

5. SECTION B - SCOPE OF SERVICES

5.1. Background

The Montgomery County, Maryland (County) Department of Health and Human Services (DHHS), provides affordable permanent supportive housing for formerly homeless adults without children. The DHHS' Services to End and Prevent Homelessness (SEPH) team seeks to provide these services to the current Coordinated Entry System's (CES) established priority population and to individuals represented under the Department of Housing and Urban Development's (HUD) definition of homeless, which is a homeless individual or homeless head of household with a disability who:

1. Lives in a place not meant for human habitation, or in an emergency shelter; and
2. Has been homeless continuously for at least 12 months or on at least four separate occasions in the last three years where the combined occasions total at least 12 months.

The site of this permanent supportive housing program will be in downtown Silver Spring, Maryland, within the facility at 8106 Georgia Avenue, Silver Spring, Maryland 20910 known as Progress Place Private Living Quarters (PLQ). PLQ must serve adults that meet the HUD's chronic homeless definition or the current CES established priority population.

5.2. Intent

The County is seeking one qualified, experienced entity to award a contract, herein after referred to as 'Contractor', to provide permanent supportive housing to formerly homeless adults without children that may be eligible for housing at 8106 Georgia Avenue, Silver Spring, Maryland 20910. The organization, DHHS, and the Department of General Services (DGS) will maintain the operation of the facility.

The total estimated annual compensation for the Contract resulting from this RFP shall not exceed \$426,346. This amount is an estimate only and the County makes no guarantee of a specific compensation amount.

All compensation payable by the County under any contract resulting from this solicitation is subject to and contingent upon the County Council's appropriation and the County's encumbrance of funding for the program described in this solicitation. In the event the County receives additional funding for services requested under this solicitation, the County reserves the right to expand the existing scope of services for the resulting contract. Such additional services are not guaranteed and will only be requested if funds for additional services are appropriated and encumbered by the County. Additional services will be added to the contract during negotiation, or via a contract amendment to the contract resulting from the solicitation.

5.3. Scope of Services/Specifications/Work Statement

- A. The Contractor must operate a comprehensive site-based program of affordable, permanent supportive housing with 24-hour on-site staff for 21 formerly homeless clients without children.
- B. The Contractor must employ one director to supervise the operation of the site. The director must possess the following minimum qualifications:
 1. Master's degree in human services, social work, or related field,

2. Two years of experience providing permanent supportive housing services to homeless adults that may have co-occurring physical health challenges, mental health challenges, or substance use dependence, and
 3. Five years of experience in supervising shelter or direct care staff.
 4. An equivalent combination of education and experience may be substituted.
- C. The Contractor must accept referrals from the County's Continuum of Care's (CoC) CES. The Contractor must accept direct referrals from the County into the program if space is available. The County's direct placement may take precedence over those on the housing vulnerability list, maintained by the CoC. It is at the County's discretion whether direct placement takes precedence.
- D. The Contractor must develop and submit to the County contract monitor, within 30 days of the contract resulting from this RFP, a policy and procedure to verify compliance with the HUD's definition of chronically homeless as well as the HUD income and program guidelines for vulnerable homeless clients. The development of policies and procedures on rental income calculation by the Contractor must ensure that a client's share of rent is no more than 30% of the client's gross monthly income, and that rent is collected from all clients who have income from any source. The Contractor, however, must not deny housing based on a client's lack of income. Additionally, the Contractor must utilize documentation from Homeless Management Information System ("HMIS") to verify client eligibility for services based on these HUD guidelines.
- E. The Contractor must establish and enforce, and/or assist clients in the development of, guidelines for use of the kitchen, laundry, and communal areas. Guidelines may include housekeeping, household management skills, and other maintenance activities to keep these areas clean and in sanitary condition. These guidelines and expectations must be approved by the County's contract monitor and then made visible to those served by being posted in common areas and given to clients upon move in.
- F. The private living quarters (units) must be inspected by the Contractor prior to a client's move-in for compliance with the County's housing code and the HUD housing quality standards, and each unit must be inspected at least twice annually thereafter. Clients must either sign a lease or occupancy agreement with the Contractor. The Contractor must provide copies of executed agreements upon County request.
1. The Contractor, in conjunction with the client, must provide maintenance of the units. Unit and maintenance expectations must be outlined in the lease or occupancy agreement with the client.
- G. Case Management
1. The Contractor must employ a case manager to deliver trauma-informed case management services, which includes clinical support, client assessments, and the creation of service plans aimed at maintaining housing. This includes developing household management skills, managing rent payments, ensuring clean and sanitary living conditions, and addressing the client's behavioral, physical, and spiritual goals.
 2. The case manager must meet in-person with each client, once per month, at a minimum.
 - a. The case manager must possess the following minimum qualifications:
 - i. Bachelor's degree in social science or human services field,

