

REQUEST FOR PROPOSALS

Rapid Re-Housing Program for Homeless Individuals and Families

HSA-CCO-RFP-2016-001

County of San Mateo Human Services Agency
Collaborative Community Outcomes
Center on Homelessness

Release Date: May 9, 2016

Responses must be received
by 12:00 p.m. Pacific Standard Time
on **June 13, 2016**

REQUEST FOR PROPOSALS (RFP)

FOR

Rapid Re-Housing Program for Homeless Individuals and Families

To access the RFP, please visit this website:

<http://hr.smcgov.org/RFP>

From this website:

Click on the RFP Title and you will be routed to the www.publicpurchase.com page where you can create a FREE account to be able to view the RFP, attachments, and submit proposals.

Interested applicants must register online with the County at

www.publicpurchase.com

Proposals must be submitted electronically to

www.publicpurchase.com

By 12:00 p.m. Pacific Time on June 13, 2016

PROPOSALS WILL NOT BE ACCEPTED AFTER THIS DATE AND TIME

Note regarding the Public Records Act:

Government Code Sections 6250 *et seq.*, the California Public Record Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Record Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure.

Be advised that any contract that eventually arises from this Request For Proposals is a public record in its entirety. Also, all information submitted in response to this Request For Proposals is itself a public record **without exception**. Submission of any materials in response to this Request For Proposals constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

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SECTION I – GENERAL INFORMATION

A. STATEMENT OF INTENT

This Request for Proposals (RFP) seeks a provider(s) of Rapid Re-Housing (RRH) Programs for Homeless Individuals and Families. Specific services sought are outlined in more detail in Section II: Scope of Services. The target start date and term for the proposed services is September 1, 2016 to June 30, 2018, subject to negotiation of a final agreement.

B. BACKGROUND AND GUIDING PRINCIPLES

Strategic Plan to End Homelessness

The County of San Mateo maintains a strong commitment to prevent and end homelessness for county residents, with the goal to end homelessness by 2020. Over the course of the next few years, the County and stakeholders will focus on system changes and implementing strategies identified in the County's strategic plan to end homelessness, presented to the Board of Supervisors on March 29, 2016.

San Mateo County's new Strategic Plan to End Homelessness by 2020 will create a unified system, invest in best practices, and reorient the current homeless system towards housing crisis response. The new plan addresses homelessness as a housing crisis and sets the path to develop a systematic approach targeted at helping people maintain their housing, returning unsheltered homeless people to housing as quickly as possible, and prioritizing existing system capacity for those who face the highest barriers and longest history of homelessness.

The plan is organized around five key goals:

- **Goal 1: Create a System to End Homelessness in San Mateo County by 2020**
 - Transforming existing set of programs into a housing crisis resolution system.
 - Shifting the county-wide system to a Housing First Approach in which all people are "housing ready" and the system is charged with identifying a housing solution for each individual or family experiencing homelessness.
 - Developing and implementing a shelter diversion program to prevent households who have other housing options from entering shelter and help them move directly to alternative housing.
 - Developing and implementing a Coordinated Entry System (CES), providing a clear and standardized entry way into the Housing Crisis Resolution System. There will be multiple, coordinated access points throughout the county, all using standardized screening, triage, assessment, and prioritization process and tools.
 - Right-Sizing Interim Housing Programs. Right size the inventory of shelter, transitional housing, and rapid re-housing beds to ensure it aligns with population needs (single adults, families, youth) and that it is optimally sized and structured to ensure rapid exit from homelessness to permanent housing.
 - Expanding Rapid Re-Housing Capacity. Expand the availability of rapid re-housing assistance for single adults and families with children. All rapid re-housing programs

will be aligned with a set of consistent policies and standards based on evidence and best practices, and will be available to households who have high housing barriers.

- Maximizing Permanent Supportive Housing Programs. Expanded capacity in permanent supportive housing will be created by maximizing our ability to use existing voucher capacity.
- Using Data for Continuous Quality Improvement.
- **Goal 2: End Veteran Homelessness**
- **Goal 3: End Family Homelessness**
- **Goal 4: End Youth Homelessness**
- **Goal 5: Individuals Exiting Institutions Will Not Discharge Into Homelessness**

This is the first in a series of Request for Proposals to be released by the Human Services Agency to implement a systems change effort and to procure services to implement all components of a housing crisis resolution system as identified in the County's strategic plan to end homelessness.

Guiding Principles of the San Mateo County Homeless System

In order to receive funding under this RFP for Rapid Re-Housing Programs, the selected service provider and program must adhere to the guiding principles for the new homeless system, comprised of System Principles and Program Principles.

System Principles

- **Systems Orientation:** Create a **system** that responds effectively and rapidly to the crisis of homelessness. In a system, all stakeholders, programs, and organizations work together in a coordinated way to accomplish a clear set of shared objectives. The objective of the housing crisis resolution system is to ensure that anyone who is homeless quickly returns to stable housing.
- **Housing First:** People experiencing homelessness need housing above all else. Strategies and interventions focus on returning households to safe and secure housing that they can use as a starting place to address other issues.
- **Data Driven:** Plans are based on an analysis of the current system that assesses what is working and what can be improved. System and program-level performance is measured and the results are used for continuous quality improvement. Funders of the system view their role as stewards of community resource who are responsible for understanding what results their investments are achieving and ensuring resources are used in a way that maximizes impact.
- **Client Centered:** People experiencing homelessness are at the center of the system design. The system is designed to ensure easy and streamlined access for everyone, and particularly those who experience the greatest challenge navigating the complexities of publicly-funded services and programs.
- **Context-Specific and Aligned with Best Practices:** System strategies are aligned with evidence-based practices and lessons learned from the field, as well as federal policy direction. Best practices are applied to local conditions and tailored to reflect the specific strengths and challenges of San Mateo County.

