (b) meet the Proposal Format requirements; (c) follow the required Proposal Outline; and (d) be complete. Proposals that fail to follow instructions or satisfy these minimum submission requirements will not be reviewed further. PFH will reject any proposal that deviates significantly from the requirements of this RFP.

### **Evaluation Criteria and Weights**

Proposals meeting the minimum submission requirements will be evaluated according to the established criteria. The criteria are the objective standards that the Selection Committee will use to evaluate the technical merits of the proposals. Only the criteria listed below will be used to evaluate proposals. The criteria are weighted according to their relative importance.

PFH will select a Respondent according to the procedures outlined below. The Selection Committee will evaluate and score the responsiveness of the RFP responses against the criteria listed below. A Respondent may receive the maximum points, a portion of the points, or no points at all, depending upon the merit of its response, as judged by the Selection Committee using the scoring criteria outlined below.

During the review of any proposal, the Selection Committee may:

- ✓ Conduct reference checks relevant to the proposal with any or all the references cited in the Proposal to verify all information, and rely on or consider all relevant information from such cited references in the evaluation of Proposals;

- ✓ Seek clarification of a Proposal from any or all Respondents and consider such supplementary information in the evaluation of Proposals;
- ✓ Request interviews/presentations with any, some, or all Respondents to clarify any questions or considerations based on the information included in Proposals during the evaluation process, and consider any supplementary information obtained from interviews/presentations as part of the evaluation.

**Program Evaluation**

Organization Infrastructure and Staff Experience	20 points
Program Implementation	20 points
Program Outcomes	15 points
Data Quality and Client-Track HMIS Participation	15 points
Cultural Competency	15 points
Program Budget and Match/Leverage	15 points

**Section VI: Proposal Content and Narrative**

**The following information should be addressed in the proposal, which should not exceed five pages:**

- 1. Organization Infrastructure and Staff Experience (20 points)**
  - a) Describe organization’s experience and past performance in providing crisis response and outreach services to individuals and families experiencing unsheltered homelessness, including “hard to serve” and chronically homeless persons who may not be willing to seek out services on their own. Include how the organization works to ensure services are provided from a trauma informed perspective.
  - b) Describe the organization’s experience with working on an inter-disciplinary team including previous experience working with the Atlanta Police Department or other police and law enforcement agencies.
  - c) Describe organization’s participation and experience in the Coordinated Entry System.
  - d) Describe why the organization is interested in providing crisis outreach and coordinated entry services to unsheltered individuals.
  
- 2. Program Implementation (20 points)**
  - a) Describe organization’s commitment to the Housing First philosophy, including steps taken to implement and use Housing First, and other evidence-based practice models, in program operations, to ensure homeless people, have a safe place to reside without requiring compliance with service, treatment, or medication.
  - b) Provide a job description for the positions that will be providing crisis response outreach. Experience providing outreach, assessment, and case management services “hard to serve” homeless individuals is required.
  - c) Briefly describe how the organization will provide services. Also, describe partnerships in place or to be formed that will support the work of this project.
  - d) Describe how the team will provide real-time responsiveness and be responsive to



- 311, the City, the CoC and other stakeholders as identified.
- e) List the other services and programs the organization provides that will complement the goals and outcomes of this project.
  - f) Provide a detailed timeline illustrating the implementation plan for the project.
  - g) Organizations must demonstrate capability, and willingness to create flexible schedules and a demonstrable ability to provide after-hours outreach staffing, to include evenings and weekends. Also, describe any current experience in providing after-hours staffing.

**3. Program Outcomes (15 points)**

- a) Estimate the number of monthly engagements through crisis response.
- b) Estimate the number of individuals to be referred to outreach and services.
- c) Estimate the number of individuals that will be referred to a housing solution per month.
- d) Estimate the length of time from dispatch to response by outreach team.

**4. Data Quality and ClientTrack HMIS Participation (15 points)**

- a) Describe the organization's current use of Client Track, the designated HMIS system for the Atlanta CoC.
- b) Describe the organization's policies and procedures for ensuring data quality.

**5. Cultural Competency (15 points)**

- a) Describe organization's cultural competency. Include experience in serving people who are racially, ethnically, and religiously diverse; who speak languages other than English; who have a range of physical and mental disabilities; who are extremely low-income; and who self-identify as lesbian, gay, bisexual, transgender, or gender nonconforming.
- b) Describe the diversity of board and staff. Include what efforts have been made to ensure inclusionary recruitment practices. Attach agency's' nondiscrimination policy for clients and staff/board.
- c) Describe how organization will ensure that staff meets the needs of clients with sensitivity toward clients varied cultural and life experiences.
- d) Describe how homeless or formerly homeless persons are involved in the decision-making process at organization.

**6. Operational and Program Budget and Financial Requirements (15 points)**

- a) Provide an annual organizational operating budget and a detailed proposed project budget and project budget narrative.
- b) Audited Financial Statements: The Respondent shall submit 1 copy of the proposer's two most recent annual financial statements prepared by an independent Certified Public Accountant and reviewed or audited in accordance with Generally Accepted Accounting Principles (GAAP) (USA).
- c) Financial Management Procedures: The Respondent shall submit the Respondent's written financial management procedures that include policies/procedures for: (i) managing and tracking cash receipts/disbursements; (ii) budgeting; (iii) procurement; (iv) reconciling expenditures; (v) separation of duties/functions and (vi) payroll

- d) **Financial Capacity:** Describe the organization’s financial capacity to properly isolate HomeFirst Outreach related income and expenditures. Discuss the internal controls used to ensure the safeguarding of funds to ensure that a thorough record of expenditures can be provided for purposes of an audit.
- e) **Leveraged Funds:** Describe the proposer’s long-term strategy to sustain funding for the program.
- f) **Mixed Funding:** If proposer is utilizing staff from various funding sources, proposer will document how staff time for this program will be tracked.

**Community Partnership and Leverage**

Leveraged funds are simply a financial commitment toward the costs of a project from a source other than the granting organization. Leveraging can be achieved by a commitment from the grantee or through various partnerships.

- 1. Describe your match or leverage. In narrative form, and filling out the table below, describe your eligible partnerships, cash, systems and relationships that will aid in the success of building capacity for this project. Leverage includes all funds, resources, and/or services that the Respondent can secure under the proposed project.

**Match or Leverage – Cash or In-kind Resources**

Source of Match/Leverage (Name of Source)	Type of Commitment (Cash or In- Kind)	Secured or Pending?	If Pending, when will availability be known?	Value of Commitment

## **Appendices**

Please provide the following:

1. Agency organizational chart
2. Relevant HMIS Report (if applicable)
3. Partnership/Subcontract Agreements
4. Job descriptions related to the positions funded by the application
5. Audited Financial Statements
6. Financial Management Procedures.

**COMPLETED PROPOSALS MUST BE SUBMITTED ELECTRONICALLY TO  
[JHART@PARTNERSFORHOME.ORG](mailto:JHART@PARTNERSFORHOME.ORG)**

**By November 22, 2019 AT 5PM.**

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