- ii. At least two years of experience providing clinical or case management services to the homeless or to people earning low income, a population with mental health, substance abuse, or co-occurring disorders, or a population needing assistance with employment and vocational literacy.
 - iii. Knowledge and experience of DHHS' CoC network of providers to make necessary referrals.
 - iv. An equivalent combination of education and experience, including lived experience, may be substituted.
- 3. The Contractor must enter a HMIS participation agreement with the County and use the HMIS system as an electronic record for developing case plans, progress notes, and service transactions. These electronic records are to be maintained, in addition to hard copies, which are to be stored in a locked cabinet within a locked office at the facility.
- 4. The Contractor must develop a case record for each client in a format approved by the County. Case records must be kept in a locked cabinet within a locked office and must be accessible only by the director and designated staff. The Contractor must document eligible entitlements and include documentation of the client's application, acceptance, denial, or refusal to apply for such entitlements in each client's file.
- 5. The Contractor must actively participate as a member of the CoC's CES that meets twice a month. The Contractor must work in conjunction with the County and other governmental and community agencies, toward meeting program and client Individual Service Plan (ISP) objectives which specify goals and interventions required by the client and the case manager to address any barriers to maintaining permanent housing.
 - a. The ISP must be completed within 15 business days of the client's entry into the housing program and must be updated every six months thereafter until client's discharge from the program.
 - b. Documentation of the client's progress toward goal completion and revision of goals if they require modification.
 - c. The ISP, which is an enforceable document collaboratively developed with the client, must include, but is not limited to:
 - i. the services needed to address any behavioral health or physical conditions,
 - ii. coordination and linkage with primary care physician, mental health, or substance use providers,
 - iii. assistance with entitlement/benefit applications to obtain all appropriate and eligible income, and educational or vocational goals to improve self-sufficiency,
 - iv. lease requirements for client to maintain housing (i.e. rent amount and due date), and types of behaviors that may cause a lease violation (i.e. being a good neighbor, no noise violations, illegal activities, or unauthorized guests), and
 - v. a statement, and where applicable, the client's initials, indicating that the client was given the opportunity to participate in and provide feedback on the plan.
 - d. Depending on their severity, lease violations may lead to dismissal from the program. The Contractor must receive County approval before a client can be dismissed. If a client declines to develop an ISP, any barriers to maintaining permanent housing must be documented in the client's record, along with the Contractor's notification and the client's refusal to sign. Records must be readily available upon request by the County.

6. The Contractor, at its own expense or in conjunction with other homeless service providers, must train or obtain training for all staff and volunteers who provide shelter services through the County's Center for Continuous Learning Courses. This training must be implemented into everyday practice and provided for all new staff and on an annual basis for existing staff in the following areas:
- a. Behavioral health issues, i.e., substance use, stages of change, and harm reduction
 - b. Critical time intervention techniques
 - c. De-escalation and crisis intervention
 - d. Financial literacy
 - e. Health and safety information
 - f. Housing First
 - g. Implicit Bias
 - h. Landlord tenant issues (e.g., how to read and understand a lease)
 - i. Motivational interviewing
 - j. Person-Centered Case Management
 - k. Racial Equity
 - l. Trauma Informed Care

Information on County provided training can be found on the County's website: <https://www.montgomerycountymd.gov/HR/CareerDevelopment/TrainingPrograms.html#tab2>