Program Principles

- Must accept referrals following the process established by the County, including participation in and receiving referrals from the County's Coordinated Entry System (CES), which is currently in development.
- Must implement a Housing First approach, ensuring low barriers to program entry and program rules designed to minimize clients being involuntarily terminated from programs. Low entry barriers means there are no sobriety requirements, service participation requirements, or other entry criteria designed to screen out households based on lack of "housing readiness."
- Adopt fair, transparent, and accessible program policies.
- Client-centered – individualized to meet the needs of each client.
- Support client choice and self-determination.
- Understand the role of emergency shelters and transitional housing as short term.
- Prioritize assistance for households who are unsheltered and those who have the highest need for assistance to resolve their housing crisis.
- Program design is oriented to help all households return to stable housing as quickly as possible.
- Funded providers must participate in homeless and safety net system planning meetings and collaborate with other community based organizations and public agency partners.

C. THE REQUEST FOR PROPOSAL PROCESS

This RFP seeks the submission of proposals to provide services from any and all interested and qualified proposers. The County of San Mateo seeks by way of this RFP to obtain the listed services in a manner that maximizes the quality of services while also maximizing value to the County and, by extension, the citizens of the County. Proposers must be able to show that they are capable of performing the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type and local availability of the proposer's personnel and equipment resources.

SECTION II – SCOPE OF SERVICES**A. POPULATIONS TO BE SERVED****Target Population**

The target population for this program are homeless families with children and homeless adults without children. Households must be San Mateo County residents and services must be provided county-wide.

The specific population for this Request for Proposal (RFP) is homeless individuals and/or families as defined by Category 1 of the Department of Housing and Urban Development's (HUD) Homeless Definition Final Rule.

Category 1: Literally Homeless includes an individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- Has a primary nighttime residence that is a public or private place not meant for human habitation;
- Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels/motels paid for by charitable organizations or by federal, state and local government programs); or
- Is exiting an institution where (s)he has 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.

The San Mateo County Human Services Agency may elect to expand services to other homeless categories pending the progress towards goals in the Strategic Plan to End Homelessness. The decision and action will be negotiated and planned in coordination with the selected Contractor.

Household Characteristics

Households will be identified and referred to the program through the San Mateo County's Coordinated Entry System (CES) currently under development, or through an interim referral process that will be put in place by the County until such time as the CES is fully operational. Guidance on the interim referral process will be provided by the San Mateo County Human Services Agency, Center on Homelessness.

Households will be prioritized for rapid re-housing based on who has a high vulnerability and significant barriers to housing. The target population is expected to include people who are unsheltered, disabled, have low levels of income or SSI-level income, who may have evictions and criminal convictions, and other barriers to housing. The identified provider(s) are expected to accept referrals only from the CES or the interim referral system.

Prior Living Situation

Households identified for participation in the rapid re-housing program will be homeless individuals and/or families as defined by Category 1 of the Department of Housing and Urban Development's (HUD) Homeless Definition Final Rule. A small number of households may be living in other situations. The selected provider will be expected to develop cooperative and collaborative relationships with emergency shelter providers in the community so that clients living in shelter have streamlined and seamless access to rapid re-housing assistance (case management, housing search, etc.) during their shelter stays.

San Mateo County Residency

Participants will be San Mateo County residents at the time of program referral. Participants may choose to search for and move into housing in the County or in other Counties. For program participants who choose to move to other Counties, the program will provide time-limited financial assistance and time-limited case management services. The case management services include identifying resources in the participants' new community that can provide ongoing assistance. For participants who move out of the County, time limited case management assistance may be provided in person or remotely by phone, Skype, etc.

B. SERVICES REQUESTED

This RFP is seeking Rapid Re-Housing (RRH) Program(s) for Homeless Individuals and Families.

Rapid Re-Housing involves providing temporary financial assistance and services to return people experiencing homelessness to permanent housing. Rapid re-housing often involves households who are in shelter while the household is securing a new housing situation, but clients are not required to enter shelter in order to receive assistance.

Applicants should become familiar with the National Alliance to End Homelessness' (NAEH) recently published "Rapid Re-Housing Performance Benchmarks and Program Standards" included as Attachment 1. The performance benchmarks will be used to evaluate programs as a part of this contract award and the program standards provide extensive information about high-quality RRH programs. Please refer to the NAEH RRH standard at http://www.endhomelessness.org/page/-/files/Rapid%20Re-Housing%20Performance%20Benchmarks%20and%20Program%20Standards_2016.pdf. The key concepts are highlighted here as a summary.

NOTE: The proposal submission should include the completion of "Form 1: Rapid Re-Housing Program Standards Matrix" where the proposer will outline how the proposed program aligns with the NAEH standards. Please be sure to attach the complete matrix with the final proposal.

In addition, please refer to the Rapid Re-Housing Toolkit from the National Alliance to End Homelessness for additional guidance on program implementation:

<http://www.endhomelessness.org/library/entry/rapid-re-housing-tools>

This RFP seeks Rapid Re-Housing Program(s) to provide all the Core Program Components below.

Core Program Component	Description
1. Program Philosophy and Design	Rapid Re-Housing plays a key role in ending homelessness by coordinating with the broader homeless system to re-house program participants quickly.
2. Housing Identification	Recruit landlords with units in the communities and neighborhoods where program participants want to live and negotiate with landlords to help program participants access housing.
3. Rent and Move-In Assistance	Provide short-term help to households so they can pay for housing. Activities under this core component include paying for security deposits, move-in expenses, rent, and utilities.
4. Rapid Re-Housing Case Management and Services	Provide case management services to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports if needed.

A more detailed summary of the Core Program Components of a Rapid Re-Housing Program is listed below:

1. Program Philosophy and Design

Beyond ending homelessness for individual households, rapid re-housing plays a key role in ending homelessness overall. To do so effectively and efficiently, a program must coordinate with the broader homeless system, not screen out large portions of the homeless population, and have a commitment to a Housing First approach.

Principles

- In order to identify, engage, and assist as many households experiencing homelessness as possible, a program should coordinate and fully participate with the broader homeless assistance system.
- Rapid re-housing is an intervention designed for and flexible enough to serve anyone not able to exit homelessness on their own.
- Rapid re-housing programs should not screen out households based on criteria such as a minimum income threshold, employment, absence of a criminal history, disability, evidence of “motivation,” etc.
- Rapid re-housing participants should have all the rights and responsibilities of typical tenants and should sign a standard lease agreement.

2. Housing Identification

The goal of Housing Identification is to find housing for program participants quickly. Activities under this core component include recruiting landlords with units in the communities and neighborhoods where program participants want to live and negotiating with landlords to help program participants access housing. This also includes having discussions with clients about housing options. Program staff should listen to and respect client choices about their housing (where they want to live, how much they are willing to pay, whether they are willing to share) but also must provide accurate information about the implications of those choices given the realities of the housing market.

Housing units should pass the HUD “Habitability” standard as referenced in Appendix C of the Homelessness Prevention and Rapid Re-Housing Program (HPRP) Notice, which can be found here: https://www.hudexchange.info/resources/documents/HPRP_Note_3-19-09.pdf. A HPRP Housing Habitability Standards Inspection Checklist is attached to this RFP as Attachment 2.

Principles

- Within the limits of the participant’s income, a rapid re-housing program should have the ability to help households access units that are desirable and sustainable—those that are in neighborhoods where they want to live in, that have access to transportation, are close to employment, and that are safe.
- Housing identification efforts should be designed and implemented to actively recruit and retain landlords and housing managers willing to rent to program participants who may otherwise fail to pass typical tenant screening criteria.

- Critical to the formation of landlord-program relationship is the recognition of the landlord as a vital partner. The RRH provider must be responsive to landlords to preserve and develop those partnerships for the purposes of future housing placements.

3. Rent and Move-In Assistance

The goal of Rent and Move-In Assistance is to provide short-term help to households so they can pay for housing. Activities under this core component of the Rapid Re-Housing program include paying for security deposits, move-in expenses, rent, and utilities.

Principles

- Rent and move-in assistance should be flexible and tailored to the varying and changing needs of a household while providing the assistance necessary for households to move immediately out of homelessness and to stabilize in permanent housing.
- A rapid re-housing program should make efforts to maximize the number of households it is able to serve by providing households with the financial assistance in a progressive manner, providing only the assistance necessary to stabilize in permanent housing.

4. Rapid Re-Housing Case Management and Services

The goals of rapid re-housing case management are to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports if needed.

The intent of the rent and move-in assistance component of rapid re-housing is to enable the quick resolution of the immediate housing crisis. The majority of participants will be able to maintain housing with short-term rent assistance. Programs should start out by assuming households, even those with very low, fixed or zero income or other barriers, will succeed with a minimal subsidy and support rather than a long subsidy, and extend these if/when necessary. Households with higher housing barriers or no income may need assistance for different depths or durations, but such households should still be assisted in immediately attaining permanent housing and the large majority will still successfully exit to permanent housing.

Programs should be attentive to the ability of a household to maintain housing once subsidy ends, but should not be entirely constrained by attempts to reach a rent burden of only a specific percentage of a participant's income—the 30% standard that is sometimes mentioned is not achieved by the majority of low-income and poor households. Instead, the program should recognize that once housed, the households will be much better positioned to increase their incomes and address their other needs.

Additionally, by not over-serving households, the program can maximize the impact of available resources to serve the largest number of households possible. The flexible nature of the rapid re-housing program model enables agencies to be responsive to the varied and changing needs of program participants and the community as a whole.

Case managers are expected to work with clients if they are staying in an emergency shelter, and to work collaboratively with shelter staff to ensure clear roles and responsibilities on case plan and rapid re-housing goals.

C. FUNDING AVAILABLE

A total of \$1,500,000 is available for the Rapid Re-Housing (RRH) Program for Homeless Individuals and Families over the course of a 22-month time period spanning two fiscal years, FY 16-18. Services are anticipated to begin in September 2016, operating through June 30, 2018. This RFP may fund one or more providers in San Mateo County, to ensure county-wide rapid re-housing services.