- H. The Contractor must comply with the U.S. Department of Health and Human Services Office of Minority Health National Standards for Culturally and Linguistically Appropriate Services (CLAS), which can be found at <https://www.montgomerycountymd.gov/HHS/DoingBuswDHHS.html>.
- I. The Contractor must comply with Department of Health and Human Services Background Clearance Policy requirements for staff as stated in the link listed below. At a minimum, any and all staff and volunteers having unsupervised contact with a vulnerable population, including children and/or the elderly, must be appropriately screened prior to providing services under this Contract. The Contractor must check the link for updates to the policy. The Background Check Policy is located here: <http://www.montgomerycountymd.gov/HHS/DoingBuswDHHS.html>
- J. The Contractor must comply with all federal, State, and local laws and regulations governing privacy and the protection of health information, including but not limited to, the Health Insurance Portability and Accountability Act (HIPAA). The Contractor must also sign a Business Associate Agreement (BAA) with the County prior to execution of the Contract and must comply with the provisions in the attached BAA (Attachment D).
- L. The Contractor must have an established Continuity of Operations (COOP) Plan. This plan must ensure the continued performance of essential functions during a wide range of potential emergencies including, but not limited to, localized acts of nature, accidents, and technological or attack-related emergencies. Additionally, the Contractor must also maintain a COOP plan specifically tailored to these sites, along with a comprehensive Facility Emergency Plan. These plans must outline procedures for maintaining service continuity and ensuring the safety and security of personnel and clients during emergencies. The Contractor must submit these plans to the County designated contract monitor for review and approval within 60 days of Contract execution and update the plans annually or as significant changes occur. Updates must be

reviewed and approved by the County. The Contractor must participate in emergency planning as requested by the County.

- M. The Contractor must participate, upon request by the County, in meetings, training opportunities, and other activities, such as, annual "Point in Time Survey" or the Zero for All Campaign to end chronic homelessness.
- N. The Contractor must comply with the CoC's written standards, which may be updated annually. Compliance with the written standards includes adherence to housing first practices and other best practices specified. Any updates to the written standards will be dispersed to CoC providers and posted on the website below.
<https://www.montgomerycountymd.gov/homelessness/ich.html>
- O. The Contractor must be responsible for the maintenance of the units, furnishings, and appliances noted in Section 5.5, paragraph B., and the replacement of any items damaged by the client in the units.
 - 1. All furniture, office equipment, and other similar types of personal property specified in the budget, and purchased with funds provided under the Contract, become the property of the County upon termination or expiration of this Contract, unless expressly stated otherwise.
- P. To support the County's initiative to build community trust, the Contractor must adhere to the following:
 - 1. The Contractor must not request information about or otherwise investigate or assist in the investigation of the citizenship or immigration status of any person unless such inquiry or investigation is required by court order.
 - 2. The Contractor must not coerce, intimidate, or threaten any person based on the person's actual or perceived citizenship or immigration status or the actual or perceived citizenship or immigration status of a member of the person's family or any other associate of the individual.
 - 3. The Contractor must not subject an individual to verbal abuse, including disparaging or offensive comments, based on the individual's actual or perceived immigration status, or the actual or perceived immigration status of a member of the individual's family or any associate of the individual.
 - 4. The Contractor must not condition the provision of County benefits, opportunities, or services on matters related to citizenship or immigration status unless required to do so by State or federal law, or court order.
 - 5. Where presentation of a Maryland driver's license or identification card is accepted adequate evidence of identity, the Contractor must accept presentation of a photo identity document issued by the person's country of origin, such as a driver's license, passport, or matricula consular (consulate-issued document), or by a pre-approved non-profit organization and must not subject the person to a higher level of scrutiny or different treatment than if the person had provided a Maryland driver's license or identification card, except that this subparagraph (5.) shall not apply to the completion of the federally mandated I-9 forms.
- Q. The Contractor must execute and maintain a License Agreement (Attachment F) with the County's DGS for the occupancy served under this Contract at the County provided property

addressed above. Please note there may be differences in insurance requirements (based on type of use), as well as other provisions that are specific to the location and specific circumstances of that location. The license will be a negotiated document.