Funding for this Request for Proposal is from Measure A, a countywide half-cent general sales tax passed by voters on November 6, 2012, to support essential County services and to maintain or replace critical facilities. More information on Measure A can be found here:

<http://cmo.smcgov.org/measureA>.

Rapid Re-Housing program models include staffing and funding allocated for financial assistance (rent and move-in costs). The requested funding should include a detailed line item budget, and Staffing Costs (Salaries and Benefits) should not exceed 30% of the total proposed budget. Administrative Costs for data collection, reporting and administration of up to 10% of the proposed budget is allowed, as per Measure A funding guidelines. Please submit a separate line item budget for the 10-month period in FY 16-17 and the 12-month period in FY 17-18. The total budget amount should not exceed \$1,500,000 for the time periods.

The County of San Mateo, through separate funding streams, may elect to use the results of this Request for Proposals (RFP) for additional Rapid Re-Housing Programs, based upon funding sources and target populations.

D. ADDITIONAL REQUIREMENTS/CONSIDERATIONS

Requirement to use the San Mateo County Clarity System

All services funded under this RFP must be documented in the Clarity Human Services System, administered by the San Mateo County Human Services Agency. Client data will be tracked in the Homeless Management Information System (HMIS) system within the Clarity Human Services System used by the Core Service Agencies and Homeless Service Providers. Program staff will enter complete and accurate information into Clarity in a timely manner for all program participants.

Project Performance Outcomes

The overall goal of the project is to end homelessness by placing households in permanent housing.

The proposer should propose the target number of individuals and family households that will be served through the proposal. The corresponding budget submitted should align with the proposed target number of households to be served.

Ultimately the effectiveness of a rapid re-housing program is determined based on a program's ability to accomplish the model's three primary goals:

- Reduce the length of time program participants spend homeless,
- Exit households to permanent housing, and
- Limit returns to homelessness within a year of program exit.

Expected performance outcomes include:

- 70% of the households served in the Rapid Re-Housing Program will move into permanent housing within 30 days referral to the Rapid Re-Housing Program.
- 90% of households served exit to permanent housing.
- Less than 15% Rapid Re-Housing clients return to homelessness within 12 months of securing permanent housing.
- Less than 20% of participants return to homelessness within 18 months of exit of rapid re-housing (program conducts follow up calls at 12 months and 18 months).
- The program and County staff will identify additional metrics and measures to be tracked to evaluate the program and conduct continuous quality improvement.

Reporting Requirements

- Contractor will provide a brief paragraph about this Measure A-funded initiative and its goals, to be used for press releases, Measure A dashboard and other public documents to highlight the purpose and impact of the program.
- Contractor will provide a budget with sufficient detail to track spending toward goals.
- Contractor will report results for performance measures on a monthly basis.
- Data on clients served will be tracked through the Clarity System.
- Quarterly Narrative report will also include narrative describing program outcomes and status of performance toward goals, to be used for press releases, Measure A dashboard and other public documents.
- Payment will be based on invoices and budget to actual statements, to be submitted quarterly. Payments will be made on a reimbursement basis. Invoices will reflect actual costs.

SECTION III – GENERAL TERMS AND CONDITIONS

Read all Instructions. Read the entire RFP and all enclosures before preparing your proposal.

Proposal Costs. Costs for developing proposals are entirely the responsibility of the proposer and shall not be charged to the County or otherwise reimbursed by the County.

Proposal Becomes County Property. The RFP and all materials submitted in response to this RFP will become the property of the County.

Questions and Responses Process. Submit all questions relating to this RFP to the designated questions field associated with this RFP at www.publicpurchase.com. All questions must be received no later than **12:00 p.m. on May 13, 2016.**

All questions and responses will be posted to publicpurchase.com.

If changes to the RFP are warranted, they will be posted to the www.publicpurchase.com website. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFP prior to submitting a response. A proposer's failure to do so will not provide a ground for protest.

Applicant Information Conference. All interested parties are invited to participate in a non-mandatory informational session that will be held as follows:

**Monday, May 16, 2016
11:00am-12:00pm**

San Mateo County Human Services Agency
400 Harbor Blvd, Bldg B, Belize Room
Belmont, CA 94002

During the Applicant Information Conference, the County may respond to questions received prior to or at the Conference. The County may choose to provide additional information following the Conference; all responses will be posted on www.publicpurchase.com.

Alteration of Terms and Clarifications. No alteration or variation of the terms of this RFP is valid unless made or confirmed in writing by the County. Likewise, oral understandings or agreements not incorporated into the final contract are not binding on the County.

If a proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, the proposer must immediately notify the County of such error in writing and request modification or clarification of the document. If a proposer fails to notify the County of an error in the RFP prior to the date fixed for submission, the proposer shall submit a response at his/her own risk, and if the proposer enters into a contract, the proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

Modifications or clarifications to the RFP will be posted to the publicpurchase.com website as outlined above without divulging the source of the request for same. The County may, at its discretion, also give electronic notice by email to all parties who have notified the County of their electronic contact information in response to this RFP, but no party that fails to receive email notice has any basis for protest given that all clarifications will be available online. It is the obligation of all proposing parties to check the publicpurchase.com website for updates regarding the RFP if they wish to be kept advised of clarifications prior to submitting a proposal.