5.4. Contractor's Qualifications

- A. The Contractor must meet the following minimum qualifications:
 - 1. The Contractor be registered to do business in the State of Maryland.
 - 2. The Contractor must have experience in fostering collaborative partnerships with public and private entities from diverse sectors.

5.5. County's Responsibility

- A. The County will provide a facility located at 8106 Georgia Avenue, Silver Spring, Maryland 20910. The County will oversee and provide maintenance for major facility systems such as electrical, air conditioning, heating, and plumbing per the License Agreement established between the Contractor and the County's DGS (see Attachment F).
- B. The County will furnish the site and its 21 units with the following:
 - 1. Each unit will include a bed, nightstand, table, chair, closet, toilet, shower, sink, microwave, lamp, and small refrigerator.
 - 2. The site will be equipped with a fully functioning communal kitchen, laundry facilities, and gathering area.
 - 3. The site will be fully compliant with the American with Disabilities Act (ADA). At least two units will be handicapped accessible and meet ADA requirements.
- C. The site will have an electronic security system with video cameras and a computer monitoring system which will be monitored by the County.
- D. The County will provide training for CES data requirements and user support for CES quality assurance.
- E. The County will periodically visit the Contractor's office and make site visits to monitor the provision of services to ensure they align with the scope of services, inspect the facility, examine client records, and make recommendations about the operation of the program.

5.6. Reports/Deliverables

- A. The Contractor must submit monthly invoices and supporting documentation in a format approved by the County, no later than 15 days following the end of each month. Upon receipt, acceptance and approval of the Contractor's invoice, the County will make payment within 30 calendar days for expenses incurred by the Contractor in providing the goods and services described in this Contract. All required reports and other supporting documentation must be submitted with the Contractor's monthly invoice. Invoices must be sent to the contract monitor designated by the County.
- B. The Contractor's program director or designated HMIS system administrator is responsible for generating monthly HMIS reports. The Contractor must ensure that HMIS data are accurate

and conform to County and the HUD requirements. Monthly HMIS reports must be submitted by the 15th of the month.

- C. The Contractor must submit a monthly report of rent collected to the County contract monitor via email along with its monthly invoice and supporting documentation. The report must be submitted in the format shown in the following chart:

Client's Name	Client's Monthly Income	Client's Rent Determination	Client's Rent Collected

- D. The Contractor must submit bi-annual reports on January 15 and July 15, which must include, at a minimum, a summary of the outcomes listed in the performance measures below.

5.7 Performance Measures

- A. The Contractor must provide the County contract monitor access to client contact information to conduct a phone survey at least once a year, or more frequently as needed, to assess customer satisfaction and the quality of services provided. Components of the survey may include, but are not limited to, the following:

1. Overall satisfaction with program support
2. Changes in quality of life while residing in the PLQ
3. Building safety concerns
4. Satisfaction with access to resources and referrals
5. Overall satisfaction with customer service provided by program staff

- B. The Contractor must develop and implement a County-approved mechanism to measure the progress toward meeting the criteria below and assess the quality of services provided.

1. Client Stability

- i. 100% of clients will apply for eligible entitlements or Contractor will document ineligibility or denial of benefits, or client's refusal to apply.
- ii. 80% of the clients with income will pay rent on time 10 out of 12 months per year.
- iii. 85% of the clients will have no more than one community complaint from the Contractor on a 12-month period. A complaint is defined as any written notification of a violation of the lease agreement.
- iv. 85% of the clients will maintain safe and sanitary conditions in the rental unit as evidenced by home inspections.
- v. 85% of the clients remain in permanent housing 12 months after being housed.

2. Increased Skill and Income

- i. 85% of the clients will obtain and maintain entitlements for which they are eligible.
- ii. 65% of the clients will engage in health or life skill activities to improve and/or address well-being and self-sufficiency.
- iii. 30% of clients will participate in vocational services, where applicable.
- iv. 20% of the client will obtain or maintain full or part-time employment as evidenced by annual recertification review of the client's income.