Selection of Provider(s). The selection of a provider will be memorialized in the form of a “County Agreement with Independent Contractor” (see the enclosed sample template), authorized by a resolution of the County Board of Supervisors and signed by both parties.

The County reserves the right to reject any or all proposals without penalty. The County’s waiver of any deviation in the proposal shall in no way modify the RFP documents or excuse the proposer from full compliance with any eventual contract.

Once a provider is selected, the Agreement with that provider must still be negotiated and submitted to the San Mateo County Board of Supervisors for approval, and there is no contractual agreement between the selected provider unless and until the Board of Supervisors accepts and signs the Agreement. Selection of a proposal for negotiation of contract terms and eventual submission to County leadership by way of an Agreement does not constitute an offer, and proposers acknowledge by submission of a proposal that no agreement is final unless and until approved by the Board of Supervisors.

Equal Benefits. With respect to the provision on employee benefits, contractor/ provider must comply with the County Ordinance prohibiting discrimination in the provision of employee benefits between a full-time employee with a registered domestic partner and one with a spouse. See attached materials.

Jury Duty. The contractor must comply with the County Ordinance requiring that the contractor have and adhere to a written policy the provides its full-time employees who live in San Mateo County with no fewer than five days of regular pay for actual jury service in San Mateo County. This policy may provide that employees deposit any fees received for such jury service with the contractor or that the contractor deduct from the employee’s regular pay the fees received for jury service. See the Jury Service Requirements Chapter 2.85 of the Ordinance Code of San Mateo County enclosure. If the proposer has no employees that qualify for jury duty in San Mateo County, the proposer may satisfy this requirement by providing the County with written confirmation of the fact that (1) it has no such employees and (2) it will comply with the jury service pay ordinance with respect to any future qualifying employees.

Insurance. The County has certain insurance requirements that must be met. In most situations those requirements include the following: the contractor must carry \$1,000,000 or more in comprehensive general liability insurance; the contractor must carry motor vehicle liability insurance, and if travel by car is a part of the services being requested, the amount of such coverage must be at least \$1,000,000; if the contractor has two or more employees, the contractor must carry the statutory limit for workers’ compensation insurance; if the contractor or

its employees maintain a license to perform professional services (e.g., architectural, legal, medical, psychological, etc.), the contractor must carry professional liability insurance; and generally the contractor must name the County and its officers, agents, employees, and servants as additional insured on any such policies (except workers compensation). Depending on the nature of the work being performed, additional requirements may need to be met.

Incomplete Proposals May be Rejected. If a proposer fails to satisfy any of the requirements identified in this RFP, the proposer may be considered non-responsive and the proposal may be rejected.

Contact With County Employees. As of the issuance date of this RFP and continuing until the final date for submission of proposals, all proposers are specifically directed not to hold meetings, conferences, or technical discussions with any County employee for purposes of responding to this RFP except as otherwise permitted by this RFP. Any proposer found to be acting in any way contrary to this directive may be disqualified from entering into any contract that may result from this RFP.

Proposers should submit questions or concerns about the process as stated above. The proposer should not otherwise ask any County employees questions about the RFP or related issues, either orally or by written communication, unless invited to do so.

Travel Costs. If the services requested will require you or your employees to travel to the Bay Area, and if the County opts to permit travel expenses to be reimbursed, there are some general guidelines regarding reimbursement rates that will apply. In general, the following restrictions should be kept in mind: reimbursement for the actual cost of lodging, meals, and incidental expenses (“LM&I Expenses”) is limited to the then-current Continental United States (“CONUS”) rate for the location of the work being done (San Mateo/Foster City/Belmont, California), as set forth in the Code of Federal Regulations and as listed by the website of the U.S. General Services Administration (available online by searching www.gsa.gov for the term ‘CONUS’); airline and car rental travel expenses (“Air & Car Expenses”) are limited to reasonable rates obtained through a cost-competitive travel service (for example, a travel or car-rental website), with air travel restricted to coach fares and car rental rates restricted to the mid-level size range or below; and certain other reasonable travel expenses (“Other Expenses”) such as taxi fares, parking costs, train or subway costs, etc. may be reimbursable on an actual-cost basis. You should not assume that the County will permit travel from the Bay Area to be reimbursed, and your proposal should include such travel costs if applicable. Travel costs should be minimized or eliminated in order for a proposal to be competitive.

Miscellaneous. This RFP is not a commitment or contract of any kind. The County reserves the right to pursue any and/or all ideas generated by this RFP. The County reserves the right to reject any and all proposals and/or terminate the RFP process if deemed in the best interest of the County. Further, while every effort has been made to ensure the information presented in this RFP is accurate and thorough, the County assumes no liability for any unintentional errors or omissions in this document. The County reserves the right to waive or modify any requirements of this RFP when it determines that doing so is in the best interest of the County. Finally, the County may revise or clarify aspects of the required services after proposals are submitted by communicating directly to some or all of the providers that submitted proposals.

SECTION IV – REQUEST FOR PROPOSALS PROCEDURE

This section describes the general RFP procedure used by the County, and the remaining sections of this RFP list detailed requirements.

A. TENTATIVE SCHEDULE OF EVENTS

EVENT	DATE
Release Request for Proposals	May 9, 2016
Questions Submitted to County Deadline	May 13, 2016 at 12:00pm
Applicant Information Conference	Monday, May 16, 2016, 11am-12pm Human Services Agency office 400 Harbor Blvd, Bldg B, Belize Room, Belmont
Release Responses to Questions	May 18, 2016
Proposal Deadline	Monday, June 13, 2016 at 12:00pm
Formal Review of Proposals ⁽¹⁾	June 15-17, 2016
Announcement of Recommendation ⁽¹⁾	June 22, 2016
Protest Deadline ⁽¹⁾	June 29, 2016, 5:00pm
Contract Negotiations Begin ⁽¹⁾	June 30, 2016
Recommendation to Board of Supervisors ⁽¹⁾	September 6, 2016

(1) Dates are subject to change

B. SUBMISSION OF PROPOSALS

Provider/Service Provider Registration: Providers/service providers interested in responding to this RFP must register online with the County of San Mateo at www.publicpurchase.com. The County will not be held responsible for, or held liable for registration errors.

Proposal: The RFP response will be submitted electronically to www.publicpurchase.com by 12:00p.m. Pacific Standard Time on **June 13, 2016**.

All responses must be received by the stated date and time in order to be considered for award. The County will not be responsible for and may not accept late proposals due to slow internet connection, or for any other electronic failure (including but not limited to information transmission and internet connectivity failures) of the www.publicpurchase.com system.

By submitting a proposal, each proposer certifies that its submission is not the result of collusion or any other activity which would tend to directly or indirectly influence the selection process. The proposal will be used to determine the proposer's capability of rendering the services to be provided. The failure of a proposer to comply fully with the instructions in this RFP may eliminate its proposal from further evaluation as determined in the sole discretion of the County. The County reserves the sole right to evaluate the contents of proposals submitted in response to this RFP and to select a contractor, if any.

Proposals received late will not be opened or given any consideration for the proposed services unless doing so is deemed to be in the best interest of the County, as determined in the sole discretion of the County.

C. CONFIDENTIALITY OF PROPOSALS

California Government Code Sections 6250 et seq. (the “California Public Records Act” or the “Act”) defines a public record as any writing containing information relating to the conduct of the public business. The Act provides that public records shall be disclosed upon written request and that any citizen has a right to inspect any public record unless the document is exempted from disclosure. The materials submitted in response to this RFP are subject to the California Public Records Act.

Be advised that any contract that eventually arises from this RFP is a public record in its entirety. Also, all information submitted in response to this RFP is itself a public record without exception. Submission of any materials in response to this RFP constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you are consenting to release of such materials by the County if requested under the Public Records Act without further notice to you and (2) you agree to indemnify and hold harmless the County for release of such information.

If the County receives a request for any portion of a document submitted in response to this RFP, the County will not assert any privileges that may exist on behalf of the person or entity submitting the proposal, and the County reserves the right to disclose the requested materials without notice to the party who originally submitted the requested material. To the extent consistent with the Public Records Act and applicable case law interpreting those provisions, the County and/or its officers, agents, and employees retain discretion to release or withhold any information submitted in response to this RFP.

Submission of a proposal constitutes a complete waiver of any claims whatsoever against the County and/or its officers, agents, or employees that the County has violated a proposer's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be inspected.

D. PROPOSAL EVALUATION

All proposals received will be evaluated by an RFP Evaluation Committee. During the evaluation process, the County may require a proposer's representative to answer specific questions orally and/or in writing. The County may also require a visit to the proposer's offices, other field visits or observations by County representatives, or demonstrations as part of the overall RFP evaluation. Once a finalist or group of finalists is selected, additional interactions or information may be required. The most qualified individual or firm will be recommended by the RFP Evaluation Committee based on the overall strength of each proposal, and the evaluation is not restricted to considerations of any single factor such as cost.

Responses to this RFP must adhere to the format for proposals detailed in Section V - PROPOSAL SUBMISSION REQUIREMENTS. The criteria used as a guideline in the evaluation will include, but not be limited to, the following:

- Qualifications and experience of the entity, including capability and experience of key personnel and experience with other public or private agencies to provide these services

- Philosophy and Service Model
- Proposed approach, including clarity of understanding of the scope of services to be provided and appropriateness of the proposed solution/services
- Customer service
- History of successfully performing rapid re-housing or services for public or private agencies
- Ability to meet any required timelines or other requirements
- Quality Improvement Plan, including the expected performance outcomes
- Claims and violations against you or your organization
- Cost to the County for the primary services described by this RFP
- References
- Compliance with County RFP and contractual requirements

The County may consider any other criteria it deems relevant, and the RFP Evaluation Committee is free to make any recommendations it deems to be in the best interest of the County. Inaccuracy of any information supplied within a proposal or other errors constitute grounds for rejection of the proposal. However, the County may, in its sole discretion, correct errors or contact a proposer for clarification.

Note that the County reserves the right to evaluate proposals solely based on each provider's written submission. In relation to written materials, evaluation will be performed only on the material included directly in the proposal itself unless otherwise indicated or requested by the County. Your proposal must be complete without relying on external websites, sales brochures, marketing materials or white papers.

The County reserves the right to accept proposals other than those with lowest costs.

E. PROPOSAL RECOMMENDATION

The Evaluation Committee will recommend a provider or providers or may recommend that the proposals be rejected. The County will then make its own decision as to whether to accept or reject the recommendations from the Evaluation Committee. Ultimate acceptance or rejection of the recommended proposal and execution of a contractual agreement is the independent prerogative of the County, notwithstanding any recommendations made by the Evaluation Committee. The County reserves the right to negotiate with any provider to finalize an agreement in relation to the proposer's response.

F. NOTICE TO PROPOSERS

The County is not required to give notice to proposers in any specific format or on any particular timeline. At some point prior to execution of a final agreement for the requested services, the County will notify those who submitted proposals of their non-selection. Proposers may be notified at different times depending on the needs of the County.

G. PROTEST PROCESS

If a proposer desires to protest the selection decision, the proposer must submit by facsimile or email a written protest within five (5) business days after the delivery of the notice about the decision. The written protest should be submitted to the Director of Collaborative Community Outcomes as outlined below. Protests received after the deadline will not be accepted. Protests

must be in writing, must include the name and address of the proposer and the RFP number, and must state all the specific grounds for the protest. A protest that merely addresses a single aspect of the selected proposal (for example, comparing the cost of the selected proposal in relation to the non-selected proposal) is not sufficient to support a protest. A successful protest will include sufficient evidence and analysis to support a conclusion that the selected proposal, taken as a whole, is an inferior proposal.

The County will respond to a protest within 5 business days of receiving it, and the County may, at its election, set up a meeting with the proposer to discuss the concerns raised by the protest. The decision of the County will be final. The protest letter must be sent as follows:

Selina Toy Lee
Director of Collaborative Community Outcomes
San Mateo County Human Services Agency
SToy-Lee@smcgov.org
Facsimile: 650-631-5771

SECTION V – PROPOSAL SUBMISSION REQUIREMENTS

The proposal should be submitted in the following format:

A. GENERAL INSTRUCTIONS

All proposals should be typewritten or prepared on a computer and have consecutively numbered pages, including any exhibits, charts, and/or other attachments.

All proposals should adhere to the specified content and sequence of information described by this RFP. There is no page-limit; please answer all questions listed in Section V., D. Organization of Proposal Sections. Please use a 12-point font size.

Submit one (1) complete electronic (PDF, Microsoft Word document, etc.) version of your proposal and any required attachments to the County via www.publicpurchase.com per the instructions found on the www.publicpurchase.com website. Please note that there is a required “Form 1: Rapid Re-Housing Program Standards Matrix” to be completed; please access the template on www.publicpurchase.com.

B. COVER LETTER

Provide a one page cover letter on your letterhead that includes the address, voice and facsimile numbers, and e-mail address of the contact person or persons. List the name and title of each person authorized to represent the proposer in negotiations.

Unless the proposer is an individual, all proposals must be signed with an agency/partnership/entity name and by a responsible officer or employee indicating that officer or employee’s authorization to commit the proposer to the terms of the proposal. Obligations assumed by such signature must be fulfilled.

C. SPECIFIED CONTENT AND DETAILED SEQUENCE OF INFORMATION IN THE RFP

Each proposal should include sections addressing the following information in the order shown in the following section. The proposer should be sure to include all information that it feels will enable the Evaluation Committee and, ultimately, the County to make a decision. Failure of the proposer to provide specific, detailed information may result in its proposal being rejected in favor of a sufficiently-detailed proposal. Any necessary exhibits or other information, including information not specifically requested by this RFP but that you feel would be helpful, should be attached to the end of the proposal. The party submitting the materials should keep in mind the limitations on confidential information described in Section IV.

D. ORGANIZATION OF PROPOSAL SECTIONS

SECTION 1: Qualifications and Experience

- 1) Provide a statement of qualifications for your organization, including an organization chart, a statement of the size of your organization, a description of services provided by your organization.
- 2) Please provide a statement of the extent of experience/history providing Rapid Re-Housing Services.

- a. Be specific on the target population you have served through Rapid Re-Housing programs, including the results achieved.
 - b. If you have not provided Rapid Re-Housing Services, please describe other programs you operated that have relevant features and include the population served and program results.
- 3) How many full time equivalent staff (FTEs) do you plan to assign to this project if you are selected?
 - a. Please specify staffing levels, including the roles and responsibility of each staff member.
 - b. Please specify the staff positions that will be responsible for complying with tracking and reporting project performance outcomes.
- 4) How many people in total are employed by your organization? Delineate between employees and consultants.
- 5) If applicable, list the professional qualifications for each individual that would be assigned to provide services requested by this RFP, including date and educational institutions of any applicable degrees, additional applicable training, and any professional certifications and/or licensing. In lieu of listing this information, you may submit a resume or curriculum vitae for each such individual if the resume/CV includes all the requested information.

SECTION 2: Philosophy and Service Model

This section describes your philosophy and service model for meeting the services required by this RFP. Relevant considerations include the quality and feasibility of your approach to meeting these needs, the manner in which you plan to provide adequate staffing (including planning for absences and back-up coverage, training, background checks, and staff monitoring, etc.), and equipment or other resources provided by you (if applicable). Keep these considerations in mind as you respond to the following:

- 1) Describe how you will fulfill the needs of the County described in this RFP and how your program aligns with the Strategic Plan to End Homelessness.
- 2) Please describe if this will be a new program or an enhancement to a current program.
 - a. If a new program, please share your plan for program start up.
 - b. If a program enhancement, please describe how this program will work with the existing program and how it will change or transition to meet the RRH standards
- 3) Describe the Rapid Re-Housing program model you are proposing.
 - a. Please include the number of homeless households that the program will serve each fiscal year. Please provide the number of adult households and the number of family households that will be served each fiscal year. Note that the first fiscal year will have 10 months of services (September 2016 through June 2017).
 - b. Describe the general length of program, the general level of subsidy and how the length of program and subsidy amounts are determined for each household.
- 4) Please describe how the program model incorporates housing first principles. What are program entry requirements related to substance use, mental health challenges, etc.?
- 5) Identify how you will meet all other aspects of the scope of work and related requirements stated above. List any items that you cannot provide.
- 6) Describe the measurements/metrics/deliverables/assessments that you will provide on at least an annual basis to allow the County to assess the services you will provide. Please

refer to Section II, D. Project Performance Outcomes and Reporting Requirements of this RFP and describe how you will comply with these requirements.

- 7) Provide information on any other pertinent services, if any, that you will offer that will reduce costs or enhance revenue for the County.

SECTION 3: Customer Service

- 1) How will your services meet the needs of County customers and/or the public?
- 2) In the event of a routine problem, who is to be contacted within your organization?
- 3) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

SECTION 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization

List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

SECTION 5: Budget for Rapid Re-Housing Program

- 1) Provide a detailed line item budget, including an explanation for all costs associated with your providing the requested services.

As noted previously:

Rapid Re-Housing program models include staffing and funding allocated for financial assistance (rent and move-in costs). The requested funding should include a detailed line item budget, and Staffing Costs (Salaries and Benefits) should not exceed 30% of the total proposed budget. Administrative Costs for data collection, reporting and administration of up to 10% of the proposed budget is allowed, as per Measure A funding guidelines. Please submit a separate line item budget for the 10-month period in FY16-17 and the 12-month period in FY17-18.

- 2) Include start-up costs, if any. If start-up costs are requested, please provide a description of start-up activity and anticipated expenses.

SECTION 6: Quality/Program Evaluation

Each program should have a specific quality assurance, improvement, and evaluation plan:

- 1) Describe the Quality Improvement plan for the proposed Rapid Re-Housing Program.
 - a. The plan should include a description of performance and utilization review, case documentation, peer review, and other issues pertaining to quality improvement mandates and policies.
 - b. How will the program ensure quality, timely data entry?
 - c. Describe how the program will utilize data for continuous quality improvement

- 2) Please list the performance outcomes for the proposed Rapid Re-Housing program and set performance targets for each fiscal year
 - a. Include the number of homeless households to be served
 - b. Identify your program targets for the expected performance outcomes as listed in Section II, D. Project Performance Outcomes of this RFP
- 3) Describe the ongoing training that will be provided to program staff. How will training plans be monitored and how will staff keep up to date on national best practices in Rapid Re-Housing?
- 4) Describe a contingency emergency/disaster response plan.
- 5) Describe any credentialing/licensing that is relevant for new and existing program staff.
- 6) Please complete and attach the matrix included as “Form 1: Rapid Re-Housing Program Standards Matrix” to indicate how you currently or plan to meet program standards for Rapid Re-Housing.

SECTION 7: References

- 1) List at least three business/public agency references for which you have recently provided homeless services. Include contact names, titles, phone numbers and e-mail addresses for all references provided.

SECTION 8: Statement of Compliance with County Contractual Requirements

A sample of the County’s standard contract (including Exhibits A and B) is attached to this RFP. Each proposal must include a statement of the proposer’s commitment and ability to comply with each of the terms of the County’s standard contract, including but not limited to the following:

- 1) The County non-discrimination policy
- 2) The County equal employment opportunity requirements
- 3) County requirements regarding employee benefits
- 4) The County jury service pay ordinance
- 5) The hold harmless provision
- 6) County insurance requirements
- 7) All other provisions of the standard contract

In addition, the proposer should include a statement that it will agree to have any disputes regarding the contract venued in San Mateo County or Northern District of California.

The proposal must state any objections to any terms in the County’s contract template and provide an explanation for the inability to comply with the required term(s). If no objections are stated, the County will assume the proposer is prepared to sign the County standard contract template as-is.

NOTE: The sample standard contract enclosed with this RFP is a template and does not constitute the final agreement to be prepared for the selected service provider. Do not insert any information or attempt to complete the enclosed sample contract template. Once a provider is selected, the County will work with the selected provider to draft a provider-specific contract using the template. However, each proposal should address the general terms of the standard contract as requested within this RFP.

SECTION VI – ENCLOSURES

- Enclosure 1 Standard County Agreement template with Contractor
- Enclosure 2 Equal Benefits Program – Frequently Asked Questions
- Enclosure 3 Equal Benefits Requirements Chapter 2.84 of the Ordinance Code of San Mateo County
- Enclosure 4 Jury Service Requirements Chapter 2.85 of the Ordinance Code of San Mateo County
- Enclosure 5 Fingerprinting Requirement Form
- Enclosure 6 Attachment I: Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended