

SPECIAL PROVISIONS

1. SCOPE OF SERVICES:

- 1.1. The purpose of this Request for Proposal (RFP) is to solicit proposals to establish a contract or contracts through competitive negotiation for the provision of homeless assistance projects and programs (Programs to Prevent and End Homelessness). The projects and programs support households who are experiencing, or at risk of, homelessness, as well as formerly homeless households, in Fairfax County, Virginia, including the Cities of Fairfax and Falls Church and the towns of Clifton, Herndon, and Vienna. (See Appendices A-D for Maps of Regions of Fairfax County)
- a. Fairfax County (County) has identified 9 projects within this RFP:
 - 1) Homelessness Prevention and Rapid Rehousing
 - 2) Street Outreach
 - 3) Community Emergency Shelters
 - 4) Hypothermia Prevention Program
 - 5) Permanent Supportive Housing
 - 6) Homeless Healthcare Program
 - 7) Medical Respite Program
 - 8) Operation Stream Shield
 - 9) Adult Protective Services (APS) units
- 1.2. Within each of the projects listed in 1.1.a, are programs to serve the specific needs of the population. Offerors' proposal may include any or all of projects and programs included in this RFP. NOTE: Several projects and programs must be proposed together. (See Section 6 Technical proposal instructions)
- 1.3. Additional or substitute facilities may be built or utilized during the term of the contract. The County reserves the right to award operation of such facilities to offer(s) who are awarded a contract(s) under this RFP.
- 1.4. It is anticipated that additional tasks, services, projects or programs will be needed to meet evolving needs of clients in Fairfax County. The County reserves the right to award these to offer(s) who are awarded a contract(s) under this RFP.
- 1.5. *For purposes of this RFP, Attachments are defined as documents that offerors are required to complete and return in Bonfire. Appendices are for informational purposes only and do not require completion and submission.*

2. PRE-PROPOSAL CONFERENCE:

- 2.1. An optional pre-proposal conference will be held on December 7, 2023 at 10:00 AM. EST on MS TEAMS. For the pre-proposal web conference, participants are required to register prior to the meeting at <https://teams.microsoft.com/registration/y1Zhom9dckGdfZNOsKeydQ,Q-JnwBwu302UJRyUNznY2g,YXa8eQUjskqdNIDjczx2aA,RoUkn2N8JEi2NzpWEIv2aw,HEqBtAj3fEGNZwhGWiAgyA,I4QPz5f3IU2b87sc-fHNkw?mode=read&tenantId=a26156cb-5d6f-4172-9d7d-934eb0a7b275&webinarRing=gcc>
- 2.2. The purpose of the pre-proposal conference is to give potential offerors an opportunity to ask questions and to obtain clarification about any aspect of this Request for Proposal. Offerors may submit any questions pertaining to the RFP, in writing, prior to the pre-proposal conference to mary.walker3@fairfaxcounty.gov. As a result of the pre-proposal conference, an addendum may be issued to communicate new information.

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- 2.3. To request reasonable ADA accommodations, call the Department of Procurement and Material Management ADA representative at (703) 324-3201 or TTY 1-800-828-1140. Please allow seven working days in advance of the event to make the necessary arrangements.
- 2.4. Optional County-guided tours will be conducted for Emergency Shelters and Permanent Supportive Housing locations. **The exact dates and times for the tours have yet to be determined. These dates and times will be communicated via addendum.** Pre-registration will be required. The number of participants is limited to 2 per potential offeror.
- 2.5. If at the time of the scheduled site visit, Fairfax County Government is closed due to inclement weather or another unforeseeable event, the site visit will be rescheduled and notifications will be made through the Bonfire system via addendum.

Facility	Address	Dates	Instructions
Eleanor U. Kennedy Shelter	9155 Richmond Hwy, Fort Belvoir, VA 22060	TBD	Pre-registration required. Attendance limited to 2 staff per potential offeror.
Mondloch House & Mondloch Place Permanent Supportive Housing	3510 Lockheed Blvd, Alexandria, VA 22306	TBD	Pre-registration required. Attendance limited to 2 staff per potential offeror.
Bailey's Shelter and Supportive Housing and Bailey's Supportive Housing – Personal Living Quarters	5914 Seminary Rd, Falls Church, VA 22041	TBD	Pre-registration required. Attendance limited to 2 staff per potential offeror.
Katherine Hanley Family Shelter & Kate's Place Permanent Supportive Housing	12970 Katherine Hanley Ct, Fairfax, VA 22030	TBD	Pre-registration required. Attendance limited to 2 staff per potential offeror.
Embry Rucker Community Shelter (Family and Singles)	11975 Bowman Towne Dr, Reston, VA 20190	TBD	Pre-registration required. Attendance limited to 2 staff per potential offeror.

3. CONTRACT PERIOD AND RENEWAL:

- 3.1. This contract will be for three (3) years with two (2) two-year renewal options available or “as negotiated”.
- 3.2. Automatic contract renewals are prohibited. Contract renewals must be authorized by and coordinated through the County’s Department of Procurement and Material Management (DPMM).
- 3.3. The obligation of the County to pay compensation due the contractor under the contract or any other payment obligations under any contract awarded pursuant to this Request for Proposal is subject to appropriations by the Fairfax County Board of Supervisors to satisfy payment of such obligations. The County’s obligations to make payments during subsequent fiscal years are dependent upon the same action. If such an appropriation is not made for any fiscal year, the contract shall terminate effective at the end of the fiscal year for which funds were appropriated and the County will not be obligated to make any payments under the contract

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beyond the amount appropriated for payment obligations under the contract. The County will provide the contractor with written notice of non-appropriation of funds within thirty (30) calendar days after action is completed by the Board of Supervisors. However, the County's failure to provide such notice shall not extend the contract into a fiscal year in which sufficient funds have not been appropriated.

4. GENERAL BACKGROUND:

- 4.1. Fairfax County is a vibrant and desirable community in which to live, work, and play for more than 1.1 million residents. The growing economy is creating more opportunities for jobs at every level of the income spectrum. At the same time, workers who fill those jobs often struggle to find and keep housing that they can afford for themselves and their families. With rents continuing to rise and rental vacancies low, many critical frontline and essential workers are finding it increasingly difficult to find homes in the communities where they work. One in five renters in the county pay more than 50 percent of their income for housing, requiring them to make difficult choices among what necessities they can afford. Poverty, discrimination, traumatic life experiences, substance use disorders, and physical disabilities often compounds an individual's or family's challenges in finding and keeping housing. As a result, nearly 3,000 people experience literal homelessness in Fairfax County every year with many thousands more at risk of homelessness.
- 4.2. The Office to Prevent and End Homelessness (OPEH) was administratively established within Fairfax County Government in 2008 with the adoption of a local homelessness strategic plan by the Board of Supervisors that recognized the need for every person in the community to be able to access and maintain decent, safe, and affordable housing. As a part of the Department of Housing and Community Development, OPEH manages, coordinates, and monitors day-to-day implementation of the County's work to prevent and end homelessness. As part of this role, it serves as the Collaborative Applicant and Homeless Management Information System Lead for the Fairfax County Continuum of Care (CoC).
- 4.3. In addition to the roles referenced above, OPEH also delivers a wide range of homeless services provided by contracted organizations and detailed in this request for proposals. OPEH is guided in its work by the governance provided by the Fairfax County Board of Supervisors and the CoC Board. As detailed in the Standard Operating Guidance (See Appendix E), Fairfax County utilizes the best practices and successful strategies developed over the years locally, as well as across the Commonwealth of Virginia and United States.
- 4.4. OPEH identifies the following fundamental principles as essential for the day-to-day operations of services: Housing First, person-centered approach, low barrier services, trauma informed care, harm reduction, and cultural humility as part of equitable service delivery. These principles are outlined in Standard Operating Guidance. (See Appendix E)
- 4.5. The Department of Housing and Community Development adheres to the legislation and policies and Guiding Federal and State Law and Fairfax County Guiding Principles outlined in Appendix F.

5. STATEMENT OF NEEDS:

Included below are the Background and Purpose, Target Population, Staffing Structure, Tasks To Be Performed, and Performance Measure for each of the 9 projects.

5.1. HOMELESSNESS PREVENTION and RAPID REHOUSING:

a. Background and Purpose

1. Homelessness Prevention is the approach used to stabilize households in their current housing or help them to move into new housing without entering the emergency shelter system or otherwise

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experiencing homelessness. Services may include financial assistance (security or utility deposits, utility payments, and moving cost assistance), short- or medium-term rental assistance, housing search and placement, landlord-tenant mediation, and case management to ensure households are referred to person-centered support services. The support is provided to help households resolve their immediate housing crisis and access ongoing sources of support in the community to remain housed.

2. It is important to note that homelessness prevention cannot be attempted with someone who is already experiencing literal homelessness, as it occurs before someone reaches that point. Costs of homelessness prevention are only eligible to the extent that the assistance is necessary to help the program participant regain stability in their current housing or move into other stable housing.
3. The overall goals of homelessness prevention services are to reduce the number of households who become homeless for the first time and to reduce the number of households experiencing multiple episodes of homelessness.
4. Diversion is a focused problem-solving conversation and connection to supports that should occur when the household is referred to the homeless prevention program and cannot remain housed. The purpose of diversion is to assist households in identifying a safe alternative to entering emergency shelter or the experience of unsheltered homelessness.
5. The homeless prevention worker will identify which, if any, unmet need will help the household secure safe alternative to shelter or unsheltered homelessness. All diversion efforts must be documented prior to referring a program participant to shelter or the street outreach program.
6. Rapid re-housing is an intervention that follows a Housing First approach to rapidly connect households experiencing homelessness to housing. The core components and responsibilities of the Successful Offeror for the Rapid Re-Housing program are housing location and placement, rent subsidy and move-in assistance, and supportive case management and services once the household is housed.
7. Offerors may submit proposals to operate in one or more Human Services Region. The Successful Offeror will work with both households with and without children.
8. Grant funding and other funding resources designated for prevention and rapid rehousing will be allocated to the Successful Offeror separately from this contract.
9. All programs accepting funding from the Emergency Solutions Grant (ESG) will be subject to all Federal and State laws, regulations and guidelines governing those grants. Awards utilizing these federal funds may result in a subrecipient designation and as such must comply with Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. If determined a subrecipient by the County, the successful offeror will be required to execute a subaward agreement with the County.

b. Target Population

1. Prevention:
 - a. Households with or without children who will imminently (within the next 14 days) lose their primary nighttime residence with no subsequent residences, support networks, or resources.
 - b. Eligibility requirements are outlined in the Coordinated Entry System Manual (See Appendix G). Referrals will be sent by Coordinated Services Planning (CSP).
2. Rapid Rehousing:
 - a. Households experiencing literal homelessness with or without children. Referrals are received via the Coordinated Entry System (CES).
 - b. Eligibility requirements and the prioritization process for both programs are outlined in the Coordinated Entry System Manual. (See Appendix G)

c. Staffing Structure

1. The Homelessness Prevention and Rapid Rehousing program(s) must include staff dedicated to working with only Homelessness Prevention referrals and staff dedicated to working only with households matched for Rapid Rehousing.
2. In addition to operating during business hours, 40 hours per week, staff schedules must be flexible to meet the program participants' needs, which could require working on evenings or weekends.

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3. Homelessness Prevention staff must provide cohesive collaboration and coordination with Homelessness Prevention staff from other Human Services Regions.
4. Rapid Rehousing staff must collaborate with other homeless service providers to ensure rapid transition from literal homelessness to housing.

d. Tasks To Be Performed

1. Program Operations:
 - a. Operate the awarded Homelessness Prevention Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), The Homeless Management Information System (HMIS) Procedure Manual (See Appendix H), and other governing program requirements.
 - b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals are expected to demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
 - c. Provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - d. As outlined in the Coordinated Entry Manual (See Appendix G) receive and process referrals from Coordinated Service Planning (CSP) for households with and without children seeking assistance to prevent loss of housing.
 - e. Work collaboratively with partnering agencies, to coordinate prevention efforts and services.
 - f. Follow the guidelines in the Coordinated Entry Manual and the Standard Operating Guidance when referring program participants to emergency shelter and or housing.
 - g. As outlined in the Coordinated Entry Manual, households eligible for Rapid Rehousing will be matched via coordinated entry. The Successful Offeror will accept Rapid Rehousing referrals from CES.
 - h. The Successful Offeror(s) must follow the guidance outlined in the Coordinated Entry Manual for reporting vacancies in the Rapid Rehousing program.
 - i. Track expenditures and Rapid Rehousing vacancies by projecting how many households will be supported per month, the amount of financial assistance per household, and for how many months.
 - j. Create a process to determine when a program participant no longer needs support and can be discharged from the program.
 - k. Participate in the Coordinated Entry System meetings, such as housing match meetings.
 - l. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
 - m. Provide Case Managers to support households who were rapidly rehoused with short- to medium- term rental assistance. The case management services are expected to be frequent and tailored to the needs of the household. The purpose is to ensure households have stabilization plans that include budgeting, referrals to long-term support services, and permanent housing options. Additional details and information can be found in the Standard Operating Guidance (SOG) (See Appendix E).
2. Prevention and Rapid Rehousing Case Management:
 - a. Successful Offeror is expected to provide person-centered strengths-based case management services to program participants who have moved from shelter to units subsidized by short- to medium- term rental assistance. Case management is expected to support program participants in locating and securing housing using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. The Successful Offeror is expected to collaborate with the Fairfax-Falls Church Community Services Board (CSB), Department of Family Services (DFS) and other stakeholders that may provide additional support service to program participants.

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- b. Provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
- c. Maintain separate By-Name-Lists (BNL) for Homeless Prevention and Rapid Rehousing that include every program participant, regardless of level of engagement in services. The BNL should be reviewed and staffed at a minimum of bi-weekly (every other week) and should include clear next steps towards each program participant's goals related to housing.
- d. Through progressive engagement, collaborate with the household to create a budget and determine the duration and amount of financial support.
- e. Based on the household's needs, determine a discharge date from the Homelessness Prevention and Rapid Rehousing Program, which is to be shared in advance of discharge with the household and added to the housing focused service plan.
- f. Upon discharge/termination from program services, households should be connected to long-term support services, as needed.
- g. Case management services should include:
 - Initial Assessment: Complete an assessment—including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals—to develop a housing stability service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Housing search and placement: Assist program participants in identifying available units. Support lease review and signing process. Conduct mediation with landlord or other housing provider to help the household remain housed and to advocate for household's needs.
 - Service Coordination: Create a collaborative (with the household) housing focused service plan that includes action steps the program participants may take to remain housed. Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.

e. Performance Measures

1. Homelessness Prevention

- a. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project.
 - 75% of program participants exit to permanent housing.
 - 10% of program participants who exit to Emergency Shelter or Street Outreach.
 - 95% of files pass the annual case record review.
- b. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Number of referrals received from Coordinated Services Planning.
 - Breakdown of exit destinations by type.

2. Rapid Rehousing

- a. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 75% of program participants exit to permanent housing.
 - From Rapid Rehousing Program (after moving in)
 - 95% of files pass the annual case record review.

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- b. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Percentage of program participants who return to homelessness.
 - Average amount of financial assistance provided (Rapid Rehousing Rental Assistance)

5.2. STREET OUTREACH:

a. Background and Purpose

1. Street Outreach is defined as the act of reaching out to unsheltered homeless individuals, connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. Outreach to those experiencing unsheltered homelessness should include:
 - a. Engagement: The location, identification, and relationship building with individuals experiencing unsheltered homelessness with the purpose of providing immediate and long-term support, interventions, and connection with other homeless assistance programs and/or mainstream social services/housing programs.
 - b. Case management: The assessment of housing and other service needs to develop an individualized service plan geared towards moving individuals experiencing unsheltered homelessness into housing.
 - c. Emergency health services: Such as those provided by the Homeless Healthcare program (HHP) under contract with the Fairfax County Health Department (HD).
 - d. Emergency mental health services: Such as those provided by the Projects for Assistance in Transition from Homelessness (PATH) teams under the CSB.
 - e. Offerors may submit proposals to operate in one or more Human Services Region. The Successful Offeror will work with both households with and without children.

b. Target Population

Households experiencing unsheltered homelessness (with or without children) in Fairfax County. Unsheltered homelessness includes sleeping in places not meant for human habitation, such as tent/encampment, car, abandoned building, etc.

c. Staffing Structure

1. The Street Outreach program must operate during a variety of hours, to include mornings, evenings, and weekends, that meet the needs of the program participants. The program is expected to be structured to support staff and program participant safety.
2. Street Outreach staff must provide cohesive collaboration and coordination with Street Outreach staff from other Human Services Regions as needed.
3. The Street Outreach program is expected to have a staffing structure that supports all elements of street outreach.

d. Tasks To Be Performed

1. Program Operations:
 - a. Operate the awarded Street Outreach Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), and Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H).
 - b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals should demonstrate the use of homeless services best practices such

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as but not limited to low barrier access to services, Housing First, and Trauma Informed Care.

- c. Outreach workers will regularly meet with individuals experiencing unsheltered homelessness where they are most likely to receive services, which could include, but are not limited to, their primary nighttime location, drop-in centers, libraries, restaurants, and other locations identified by the program participant.
 - d. Locate, identify, and build rapport with people experiencing unsheltered homelessness and to regularly engage with them for the purpose of providing immediate support, connections with homeless assistance programs and/or mainstream housing, health, and human service programs. Provide tailored services to individuals least likely to engage in support services.
 - e. Address urgent basic needs, such as providing meals, blankets, clothes, or toiletries.
 - f. Provide transportation assistance to support program participants with connecting to services.
 - g. Collaborate and coordinate outreach activities with Fairfax County's Health Department's Homeless Healthcare Program (HHP) outreach team and the CSB's PATH team.
 - h. Collaborate and coordinate outreach activities with emergency shelters and hypothermia prevention programs. Outreach teams are expected to provide support services at all hypothermia prevention program sites.
 - i. Respond to requests from the community or Fairfax County to engage with individuals who may be reported to be experiencing unsheltered homelessness.
 - j. Provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - k. The Successful Offeror must participate in the Coordinated Entry System meetings, such as housing match meetings.
 - l. The Successful Offeror for the outreach program operating in Region 2 will support the Safe Haven program operated by the First Christian Church. Safe Haven was established in 1996 when a First Christian Church member discovered several people who were experiencing homelessness and sleeping in an outdoor sanctuary. Its founder recognized the need for a "safe haven" where people could go for shelter and obtain food in the Falls Church region. At its peak Safe Haven might serve as many as 100 people in a day. The Successful Offeror will act as an intermediary to facilitate the exchange of information and compensation for services provided by Safe Haven / First Christian Church.
 - m. The offeror must pay the monthly invoices submitted by the First Christian Church.
2. Case Management:
- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror is expected to collaborate with CSB, DFS and other vendors that may provide additional support service to program participants.
 - b. Follow the guidelines in the Coordinated Entry Manual (See Appendix G) when referring program participants to emergency shelter and or housing.
 - c. Provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
 - d. Maintain a Street Outreach By-Name-List (BNL) that includes every program participant, regardless of level of engagement in services. The BNL should be reviewed and staffed at a minimum of bi-weekly (every other week) and should include clear next steps towards each program participant's goals related to housing.
 - e. Case management services should include:
 - Initial Assessment: Complete an assessment—including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals—to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.

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- Housing Referrals: Assist program participants in accessing referrals to mainstream housing services in the community. Actively collect and provide appropriate information and make referrals to mainstream health, housing, and support services including emergency shelter, community-based services, permanent supportive housing, and rapid re-housing programs.
- Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.

e. Performance Measures

1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 25% of program participants exit to permanent housing.
 - 25% of program participants exit to emergency shelter.
 - 95% of files pass the annual case record review.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Number of individuals pending shelter placement (STARSS) and in Street Outreach
 - Breakdown of exit destinations by type.
 - Number and percentage of program participants engaged with outreach worker.

5.3. COMMUNITY EMERGENCY SHELTERS

COMMUNITY EMERGENCY SHELTERS – HOUSEHOLDS WITH CHILDREN (FAMILIES)	
Program and Address	Description (Capacity subject to change prior to contract awards)
Next Steps Family Program Scattered site apartments along Richmond Highway, Alexandria, VA	Eighteen (18) scattered site units.
Patrick Henry Family Shelter Scattered site units to be identified.	Fifteen (15) emergency shelter units. Location to be determined.
Katherine Hanley Family Shelter 12970 Katherine Hanley Court, Fairfax, VA 22030	Emergency shelter serving 24 households.

COMMUNITY EMERGENCY SHELTER – ADULTS ONLY HOUSEHOLDS (SINGLES)	
Program and Address	Description
Eleanor U. Kennedy Shelter 9155 Richmond Highway, Ft. Belvoir, VA 22309	Fifty (50) bed emergency. Shelter is moving to a new location, date TBD.
Bailey's Shelter and Supportive Housing 5914 Seminary Road, Falls Church, VA 22041	Fifty-two (52) emergency shelter bed and eighteen (18) permanent supportive housing unit facility for single and adult-only households. Four (4) of the emergency shelter beds are dedicated to the Medical Respite Program (MRP).
Mondloch House 3615 Lockheed Blvd. Alexandria, VA. 22306	Nine (9) beds in total, with one bed dedicated to the Department of Family Services (DFS) Adult Protective Services (APS) Unit.
COMMUNITY EMERGENCY SHELTER – BOTH HOUSEHOLDS WITH AND WITHOUT CHILDREN	

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Program and Address	Description
Embry Rucker Community Shelter 11975 Bowman Towne Drive, Reston VA 20190	Seventy (70) bed emergency shelter for both households with children and single/adult-only households. Twenty-four (24) beds are reserved for single and adult-only households. Capacity for 11 households with children. Five (5) beds are dedicated to the Medical Respite Program (MRP).

A. EMERGENCY SHELTERS – HOUSEHOLDS WITH CHILDREN (FAMILIES)

Proposals submitted to manage the Community Emergency Shelters serving households with children must include proposals to manage the corresponding programs listed below. Offerors may submit proposals to operate more than one Community Emergency Shelter.

Program	Must also apply for:
Embry Rucker Community Shelter (family and Singles)	Homeless Healthcare Program Region 3, Medical Respite Program Region 3
Katherine Hanley Family Shelter	Kate's Place PSH

a. Background and Purpose - Households with Children (Families)

Fairfax County has seven community emergency shelters that operate year-round, 24 hours per day, seven (7) days a week, serving households experiencing homelessness with and without children (under the age of 18). Shelters provide a temporary place to stay, meals, access to laundry and help with other basic needs, and housing focused case management services. Shelter programs follow a low barrier, housing focused approach that allow program participants to quickly access shelter and rapidly move out to housing.

b. Target Population – Household with Children (Families)

Households with children experiencing literal homelessness in Fairfax County. Children must be under the age of 18 and accompanied by a parent or guardian.

c. Staffing Structure – Household with Children (Families)

1. Successful Offeror is expected to operate the awarded emergency shelter 24 hours per day, 7 days per week, 365 days of the year, with adequate daily staffing to serve the facility's maximum capacity and overflow shelter at hotels.
2. Successful Offeror is responsible for recruiting and hiring qualified professionals to operate daily activities, maintain the facility, and provide supportive and case management services.
3. At least one shelter Case Manager is available on the premises weekdays from 8:00 am to 8:00 pm.
4. The intake process must be flexible to accommodate shelter entry at all hours.
5. The Successful Offeror will hire a Diversion Specialist to provide diversion services 40 hours per week.

d. Tasks To Be Performed – Household with Children (Families)

1. Program Operations:
 - a. The Successful Offeror is expected to operate the awarded Community Emergency Shelter Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 - b. Using a trauma-informed approach, shelter staff is expected to attempt to divert households from experiencing sheltered homelessness by utilizing diversion interventions to find a safe alternative to shelter. If diversion is unsuccessful, the household is offered a placement at the emergency shelter program, where available, or a referral to Street Outreach services.
 - c. As outlined in the Standard Operating Manual (SOG) (See Appendix G), Fairfax County

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emergency shelters use a Housing First approach by rapidly assisting program participants with accessing housing opportunities and support services that meet the program participant's needs. Housing focused shelter case managers work with program participants to identify and address housing barriers and create individualized housing service plans.

- d. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals are expected to demonstrate the use of homeless services best practices such as but not limited to Low Barrier Emergency Shelter, Housing First, and Trauma Informed Care.
 - e. Provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - f. In the event the Community Emergency Shelter reaches capacity, households with children experiencing homelessness may be sheltered at a hotel or motel. (See Appendix G). Households staying at a hotel will receive the same services they would otherwise receive if they were staying at the Community Emergency Shelter.
 - g. Collaborate with the Fairfax County Public School's Homeless Liaison Office to provide school aged children with equitable resources, transportation, and educational opportunities.
 - h. Create and implement emergency preparedness plans and coordinate drills or exercises that support the plan.
 - i. Kitchen (if applicable) staff provide healthy and balanced meals that consider religious, medical, and cultural diet restrictions of program participants.
 - j. Provide directly or ensure access to three (3) meals per day for all families in the shelter.
 - k. Address urgent basic needs, such as providing meals, blankets, clothes, or toiletries.
 - l. Participate in the Coordinated Entry System meetings, such as housing match meetings and/or the Continuum of Care operations meetings.
 - m. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
 - n. Use a low barrier approach to eliminate requirements and other policies that make it difficult to enter shelter, stay in shelter, and access housing and support service opportunities.
 - o. Ensure that a CPR certified staff member and First Aid supplies are always on-site, and staff are familiar with the location of the automated external defibrillator (AED) machine.
 - p. Establish written procedures regarding the storage and handling of medication. Implement and enforce procedures to ensure all staff members receive appropriate and ongoing training and consult with the County's Health Department for guidance on medication handling and storage, as needed.
 - q. Recruit volunteers and provide training and support, as needed. Volunteer staff is a supplement and shall not be used as replacement for the paid staff.
2. Diversion:
- a. Successful Offeror is expected to provide diversion services that assist households in identifying a safe alternative to entering emergency shelter. Diversion is a focused problem-solving conversation and connection to supportive services and resources that should occur when the household is assessed for shelter, and during their shelter stay. The shelter's Diversion Specialist should:
 - Identify the household's strengths, resources, and support network.
 - Identify which, if any, unmet need will help the household secure safe alternatives to shelter.
 - Utilize client assistance funds to support the household with financial support that may secure a safe alternative to shelter (such as utility payment, groceries, etc.).
3. Housing Focused Case Management:
- a. Successful Offeror is expected to provide person-centered strengths-based case management services that support program participants in obtaining and maintaining

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housing stability using best practices, such as trauma informed care, housing first, critical time intervention, harm reduction, cultural humility, and progressive engagement.

- b. Successful Offeror is expected to collaborate with the CSB, DFS and other stakeholders that may provide additional support service to program participants.
 - c. Participate in the Housing Match meetings facilitated by the Office to Prevent and End Homelessness.
 - d. Provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
 - e. Maintain a program By-Name-List (BNL) that includes every program participant, regardless of level of engagement in services. The BNL should be reviewed and staffed at a minimum of bi-weekly (every other week) and should include clear next steps towards each program participant's goals related to housing.
 - f. Follow the guidelines in the Coordinated Entry Manual when referring program participants to housing. (See Appendix G).
 - g. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a service plan. The service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Housing Referrals: Assist program participants in accessing referrals to housing, and mainstream goods and services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for program participant's rights and needs when they are denied services due to discrimination.
4. Emergency Shelter Facility Operations:
- a. The Successful Offeror is expected to provide general maintenance and custodial care of the emergency shelter facility and collaboration with the assigned OPEH Program Manager and Facility Coordinator on programming and/or facility maintenance and improvement work.
 - b. Recruit and hire qualified operations staff to address general maintenance and operations duties.
 - c. Manage general maintenance activities in collaboration with OPEH, Fairfax County's Facility Maintenance Department (FMD), and service vendors maintaining the facility.
 - d. Develop, maintain, and implement emergency operation plans that will address the desired information.
 - e. Maintain the shelter facility premises inside and outside (common areas and individual units, if applicable) in a clean and sanitary condition, and on a regular basis, conduct landscaping and ground keeping.
 - f. Assure systems are in place that focus on staff and guest safety and security.
- e. Performance Measures for Community Emergency Shelters – Households with Children**
1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 50% of successful diversion from sheltered or unsheltered homelessness for that specific instance.
 - 50% of program participants exit to permanent housing.
 - 95% of files pass the annual case record review.
 - 95% of beds are utilized each quarter.
 2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected

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and analyzed to assess the program's impact on the homeless services continuum of care:

- Number of households and individuals served.
- Length of time in program.
- Breakdown of exit destinations by type.
- Percentage of program participants who return to homelessness.
- Number of individuals diverted from shelter.
- 100% of school age children are enrolled in FCPS by 2 weeks after shelter entry.

B. EMERGENCY SHELTERS – ADULT ONLY HOUSEHOLDS (SINGLES)

Proposals submitted to manage the Community Emergency Shelters serving adults only, must include proposals to manage the corresponding programs listed below. Offerors may submit proposals to operate more than one Community Emergency Shelter.

Emergency Shelters	Must also apply for:
Eleanor U. Kennedy Shelter	Homeless Healthcare Program Region 1. Please note that the Successful Offeror may be awarded the following future projects; Medical Respite Program Region 1.
Bailey's Shelter and Supportive Housing	Homeless Healthcare Program Region 2, Medical Respite Program Region 2.
Embry Rucker Community Shelter (family and Singles)	Homeless Healthcare Program Region 3, Medical Respite Program Region 3.
Mondloch House	Mondloch Place and Adult Protective Services (APS) units.

a. Background and Purpose – Adult Only Household (Singles)

Fairfax County has seven community emergency shelters that operate year-round, 24 hours per day, seven (7) days a week, serving households experiencing homelessness with and without children (under the age of 18). Shelters provide a temporary place to stay, meals, access to laundry and help with other basic needs, and housing focused case management services. Shelter programs follow a low barrier, housing focused approach that allow program participants to quickly access shelter and rapidly move out to housing.

b. Target Population – Adults Only Households (Singles)

Single and adult-only households experiencing literal homelessness in Fairfax County.

c. Staffing Structure – Adults Only Households (Singles)

1. The Successful Offeror is expected to operate the awarded emergency shelter 24 hours per day, 7 days per week, 365 days of the year, with adequate daily staffing to serve the facility's maximum capacity.
2. Successful Offeror is responsible for recruiting and hiring qualified professionals to operate daily activities, maintain the facility, and provide supportive and case management services.
3. Hiring people with lived expertise for positions of all levels, as well as those who speak more than one language, is strongly encouraged.
4. At least one shelter Case Manager is available weekdays from 8:00 am to 8:00 pm.
5. The intake process must be flexible to accommodate shelter entry at all hours.
6. The Successful Offeror will hire a Diversion Specialist to provide diversion services 40 hours per week.

d. Tasks To Be Performed – Adult Only Households (Singles)

1. Program Operations:
 - a. The Successful Offeror is expected to operate the awarded Community Emergency Shelter Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other

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governing program requirements.

- b. Using a trauma-informed approach, shelter staff is expected to attempt to divert households from experiencing sheltered homelessness by utilizing diversion interventions to find a safe alternative to shelter. If diversion is unsuccessful, the household is offered a placement at the emergency shelter program, where available, or a referral to Street Outreach services.
 - c. As outlined in the Standard Operating Manual (SOG) (See Appendix G), Fairfax County emergency shelters use a Housing First approach by rapidly assisting program participants with accessing housing opportunities and support services that meet the program participant's needs. Housing focused shelter case managers work with program participants to identify and address housing barriers and create individualized housing service plans.
 - d. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals are expected to demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
 - e. Use a low barrier approach to eliminate requirements and other policies that make it difficult to enter shelter, stay in shelter, and access housing and support service opportunities.
 - f. Services include, but are not limited to, providing meals, access to laundry, and housing first case management.
 - g. Kitchen (if applicable) staff provide healthy and balanced meals that consider religious, medical, and cultural diet restrictions of program participants.
 - h. Provide directly or ensure access to three (3) meals per day for all families in the shelter.
 - i. Address urgent basic needs, such as providing meals, blankets, clothes, or toiletries.
 - j. Each shelter will operate at least four (4) drop-in days each week, with one of those days being a weekend day. The days of the week and the hours of operation are at the discretion of the service provider. Providers are expected to have a written policy on daytime use and drop-in days and hours that include how this policy is communicated and advertised to those who may need the service. During Hypothermia Prevention Program season, Emergency Shelters "drop-in" services are to be made available seven (7) days a week.
 - k. Create and implement emergency preparedness plans and coordinate drills or exercises that support the plan. Initial drafts of the plans must be submitted to the County within 6 months of contract award.
 - l. Ensure that a CPR certified staff member and First Aid supplies are always on-site, and staff are familiar with the location of the automated external defibrillator (AED) machine.
 - m. Establish written procedures regarding the storage and handling of medication. Implement and enforce procedures to ensure all staff members receive appropriate and ongoing training and consult with the County's Health Department for guidance on medication handling and storage, as needed.
 - n. Provide overflow space at the shelter when requested by the Office to Prevent and End Homelessness and from November 15 to April 1 of each year in coordination with the Hypothermia Prevention Program. For more details, see Hypothermia Prevention Program section.
 - o. The three community emergency shelters that serve adult only households activate a standing overflow policy starting on November 15. The overflow policy ends on April 1. The three community emergency shelters are expected to operate overflow at shelter facilities.
 - p. Participate in the Coordinated Entry System meetings, such as housing match meetings and/or the Continuum of Care operations meetings.
 - q. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
 - r. Recruit volunteers and provide training and support, as needed. Volunteer staff is a supplement and shall not be used as replacement for the paid staff.
2. Diversion:
- a. Successful Offeror is expected to provide diversion services that assist households in

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identifying a safe alternative to entering emergency shelter. Diversion is a focused problem-solving conversation and connection to support that should occur when the household is assessed for shelter, and during their shelter stay. The shelter's Diversion Specialist is expected to:

- Identify the household's strengths, resources, and support network.
- Identify which, if any, unmet need will help the household secure safe alternative to shelter.
- Utilize client assistance funds to support the household with financial support that may secure a safe alternative to shelter (such as utility payment, groceries, etc.).

3. Housing Focused Case Management:

- a. Successful Offeror is expected to provide person-centered strengths-based case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, critical time intervention, harm reduction, cultural humility, and progressive engagement.
- b. Successful Offeror is expected to collaborate with the CSB, DFS and other stakeholders that may provide additional support service to program participants.
- c. Participate in the Housing Match meetings facilitated by the Office to Prevent and End Homelessness.
- d. Provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
- e. Maintain a program By-Name-List (BNL) that includes every program participant, regardless of level of engagement in services. The BNL should be reviewed and staffed at a minimum of bi-weekly (every other week) and should include clear next steps towards each program participant's goals related to housing.
- f. Follow the guidelines in the Coordinated Entry Manual when referring program participants to housing. (See Appendix G).
- g. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a service plan. The service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Housing Referrals: Assist program participants in accessing referrals to housing, and mainstream services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for program participant's rights and needs when they are denied services due to discrimination.

4. Emergency Shelter Facility Operations:

- a. The Successful Offeror is responsible for general maintenance and custodial care of the emergency shelter facility and grounds. Successful Offerors maintenance and operations staff are expected to collaborate and coordinate with the OPEH Program Manager and/or Facility Coordinator on facility related maintenance, care, or improvement work.
- b. Recruit and hire qualified facility operations staff to address general maintenance and operations duties. Successful Offeror will be expected to manage general maintenance activities in collaboration with OPEH, Fairfax County's Facility Maintenance Department (FMD), and service vendors maintaining the facility.
- c. Maintain the shelter facility premises inside and outside (common areas and individual units, if applicable) in a clean and sanitary condition. Facility, unit, dorm inspections, and grounds are expected to be inspected regularly, and any identified issues are expected to be resolved by the contractor or reported to the OPEH Facility Coordinator for assistance.
- d. The Successful Offeror is responsible for developing, implementing, maintaining, and updating the facilities emergency operations plan. This plan should identify and address

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guest, staff, and visitors' safety and implement policies, systems, and/or procedures focused on providing and maintaining a safe environment and facility. Initial draft of this plan must be submitted to OPEH within six months of contract award.

e. Performance Measures for Community Emergency Shelters—Adult Only Households (Singles)

1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 50% of successful diversion from sheltered or unsheltered homelessness for that specific instance.
 - 30% of program participants exit to permanent housing.
 - 95% of files pass the annual case record review.
 - 95% of beds are utilized each quarter.
 - 100% of those in STARRS who report being unsheltered will have a referral made to outreach.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in program.
 - Breakdown of exit destinations by type.
 - Percentage of program participants who return to homelessness.
 - Number of individuals diverted from shelter.

C. MONDLOCH HOUSE

a. Background and Purpose – Mondloch House

1. Emergency shelter is a critical component of the housing crisis response system and provides a safe place for people experiencing homelessness to temporarily reside. It is intended to be short-term in nature and Fairfax County shelters are designed to be housing-focused shelters, meaning the main priority of all staff is to help people end their homelessness and exit the shelter into permanent housing as quickly as possible. Mondloch House continues to serve people with significant behavioral health challenges and long history of unsheltered homelessness.
2. The facility includes nine beds in total, with one bed dedicated to the DFS/APS Unit. Mondloch House is a program of OPEH but is operated in partnership with the CSB who is responsible for identifying program participants, coordinating with the contractor for entry into the program, and providing intensive case management services. For the APS bed, DFS completes the same tasks in coordination with the contractor. While the entry process and criteria for Mondloch House differs from the regular emergency shelter programs in that it is done through CSB and DFS, it is still intended to be operated as a housing-focused emergency shelter, with the priority of exiting those residing there into permanent housing as quickly as possible.
3. Proposals submitted to manage Mondloch House must include proposals to manage Mondloch Place.

b. Target Population – Mondloch House

Adult only households experiencing homelessness in Fairfax County. Referrals are received from CSB, except for the APS-dedicated bed, which receives referrals from DFS. Mondloch House serves individuals with a diagnosis of severe mental illness who come primarily from unsheltered homelessness. The APS-dedicated bed maintains different entry criteria and is outlined in the APS section of this RFP. Eligibility requirements and the prioritization process for Mondloch House are outlined in the Coordinated Entry System Manual (See Appendix G).

c. Staffing Structure – Mondloch House

1. Provide a Case Manager to coordinate support and housing-focused service provisions on site to program participants. This Case Manager must work in close collaboration with the CSB and DFS.
2. Provide residential service staff 24 hours a day, 7 days a week, to support program participants

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and staff safety, and perform a variety of operational duties at front desk.

3. Provide facility maintenance staff to do routine maintenance and repairs of the property and grounds. This staff can support both Mondloch House and Mondloch Place, as the two buildings are co-located on the same property.

d. Tasks To Be Performed – Mondloch House

1. Program Operations

- a. The Successful Offeror is expected to operate the awarded Emergency Shelter in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
- b. Using a trauma-informed approach, shelter staff is expected to attempt to divert households from experiencing sheltered homelessness by utilizing diversion interventions to find a safe alternative to shelter. If diversion is unsuccessful, the household is offered a placement at the emergency shelter program, where available, or a referral to Street Outreach services.
- c. As outlined in the Standard Operating Manual (SOG) (See Appendix E), Fairfax County emergency shelters use a Housing First approach by rapidly assisting program participants with accessing housing opportunities and support services that meet the program participant's needs. Housing focused shelter case managers work with program participants to identify and address housing barriers and create individualized housing service plans.
- d. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals are expected to demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
- e. Manage the day-to-day operations of the emergency shelter facility, including the provision of all meals that consider the unique cultural and medical requirements of program participants.
- f. Provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
- g. Work in collaboration with CSB or DFS to identify, accept, and intake program participants. Successful Offeror must work closely with CSB and DFS to develop a system that fills any vacant beds as quickly as possible, limiting the amount of time a bed is empty. Successful Offeror maintains final authority to not accept a potential program participant for reason to include concerns for health and safety of staff and other program participants.
- h. Work in collaboration with the CSB or DFS in the development of individualized housing-focused service plans that support the goal of obtaining permanent housing as quickly as possible. Housing-focused service plans should be solution-oriented, strength-based, and focus on competencies and empowerment. Housing-focused service plans can include, but should not be limited to, permanent supportive housing opportunities through the Coordinated Entry Prioritization Pool. All other possible housing options should be considered and explored with the understanding that ending a person's homelessness is the priority and prolonging a person's homelessness also prolongs trauma.
- i. Develop process for regular case staffing and collaboration meetings with CSB and/or DFS to support the program participants' housing-focused service plan.
- j. Facilitate By Name List (BNL) meetings at a minimum of monthly in frequency to further support housing-focused service plans.
- k. Provide service delivery that acknowledges and addresses the trauma/state of crisis that is characteristic in many people who have experienced long histories of homelessness and significant behavioral health challenges.
- l. Execute final decision-making authority regarding exiting program participants from emergency shelter facility, to include issues related to safety, bed utilization, service plan,

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etc.

- m. Participate in appropriate Coordinated Entry System meetings, such as housing match meetings and coordinate with CSB or DFS as program participants are accepted into housing opportunities.
- n. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
- o. Ensure that a CPR certified staff member and First Aid supplies are always on-site, and staff are familiar with the location of the automated external defibrillator (AED) machine.
- p. Establish written procedures regarding the storage and handling of medication. Implement and enforce procedures to ensure all staff members receive appropriate and ongoing training and consult with the County's Health Department for guidance on medication handling and storage, as needed.
- q. Develop, maintain, and implement emergency operation plans that will address the desired information stated in the OPEH Standard Operating Guidance (SOG) (See Appendix E).

2. Housing-focused Case Management

- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror is expected to collaborate with the CSB, DFS, and other vendors that may provide additional support service to program participants.
- b. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
- c. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.

3. Facilities Operation – Emergency Shelter

- a. The Successful Offeror is responsible for general maintenance and custodial care of the emergency shelter facility and grounds. Successful Offerors maintenance and operations staff are expected to collaborate and coordinate with the OPEH Program Manager and/or Facility Coordinator on facility related maintenance, care, or improvement work utilizing the work order process.
- b. Recruit and hire qualified facility operations staff to address general maintenance and operations duties. Successful Offeror will be expected to manage general maintenance and preventative maintenance activities in collaboration with OPEH, Fairfax County's Facility Maintenance Department (FMD), and service vendors maintaining the facility.
- c. Maintain the shelter facility premises inside and outside (common areas and individual units, if applicable) in a clean and sanitary condition. Facility, unit, dorm inspections, and grounds should be inspected regularly, and any identified issues are expected to be resolved by the contractor or reported to the OPEH Facility Coordinator for assistance.
- d. The Successful Offeror is responsible for developing, implementing, maintaining, and

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updating the facilities emergency operations plan. This plan should identify and address guest, staff, and visitors' safety and implement policies, systems, and/or procedures focused on providing and maintaining a safe environment and facility.

e. Performance Measures – Mondloch House

1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 75% of program participants exit to permanent housing.
 - 95% of files pass the case file review.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.
 - Number of move-on referrals.
 - Number of units utilized per year.

5.4. HYPOTHERMIA PREVENTION PROGRAM

a. Background and Purpose – Hypothermia Prevention Program

1. Hypothermia is a potentially life-threatening condition that occurs when a person's internal body temperature is less than 95 degrees Fahrenheit. This happens when a person is exposed to prolonged damp and cold temperatures without adequate protective clothing and shelter. The risk of hypothermia is particularly high for persons experiencing symptoms of substance use, behavioral health, chronic illness, and who may be unaware of the fact that their body temperature has fallen to the point of danger. Historically, the program serves over a thousand individuals for at least one night each winter season. At its core, the Hypothermia Prevention Programs are lifesaving and aim to be as low barrier as possible, allowing for anyone who is over the age of 18 and seeking shelter to participate.
2. The Hypothermia Prevention Program increases the normal capacity of the emergency shelter system to support the safety of those experiencing homelessness during the winter months. This is done in two ways: by providing overflow space at the existing shelters that serve single adults, and through partnerships with more than 50 places of worship and other community partners to provide safe overnight sleeping space.
3. Individuals participating in the program at any location are provided the opportunity to engage in case management services, including assistance with basic needs, housing, employment, benefits, behavioral or physical health. The program attempts to serve anyone who needs it throughout the season and thus, prioritization and assessment criteria are not necessary.
4. Offerors may submit proposals to operate the Hypothermia Prevention Program in one or more Human Services Region.

b. Target Population – Hypothermia Prevention Program

Single and adult-only households experiencing literal homelessness in Fairfax County.

c. Staffing Structure – Hypothermia Prevention Program

1. Successful Offeror is expected to operate the awarded program, 7 days per week, from November 15 to April 1, with adequate daily staffing to serve and manage the program at the shelter and auxiliary sites.
2. Deliberate efforts should be made to recruit staff with lived experience and those who speak more than one language.
3. Recruit volunteers and provide training and support, as needed. Volunteer staff is a supplement and shall not be used as replacement for the paid staff.

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4. Although the program is seasonal, preparation for the program happens in the months prior to the beginning of the season. Staff are expected to be available during the year to help prepare for the season, hire new staff, attend meetings with OPEH, and coordinate with partner organizations providing the space.

d. Tasks To Be Performed – Hypothermia Prevention Program

1. Program Operations: Hypothermia Prevention Program – All Regions:
 - a. The Successful Offeror is expected to operate the awarded Hypothermia Prevention Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 - b. The Successful Offeror(s) will be required to locate the auxiliary sites for their respective human services region(s). Program sites may be coordinated in partnership with faith communities, Fairfax County Government, private/public partnerships, or community centers.
 - c. Operate the various hypothermia prevention sites using appropriate health and safety standards, including procedures for handling potential emergencies, such as safe evacuation, handling of blood-borne pathogens, flu or Covid outbreaks, and physical threats and altercations. Include hypothermia prevention program when developing, implementing, and maintaining emergency operation plans.
 - d. Coordinate with the OPEH and the County Fire Marshall's Office to plan an annual inspection that is conducted by the County Fire Marshall's Office and if needed, the Building Code office. To ensure that each hypothermia prevention site meets safety and occupancy standards and has proper insurance coverage, the site will be inspected by the County's Fire Marshall's staff as well as the Building Code Official's staff if necessary.
 - e. Create and utilize a program manual outlining program eligibility, services to be provided, program participant's expectations, policies about termination from program services, grievance procedure, appeals procedure, and program participant surveys to empower program participants to share suggestions or concerns. Initial draft of this manual must be submitted to OPEH within six months of contract award. Establish written procedures regarding limited capacity to store program participant possessions.
 - f. Manuals should demonstrate the use of homeless services best practices such as but not limited to Low Barrier Emergency Shelter, Housing First, and Trauma Informed Care.
 - g. Coordinate program participant transportation to and from hypothermia sites at established drop-off point(s), if needed. Drop-off sites will be established by the Successful Offeror, prior to program start.
 - h. Collaborate with the Health Department's Homeless Healthcare Program and the Community Services Board's PATH team to provide physical and behavioral health services onsite.
 - i. Collaborate and coordinate with the Street Outreach teams in their respective region to provide support services to program participants.
 - j. Ensure that a CPR certified staff member and First Aid supplies are always on-site, and staff are familiar with the location of the automated external defibrillator (AED) machine.
 - k. Establish written procedures regarding the storage and handling of medication. Implement and enforce procedures to ensure all staff members receive appropriate and ongoing training. Participate in related training opportunities. The County's Health Department staff are available to provide guidance regarding medication handling and storage.
 - l. Provide a written and exercised Closed Point of Dispensing (CPOD) plan for the set up and running of mass medication dispensing or vaccination clinics for their shelter program participants and hypothermia program participants. Initial draft of this plan must be submitted to OPEH within six months of contract award.
 - m. Provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - n. Participate in the annual Point-in-Time count and Housing Inventory Count survey

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- conducted each January.
- o. Identify and recruit faith-based and community organizations as well as other potential sites that are willing to host the Hypothermia Prevention Program, as needed.
 - p. Provide case management services during hypothermia season to link program participants with services, prioritizing the creation of an individualized housing plan to help them move into permanent housing.
2. Hypothermia Prevention Program – Regions 1, 2, And 3:
- a. Make overflow space available at all emergency shelters that serve adult only households in accordance with Fire Marshall regulations and requirements. Shelter staff shall be trained on program operations and procedures of the shelter facility to ensure that the presence of additional program participants is not disruptive, and the needs of the overflow program participants are met to the extent possible.
 - b. Provide drop-in/warming services at the emergency shelters facilities that serve single and adult-only households 7 days a week during the hours that the Hypothermia Prevention Program is not in operation.
- e. **Performance Measures – Hypothermia Prevention Program**
1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 5% of program participants exit to permanent housing.
 - 95% of files pass the annual case file review, conducted in coordination with contract monitoring activities.
 2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of individuals served.
 - Length of time in the program.

5.5. PERMANENT SUPPORTIVE HOUSING

- a. Permanent Supportive Housing provides long-term housing assistance and supportive services to ensure people who have experienced homelessness can attain long-term housing stability. Support services include initial assessment of the program participant's needs, individualized housing stability plan, and service coordination. Housing services may include rent subsidy, housing quality assurance, tenant's rights and responsibilities education, and maintenance support. The housing programs follow the 5 principles that guide the Housing First model: access to permanent housing with no housing readiness requirements, participant choice and right to self-determination, recovery orientation, individualized and program participant-driven supports, and social and community integration.
- b. Offerors may submit proposals to operate more than one Permanent Supportive Housing Program. Some programs require the management of corresponding programs, offeror must reference the chart below to ensure proposals include all matching programs.

Supportive Housing	Must Apply With:	Description
Mondloch Place Permanent Supportive Housing	Mondloch House (Emergency Shelter)	Twenty (20) efficiency units located on a single site next to Mondloch House. Program provides rental subsidy and support services to adults only households.

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Home Connections Permanent Supportive Housing	Not Applicable	Ten (10) scattered site apartments. Program provides rental subsidy and supportive services.
Housing First Permanent Supportive Housing	Not Applicable	Eighteen (18) scattered site apartments. The program provides rental subsidies and supportive services.
Bailey's Supportive Housing – Personal Living Quarters	Bailey's Shelter and Supportive Housing	Eighteen (18) Personal Living Quarters (PLQ). The program provides staff 24 hours per day 7 days a week, rental subsidy, and support services to adults only households.
Kate's Place Permanent Supportive Housing	Katherine Hanley Family Shelter	Six (6) townhouse units located next to Katherine Hanley Family Shelter. The program provides rental subsidy and support services to households with children.
Diversion First Permanent Supportive Housing	Not Applicable	Thirty-Eight (38) scattered site apartments. The program provides rental subsidy, supportive services, and support from the Community Services Board to adults only households.

1. Mondloch Place

a. Background and Purpose – Mondloch Place

- Proposals submitted to manage Mondloch Place must include proposals to manage Mondloch House and to provide case management services to the APS program participants residing at Mondloch House.
- Mondloch Place is a permanent supportive housing program with twenty (20) efficiency apartments with on-site support services. The program serves adult only households. The apartment building includes a community room and staff offices.
- As units become available, the Successful Offeror must follow the process outlined in the Coordinated Entry System manual to ensure vacancies are reported in a timely manner.
- Eligibility requirements and the prioritization process for the program are outlined in the Coordinated Entry System Manual.(See Appendix G)
- Because the facility was rehabilitated with federal Community Development Block Grant (CDBG) Program and HOME Investment Partnerships (HOME) Program Funding in addition to the County requirements below, the Successful Offeror will be contractually obligated to be in full compliance with all HOME and CDBG requirements which can be found in the following links:
<https://www.hudexchange.info/resource/3689/24-cfr-part-570-cdbg/>
<https://www.hudexchange.info/resource/5334/cdbg-income-limits/>
<https://www.hudexchange.info/programs/home/home-laws-and-regulations/>
<https://www.hudexchange.info/programs/home/home-income-limits/>

b. Target Population – Mondloch Place

Adult only households experiencing homelessness in Fairfax County. Referrals are received via the Coordinated Entry System. Eligibility requirements and the prioritization process for both programs are outlined in the Coordinated Entry System Manual.(See Appendix G)

c. Staffing Structure – Mondloch Place

At a minimum, the Successful Offeror must recruit, hire, train, and support the following positions:

- Case Manager to coordinate housing focused support service provisions on site to residents.
- Residential service staff to monitor access to the facility to ensure tenant safety and security and perform a variety of operational duties at front desk.
- Facility maintenance staff to perform routine maintenance and repairs of the property and grounds, and to submit work orders as required.

d. Tasks To Be Performed – Mondloch Place

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1. Program Operations

- a. The Successful Offeror is expected to operate the awarded Permanent Housing Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
- b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals should demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
- c. The Successful Offeror is expected to manage the day-to-day operations of the program and provides supportive services that promote housing stability.
- d. The Successful Offerors must be willing to adhere to OPEH's Coordinated Entry Policy and Procedures (See Appendix G) outlining eligibility and prioritization for all target populations. As units become vacant, the contractor will receive new tenants through OPEH's coordinated entry system.
- e. Coordination between OPEH and nonprofit partners—those providing services and those making referrals to the program—to ensure that subsidies and services are tailored to the individual needs of each household served.
- f. The Successful Offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
- g. Ensure that upon receipt of a referral from the Coordinated Entry System Manager, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 60 days.
- h. The Successful Offeror must implement a grievance procedure and program participant feedback survey to empower program participants to share their concerns and suggestions.
- i. The Successful Offeror must participate in the Coordinated Entry System meetings, such as housing match meetings.
- j. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
- k. The Successful Offeror is expected to provide professional level housing counseling and location services. This includes, proactively seeking new housing opportunities, acting as a liaison between landlords and program participants as needed, negotiating leases, providing tenant's rights and responsibilities education to program participants, and supporting the lease-up process. Additional details related to these services the Contractor is expected to provide are below:
 - Unit Location: Identify housing opportunities for program participants and maintain list to assist participants in their housing search. Unit location includes ensuring that selected units adhere to the following:
 - Rent Reasonableness: Units subsidized will be subject to rent reasonableness determination.
 - Housing Quality Assurance: Units subsidized must continually meet housing standards outlined in the SOG and will be required to be inspected up front and annually.
 - Tenants 'Rights and Responsibilities Education: Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. This support is expected to be ongoing throughout the duration of program participation.
 - Landlord Outreach: Recruit and educate landlords about the program.
 - Landlord Mediation: Conduct mediation with landlords regarding rents, inspections, and other issues related to being a landlord with the program.
 - Provide a master lease, when possible, to lower housing barriers. Provide a sublease to tenant. Submit monthly rent payments on time.

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- Establish a mechanism for collecting fees and or rents from program participants and renew leases yearly.
2. Housing Focused Case Management
- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror are expected to collaborate with the CSB, DFS and other vendors that may provide additional support service to program participants.
 - b. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream goods and services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
 - c. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.

e. Performance Measures – Mondloch Place

1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case record review.
 - The length of time between housing match and move in is less than 60 days.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.
 - Number of move-on referrals.
 - Number of units utilized per year.

2. Home Connections

a. Background and Purpose – Home Connections Permanent Supportive Housing

1. Home Connections permanent supportive housing program currently serves 10 households in five (5) two (2) bedroom scattered site apartments. The program provides housing location, placement, rental subsidies, and supportive services.
2. Offerors may submit proposals to operate more than one Permanent Supportive Housing Program.

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b. Target Population – Home Connections Permanent Supportive Housing

1. Adult only households experiencing homelessness in Fairfax County. Referrals are received via the Coordinated Entry System. Eligibility requirements and the prioritization process for the program is outlined in the Coordinated Entry System Manual.

c. Staffing Structure – Home Connections Permanent Supportive Housing

1. At a minimum, the successful offeror must recruit, hire, train, and support the following positions:
 - Case Manager to coordinate housing focused support service provisions on site to residents.
 - A program supervisor to ensure the program is meeting contractual requirements.

d. Tasks To Be Performed – Home Connections Permanent Supportive Housing

1. Program Operations
 - a. The Successful Offeror is expected to operate the awarded Permanent Housing Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 - b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals should demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
 - c. The successful offeror is expected to manage the day-to-day operations of the program and provides supportive services that promote housing stability.
 - d. The successful offerors must be willing to adhere to OPEH's Coordinated Entry Policy and Procedures (See appendix X) outlining eligibility and prioritization for all target populations. As units become vacant, the contractor will receive new tenants through OPEH's coordinated entry system.
 - e. Coordination between Department of Housing and Community Development (DHCD), the Office to Prevent and End Homelessness (OPEH) and nonprofit partners—those providing services and those making referrals to the program—to ensure that subsidies and services are tailored to the individual needs of each household served.
 - f. The successful offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - g. Ensure that upon receipt of a referral from the Coordinated Entry System Manager, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 60 days.
 - h. The successful offeror must implement a grievance procedure and program participant feedback survey to empower program participants to share their concerns and suggestions.
 - i. The successful offeror must participate in the Coordinated Entry System meetings, such as housing match meetings.
 - j. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
 - k. The successful offeror is expected to provide professional level housing counseling and location services. This includes, proactively seeking new housing opportunities, acting as a liaison between landlords and program participants as needed, negotiating leases, providing tenant's rights and responsibilities education to program participants, and supporting the lease-up process. Additional details related to these services the Contractor is expected to provide are below:
 - l. Unit Location: Identify housing opportunities for program participants and maintain list to assist participants in their housing search. Unit location includes ensuring that selected units adhere to the following:

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- Rent Reasonableness: Units subsidized will be subject to rent reasonableness determination.
 - Housing Quality Assurance: Units subsidized must continually meet housing standards outlined in the SOG and will be required to be inspected up front and annually.
 - m. Tenants 'Rights and Responsibilities Education: Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. This support is expected to be ongoing throughout the duration of program participation.
 - n. Landlord Outreach: Recruit and educate landlords about the program.
 - o. Landlord Mediation: Conduct mediation with landlords regarding rents, inspections, and other issues related to being a landlord with the program.
 - p. Provide a master lease, when possible, to lower housing barriers. Provide a sublease to tenant. Submit monthly rent payments on time.
 - q. Establish a mechanism for collecting fees and or rents from program participants, and renew leases yearly.
2. Housing Focused Case Management
- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror are expected to collaborate with the CSB, DFS, and other vendors that may provide additional support service to program participants. Case management services should include:
 - b. Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - c. Referrals: Assist program participants in accessing referrals to mainstream goods and services in the community.
 - d. Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - e. Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
 - f. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
- e. Performance Measures – Home Connections Permanent Supportive Housing**
1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case record review.
 - The length of time between housing match and move in is less than 60 days.
 2. In addition to program specific performance measures, successful offeror must understand how the program impacts the [system performance measures](#). The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.

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- Number of move-on referrals.
- Number of units utilized per year.

3. Housing First - Permanent Supportive Housing

a. Background and Purpose - Housing First - Permanent Supportive Housing

1. The Housing First permanent supportive housing program currently serves 18 households in scattered site apartments. The program provides housing placement, rental subsidies, and supportive services.
2. Offerors may submit proposals to operate more than one Permanent Supportive Housing Program.

b. Target Population - Housing First - Permanent Supportive Housing

Adult only households experiencing homelessness in Fairfax County. Referrals are received via the Coordinated Entry System. Eligibility requirements and the prioritization process for the program is outlined in the Coordinated Entry System Manual (See Appendix G).

c. Staffing Structure - - Housing First - Permanent Supportive Housing

At a minimum, the Successful Offeror must recruit, hire, train, and support the following positions:

- Case Manager to coordinate housing focused support service provisions on site to residents.
- A program supervisor to ensure the program is meeting contractual requirements.

d. Tasks To Be Performed - Housing First - Permanent Supportive Housing

1. Program Operations
 - a. The Successful Offeror is expected to operate the awarded Permanent Housing Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 - b. Coordination between OPEH and nonprofit partners—those providing services and those making referrals to the program—to ensure that subsidies and services are tailored to the individual needs of each household served.
 - c. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals should demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
 - d. The Successful Offeror is expected to manage the day-to-day operations of the program and provide supportive services that promote housing stability.
 - e. The Successful Offerors must be willing to adhere to OPEH's Coordinated Entry Policy and Procedures (See Appendix G) outlining eligibility and prioritization for all target populations. As units become vacant, the contractor will receive new tenants through OPEH's coordinated entry system.
 - f. The Successful Offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - g. Ensure that upon receipt of a referral from the Coordinated Entry System Manager, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 60 days.
 - h. The Successful Offeror must participate in the Coordinated Entry System meetings, such as housing match meetings.
 - i. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
 - j. The Successful Offeror is expected to provide professional level housing counseling and location services. This includes, proactively seeking new housing opportunities, acting as

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a liaison between landlords and program participants as needed, negotiating leases, providing tenant's rights and responsibilities education to program participants, and supporting the lease-up process. Additional details related to these services the contractor is expected to provide are below:

- Unit Location: Identify housing opportunities for program participants and maintain list to assist participants in their housing search. Unit location includes ensuring that selected units adhere to the following:
 - Rent Reasonableness: Units subsidized will be subject to rent reasonableness determination.
 - Housing Quality Assurance: Units subsidized must continually meet housing standards outlined in the SOG and will be required to be inspected up front and annually.
- Tenants 'Rights and Responsibilities Education: Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. This support is expected to be ongoing throughout the duration of program participation.
- Landlord Outreach: Recruit and educate landlords about the program.
- Landlord Mediation: Conduct mediation with landlords regarding rents, inspections, and other issues related to being a landlord with the program.
- Provide a master lease, when possible, to lower housing barriers. Provide a sublease to tenant. Submit monthly rent payments on time.
- Establish a mechanism for collecting fees and or rents from program participants and renew leases yearly.

2. Housing focused Case Management

- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror are expected to collaborate with CSB, DFS, and other vendors that may provide additional support service to program participants.
- b. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
- c. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.

e. **Performance Measures - Housing First - Permanent Supportive Housing**

- a. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case record review.

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- The length of time between housing match and move in is less than 60 days.
- b. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.
 - Number of move-on referrals.
 - Number of units utilized per year.

4. Bailey's Permanent Supportive Housing

a. Background and Purpose – Bailey's Permanent Supportive Housing

1. The Bailey's Supporting Housing Program is collocated with the Bailey's emergency shelter. There are 18 units, personal living quarters (PLQ), located on the top two floors of the building. The program provides rental subsidy, support services, and staff on site 24 hours per day 7 days a week.
2. Proposals submitted to manage Bailey's Permanent Supportive Housing must include proposals to manage the corresponding programs listed below. Offerors may submit proposals to operate more than one Permanent Supportive Housing Program.

	Must also apply for:
Bailey's Supportive Housing	Bailey's Emergency Shelter, Street Outreach Region 2, Hypothermia Prevention Program Region 2, Operation Stream Shield Region 2, Homeless Healthcare Program Region 2, Medical Respite Program Region 2

b. Target Population – Bailey's Permanent Supportive Housing

Adult only households experiencing homelessness in Fairfax County. Referrals are received via the Coordinated Entry System. Eligibility requirements and the prioritization process for the program is outlined in the Coordinated Entry System Manual. (See Appendix G)

c. Staffing Structure – Bailey's Permanent Supportive Housing

At a minimum, the Successful Offeror must recruit, hire, train, and support the following positions:

- Case Manager to coordinate housing focused support service provisions on site to residents.
- A program supervisor to ensure the program is meeting contractual requirements.
- Residential service staff to monitor access to the facility to ensure tenant safety and security and perform a variety of operational duties at front desk.
- Facility maintenance staff to perform routine maintenance and repairs of the property and grounds, and to submit work orders as required.
- Provide staff to monitor access to the facility to ensure tenant safety and security and perform a variety of operational duties at the front desk.

d. Tasks To Be Performed – Bailey's Permanent Supportive Housing

1. Program Operations
 - a. The Successful Offeror is expected to operate the awarded Permanent Housing Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 - b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals

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procedure. Manuals should demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.

- c. The contractor manages the day-to-day operations of residential facility and provides supportive services that promote housing stability.
 - d. The Successful Offerors must be willing to adhere to OPEH's Coordinated Entry Policy and Procedures (See Appendix G) outlining eligibility and prioritization for all target populations. As units become vacant, the contractor will receive new tenants through OPEH's coordinated entry system.
 - e. The Successful Offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - f. Ensure that upon receipt of a referral from the Coordinated Entry System Manager, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 30 days.
 - g. The Successful Offeror must participate in the Coordinated Entry System meetings, such as housing match meetings.
 - h. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
 - i. Establish a mechanism for collecting fees and or rents from program participants and renew leases yearly.
 - j. Develop, maintain, and implement emergency operation plans that will address the desired information stated in the OPEH Standard Operating Guidance (SOG). (See Appendix E)
 - k. Ensure that a CPR certified staff member and First Aid supplies are always on-site, and staff are familiar with the location of the automated external defibrillator (AED) machine.
2. Housing focused Case Management
- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror are expected to collaborate with the CSB, DFS and other vendors that may provide additional support service to program participants.
 - b. Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. This support is expected to be ongoing throughout the duration of program participation.
 - c. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
 - d. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
3. Permanent Supportive Housing – Facilities Operation
- a. Conduct periodic inspection of units to ensure they continue to meet HUD's housing quality

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standard.

- b. Provide a custodian to do routine maintenance and repairs of the property and grounds.
- c. Provide routine property maintenance to report any larger maintenance/equipment issues to OPEH.
- d. Recruit and hire qualified operations staff to address general maintenance and operations duties.
- e. Manage general maintenance activities in collaboration with OPEH, Fairfax County's Facility Maintenance Department, and service vendors maintaining the facility.
- f. Develop, maintain, and implement emergency operation plans that will address the desired information.
- g. Maintain the facility premises inside and outside (common areas and individual units, if applicable) in a clean and sanitary condition, and on a regular basis, conduct landscaping and grounds keeping activities.
- h. Assure systems are in place that focus on staff, volunteers, and program participant safety and security.
- i. Conduct periodic inspection of units to ensure they continue to meet HUD's housing quality standard. Housing Quality Assurance: Units must continually meet housing standards outlined in the SOG and will be required to be inspected before moving in, routinely throughout the tenancy, and annually.
- j. Provide a custodian to do routine maintenance and repairs of the property and grounds.
- k. Provide routine property maintenance to report any larger maintenance/equipment issues to OPEH.

e. Performance Measures – Bailey's Permanent Supportive Housing

1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case record review.
 - The length of time between housing match and move in is less than 30 days.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.
 - Number of move-on referrals.
 - Number of units utilized per year.

5. Kate's Place Permanent Supportive Housing

a. Background and Purpose – Kate's Place Permanent Supportive Housing

1. Kate's Place provides permanent supportive housing for six families in six (6) fully furnished townhouses which are co-located with the Katherine Hanley Family Shelter. Offerors submitting a proposal to operate Kate's Place must also submit a proposal to operate the Katherine Hanley Family Shelter.
2. Because the facility was rehabilitated with HOME Investment Partnerships (HOME) Program Funding in addition to the County requirements below, the Successful Offeror will be contractually obligated to be in full compliance with all HOME requirements which can be found in the following links:

<https://www.hudexchange.info/programs/home/home-laws-and-regulations>

<https://www.hudexchange.info/programs/home/home-income-limits>

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b. Target Population – Kate’s Place Permanent Supportive Housing

Households with children experiencing homelessness in Fairfax County. Referrals are received via the Coordinated Entry System. Eligibility requirement for the program is outlined in the Coordinated Entry System Manual (See Appendix G) and is subject to change to meet the needs of the homeless services continuum.

c. Staffing Structure – Kate’s Place Permanent Supportive Housing

At a minimum, the Successful Offeror must recruit, hire, train, and support the following positions:

- Case Manager to coordinate housing focused support service provisions on site to residents.
- A program supervisor to ensure program contractual requirements are met.
- Residential service staff to monitor access to the facility to ensure tenant safety and security.
- Facility maintenance staff to perform routine maintenance and repairs of the property and grounds, and to submit work orders as required.

d. Tasks To Be Performed – Kate’s Place Permanent Supportive Housing

1. Program Operations

- a. The Successful Offeror is expected to operate the awarded Permanent Housing Program in a manner consistent with Fairfax County’s Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
- b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals should demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
- c. Contractor manages the day-to-day operations of residential facility and/or scattered site units and provides supportive services that promote housing stability.
- d. The Successful Offerors must be willing to adhere to OPEH’s Coordinated Entry Policy and Procedures (See Appendix G) outlining eligibility and prioritization for all target populations. As units become vacant, the contractor will receive new tenants through OPEH’s coordinated entry system.
- e. Ensure that upon receipt of a referral from the Coordinated Entry System Manager, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 60 days.
- f. The Successful Offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
- g. Establish a mechanism for collecting fees and or rents from program participants and renew leases yearly.
- h. In situations where a program participant must be discharged from the program for failure to comply with requirements of the program, provide necessary documentation to OPEH and be prepared to testify as a witness in court. (See Appendix E)
- i. The Successful Offeror must participate in the Coordinated Entry System meetings, such as housing match meetings.
- j. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
- k. Develop, maintain, and implement emergency operation plans that will address the desired information stated in the OPEH Standard Operating Guidance (SOG) (See Appendix E)

2. Case Management

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- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror are expected to collaborate with the CSB, DFS and other vendors that may provide additional support service to program participants.
 - b. Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns.
 - c. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
 - d. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.
3. **Permanent Supportive Housing – Facilities Operation**
- a. Conduct periodic inspection of units to ensure they continue to meet HUD's housing quality standard.
 - b. Provide a custodian to do routine maintenance and repairs of the property and grounds.
 - c. Provide routine property maintenance to report any larger maintenance/equipment issues to OPEH.

e. Performance Measures – Kate's Place Permanent Supportive Housing

1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case record review.
 - The length of time between housing match and move in is less than 30 days.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.
 - Number of move-on referrals.
 - Number of units utilized per year.

6. Diversion First Permanent Supportive Housing

a. Background and Purpose – Diversion First Permanent Supportive Housing

1. The Diversion First housing program provides housing placement, supportive case management,

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and collaborates with a team clinicians, peers and medical staff to provide intensive, community-based care to justice-involved adults with mental health diagnosis. Engagement with the CSB team is voluntary for the program participant. The goal is to divert individuals from the criminal justice system by providing housing opportunities that follow a Housing First approach. Program participants are identified by the CSB.

2. Coordination between OPEH, CSB, and nonprofit partners—those providing services and those making referrals to the program—to ensure that subsidies and services are tailored to the individual needs of each household served.
3. To lower barriers to housing, the Successful Offeror will use master leases to provide housing units for this program. This program currently has 38 housing units.
4. Offerors may submit proposals to operate more than one Permanent Supportive Housing Program.

b. Target Population – Diversion First Permanent Supportive Housing

Individuals who are either experiencing homelessness or unstably housed and part of the Jail Diversion population. To be eligible to be considered for referral to Diversion First Housing, individuals need to be recently diverted from arrest and/or actively involved in the criminal justice system and/or exited from the criminal justice system in the past 6 months and have no housing/housing plan.

c. Staffing Structure – Diversion First Permanent Supportive Housing

At a minimum, the Successful Offeror must recruit, hire, train, and support the following positions:

- Case Manager to coordinate housing focused support service provisions on site to residents.
- Housing Coordinator to assist with housing location, placement and landlord mediation.
- Program Supervisor to ensure contractual requirements are met and to provide supervision to staff.

d. Tasks To Be Performed – Diversion First Permanent Supportive Housing

1. Program Operations

- a. The Successful Offeror is expected to operate the awarded Permanent Housing Program in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
- b. Create and utilize a program manual outlining program eligibility, services to be provided, policies about termination from program services, grievance procedure, and appeals procedure. Manuals should demonstrate the use of homeless services best practices, such as but not limited to low barrier emergency shelter, Housing First, and Trauma Informed Care.
- c. The contractor manages the day-to-day operations of the program and provides supportive services that promote housing stability.
- d. The Successful Offerors must be willing to adhere to the CSB's housing match and referral process, outlining eligibility and prioritization for all target populations. As units become vacant, the Successful Offeror will receive new referrals from CSB.
- e. The Successful Offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
- f. Ensure that upon receipt of a referral from the CSB, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 60 days.
- g. Participate in the annual Point-in-Time count and Housing Inventory Count survey conducted each January.
- h. Create and utilize a program manual outlining program eligibility, services to be provided, program participant's expectations, policies about termination from program services,

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grievance procedure, appeals procedure, and program participant surveys to empower program participants to share suggestions or concerns.

- i. The Successful Offeror is expected to provide professional level housing counseling and location services. This includes, proactively seeking new housing opportunities, acting as a liaison between landlords and program participants as needed, negotiating leases, providing tenant's rights and responsibilities education to program participants, and supporting the lease-up process. Additional details related to these services the Successful Offeror is expected to provide are below:
 - Unit Location: Identify housing opportunities for program participants and maintain list to assist participants in their housing search. Unit location includes ensuring that selected units adhere to the following:
 - Rent Reasonableness: Units subsidized will be subject to rent reasonableness determination.
 - Housing Quality Assurance: Units subsidized must continually meet housing quality standards and will be required to be inspected up front and annually.
 - Tenants 'Rights and Responsibilities Education: Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. This support is expected to be ongoing throughout the duration of program participation.
 - Landlord Outreach: Recruit and educate landlords about the program.
 - Landlord Mediation: Conduct mediation with landlords regarding rents, inspections, and other issues related to being a landlord with the program.
 - Provide Master leases to lower housing barriers. Provide a sublease to the tenant. Renew leases yearly. Submit monthly rent payments on time.
 - Establish a mechanism for collecting fees and or rents from program participants.
2. Case Management
- a. Successful Offeror is expected to provide person-centered strengths-based case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility. Successful Offeror are expected to collaborate with the Community Services Board, and other vendors that may provide additional support service to program participants.
 - b. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
 - c. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.

e. Performance Measures – Diversion First Permanent Supportive Housing

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1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case record review.
 - The length of time between housing match and move in is less than 60 days.
2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of households and individuals served.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Number of program participants who return to homelessness.
 - Number of move-on referrals.
 - Number of units utilized per year.

5.6. HOMELESS HEALTHCARE PROGRAM

a. Background and Purpose – Homeless Healthcare Program

1. While the goal of all homeless service programs is to focus on prevention, diversion and rapid rehousing, there are still people experiencing homelessness in the Fairfax/Falls Church community. The Homeless Healthcare Program (HHP) provides outreach to individuals facing homelessness. Four HHP Outreach teams comprised of nurse practitioners, outreach workers, and mental health/substance abuse outreach workers, in addition to a part time psychiatric nurse practitioner and psychiatrist, provide outreach, medical and mental health/substance abuse services in four regions of Fairfax County (North, South, East and Central) where individuals facing homelessness live.
2. The HHP is managed by the Fairfax County Health Department and primarily serves single adults facing homelessness, with the goal of connecting them to mainstream resources and a medical home for ongoing care and treatment.
3. Regions 1, 2, and 3 Homeless Healthcare Program (HHP) will be managed in coordination with the corresponding adults only emergency shelter in the respective region.
4. Region 4 HHP is not connected to adults only shelter, therefore, the Successful Offeror will coordinate and collaborate with the Successful Offeror for Street Outreach in Region 4.

Homeless Healthcare Program	Must also apply for:
Human Services Region 1	Eleanor U. Kennedy Shelter, Medical Respite Program Region 1, Please note that the Successful Offeror may be awarded the following future projects; Medical Respite Program Region 1.
Human Services Region 2	Bailey's Shelter and Supportive Housing, Medical Respite Program Region 2
Human Services Region 3	Embry Rucker Community Shelter, Medical Respite Program Region 3
Human Services Region 4	N/A

b. Target Population – Homeless Healthcare Program

Adults experiencing literal homelessness (unsheltered, living in a place not meant for habitation, residing in E.U. Kennedy Shelter, Bailey's Shelter and Supportive Housing, Embry Rucker Community Shelter, Katherine Hanley Family Shelter, Patrick Henry Family Shelter, Mondloch House, and various hypothermia shelter sites) suffering from:

- Mental health and/or substance abuse problems (CSB Path Team)
- Chronic and/or acute health problems (HHP NP Team)

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c. Staffing Structure – Homeless Healthcare Program

1. Successful Offeror is expected to operate HHP 40 hours a week, Monday through Friday during regular working hours (between the hours of 7am-5pm) with flexibility during hypothermia.
2. Provide a manager/Outreach Worker, for outreach activities.
3. Provide a Medical Outreach Worker for 40 hours/week, 12 months/year to coordinate outreach activities and services for the program in a particular region. This is a standalone full-time position where the employee's full-time is dedicated to HHP. This person works with the Nurse Practitioner in a particular region to provide appropriate services. Although the position is to be filled by only one employee, the contractor will need to provide back-up when that employee is on leave.
4. Deliberate efforts is expected to be made to recruit staff with lived experience and those who are bilingual.

d. Tasks To Be Performed – Homeless Healthcare Program

1. Work collaboratively with the Health Department to coordinate the programs and services and provide consultation, through OPEH.
2. Ensure that a CPR certified staff member and First Aid is always on-site.
3. Provide outreach services to individuals facing homelessness accessing the hypothermia program, nearby drop-in centers, and existing shelters. The Medical Outreach Worker is expected to attend the drop-in clinics with the Nurse Practitioners for coordination of services. Provide street outreach for those individuals who wouldn't otherwise access any shelter or drop-in services to offer medical services and/or referrals for health-related and other basic needs.
4. Work in conjunction with a Health Department Nurse Practitioner (NP) assigned to this program to determine health needs of clients, coordinate access to such services and provide ongoing medical services as indicated until client is enrolled in mainstream resources.
5. Provide transportation to medical services sites and dental service sites as well as information on other resources the individual may access to improve their health and/or level of self-sufficiency. The Medical Outreach Worker will remain with all dental clients in the dental clinic to provide ongoing support and advocacy for the client, and to assist dental clinic personnel in the event of any unforeseen issues.
6. Attend quarterly meetings with the Health Department and other members of the Homeless Healthcare Program to discuss programmatic issues and progress of the program, utilizing the quarterly report as a benchmark.
7. The Medical Outreach Worker will act as the primary case manager to the individual's experiencing homelessness who do not have another identified case manager. At a minimum, 25% of the Case Manager/Outreach Worker's time will be providing site specific and street outreach services to individuals experiencing homelessness as part of a multidisciplinary Homeless Healthcare Outreach Team.
8. The contractor will provide and maintain one passenger van used by the Medical Outreach Worker, for outreach activities, transportation of homeless individuals to and from health care appointments or other services, and any activities the Homeless Healthcare Outreach Team may need to perform their work. The primary purpose of the van is to accommodate the needs of the Homeless Healthcare Outreach team. The van may be used during hours not associated with HHP health services for other hypothermia-related activities at no additional expense to this project. The Medical Outreach Worker will be required to drive this passenger van and must possess a current valid driver's license. The case manager/outreach worker will adhere to and sign an agreement specifying the use of seatbelts for driver and all passengers, agreeing to abide by all traffic laws, and the non-use of any mobile device (telephone or text) while driving this vehicle.

e. Performance Measures – Homeless Healthcare Program

The Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:

- Number of HHP Outreach clients who were successfully closed (housed, entered shelter, entered medical home, completed dental).

f. Fairfax County Program Operation Responsibilities – All Regions:

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1. The Health Department provides overall program management for the HHP. The Medical Outreach Worker works primarily with the nurse practitioners with medically related duties specific to unsheltered clients and should not be assigned to other shelter duties.
2. The Health Department Homeless Healthcare Program Coordinator will coordinate HHP quarterly staff meetings as needed.
3. Provide medical nurse practitioners (NPs) to provide limited medical services for program participants with acute and chronic health conditions. The nurse practitioners will provide services at each of the County regional drop-in sites, and in hypothermia shelters and for street outreach services.
4. Provide a psychiatric NP to provide behavioral health services for program participants with serious mental illness. The psychiatric NP(s) will provide services at each of the County regional drop-in sites, and hypothermia shelters and for street outreach services.
5. Provide outreach workers from the Projects in Assisting in Transition from Homelessness (PATH) program to provide outreach services for people with serious mental illness, including those with co-occurring substance use disorders. The outreach workers will provide services at each of the County regional drop-in sites, and in hypothermia shelters and for street outreach services.
6. Provide availability to a psychiatrist to provide behavioral health services to program participants with serious mental illness who require specialized or more complex psychiatric care.
7. The County agrees to provide overall management of the Homeless Healthcare Outreach program, provide a medical nurse practitioner to screen, diagnose, and assist with treatment services and provide a psychiatric nurse practitioner to provide mental health and substance abuse services in conjunction with the Community Services Board's Projects in Assisting in Transition from Homelessness (PATH) worker.
8. The County's Health Department staff is available to provide guidance regarding medication handling and storage.
9. Have a plan in place for Closed Point of Dispensing (CPOD) for the running of mass medication dispensing or vaccination clinics for their shelter program participants and hypothermia program participants. Initial draft of this plan must be submitted to OPEH within six months of contract award.
10. Provide training on the use of HMIS, the "Partner's Portal" SharePoint site, and the Point-in-Time count and Housing Inventory Count survey.

g. Data Collection and File Management – All Regions

The NPs will start documenting in their EMR, Patagonia in 2023. Medical Outreach workers will still document in HMIS.

- Number of clients served.
- Number of services provided.
- The number of clients successfully closed from outreach to housing, entering shelter, completed dental, entered medical home.

5.7. MEDICAL RESPITE PROGRAM

a. Background and Purpose – Medical Respite Program

1. The Medical Respite Program is designed for individuals experiencing homelessness and facing acute medical need(s) which requires recuperation that is beyond the scope of the regular emergency shelter capabilities and responsibilities. It provides individuals with a safe place to recover, access to transitional care, and other supportive services. Fairfax County residents, following an assessment for an acute medical condition, are provided short term dedicated MRP beds.
2. Fairfax County currently has two MRP locations, supported within existing emergency shelters: Bailey's Shelter and Supportive Housing MRP (Region 2) provides 4 male medical beds; and Embury Rucker Community Shelter MRP (Region 3) provides 4 male medical beds and 1 female medical bed. The length of stay is designed to be 30 days but is also based on medical recovery. This design may vary due to unforeseen circumstances such as pandemics, etc. After MRP, program participants will be referred to an emergency shelter bed, as permanent housing is sought. MRP adheres to the county's One Fairfax policy on social and racial equity in all aspects of program

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operations.

3. This program is managed in collaboration and partnership between the DFS, HD, OPEH and the Successful Offeror.
4. Regions 2 and 3 Medical Respite Program (MRP) will be managed in coordination with the corresponding singles emergency shelter in the respective region.
 - Region 2 – Bailey's Shelter and Supportive Housing has four (4) Medical Respite Beds.
 - Embry Rucker Community Shelter consists of four (4) beds for male clients and one (1) bed for female clients located in the dormitories.

Medical Respite Program	Must also apply for:
Human Services Region 1	N/A
Human Services Region 2	Bailey's Shelter and Supportive Housing, Homeless Healthcare Program Region 2
Human Services Region 3	Embry Rucker Community Shelter, Homeless Healthcare Program Region 3
Human Services Region 4	N/A

b. Target Population – Medical Respite Program

1. Meet federal (HUD) definition of literal homelessness.
2. Be a Fairfax County resident, 18 years or older. (Have recent ties to homeless services in Fairfax County or was living in the county immediately prior to becoming homeless).
3. Have an acute medical condition that precludes them from utilizing an emergency shelter bed or living at a place not meant for human habitation.
4. Does not meet nursing home level of care. (Must be able to perform activities of daily living with minimal assistance).

c. Staffing Structure – Medical Respite Program

Successful Offeror is expected to operate MRP 24 hours per day, 7 days a week, 365 days a year. Deliberate efforts are expected to be made to recruit staff with lived experience and those who are bilingual.

d. Tasks To Be Performed – Medical Respite Program

1. The Successful Offeror shall ensure the provision of 24/7 residential, crisis intervention, and general case management support.
2. The Successful Offeror will utilize existing shelter staff resources to provide supervision to clients, administration, and support as necessary.
3. Ensure clients have full-time access to their MRP beds during their stay.
4. Provide and/or arrange for transportation. This may include the provision of vouchers to MRP clients, which will be paid for by DFS.
5. Assures medication is purchased and secured.
6. Provide housing focused case management, including following the processes outlined in the Coordinated Entry Manual for housing referrals.
7. Provide meals, linens, personal hygiene items and other basic needs of MRP clients.
8. Ensure completion of STARSS assessment for MRP program participants upon admission, to determine prioritization for regular emergency shelter bed in advance of discharge from MRP. Program participants who are unable to secure a regular emergency bed will be connected to Street Outreach services.

e. County Responsibilities Medical Respite Program (MRP) – All Regions:

1. The HD and DFS will utilize existing staff resources to provide supervision, administration, and support necessary to fully implement the program.
2. Provide an MRP team consisting of .25 FTE Health Department Nurse Practitioner (NP) and a 1.0 FTE Social Worker from DFS, who will be responsible to oversee, coordinate, and manage the MRP.

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3. The MRP team has the sole responsibility to fill-in and empty MRP beds with clients. The nurse practitioner makes final determination for admission into MRP.
4. The DFS Social Worker has primary responsibility for identifying eligible clients, completing the intake in partnership with the NP, background checks, and other required paperwork for the emergency shelter, as well as purchase medications and arrange transportation to medical services for the clients.
5. The length of stay for the MRP should not exceed thirty (30) days. At the discretion of the NP the MRP clients stay may be extended if medical needs are such that discharge would be detrimental to the client's health.
6. The NP will provide and coordinate medical / nursing care as needed with outside providers.
7. The DFS Social Worker will coordinate level of care assessments and Medicaid supports for the MRP clients.
8. The DFS Social Worker secures health insurance or enrollment into a community Health Care Network (HealthWorks or Neighborhood Health) and other public assistance benefits,
9. The MRP team will coordinate with emergency shelter staff on services provided, discharge planning, and other special needs of the clients.
10. The MRP team will participate in weekly meetings with shelter staff and/or as needed to meet the needs of the clients.
11. The DFS Social Worker will oversee Home Health Aides (HHA) with the contracting HHA agency: monitor HHAs hours, and ensures quality of work and patient/staff relationships.
12. The DFS Social Worker will maintain records and enter data into HMIS, while the NP will maintain records in the Health Department's electronic health record system, Patagonia, to keep track of statistics and outcomes, as well as other data on all referrals, waiting lists, as requested by the HD, DFS, and OPEH.

f. Performance Measures – Medical Respite Program (MRP)

1. The Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - 80% of program participants will successfully complete MRP recovery program within 30 days.
 - Clients who are successfully connected to eligible benefits. (DFS performance metric)
 - Number of clients served per region (HD Performance Metric).
 - Number of services provided (HD NP Performance Metric).
 - Number of diagnoses seen (HD NP Performance Metric).

5.8. OPERATION STREAM SHIELD

a. Background and Purpose – Operation Stream Shield

1. Operation Stream Shield (OSS) is a partnership between the Department of Public Works and Environmental Services (DPWES) and OPEH to benefit the environment while providing employment for individuals experiencing homelessness. The OSS program offers part-time, temporary work experience to people experiencing homelessness in all four Human Services Regions of Fairfax County and is intended to improve the water quality of local streams.
2. Staff from the county's Stormwater Planning Division (SWPD), Fairfax County Park Authority (FCPA), National Park Service (NPS) and Virginia Department of Transportation (VDOT) work together to identify litter hotspots in need of cleanup. The OPEH-contracted non-profit operators in each region approve program participants, provide transportation, supervise their work, and track and report the number of bags of litter filled during each outing. The awardee of this contract will need to dispose of the full bags of debris at the county's I66 Transfer Station or I95 Landfill. The Solid Waste Management Program collects and disposes of any bulky items collected during the cleanup once per week.
3. Additionally, FCPA and NPS assist in identifying non-native plant species and teach program participants plant identification and removal practices. To provide opportunities for the program participants to develop and enhance useful skills for future employment, NPS and DPWES will identify special projects throughout the county.

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4. OSS provides a nominal stipend to program participants for their work and helps develop workforce skills for future employment opportunities.
5. Proposals to administer and manage the OSS program are expected to include staffing, operational expenses, transportation expenses, and other expenses related to operating the OSS program. (See Section 6 and 7)

b. Target Population – Operation Stream Shield

Individuals experiencing homelessness are being served by an OPEH-contracted nonprofit agency in each Human Services Region.

c. Staffing Structure – Operation Stream Shield

1. The Successful Offeror is responsible for recruiting and hiring qualified professionals to operate the program. Hiring people with lived expertise for positions of all levels is strongly encouraged.
2. Staffing should include a part-time Employment Specialist and two part-time OSS Worksite Supervisors for the general scope of work being conducted.

d. Tasks To Be Performed – Operation Stream Shield

1. The Successful Offeror will need to coordinate services with the shelter and outreach staff at each human service region to identify potential OSS program participants.
2. Identify and build rapport with people experiencing homelessness and to regularly engage with them for the purpose of promoting the OSS program and to recruit and vet participants.
3. Recruit and vet prospective program participations. This includes but is not limited to ensuring that the program participant is physically able to conduct the requested work as outlined below:
 - a. Participants must be 18 years of age or older.
 - b. Able to stand and kneel on uneven surfaces.
 - c. Able to lift and carry a minimum of 30 pounds.
 - d. Able to walk in areas off a dedicated path and/or roadway.
 - e. Able to walk at least a minimum of 1 mile from transportation.
 - f. Restroom use is limited.
4. Manage the program by providing two supervisors to oversee the general scope work. Additional supervisors may be required to fulfill the additional eight-hour shifts.
5. Track the work completed and provide standardized project reports to County project manager.
6. Maintain coordination with DPWES Project Manager and provide DPWES Project Manager with the following information:
 - a. Checklist of data that is required per site.
 - b. Specified HMIS data on a quarterly basis.
7. Ensure the safety of all clients who are working at the provided sites and provide workers compensation when necessary.
 - a. The contractor is encouraged to provide safety training to the clients and new staff.
8. Provide appropriate Personal Protective Equipment (PPE) for the clients and staff supervising. This is not limited to gloves, boots, trash grabbers, shovels, etc.
9. Provide and maintain landscaping equipment such as push mowers and weed whackers.
10. Provide transportation for program participants to and from work sites.
11. Administer and manage financial transactions to program participants at the end of each shift.
12. Transport collected bags to the I66 Transfer Station or I95 Landfill to dispose of the collected bags appropriately. Notification of bulk items, such as sofas, mattresses, and tires should be submitted to the county program manager immediately for pickup to be scheduled.
13. Provide employment services to program participants to assist in transitioning them from OSS to part-time and/or full-time employment.
14. Determine if cancelation of a workday is necessary due to weather and requested activities.
 - a. Notify the program manager immediately via email and/or phone call.
15. Must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.

General Scope of the Work Being Conducted for Traditional OSS:

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1. Litter Removal – litter removal will occur in and around streams and at county facilities, roadways, parking lots, and county infrastructure.
2. Invasive Plant Removal & Native Plantings - invasive plant removal and native plantings will take place with the Invasive Management Area (IMA) Volunteers and/or county staff. The volunteers and staff are not supervising clients during these workdays. The contractor is responsible for supervising and leadership of this workday. The volunteers and staff are providing expertise and teaching how to remove plants (or plant) correctly.
3. Special Projects as assigned.
4. No more than ten (10) clients will be authorized to conduct this work during the workday.

General Scope of the Work Being Conducted for Expanded OSS Tasks:

1. Noman Cole Wastewater Plant
 - a. Task: Sweep, mop, hose down, etc. the hallways of the plant to ensure it is sanitary and safe for work to be conducted. Collect litter from plant grounds, adjacent Recreational Park, and Parking lots.
 - b. Participation: Five (5) clients will be selected by the nonprofits to work at this facility and transportation must be provided by the nonprofit.
 - c. Equipment Needed: Operation Stream Shield Vests, gloves, and steel-toe boots.
 - d. Expected level of service: This workday will only be **one, seven**-hour shift that will take place on Thursdays from 9am-4pm.
 - e. Clients will need to receive a background check prior to beginning work at this facility. The background check is done at the expense of the nonprofit.
2. Bus Stop & Commuter Lot Bag Removal
 - a. Task: Empty waste containers at bus stops and commuter lots.
 - b. Task: Remove bags from Traditional OSS worksites (task to be performed number 12).
 - c. Participation: One (1) driver, two (2) clients per crew. (2 crews)
 - d. Equipment Needed: Two (2) F-350 trucks, gloves, bags.
 - e. Route maps cover 275-325 containers that need to be emptied three times a week.
 - f. Expected Level of Service: Work to be performed during three workdays for eight hours each day.
3. Mowing Commuter Lots, County Facilities, and Pedestrian Trails
 - a. Task: Mow 14 commuter lots once a week from March to November.
 - b. Task: Mow and maintain pedestrian trails that are managed by the Stormwater Maintenance Division.
 - c. Task: Mow and weed whack the I95 and I66 Solid Waste facilities once a week from March to November.
 - d. Participation: One (1) driver, five (5) clients.
 - e. Equipment Needed: Two (2) mowers, two (2) (weed whackers), two (2) loppers/clippers, gloves, blower.
 - f. Route maps will be provided by the county.
 - g. Expected Level of Service: Work to be performed three workdays for eight hours each day.
4. Zero Waste Latex Paint Recycling & Disposal Program
 - a. Task: Examine used paint for viscosity. If the paint can be used, it will be placed into a bucket to combine paint into provided containers. The paint containers enable I66 Transfer Station and Pangea to provide viable materials that would have been placed in our trash stream to provide to vulnerable communities in other countries. This would be an 85% recovery rate of paint that would have previously been incinerated and included in our waste stream. This program would be in addition to the existing Habit for Humanity latex paint recycling program.

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- b. Work would be performed Monday, Wednesday, and Friday at the I66 Transfer Station.
- c. Participation: One (1) driver, five (5) clients.
- d. Equipment Needed: Safety glasses, Safety gloves, safety hat, safety vest, safety glasses, and steel-toed (or composite) boots.
- e. Expected Level of Service: Work to be performed Monday, Wednesday, and Friday at the I-66 Transfer Station for eight hours.

5. Snow Removal

- a. Task: During snow events, crews will clear snow/ice from and treat the walkways at the courthouse and judicial complex in Fairfax City.
- b. Participation: One (1) driver, two (2) clients per crew. (2 crews)
- c. Equipment Needed: Stormwater provides snow blowers, motorized sweepers, shovels, and walk behind spreaders to apply treatment to the walkways and any other tools needed to address the winter conditions.
- d. Ad hoc work and will only occur in inclement weather.
 - i. The winter storm timing dictates the start time, however, a crew in the past has worked between the hours of 4am to 6pm.

e. Performance Measures – Operation Stream Shield

- 1. The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 25% of program participants will exit OSS to other part-time or full-time employment.
- 2. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected and analyzed to assess the program's impact on the homeless services continuum of care:
 - Number of individuals participating.
 - Length of time in the program.
 - Breakdown of exit destinations by type.
 - Income upon entry and exit from the program.
 - Other environmental impacts as identified by DPWES.

f. County Responsibilities – Operation Stream Shield

- 1. Assign a DPWES project manager to provide technical assistance, guidance, and support. This person serves as the County's main point of contact for the OSS program.
- 2. Identify projects and obtain permission to access private property when necessary or notify the appropriate County agency of impending work.
- 3. Provide the location of the project area(s) to the contractor in advance of the workday.
- 4. Provide approved vests and trash bags.

5.9. ADULT PROTECTIVE SERVICES (APS) SET ASIDE UNITS

a. Background and Purpose – APS Units

- 1. Fairfax County currently has three (3) set aside units designated for APS program participants in need of shelter. Shelters provide a temporary place to stay, meals, access to laundry and help with other basic needs, and housing focused case management services. Shelter programs follow a low barrier, housing focused approach that allow program participants to quickly access shelter and rapidly move out to housing.
- 2. The shelter uses a Housing First approach by rapidly assisting program participants with accessing housing opportunities and support services that meet the program participant's needs. Housing focused shelter case managers work with program participants to identify and address housing barriers and create individualized housing service plans.

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3. There are three (3) APS units in the program. One (1) unit is in Mondloch House shelter located in region 1 and (2) apartments in human service Region 2 which are funding dependent.
4. Proposals submitted to manage Mondloch House must include proposals to manage Mondloch Place and to provide case management services to the APS program participants residing at Mondloch House and at the scattered site shelter units in Region 2.

b. Target Population – APS Units

1. Individuals who are open to APS services and in need of shelter and supportive services. Referrals for APS units are managed by the DFS/APS.

c. Staffing Structure – APS Units

1. The Successful Offeror of APS units can utilize existing staff to manage the units and provide case management.
2. Part-time Case Manager to coordinate housing focused support service provisions on site to residents.
3. A program supervisor to ensure the program is meeting contractual requirements.
4. Part-time / shared residential service staff to monitor access to the facility to ensure tenant safety and security and perform a variety of operational duties at front desk.
5. Part-time / shared facility maintenance staff to perform routine maintenance and repairs of the property and grounds, and to submit work orders as required.
6. The contractor's staff working with residents must undergo and satisfactorily complete a criminal background check through the National Criminal Information Center.
7. Staff providing transportation to residents under this contract must undergo and satisfactorily complete a Department of Motor Vehicles driving record check.
8. All checks must be completed on applicable staff prior to their starting employment for staff not yet hired by the contractor upon award of contract.

d. Tasks To Be Performed – APS Units

1. Program Operations
 - a. The Successful Offeror is expected to operate the awarded APS units/beds in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 - b. Depending on funding, the contractor is responsible for leasing two apartments to shelter APS referred clients. APS leased units must be on the first floor and ADA accessible. Contractor pays utilities and internet access.
 - c. Mondloch House APS unit is provided at no cost to the contractor.
 - d. For APS specific units, the Successful Offeror must be able to ensure placement into an available unit within 48 business hours.
 - e. For APS specific units, regular maintenance of the unit is required and must include walk-through inspection of the units to address pest control, mold, and any upkeep of furniture and household items.
 - f. For APS specific units, the Successful Offeror is expected to retain regular (weekly at a minimum) communication with the APS Social Services Specialist assigned to the participant. Emergencies are expected to be communicated (via email and phone) to the APS Social Services Specialist immediately.
 - g. For APS specific units, the Successful Offeror is responsible for securing through purchase or donation, furniture and household goods and items necessary for basic living needs as defined by the APS program.
 - h. Contractor manages the day-to-day operations of residential facility and/or scattered site units and provides supportive services that promote housing stability.
 - i. As APS units become vacant, the contractor will be responsible for conducting a move out inspection and assuring maintenance, repairs, painting, and cleaning and disposal of unneeded or unneeded times in the unit is completed in a timely manner (not more than 10 days).

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- j. DFS/APS office provide referrals for APS unit vacancies.
 - k. The Successful Offeror must provide multi-language capabilities for program participants with limited English proficiency, either through on-site staff or through other means, such as interpreter services.
 - l. The Successful Offeror may propose how they will design the program intake and orientation to ensure that upon receipt of a referral from the DFS/APS office, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 48 business hours.
 - m. The Successful Offeror must implement a grievance procedure and program participant feedback survey to empower program participants to share their concerns and suggestion.
 - n. The Successful Offeror is responsible for purchasing and providing computers, printers, and other equipment necessary to complete the requirements of the contract.
 - o. Empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. This support is expected to be ongoing throughout the duration of program participation.
 - p. For the APS Mondloch House shelter set aside located in region 1, ensure that a CPR and certified staff member and First Aid is on-site at all times and that an automated external defibrillator (AED) machine is available at each location being operated by the contractor.
 - q. For the APS Mondloch House shelter set aside located in region 1, Monitor access to the facility to ensure tenant safety and security and perform a variety of operational duties at the front desk.
2. Housing focused Case Management
- a. Successful Offeror is expected to provide case management services that support program participants in obtaining and maintaining housing stability using best practices, such as trauma informed care, housing first, harm reduction, and cultural humility.
 - b. Successful Offeror are expected to collaborate with the CSB, DFS and other vendors that may provide additional support service to program participants.
 - c. Case management services should include:
 - Initial Assessment: Complete an assessment--including the identification of the program participant's strengths, existing resources, goals, and resources or referrals needed to support achievement of the goals--to develop a housing service plan. The housing service plan should include both short-term and long-term goals and be re-evaluated monthly.
 - Referrals: Assist program participants in accessing referrals to mainstream goods and services in the community.
 - Service Coordination: Assist program participants in accessing third-party resources, including but not limited to emergency food assistance, furniture, employment and training, healthcare, childcare, benefits, mental health counseling, substance abuse treatment as needed. Advocate for participant's rights and needs when they are denied services due to discrimination.
 - Social and community integration: Assist program participants in engaging in social activities, by helping identify programs, building community within the program, and helping remove barriers to engagement in social activities.
 - d. The Successful Offeror will provide supervision to ensure proper oversight of case notes, case management meetings, housing stability plans and all necessary documentation.

e. Performance Measures – APS Units

- The Successful Offeror will be expected to meet and report on the following performance measures developed for this project:
 - 95% of program participants remain housed or exit to housing.
 - 95% of files pass the case file review.
 - The length of time between housing match and move in is less than 30 days.
- 1. In addition to program specific performance measures, Successful Offeror must understand how the program impacts the system performance measures. The following data points will be collected

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and analyzed to assess the program's impact on the homeless services continuum of care:

- Number of individuals served.
- Length of time in the program.
- Breakdown of exit destinations by type.
- Number of program participants who return to homelessness.
- Number of move-on referrals.
- Number of units utilized per year.

f. Fairfax County – Programmatic Responsibilities – APS Units

1. Assign an APS program manager to oversee the APS units and to manage referrals.
2. Assign APS Social Services Specialists for protective services case management for clients who reside in APS specific units.

5.10. ADDITIONAL INFORMATION FOR ALL PROGRAMS:

1. BUDGET

- a. The Contractor may adjust between budget line items up to 5 percent of the total program budget, or up to \$15,000, whichever is greater, without Fairfax County staff approval. Notification and justification for the change is always required, but County approval is not required under the threshold above. However, the Contractor must obtain approval from the County prior to execution, including the submission of a revised budget and justification outlining budget changes for the reprogramming, if:
 1. The Contractor is reprogramming more than the greater of 5 percent of the total program budget or \$15,000, whichever is greater.
 2. The proposed reprogramming impacts salaries.
 3. The number of total positions is affected by the proposed change; and
 4. The number of people served, program capacity, nature or scope of work performed by the proposed changes are affected by the proposed change.
- b. The 5 percent or \$15,000 threshold is cumulative from the date of the last budget approval by County.

2. DATA COLLECTION AND FILE MANAGEMENT

- a. The Successful Offeror is expected to operate the awarded homeless service programs in a manner consistent with Fairfax County's Office to Prevent and End Homelessness Standard Operating Guidance (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.

Data Collection

1. The Homeless Management Information System (HMIS) is a client information system that meets HUD requirements and satisfies the U.S. Congress directive for the implementation of an HMIS Database. The HMIS provides a standardized tool for housing and service providers to collect information regarding people experiencing, or at risk of, homelessness. It allows individual projects and systemwide reporting of data.
2. Electronic records are expected to be maintained in the Homeless Management Information System (HMIS) for all program participants that meet the criteria for inclusion in the database.
3. Each program is expected to follow the workflow for their respective project type outlined in the HMIS Procedure Manual. (See Appendix H)
4. Assure the timeliness of data entry in HMIS, including case notes. Assure data quality and congruency by regularly monitoring and reviewing the programs data. (See Appendix H)
5. The Successful Offerors are required to participate in the HMIS and the Super User Committee. The Super User Committee is an advisory committee made up of at least one user representative from each of the HMIS Participating Agencies in the CoC. This committee works closely with the HMIS System Administrator and OPEH Program Managers in developing and recommending changes and upgrades to the system as well as the HMIS Policies and Procedures and defining reporting needs.

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6. The Successful Offerors must assign a staff person and back-up person to serve as a Super User for the HMIS and ensure that staff using the HMIS system is properly trained.
7. The Successful Offeror(s) are expected to perform these tasks:
 - Agree to, and maintain compliance with, current Fairfax/Falls Church CoC HMIS Procedure Manual (see current version attached).
 - Hire/appoint staff with the necessary program and information technology skills and abilities to support the activities required to maintain compliance with HMIS Policies and Procedures (See the Super User Agreement in the HMIS PnP).
 - Ensure that external agency funding sources do not include requirements that would prohibit collection of data in the HMIS, compromise the reporting requirements, the outcome measurements for the contracted project or the system performance measures.
 - Provide appropriate security measures commensurate with Fairfax County standards (see link to published resources on Fairfax County website)
 - Virginia Public Records Management Manual vprmm.pdf (virginia.gov)
 - External link to Fairfax County DIT
<https://www.fairfaxcounty.gov/informationtechnology/it-plan>
 - External link to Security Policy
<https://www.fairfaxcounty.gov/informationtechnology/information-security-office>
 - Submit a copy of the Agency's Information Security Policy as part of the RFP process.
 - The policy must include guidance regarding access to data resources containing program participant's personally identifying information. This requirement applies to agency digital records as well as Homeless Management Information System (HMIS) data.
 - The policy should state that staff must not access program participants' identifying information from personal computers nor use personal accounts to store or send personally identifying information.
 - The policy must include details of how internal audits will be conducted, how often, by whom and how audit findings will be addressed, documented, and communicated to OPEH to ensure file and record compliance.
 - Participate in IT security audits when conducted by Fairfax County staff. The Successful Offeror must maintain accurate case records as well as funding management files.

File Management

1. The Successful Offeror is expected to maintain County files in the manner outlined in the OPEH Standard Operating Guidelines (SOG) (See Appendix E), Coordinated Entry Manual (See Appendix G), HMIS Procedure Manual (See Appendix H), and other governing program requirements.
 2. Develop a case record for each household or individual in a format approved by Fairfax County. Case records must be kept in a locked and secure location and must be accessible only by program staff. Files must be maintained according to guidelines provided by OPEH and be available for regular monitoring and potential audits.
 3. Case Records and program funding files must be maintained according to guidelines provided by OPEH. Files are subject to regular monitoring, potential audits, and must match data collected in the HMIS.
 4. Secure County files in a locked fireproof cabinet. Program participant files should never be disposed of without written permission from OPEH.
3. TRAINING AND PROFESSIONAL DEVELOPMENT
- a. The OPEH regularly offers professional training opportunities to Fairfax County Continuum of Care (CoC) partners.
 - b. The mission of OPEH Training and Development Opportunities is to increase the availability of mission specific, professional training and development opportunities that equip and enhance community partners ability to effectively serve those at risk or experiencing homelessness.
 - c. OPEH strategically providing training and development opportunities that are designed to build valuable skills, knowledge and understanding of homeless services and housing best practices, resources, community services, benefits, and programs used to serve, measure, and report

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progress and results the CoC is making in the effort to prevent and end homelessness.

- d. The OPEH Standard Operating Guidance (SOG) (See Appendix E) outlines trainings that employees and leadership of contracted homeless services providers will be expected to attend within the first year of being awarded a contract of any program under this RFP or within the first year of employment with a homeless services contracted organization.

4. PERSONNEL

- a. The Successful Offerors are responsible for recruiting and hiring qualified professionals to operate the programs and provide supportive and case management services. Offerors are expected to consider the requirements outlined in this request for proposal to help determine the need for licensed professionals who are trained in the best practices used in homeless services, such as licensed Social Workers, Counselors, and other human service fields.
- b. Offerors are expected to employ staff that have lived experience. People with lived experience are those directly affected by social, health, legal, housing, or other issues and by the strategies that aim to address those issues. This experience gives them insights that can inform and improve systems, research, policies, practices, and programs. When we say lived experience, we mean knowledge based on someone's perspective, personal identities, and history, beyond their professional or educational experience.
- c. Offerors are expected to employ staff who speak more than one language to support program participants who have limited knowledge of the English language.
- d. The Successful Offerors are responsible for creating succession and continuity of service plans to prepare for staff turnover and vacancies.

5. BACKGROUND CHECKS

- a. Successful Offeror is expected to satisfactorily complete a driving record check for all employees with a valid driver's license.
- b. Staff Background Check Requirements – Non-County Facilities
 - Successful Offerors are expected to have a written background screening criteria. The criteria should include what reports will be run, what findings may cause the applicant to be denied, an appeal process for the applicant, and it should also include how often will backgrounds be checked.
 - Successful Offeror is expected to satisfactorily complete a criminal background check through the National Criminal Information Center or equivalent source on all applicants. Background check results are expected to be maintained for audit purposes, for the duration of the resulting contract.
 - All checks must be completed on applicable staff prior to their starting employment for staff not yet hired by the contractor upon award of contract.

6. Fairfax County Responsibilities

- a. County staff will assist in facilitating the transfer of program participant case records (as needed) upon award of contract.
- b. County staff will provide training on the use of HMIS, the "Partner's Portal" SharePoint site, and the Point-in-Time count and Housing Inventory Count survey.
- c. County staff will offer a variety of training opportunities to Successful Offerors.
- d. County staff will support and maintain the HMIS database used by Successful Offerors to report data on services provided and program participants served.
- e. An OPEH Program Manager will provide technical assistance, guidance, and support.
- f. Program Managers responsible for contract monitoring will review program policies, manuals, forms, and other documents as needed to ensure they reflect the best practices outlined in this request for proposal.
- g. County staff will facilitate regular contract monitoring of:
 - budgets
 - invoices and supporting documents.
 - Performance measures
 - Data quality and case notes

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- Housing focused service plans
 - Program participant satisfaction
 - Other contract requirements
- h. The county will provide Automatic External Defibrillator (AED) machines at community emergency shelters and residential multi-unit supportive housing facilities.
 - i. County staff will assist the Successful Offeror(s) for the Hypothermia Prevention Program(s) with establishing relationships with faith communities to identify shelter space.
 - j. The OPEH Coordinated Entry System staff will follow the housing placement procedures outlined in the Coordinated Entry System manual (See Appendix G) to match individuals to housing.
 - k. County facility staff will support programs operated in county owned or leased facilities by conducting the following tasks:
 - Regular inspection and monitoring of sites.
 - Respond to facility work orders.
 - Coordinate repairs and maintenance with Successful Offerors
 - When possible, provide furnishings for program use.
 - Support with renovations as needed.
 - l. The Coordinated Services Planning (CSP) team, in the Department of Neighborhood and Community Services, will conduct telephone screening of households seeking services and will refer households to the appropriate Homelessness Prevention or Community Shelter Program.
 - m. The CSB will collaborate with Street Outreach, Community Emergency Shelter, and Hypothermia Prevention programs by providing the following:
 - Consultation via the Federal Projects in Assistance for Transition from Homelessness (PATH) Homeless Outreach Workers.
 - Access to detoxification diversion initiative – onsite screening of persons in need of detox program.
 - Access to Mobile Crisis Unit.

6. TECHNICAL PROPOSAL INSTRUCTIONS:

- 6.1. The offeror must submit their response to the Technical Proposal as instructed in Bonfire containing information included in this section. This information will be considered the minimum content of the proposal. In addition, the offeror will submit in Bonfire all completed Attachments, and signed Addenda (as applicable).
- 6.2. Offerors should complete the Homeless Services Proposal Checklist (Attachment 2) to identify which project/program are being proposed.
- 6.3. **General Qualifications, Experience and Understanding of General Requirements for Homeless Services Projects:** Responses to Section 6.3 apply to ALL project types and ALL programs. Offerors submitting proposals to multiple projects and programs are only required to submit the response to section 6.3 once. Responses to this section must demonstrate how the offeror will operate the program in a manner consistent (where applicable) with the following Fairfax County's Office to Prevent and End Homelessness manuals: Standard Operating Guidance (SOG) (Appendix E), Coordinated Entry Manual (Appendix G) and HMIS Procedure Manual (Appendix H).
 - a. Provide a transmittal letter providing the following information: Name of firm submitting proposal; main office address; when organized; if a corporation, when and where incorporated; appropriate Federal, State, and County registration numbers.
 - b. Provide two professional references: Special notation must be made of similar or related programs performed and must include organization names, addresses, names of contact persons, and telephone numbers for reference. The County has the right to reference previous contract monitoring notes, notices of contract deficiency, and financial audits.

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- c. Financial Statements: The offeror shall provide an income statement and balance sheet from the most recent reporting period.
- d. Organizational and Leadership Experience: Offerors must describe their qualifications and experience to perform the work described in this Request for Proposal. Information about experience should include direct experience with the specific target population, program structure, and best practices as well as demonstrating leadership abilities to utilize data analysis tools to evaluate and improve program performance. Offerors should include details on how they will coordinate with other organizations providing the different components of the program (if appropriate). Offerors must describe the current diversity of the Board of Directors, organizations leadership, and staff and describe how the organization identifies and addresses diversity at all levels of the organization. Offerors should include organizational charts, Board of Directors and leadership resumes and Board of Directors bylaws.
- e. Organizational and Staff Experience: Offers must describe their qualifications and experience to perform the work described in the Request for Proposal. Information about experience should include direct experience with the specific population, program structure, and best practices. Further, the Offerors must provide details on how they will coordinate with other organizations providing the different components of the program (if appropriate).
- f. Indirect Support Staff: Offerors must describe the roles, responsibilities, and qualifications of support staff (Human Resources, Finance, and Information Technology staff). Offerors shall identify key information technology and data quality personnel. Offerors shall identify key indirect staff and whether the positions and roles are internal in the organization or contracted. The technical areas, character, and extent of participation by any subcontractor or consultant activity must be indicated and the anticipated sources will be identified.
- g. Recruitment and succession planning: Offeror must demonstrate how they would recruit and hire qualified staff, and how they would ensure continuity of services when a position is vacant.
- h. Consultants and Subcontractors: Full-time and part-time, proposed consultants and subcontractors who may be assigned direct work described in this RFP should be identified. Information is required which will show the composition of the task or work group, its specific qualifications, and recent relevant experience. Resumes of consultants are required indicating education, background, recent relevant experience with the target population and projects. Current telephone numbers must be included.
- i. Federal and State Laws: Statement demonstrating an understanding of the Federal and State Laws and Guiding Principles outlined in Appendix F and how you propose to integrate and ensure compliance with the respective laws and principles. The statement should include how the Offeror manages, communicates, trains staff, and assures compliance when regulations and/or laws change.
- j. Best Practices: Offerors must demonstrate how they will utilize best practices to achieve the goals of the programs they are proposing to operate. Offerors must describe clearly and in detail how they will accomplish the following:
 - 1. Maintain confidentiality when working with program participants and program records both physical and digital.
 - 2. Provide person-centered strength-based services that assist participants with obtaining housing stability.
 - 3. Implement the five principles of Housing First to ensure there are no barriers to obtaining and maintaining housing.
 - 4. Address the racial disparity in homeless services by ensuring programs are not creating advantages for some and disadvantages for others.

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5. Ensure services will be culturally competent and humble.
 6. Use Harm Reduction.
 7. Provide services with an understanding of the vulnerabilities and experiences of trauma survivors, including the prevalence of and physical, social, and the emotional impact of trauma.
 8. Integrate knowledge about trauma into policies, procedures, practices, and service delivery, recognizing and responding to signs of trauma in staff, clients, and others.
 9. Use progressive engagement (if applicable) to help households' transition from experiencing homelessness to housing stability.
- k. Indirect Costs/Administrative: The offeror shall provide a statement describing indirect administrative costs to include experience and qualifications of key personnel.
- l. Financial Accounting: The offeror shall provide a statement of financial accounting qualifications to include an overview of financial accounting processes and internal controls procedures. The Offeror shall provide an income statement and balance sheet from the most recent reporting period.
- m. Management of Program Data Responsibilities: Provide a statement demonstrating an understanding of the HMIS Procedure Manual, and implementation plan ensuring compliance, to include:
1. Offerors must demonstrate staff capabilities to ensure data timeliness, completeness, and accuracy in an HMIS or similar application.
 2. Leadership and management abilities to utilize data analysis tools to evaluate and improve program performance.
 3. Identification of organization staff with position descriptions requiring knowledge, skills, and abilities in compliance with the 'Super User Roles and Responsibilities' (found in the HMIS Policies Manual).
 4. Organization's Super User Succession Plans.
 5. A copy of the organization's Information Security Policies and Procedures.
 6. A copy of the most recently signed Agency Participation Agreement. If not a current Participant in the CoC's HMIS, provide a statement agreeing to the current version of the Agency Participation Agreement.
- n. File Management & Storage: Statement explaining how your organization manages and stores program participants files and how you will meet the requirements for file management outlined in Section 5.10.2.
- o. Training: Statement demonstrating an understanding of the need for training and ongoing support of staff. Provide a statement describing the organizations' internal training program to include how you propose to ensure leadership, Board of Directors, and staff receive the appropriate training outlined in the SOG.
- p. Equitable Practices: One Fairfax is a joint racial and social equity policy of the Fairfax County Board of Supervisors and School Board adopted in November 2017. It commits the county of schools to intentionally consider equity when making policies or delivering programs and services. This policy is a declaration that all residents deserve equitable opportunity to succeed regardless of their race, color, sex, nationality, sexual orientation, religion, disability, income, or where they live.

Racial equity means closing the gaps so that race does not predict one's success, while also improving outcomes for all. To do so we must target strategies to focus improvements for those worse off and move beyond services and focus on changing policies, institutions, and structures.

Fairfax County understands equity challenges cannot be solved by county government alone. The creativity, diversity, and energy of our community organizations, businesses, and

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residents are needed to create a more equitable Fairfax County.

Please review the One Fairfax Policy (fairfaxcounty.gov) (<https://www.fairfaxcounty.gov/topics/sites/topics/files/assets/documents/pdf/one-fairfax-policy.pdf>) and watch [One Fairfax Videos | Topics \(fairfaxcounty.gov\)](https://www.fairfaxcounty.gov/topics/one-fairfax-videos) (<https://www.fairfaxcounty.gov/topics/one-fairfax-videos>) before answering the following questions:

1. Describe how your understanding of equity has evolved in the last four years. How you use data to deepen your understanding of the inequities in the county and specifically in homeless services. How did this information influence the program described in your proposal?
 2. Describe how you have used racial equity tools to improve agency policies, program policies, and service delivery. Describe how you intend to use racial equity tools for program evaluation and improvement.
 3. Describe how the perspective of program participants is obtained and included in program design and delivery.
- q. Language Services: Demonstrate how you will provide multi-language capabilities for program participants with limited English proficiency, or other language barriers.
- 6.4. **Project and Program Specific Proposals.** Offerors must provide responses below for each of the projects you are proposing to operate. Responses to the section below must demonstrate how the offeror will operate the program in a manner consistent (where applicable) with the following Fairfax County's Office to Prevent and End Homelessness manuals: Standard Operating Guidance (SOG) (Appendix E), Coordinated Entry Manual (Appendix G) and HMIS Procedure Manual (Appendix H).
- a. **HOMELESS PREVENTION AND RAPID REHOUSING**
1. Indicate in which Human Service Regions you propose to operate the Homeless Prevention and Rapid Rehousing Program(s).
 2. Provide statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Homeless Prevention and Rapid Rehousing program.
 3. Staffing: The Homeless Prevention and Rapid Rehousing program combines two types of projects with similar but distinct expectations. Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for both project types (prevention and rapid rehousing). The plan should include, but is not limited to, program hours, staff capacity, caseload ratios. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
 4. Program Operation: Provide a statement outlining program eligibility, services to be provided, and policies about termination from program services. Describe the program participant's rights, the grievance procedure and appeals procedure. Attach corresponding documents, such as grievance procedure. Provide a statement demonstrating how the program team will ensure coordinated entry policies and procedures are followed and eligibility is met. Describe how the staff will track receipt of referrals to both project types and caseloads. Provide a statement demonstrating how the offeror will track Rapid Rehousing vacancies by projecting how many households will be supported per month, the amount of financial assistance per household, and for how many months. Provide a statement demonstrating how the offeror will ensure cohesive collaboration and coordination with staff from other agencies, landlords and property management, County Departments, referring providers, and other stakeholders. Demonstrate how the offeror would comply with Emergency Solutions Grant guidelines and the Virginia Housing and Special Needs Housing funding guidelines.

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5. Case Management: Provide a statement demonstrating an understanding of each component of Case Management (Initial Assessment, Housing location and placement and Service Coordination) as outlined in this Request for Proposal and in the manuals, and how they will be implemented. Demonstrate how Case Management supervisors will provide guidance and support to ensure staff are following best practices and completing data entry.
6. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.
7. The Successful Offeror must comply with the Emergency Solutions Grant regulations, <https://www.ecfr.gov/current/title-24/subtitle-B/chapter-V/subchapter-C/part-576>. And the Virginia Homeless and Special Needs Housing Funding Guidelines: <https://www.dhcd.virginia.gov/sites/default/files/Docx/vhsp/hsnh-guidelines-2022-2024-htf-hrg-2023.pdf>. (See Attachment 4 – Subrecipient Risk Analysis). Attachment 4 must be completed and returned with proposal.

b. STREET OUTREACH

1. Indicate in which Human Service Regions you propose to operate the Homeless Prevention and Rapid Rehousing Program(s).
2. Provide statement demonstrating understanding the program goals, needs of the target population, and requirements for each component of the Street Outreach program.
3. Staffing: Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for Street Outreach. The plan should include, but is not limited to, program hours, staff capacity, caseload ratios. Demonstrate how program staff would provide cohesive collaboration and coordination with Street Outreach staff from other Human Services Regions as needed. Demonstrate how program staff would work a variety of hours, to include mornings, evenings, and weekends, that meet the needs of the program participants, while meeting safety requirements for the team. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
4. Program Operation: Provide a statement outlining program eligibility, services to be provided, and policies about termination from program services. Describe the program participant's rights, the grievance procedure and appeals procedure. Attach corresponding documents, such as grievance procedure. Describe how the offeror would collaborate and coordinate outreach activities with Fairfax County's Health Department's Homeless Healthcare Program (HHP) outreach team and the Fairfax County Community Service Board (CSB) PATH team. Describe how the offeror would determine locations to include in outreach routes, establish a schedule for visiting different sites, and collaborate with public and private businesses (such as restaurants, libraries, and parks) to ensure individuals experiencing unsheltered homelessness are identified and offered services. Describe how the offeror would track and respond to requests from the community or Fairfax County to engage with individuals who may be reported to be experiencing unsheltered homelessness.
5. Street Outreach Case Management: Provide a statement demonstrating an understanding of each component of Case Management (Initial Assessment, Housing location and placement, and Service Coordination) as outlined in this Request for Proposal and in the manuals, and how they would be implemented.
6. Demonstrate how supervisors would provide guidance and support to ensure staff are following best practices and completing data entry.
7. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.

c. COMMUNITY EMERGENCY SHELTERS

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1. Submit separate responses to the questions below for each Community Shelter you propose to operate. The statements below pertain to all shelter programs serving households with children, adult-only, and Mondloch House. Proposals to operate Embry Rucker Community Shelter should include programming for both households with children and adult-only households in one proposal.
2. Provide statement demonstrating understanding the program goals, needs of the target population, and requirements for each component of specific community emergency shelter the offeror is proposing to operate.
3. Staffing: Provide statement demonstrating how the offeror would operate the program 24 hours per day, 7 days per week, 365 days of the year, with adequate daily staffing to serve the facility's maximum capacity and overflow shelter at hotels (hotel use is applicable only to shelters serving households with children). Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for all the program components, including daily operations, meal services, case management, supervision, and facility maintenance. The plan should include, but is not limited to, program hours, staff capacity, caseload ratios. Demonstrate how program staff would work a variety of hours, to include mornings and evenings, to meet the needs of the program participants. Statement explaining the role of the Diversion Specialist and how they would be integrated into the team. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
4. Program Operation: Provide a statement outlining program eligibility, services to be provided, and policies about termination from program services. The statement should include how the offeror would reduce or remove barriers to accessing services. Describe the program participant's rights, the grievance procedure and appeals procedure. Attach corresponding documents, such as grievance procedure. Demonstrate how the offeror proposes to create a flexible process to accommodate shelter intake and or entry at all hours. Provide a statement demonstrating how the offeror would ensure cohesive collaboration and coordination with staff from other agencies, County Departments, Fairfax County Public Schools (applicable to youth and households with children), referring providers, and other stakeholders. Provide statement demonstrating how the offeror would operate the program's meal services. Including following safety, health, and cleaning protocols. And how you would provide healthy and balanced meals that consider religious, medical, and cultural diet restrictions of program participants. Provide statement demonstrating how the offeror would address safety concerns to ensure a safe environment for staff and program participants. Safety concerns may be related to health emergencies, overuse of drugs, violent behavior, and use of weapons. Provide statement explaining procedures regarding the storage and handling of program participant's medication.
5. Case Management: Provide a statement demonstrating an understanding of each component of Case Management (Initial Assessment, Housing location and placement and Service Coordination) as outlined in this RFP and in the manuals, and how they will be implemented. Demonstrate how the offeror will follow the guidelines in the Coordinated Entry Manual when accepting referrals and referring to housing. Demonstrate how Case Management supervisors will provide guidance and support to ensure staff are following best practices and completing data entry.
6. Facility Management: The offeror should provide a detailed check list for what staff would do each day at the facility to ensure it is maintained and program participants are provided with a safe, clean, and welcoming environment. Provide a staffing plan for providing general maintenance and custodial care for the shelter. Be specific regarding duties of each staff member or vendor (general maintenance inside and outside, cleaning facility and individual units, and preventive maintenance) and specific hours/days of providing these services. Include detail regarding your expectations of your staff/vendors and your expectations of OPEH/FMD/vendors. Provide details regarding inspections of individual units. How

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often will inspections be performed? What will staff be looking for during these inspections? And how will issues be resolved post-inspections? Provide details of how work orders are managed including work that will be done by your staff and work that needs to be conveyed and responded to by OPEH staff. How will you track it? Submit a copy of a work order report. Provide details of how you will develop an emergency operations plan, including a timeline of when this plan will be developed after the contract is awarded. If you have a plan already, include it as an attachment to this proposal.

7. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.

d. HYPOTHERMIA PREVENTION PROGRAM

1. Indicate in which Human Service Regions you propose to operate the Hypothermia Prevention Program(s).
2. Statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Hypothermia Prevention Program you are proposing to operate.
3. Staffing: Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for the Hypothermia Prevention Program. The plan should include, but is not limited to, program hours, staff capacity, caseload ratios. Demonstrate how program staff would provide cohesive collaboration and coordination with Street Outreach staff and Hypothermia Prevention Programs at other Human Service Regions. Demonstrate how program staff would work a variety of hours, to include mornings, evenings, and weekends, that meet the needs of the program participants, while meeting safety requirements for the team. Demonstrate how they would operate the program 7 days per week, from November 15 to April 1, with adequate daily staffing to serve and manage the program at the shelter and auxiliary sites. Demonstrate how you would recruit volunteers and provide training and support, as needed. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
4. Program Operation: Provide a statement outlining program eligibility, services to be provided, and policies about termination from program services. The statement should include how the offeror would reduce or remove barriers to accessing services. Describe the program participant's rights, the grievance procedure and appeals procedure. Attach corresponding documents, such as grievance procedure. Demonstrate how the offeror proposes to create a flexible process to accommodate shelter intake and or entry at all hours. Provide a statement demonstrating how the offeror would ensure cohesive collaboration and coordination with staff from other agencies, County Departments, Fairfax County Public Schools (applicable to youth and households with children), referring providers, and other stakeholders. Statement demonstrating how the offeror would address safety concerns to ensure a safe environment for staff and program participants. Safety concerns may be related to health emergencies, overuse of drugs, violent behavior, and use of weapons. Statement explaining procedures regarding the storage and handling of program participant's medication. Demonstrate how the offeror would operate the various hypothermia prevention sites using appropriate health and safety standards, including procedures for handling potential emergencies, such as safe evacuation, handling of blood-borne pathogens, and flu or Covid outbreaks. Demonstrate how the offeror would coordinate with the OPEH and the County Fire Marshall's Office to plan an annual inspection that is conducted by the County Fire Marshall's Office and if needed, the Building Code office. Demonstrate how the offeror would coordinate program participant transportation to and from hypothermia sites at established drop-off point(s), if needed. Demonstrate how the offeror will collaborate with the Health Department's Homeless Healthcare Program and the Community Services Board's PATH team to provide physical and behavioral

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health services onsite. Demonstrate how the offeror would identify and recruit faith-based and community organizations as well as other potential sites that are willing to host the Hypothermia Prevention Program. Demonstrate how the offeror would (if applicable) make overflow space available at an emergency shelter that serves adult-only households in accordance with Fire Marshall regulations and requirements. Demonstrate how the offeror would provide drop-in/warming services at the emergency shelters facilities that serve single and adult-only households 7 days a week. Provide case management services during hypothermia season to link program participants with services, prioritizing the creation of an individualized housing plan to help them move into permanent housing.

5. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures. Responses to the section below applies to all Permanent Supportive Housing. Submit responses to the questions below for each Permanent Supportive Housing program you propose to operate. Your proposal should reflect the specific program details outlined in this Request for Proposal.

e. PERMANENT SUPPORTIVE HOUSING

1. Provide statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Permanent Supportive Housing Program(s) you are proposing to operate.
2. Staffing. Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for the Permanent Supportive Housing Program you are proposing to operate. The plan should include, but is not limited to, program hours, staff capacity, caseload ratios. Demonstrate how program staff would work a variety of hours, to include mornings, evenings, and weekends, that meet the needs of the program participants, while meeting safety requirements for the team. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
3. Program Operation: Provide a statement outlining program eligibility, services to be provided, and policies about termination from program services. Describe the program participant's rights, the grievance procedure and appeals procedure. Attach corresponding documents, such as grievance procedure. Provide a statement demonstrating how the program team will ensure coordinated entry policies and procedures are followed and eligibility is met. Describe how the staff will track receipt of referrals to both project types and caseloads. Provide a statement demonstrating how the offeror would inform Coordinate Entry staff of program vacancies and criteria for housing matches and would ensure quick housing placement after a household is matched to the vacancy. Provide a statement demonstrating how the offeror will ensure cohesive collaboration and coordination with staff from other agencies, landlords and property management, County Departments, referring providers, and other stakeholders. If applicable, demonstrate how the offeror will comply with the federal Community Development Block Grant Program and HOME Investments Partnerships. If applicable, demonstrate how the offeror would manage the day-to-day operations of residential facilities and provide supportive services that promote housing stability. Demonstrate how the offeror would empower program participants to learn about tenant and landlord rights, how to be a good neighbor, and how to manage maintenance concerns. Demonstrate how the offeror would establish a mechanism for collecting fees and or rents from program participants and renew leases yearly. If applicable, demonstrate how the offeror would provide professional level housing counseling and location services, to include, proactively seeking new housing opportunities, acting as a liaison between landlords and program participants, negotiating leases, providing tenant's rights and responsibilities education to program participants, and supporting the lease-up process.
4. Case Management: Provide a statement demonstrating an understanding of each component of Case Management (Initial Assessment, Housing location and

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placement, Service Coordination and Social and community integration) as outlined in this Request for Proposal and in the manuals, and how they will be implemented. (Initial Assessment, Housing location and placement, Service Coordination and Social and community integration). Demonstrate how Case Management supervisors will provide guidance and support to ensure staff are following best practices and completing data entry.

5. Facility Management (not applicable to scattered site PSH programs): Offeror should provide detailed check list for what your staff will do each day at the facility to ensure it is maintained and clients are provided with a safe, clean and welcoming environment. Provide your staffing plan for providing general maintenance and custodial care for the shelter. Be specific regarding duties of each staff member or vendor (general maintenance inside and outside, cleaning facility and individual units, and preventive maintenance) and specific hours/days of providing these services. Include detail regarding your expectations of your staff/vendors and your expectations of OPEH/FMD/vendors. Provide details regarding inspections of individual units. How often will inspections be performed? What will staff be looking for during these inspections? And how will issues be resolved post-inspections? Provide details of how work orders are managed including work that will be done by your staff and work that needs to be conveyed and responded to by OPEH staff. How will you track it? Submit a copy of a work order report. Provide details of how you will develop an emergency operations plan, including a timeline of when this plan will be developed after the contract is awarded. If you have a plan already, include it as an attachment to this proposal.
6. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.

f. HOMELESS HEALTHCARE PROGRAM

1. Submit one proposal for each Homeless Healthcare Program you propose to operate. Program requirements vary depending on the site where they are located.
2. Statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Homeless Healthcare Program(s) you propose to operate.
3. Staffing: Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for the Homeless Healthcare Program(s) you are proposing to operate. The plan should include, but is not limited to, program hours, staff capacity, caseload ratios. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
4. Program Operation: Demonstrate how the offeror would work in conjunction with a Health Department Nurse Practitioner (NP) assigned to this program to determine health needs of clients, coordinate access to such services and provide ongoing medical services as indicated until client is enrolled in mainstream resources. Demonstrate how the offeror would provide outreach services to individuals facing homelessness accessing the hypothermia program, nearby drop-in centers, and existing shelters. Demonstrate how the offeror would provide transportation to medical services sites and dental service sites as well as information on other resources the individual may access to improve their health and/or level of self-sufficiency. Demonstrate how the offeror would meet the request outlined in the RFP to maintain one passenger van to be used by the Medical Outreach Worker.
5. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.

g. MEDICAL RESPITE PROGRAM

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1. Provide statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Medical Respite Program(s) you propose to operate.
2. Staffing: Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for the Medical Respite Program(s) you are proposing to operate. The plan should include, but is not limited to, daily operations, program hours and staff capacity. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
3. Program Operation: Demonstrate how the offeror would ensure the provision of 24/7 residential, crisis intervention, and general case management support, by utilizing existing shelter staff resources to provide supervision to clients, administration, and support as necessary. Demonstrate how the offeror would complete daily operation tasks, such as provide and/or arrange for transportation, assure medication is purchased and secured, provide meals, and linens. Demonstrate how the offeror would ensure completion of STARSS assessment for MRP program participants upon admission, to determine prioritization for regular emergency shelter bed in advance of discharge from MRP.
4. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.

h. OPERATION STREAM SHIELD

1. Statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Operation Stream Shield program(s) you propose to operate.
2. Staffing: Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for the Operation Stream Shield Program(s) you are proposing to operate. The plan should include, but is not limited to, daily operations, program hours and staff capacity. Clearly identify indirect service staffing demonstrating the percentage of salary and time dedicated to the project.
3. Program Operation: Demonstrate how the offeror would engage with people experiencing homelessness for the purpose of promoting the OSS program. Demonstrate how the offeror will recruit and vet prospective program participants and ensure they meet the requirements outlined in the program description in this RFP. Demonstrate how the offeror will track the work completed and provide standardized project reports to County (DPWES) project manager. Demonstrate how the offeror would ensure the safety of all program participants at all work sites and provide workers compensation when necessary. Demonstrate how the offeror would provide and maintain landscaping equipment such as push mowers and weed whackers. Demonstrate how the offeror would provide transportation for program participants to and from work sites. Demonstrate how the offeror would administer and manage financial transactions to program participants at the end of each shift. Demonstrate how the offeror would provide employment services to program participants to assist in transitioning them from OSS to part-time and/or full-time employment.
4. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.

i. ADULT PROTECTIVE SERVICES (APS) UNITS.

1. Provide statement demonstrating understanding of the program goals, needs of the target population, and requirements for each component of the Adult Protective Services (APS) units.
2. Staffing: Offerors should submit a detailed staffing plan that demonstrates how you propose to meet the program expectations for the APS units. The plan should include, but is not limited to, daily operations, program hours and staff capacity.

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3. Program Operation: Demonstrate how the offeror would meet the following program requirements:
 - Lease two units, pay rent, utilities, and internet services.
 - Ensure placement into an available unit within 48 business hours of unit becoming vacant.
 - Maintain regular maintenance of units.
 - Maintain weekly communication with the APS Social Services Specialist assigned to the participant.
 - Secure through purchase or donation, furniture and household goods and items necessary for basic living needs as defined by the APS program.
 4. The Offeror may propose how they will design the program intake and orientation to ensure that upon receipt of a referral from the Department of Family Services/APS office, program participants are connected to and placed in housing as quickly as possible, with the goal of completing all entry processes within 30 days.
 5. Case Management: Provide a statement demonstrating an understanding of each component of Case Management as outlined in this RFP and in the manuals, and how they will be implemented.
 - Initial Assessment
 - Housing location and placement
 - Service Coordination
 - Social and community integration
 6. Demonstrate how Case Management supervisors will provide guidance and support to ensure staff are following best practices and completing data entry.
 7. Performance Measures: Provide a statement demonstrating how the offeror plans to evaluate program performance, review data, and adapt as needed to meet the expected performance outcome measures.
- j. In this section, the Offeror may also comment if deemed appropriate, on any aspect of the Request for Proposal, including suggestions on possible alternative approaches to the coverage, definition, development, and organization of the issues presented in the "Statement of Needs" section, and may propose alternative approaches.
- k. Offeror must submit in Bonfire a copy of any supplemental or third-party agreement that the County would be expected to sign if Offeror is awarded a contract.
- l. Complete and submit the following: All forms in Attachment 1, Attachment 2 and Attachment 3. Federal funds may be expended under the resulting contracts; therefore, the Contractor shall be bound by the attached Federal Grant Terms and Conditions (Attachment 3) without exception.
- m. **Exceptions to the RFP:** Offerors may take exceptions to the terms, however, some of the terms may not be negotiable (ref. **Attachment 1H**).

7. COST PROPOSAL INSTRUCTIONS:

- 7.1. The offeror must submit their response to the cost proposal as instructed in Bonfire fully supported by cost and pricing data adequate to establish the reasonableness of the proposed cost. The offeror must submit their cost proposal(s) in a separate submission from the technical proposal(s) using the budget template (See Attachment 5).
 - a. Budget Narrative: Proposals should include a detailed narrative and justification of the proposed cost that demonstrates reasonableness. A detailed Budget Narrative for each line item should be listed separately and clearly demonstrate the method used to derive the cost for each line item.

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- b. Proposals should present a clear and reasonable project/program budget and identify additional resources to sustain the program other than County funds or county contributions that can help support the proposed program.
- c. Cost proposals (first year budget) should be for the first year of operation (7/1/24 – 6/30/25).
- d. Cost proposals should be submitted for each project and program (if applicable) and should be organized, easy to follow, and include a table of contents.
- e. Cost proposals should clearly identify the cost breakdown for each service component included in the project's scope of work and clearly identify if the cost is proposed to be shared with other projects and programs. Direct cost include operating and staffing for the project.
- f. Staffing Costs: Using the staffing plan template (See Attachment 5), personnel cost proposals should provide project positions, brief description of the position's role/duties, and salary allotted for the position, the percentage the position allotted to the project and includes benefits, taxes, and other personnel costs proposed for the project.
- g. Indirect Expenditures: Cost proposal does not exceed 15% of the Personnel and Direct Expenditure proposed costs. Indirect expenditure covers administration and management oversight of the day-to-day operations of the project/program such as office occupancy expenses and project support staff not included in the project/programs contracted staffing.
 - Proposal should have a detailed narrative providing details of services provided by the position, salary, and percentage of cost proposed for the project. Indirect costs may include accounting and legal expenses, administrative salaries, office expenses, rent, security expenses, telephone expenses, and utilities.
- h. Non-Contract Revenue, Resources, or In-Kind Services: Cost Proposal should include benefits breakdown of non-contract revenue sources and/or in-kind services. (Resources may include volunteer services, donations such as food and clothing, in-kind contributions, cash donations, supplies and services, other donations, grants and/or contracts etc.) offsetting the cost of the contract.
 - Non-professional volunteers are to be valued at \$32.59 per hour in accordance with the current Virginia Employment commission established rate. The hourly value of a professional volunteer's service is to be determined based upon the normal hourly rate charged by the professional volunteer for paid services. The hourly values must be justified in the written narrative.
- i. **FAILURE TO BREAK DOWN COST ELEMENTS MAY RENDER THE COST PROPOSAL NON-RESPONSIVE.**
- j. Project-Specific Instructions:
 - 1) **HOMELESSNESS PREVENTION and RAPID REHOUSING:** Proposals should include staffing, operational expenses, financial assistance (security or utility deposits, utility payments, and moving cost assistance), and client assistance funds. Proposals should include costs for diversion, such as financial assistance. **The budget template in Attachment 5 (Tab #1) must be used.**
 - 2) **STREET OUTREACH:** Proposals should include staffing, operational expenses, and client assistance funds. **The budget template in Attachment 5 (Tab #4) must be used.**
 - 3) **COMMUNITY EMERGENCY SHELTERS:** Proposals should include an amount for staffing and operational expenses. Emergency Shelters serving households

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- with children should include hotel or motel expenses. **The budget template in Attachment 5 (Tab #4) must be used.**
- 4) **HYPOTHERMIA PREVENTION PROGRAM:** Proposals should include an amount for staffing and operational expenses. **The budget template in Attachment 5 (Tab #4) must be used.**
 - 5) **PERMANENT SUPPORTIVE HOUSING:** Proposals should include an amount for staffing and operational expenses. Leasing, furniture, cleaning and maintenance and other housing related expenses. **The budget template in Attachment 5 (Tab #1) must be used.**
 - 6) **HOMELESS HEALTHCARE PROGRAM:** Proposals should include an amount for staffing and operational expenses. **The budget template in Attachment 5 (Tab #4) must be used.**
 - 7) **MEDICAL RESPITE PROGRAM:** The proposals should include an amount for staffing and operational expenses. **The budget template in Attachment 5 (Tab #4) must be used.**
 - 8) **OPERATION STREAM SHIELD:** Proposals should include an amount for staffing and operational expenses, transportation expenses, and other expenses related to the program. **The budget template for Operation Stream Shield in Attachment 5 (Tab #3) must be used.**
 - 9) **ADULT PROTECTIVE SERVICES (APS) SET ASIDE UNITS:** The proposals should include an amount for staffing and operational expenses. **The budget template for APS Units in Attachment 5 (Tab #2) must be used.**

8. PRICING:

- 8.1. The subsequent contract will be a firm-fixed price agreement. The fee(s) will remain firm and will include all charges that may be incurred in fulfilling the requirements of the contract during the first 365 days. Changes in cost for any subsequent contract years may be based on the Consumer Price Index (CPI-U), or other relevant indices, not to exceed 3%. Request for change must be made in writing to County 60 days prior to renewal date.
- 8.2. The request for a change in the unit price shall include as a minimum, (1) the cause for the adjustment; (2) proposed effective date; and, (3) the amount of the change requested with documentation to support the requested adjustment (i.e., appropriate Bureau of Labor Statistics, Consumer Price Index (CPI-U), change in manufacturer's price, etc.).
 - a. Price decreases shall be made in accordance with paragraph 41 of the General Conditions & Instructions to Offerors. (Appendix I).
- 8.3. Contractor shall submit monthly invoices and expense reports with supporting documentation. Payment will be net 30.

9. TRADE SECRETS/PROPRIETARY INFORMATION:

- 9.1. Trade secrets or proprietary information submitted by an offeror in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, offeror must invoke the protections of this section prior to or upon submission of the data or other materials.
- 9.2. **The offeror must identify the data or other materials to be protected and state the reasons why protection is necessary.** Disposition of material after award(s) should be stated by the offeror.
- 9.3. Request for Protection of Trade Secrets or Proprietary Information (Attachment 1C) is provided as a courtesy to assist offeror desiring to protect trade secrets or proprietary information from disclosure under the Virginia Freedom of Information Act.

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- 9.4. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in rejection of the proposal.

10. CONTACT FOR CONTRACTUAL MATTERS:

- 10.1. All communications and requests for information and clarifications shall be directed to the following procurement official:
 Mary Walker, CPPB, Contract Specialist III
 Department of Procurement and Material Management
 Telephone: (703) 324-7915
 Email: mary.walker3@fairfaxcounty.gov
- 10.2. No attempt shall be made by any offeror to contact members of the Selection Advisory Committee (SAC) about this procurement (see paragraph 15.3).

11. REQUIRED SUBMITTALS:

- 11.1. Each Offeror responding to this Request for Proposal must supply all the documentation required in the RFP. Failure to provide documentation with the Offeror's response to the RFP will result in the disqualification of the Offeror's proposal.
- Technical Proposal (including DPMM Form 32 and Attachments 1-4)
 - Cost Proposal
 - One (1) copy of the Technical and Cost proposals with redactions consistent with the requirements of the RFP, Section 9 Trade Secrets/Proprietary Information through Fairfax County's online Procurement Portal at <https://fairfaxcounty.bonfirehub.com>. If no Request for Protection of Trade Secrets or Proprietary Information is being made, redacted technical and cost proposals are not required.
 - All Addenda (signed) – as applicable.
 - A copy of any document of third-party agreement that the County would be expected to sign if Offeror is awarded a contract.
 - a. **Failure to sign or take exception to the terms of "Attachment 1C" may result in the Offeror's proposal to be rejected.**

12. SUBMISSION OF PROPOSAL:

- 12.1. Proposals must be received electronically through Fairfax County's online Procurement Portal at: <https://fairfaxcounty.bonfirehub.com>, on or before the Submittal Deadline. Submissions will only be accepted through the portal. Fairfax County will not accept proposals submitted by paper, telephone, facsimile ("FAX") transmission, or electronic mail (i.e., e-mail) in response to this RFP. Proposal submissions and registration are free of charge. Offerors can register for a free account at: <https://fairfaxcounty.bonfirehub.com>, which will be required when preparing a submission. Documents may be uploaded at any time during the open period. The official time used for receipt of proposals/modifications is the time stamp within the Bonfire portal. No other clocks, calendars or timepieces are recognized. For technical questions related to a submission contact Bonfire at Support@GoBonfire.com or click on the link "Contact Bonfire Support here" under Need Help?. (Note: it takes an average of 16 minutes to an hour for a response). Therefore, offeror shall take the necessary steps to submit their proposals in advance.
- 12.2. Offerors can view all the user guide which provides step by step instructions regarding use of Bonfire: <https://support.gobonfire.com/hc/en-us/categories/360000773733-User-Guides>.

Listed below are some helpful guides that will assist offeror regarding Registration and

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Submission:

- Vendor Registration
<https://support.gobonfire.com/hc/en-us/articles/360011135513-Vendor-Registration>
- Creating and uploading a submission
<https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors->

- 12.3. If, at the time of the scheduled proposal closing Fairfax County Government is closed due to inclement weather or another unforeseeable event, the proposal closing will still proceed electronically through the Bonfire system.
- 12.4. Technical Information: Uploading large documents may take time, depending on the size of the file(s) and your Internet connection speed. You will receive an email confirmation receipt with a unique confirmation number once you finalize your submission. Minimum system requirements for the Bonfire portal - Microsoft Edge, Google Chrome, or Mozilla Firefox. JavaScript must be enabled. Browser cookies must be enabled.
- 12.5. It is the Offeror's responsibility to clearly identify and to describe the services being offered in response to the Request for Proposal. Offerors are cautioned that organization of their response, as well as thoroughness is critical to the County's evaluation process. The RFP forms must be completed legibly and in their entirety; and all required supplemental information must be furnished and presented in an organized, comprehensive and easy to follow manner.
- 12.6. Unnecessarily elaborate brochures of other presentations beyond that sufficient to present a complete and effective proposal is not desired.
- 12.7. By executing the cover sheet (DPMM32), Offeror acknowledges that they have read this Request for Proposal, understand it, and agree to be bound by its terms and conditions.

13. ADDENDA:

- 13.1. Offerors are reminded that changes to the bid, in the form of addenda, are often issued between the issue date and within three (3) days before the due date. All addenda shall be signed and submitted before the due date/time or must accompany the bid.
- 13.2. The last day to submit questions for this RFP to be addressed in the addendum will be January 31, 2024. All questions pertaining to this RFP shall be submitted to mary.walker3@fairfaxcounty.gov.
- 13.3. Notice of addenda will be posted on eVA and Bonfire. It is the Offeror's responsibility to monitor the web page for the most current addenda at <https://fairfaxcounty.bonfirehub.com>.

14. PROPOSAL ACCEPTANCE PERIOD:

- 14.1. Any proposal submitted in response to this solicitation shall be valid for 365 days. At the end of the days the proposal may be withdrawn at the written request of the offeror. If the proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is canceled.

15. BASIS FOR AWARD:

- 15.1. This Request for Proposal is being utilized for competitive negotiation. Under the competitive negotiation process, a contract may be awarded to the responsible offeror(s) whose proposal is determined to be the most advantageous to the County, taking into consideration price and

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the evaluation factors set forth in the Request for Proposal. The County reserves the right to make multiple awards as a result of this solicitation.

- 15.2. A Selection Advisory Committee has been established to review and evaluate all proposals submitted in response to this Request for Proposal. The Committee shall conduct a preliminary evaluation of all proposals on the basis of the information provided with the proposal, and the evaluation criteria listed below. Based upon this review, the cost proposals of the highest rated offeror(s) will then be reviewed. Offeror(s) may be invited by the County Purchasing Agent to make oral presentations and/or system demonstrations to the Selection Advisory Committee.
- 15.3. No Offeror, including any of their representatives, subcontractors, affiliates and interested parties, shall contact any member of the Selection Advisory Committee or any person involved in the evaluation of the proposals. Selection Advisory Committee members will refer any and all calls related to this procurement to the procurement official named in 10.1 above. Failure to comply with this directive may, at the sole discretion of the County, result in the disqualification of an offeror from the procurement process.
- 15.4. Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the Request for Proposal, including price if so stated in the Request for Proposal. Negotiations shall then be conducted with each of the offerors so selected. After negotiations have been conducted with each offeror so selected, the County shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror.
- 15.5. Should the County determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The Committee will make appropriate recommendations to the County Executive and Board of Supervisors, if appropriate, prior to actual award of contract.
- 15.6. Proposal Evaluation Criteria

Each Project/Program will be evaluated separately using the in factors in the award of this contract:

Criteria	Points
Qualifications and viability of firm based on response to Special Provisions, Section 6.3 General Qualifications, Experience and Understanding of General Requirements for Homeless Services Projects.	40
Detail response to Special Provisions, Section 6.4 Project and Program Specific Proposals	40
Reasonableness of cost proposal as per Section 7, Cost Proposal Instructions.	20

- 15.7. Fairfax County reserves the right to make on-site visitations to assess the capabilities of individual offeror and to contact references provided with the proposal.
- 15.8. The County Purchasing Agent may arrange for discussions with firms submitting proposals, if required, for the purpose of obtaining additional information or clarification.
- 15.9. Offerors are advised that, in the event of receipt of an adequate number of proposals, which, in the opinion of the County Purchasing Agent, require no clarifications and/or supplementary information, such proposals may be evaluated without further discussion. Consequently, offeror should provide complete, thorough proposals with the offeror's most favorable terms. Should proposals require additional clarification and/or supplementary information, offeror should submit such additional material in a timely manner.

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- 15.10. Proposals which, after discussion and submission of additional clarification and/or supplementary information, are determined to meet the specifications of this Request for Proposal will be classified as "acceptable". Proposals found not to be acceptable will be classified as "unacceptable" and no further discussion concerning same will be conducted.
- 15.11. The County may cancel this Request for Proposal or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous.

16. INSURANCE:

- 16.1. The Contractor shall be responsible for its work and every part thereof, and for all materials, tools, equipment, appliances, and property of any and all description used in connection therewith. The Contractor assumes all risks of direct and indirect damage or injury to the property or persons used or employed on or in connection with the work contracted for, and of all damages or injury to any person or property wherever located, resulting from any action, omission, commission or operation under the contract.
- 16.2. The Contractor must during the continuance of all work under the contract provide the following:
- i. Statutory Workers' Compensation and Employer's Liability insurance in limits of not less than \$1,000,000 to protect the Contractor from any liability or damages for any injuries (including death and disability) to any and all of its employees, including any and all liability or damage which may arise by virtue of any statute or law in force within the Commonwealth of Virginia.
 - ii. Commercial General Liability insurance in the amount of \$1,000,000 per occurrence, \$2,000,000 in aggregate, to protect the Contractor, its subcontractors, and the interest of the County, its officers and employees against any and all injuries to third parties, including bodily injury and personal injury, wherever located, resulting from any action or operation under the contract or in connection with the contracted work.
 - iii. Owned, non-owned, and hired Automobile Liability insurance, in the amount of \$1,000,000 per occurrence/aggregate, including property damage, covering all owned, non-owned, borrowed, leased, or rented vehicles operated by the Contractor. In addition, all mobile equipment used by the Contractor in connection with the contracted work, will be insured under either a standard Automobile Liability policy, or a Commercial General Liability policy.
 - iv. Fidelity Bond or Commercial Crime Insurance in an amount equal to at least fifty percent (50%) of the amount of the funds handled or managed annually by the Contractor, or, if no funds were handled during the preceding year, fifty percent (50%) of the amount of funds reasonably estimated to be handled during the current calendar year. In no event will the fidelity bond be less than \$1,000,000. The bond shall be in favor of the County insure to the benefit of any person damaged by any fraudulent act or conduct of the Contractor and must be conditioned upon faithful accounting and application of all money coming into the Contractors possession in connection with their activities as an administrator.
 - v. The Contractor must during the continuance of all work under the contract provide the following: Cyber liability insurance coverage with limits of at least \$3,000,000 per claim and annual aggregate including coverage for: network security liability; privacy liability; privacy regulatory proceeding, defense, response, expenses and

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finances; technology professional liability (errors and omissions); privacy breach expense reimbursement (liability arising from the loss or disclosure of County Information no matter how it occurs); system breach; denial or loss of service; introduction, implantation, or spread of malicious software code; unauthorized access to or use of computer systems; and data/information loss and business interruption; any other liability or risk that arises out of the Contract. Such insurance will be maintained in force at all times during the term of the agreement and for a period of two years thereafter for services completed during the term of the agreement.

16.3. Liability Insurance "Claims Made" basis:

- i. If the liability insurance purchased by the Contractor has been issued on a "claims made" basis, the Contractor must comply with the following additional conditions. The limit of liability and the extensions to be included as described previously in these provisions, remain the same.
- ii. The Contractor must either:
 1. Agree to provide certificates of insurance evidencing the above coverage for a period of two years after final payment for the contract. This certificate shall evidence a "retroactive date" no later than the beginning of the contractor's or subcontractor's work under this contract, or
 2. Purchase the extended reporting period endorsement for the policy or policies in force during the term of this contract and evidence the purchase of this extended reporting period endorsement by means of a certificate of insurance or a copy of the endorsement itself.

16.4. Liability insurance may be arranged by a combination of primary and excess or umbrella policies.

16.5. Any deductibles and/or self-insured retentions greater than \$50,000 must be disclosed to and approved by the County's Risk manager prior to the commencement of services. Use of large deductibles and/or self-insured retentions will require proof of financial ability as determined by the County.

16.6. After a period of five-years from Agreement Date, the County may reasonably require higher limits of insurance or additional insurance coverage against other hazards for which insurance is reasonably obtainable and which, at the time, are commonly insured against in the case of similar properties conducting similar activities within the geographic area of the Property, whether or not such additional insurance requirements are otherwise described or contemplated herein.

16.7. The Contractor agrees to provide insurance issued by companies admitted within the Commonwealth of Virginia, with the Best's Key Rating of at least A: VII.

16.8. European markets including those based in London, and the domestic surplus lines markets that operate on a non admitted basis are exempt from this requirement provided that the Contractor's broker can provide financial data to establish that a market is equal to or exceeds the financial strengths associated with the A.M. Best's rating of A: VII or better.

16.9. The Contractor will provide an original, signed Certificate of Insurance citing the contract number and such endorsements as prescribed herein and The County of Fairfax, its officers, employees and agents shall be named as an "additional insured" for all liability policies and it shall be stated on the Insurance Certificate that this coverage "is primary to all other coverage the County may possess."

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- 16.10. The Contractor will secure and maintain all insurance certificates of its subcontractors, which shall be made available to the County on demand.
- 16.11. Contractor waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against the County and other additional insureds for losses paid under the insurance policies required by this Contract or other insurance applicable to the Contractor or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Contractor or its subcontractors. Where permitted by law, Contractor must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.
- 16.12. The Contractor will provide on demand certified copies of all insurance policies related to the contract within ten business days of demand by the County. These certified copies will be sent to the County from the Contractor's insurance agent or representative.
- 16.13. No change, cancellation, or non-renewal shall be made in any insurance coverage without a 30-day written notice to the County. The Contractor shall furnish a new certificate prior to any change or cancellation date. The failure of the Contractor to deliver a new and valid certificate may result in suspension of all payments until the new certificate is furnished.
- 16.14. Compliance by the Contractor and all subcontractors with the foregoing requirements as to carrying insurance shall not relieve the Contractor and all subcontractors of their liabilities provisions of the contract.
- 16.15. Nothing contained in the specifications shall be construed as creating any contractual relationship between any subcontractor and the County. The Contractor is as fully responsible to the County for the acts and omissions of the subcontractors and of persons employed by the Contractor as it is for acts and omissions of person directly employed by Contractor.
- 16.16. Precaution shall be exercised at all times for the protection of persons (including employees) and property.
- 16.17. The Contractor and all subcontractors are to comply with applicable federal, state, and local occupational safety and health requirements, including, but not limited to, the Occupational Safety and Health Act of 1970, Public Law 91 596, as it may apply to this contract.

17. METHODS OF PAYMENT:

- 17.1. The County may use two (2) different methods of placing orders from the final contract: Purchase Orders (PO's) and approved County procurement cards.
- 17.2. A Purchase Order (PO) may be issued to the contractor on behalf of the County agency ordering the items/services covered under this contract. The purchase order indicates that sufficient funds have been obligated as required by Title 15.2-1238 of the Code of the Commonwealth of Virginia.
- 17.3. Procurement Card orders and payments may also be made by the use of a Fairfax County or Fairfax County Public Schools "Procurement" Card. The Procurement Card is currently a Master Card. Contractors are encouraged to accept this method of receiving orders.
- 17.4. Regardless of the method of ordering used, solely the contract and any modification determine performance time and dates.

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- 17.5. Performance under this contract is not to begin until receipt of the purchase order, Procurement Card order, or other notification to proceed by the County Purchasing Agent and/or County agency to proceed. Purchase requisitions shall not be used for placing orders.

18. REPORTS AND INVOICING:

18.1. General Invoicing:

- a. All contracted service providers are required to submit monthly invoices for any County-funded programs to be reimbursed for services rendered. Contracted service providers must use the standard invoice template when submitting for approval. Individual invoices are required for each program and should include the following information:
 - i. Contracted service provider name
 - ii. Program name, which should match the program name on the approved budget/contract.
 - iii. Date range/month for requested reimbursement.
 - iv. Purchase Order number that matches the current contract/purchase order.
 - v. A line-item accounting of the total approved budget requested reimbursement, and the remaining balance. Line items on the invoice should match line items in the approved budget.
 - vi. Documentation for line-item expenses exceeding \$1,000. Copies of paid invoices or other documentation documenting the expense should be included with the invoice package. Example: Insurance payments, large program purchases, or other line items exceeding \$1,000.
- b. Invoices for Operation Stream Shield should be sent to the DPWES contact; invoices for APS units should be sent to DFS contact, Invoices for Homeless HealthCare Program and Medical Respite Program should be sent to the HD contact. All other invoices should be sent to the OPEH contact. Contact names and information will be provided after contract award.
- c. The Contractor must maintain all records in compliance with federal and state regulations. The Contractor(s) must submit to each program administrator, monthly statistical reports and an annual tabulated report.

18.2. HCD Program Invoice submission process is as follows:

- a. Contracted service providers must submit their invoices to their respective HCD Program Manager for approval by the 10th of every month. Some contracts and subawards may permit additional time, up to 30 days, so refer to the contract or subaward for details. If contracted service providers are unsure who to send invoices to, they should reach out to HCD for clarification.
- b. HCD will review the invoices, personnel reports, and any Client Assistance reports and request additional information, revision, or supporting documentation, as needed. Once completed, HCD will approve the invoices.
- c. Upon approval, contracted service providers must send invoices in PDF format to FXCOinvoices@fairfaxcounty.gov for processing and payment. All payment terms default to Net 30 and will be paid in no more than 30 days from date of submission, unless otherwise stated.

18.3. Reporting:

- a. Personnel Report that lists the names and positions of the staff billed to the contracts, how many hours they worked in that month, and how many of those hours are being billed to/reimbursed by County. New employees should be highlighted.
- b. Direct program participant assistance (Client Assistance) report should be submitted with the monthly invoice for any financial assistance included on the invoice.

19. CHANGES:

- 19.1. Fairfax County may, at any time, by written order, require changes in the services to be performed by the Contractor. If such changes cause an increase or decrease in the

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Contractors cost of, or time required for, performance of any services under this contract, an equitable adjustment shall be made, and the contract shall be modified in writing accordingly. The County Purchasing Agent must approve all work that is beyond the scope of this Request for Proposal.

- 19.2. No services for which an additional cost or fee will be charged by the Contractor shall be furnished without the prior written authorization of the Fairfax County Purchasing Agent.

20. DELAYS AND SUSPENSIONS:

- 20.1. The County may direct the Contractor, in writing, to suspend, delay, or interrupt all or any part of the work of this contract for the period of time deemed appropriate for the convenience of the County. The County will extend the Contractor's time of completion by a period of time that in the discretion of the Purchasing Agent is reasonably suited for completion of work. The County may further amend the contract by mutual agreement for any increase in the cost of performance of the contract (excluding profit) resulting solely from the delay or suspension of the contract. No adjustment shall be made under this clause for any delay or interruption resulting from any other cause, including the fault or negligence of the Contractor.
- 20.2. If the County does not direct the Contractor, in writing, to suspend, delay, or interrupt the contract, the Contractor must give the County Purchasing Agent written notice if Fairfax County fails to provide data or services that are required for contract completion by the Contractor. The County may extend the Contractor's time of completion by a period of time that in the discretion of the Purchasing Agent is reasonably suited for completion of work. The County may further amend the contract by mutual agreement for any increase in the cost of performance of the contract (excluding profit) resulting solely from the delay or suspension of the contract. No adjustment shall be made under this clause for any delay or interruption resulting from any other cause, including the fault or negligence of the Contractor.
- 20.3. The Contractor shall continue its work on other phases of the project or contract, if in the sole discretion of the Purchasing Agent such work is not impacted by the County's delay, suspension, or interruption. All changes to the work plan or project milestones shall be reflected in writing as a contract amendment.

21. ACCESS TO AND INSPECTION OF WORK:

- 21.1. The Fairfax County Purchasing Agent and using agencies will, at all times, have access to the work being performed under this contract wherever it may be in progress or preparation.

22. DATA SOURCES:

- 22.1. The County will provide the Contractor all available data possessed by the County that relates to this contract. However, the Contractor is responsible for all costs for acquiring other data or processing, analyzing or evaluating County data.

23. SAFEGUARDS OF INFORMATION:

- 23.1. Unless approved in writing by the County Purchasing Agent, the Contractor may not sell or give to any individual or organization any information, reports, or other materials given to, prepared or assembled by the Contractor under the final contract.

24. ORDER OF PRECEDENCE:

- 24.1. In the event of conflict, the Acceptance Agreement (provided at contract award) and the Special Provisions of this contract shall take precedence over the General Conditions and Instructions to Bidders, (Appendix I).

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25. SUBCONTRACTING:

- 25.1. If one or more subcontractors are required, the contractor is encouraged to utilize small, minority-owned, and women-owned business enterprises. For assistance in finding subcontractors, contact the Virginia Department of Small Business and Supplier Diversity <https://www.sbsd.virginia.gov>; local chambers of commerce and other business organizations.

26. USE OF CONTRACT BY OTHER PUBLIC BODIES:

- 26.1. Reference Paragraph 72, General Conditions and Instructions to Bidders, Cooperative Purchasing. Offerors are advised that the *resultant* contract(s) may be extended, with the authorization of the Offeror, to other public bodies, or public agencies or institutions of the United States to permit their use of the contract at the same prices and/or discounts and terms of the resulting contract. If any other public body decides to use the final contract, the Contractor(s) must deal directly with that public body concerning the placement of orders, issuance of purchase orders, contractual disputes, invoicing and payment. The County of Fairfax acts only as the "Contracting Agent" for these public bodies. Failure to extend a contract to any public body will have no effect on consideration of your offer.
- 26.2. It is the Contractors responsibility to notify the public body(s) of the availability of the contract(s).
- 26.3. Other public bodies desiring to use this contract will need to make their own legal determinations as to whether the use of this contract is consistent with their laws, regulations, and other policies.
- 26.4. Each public body has the option of executing a separate contract with the Contractor(s). Public bodies may add terms and conditions required by statute, ordinances, and regulations, to the extent that they do not conflict with the contract's terms and conditions. If, when preparing such a contract, the general terms and conditions of a public body are unacceptable to the Contractor, the Contractor may withdraw its extension of the award to that public body.
- 26.5. Fairfax County **shall not** be held liable for any costs or damages incurred by another public body as a result of any award extended to that public body by the Contractor.

27. NEWS RELEASE BY VENDORS:

- 27.1. As a matter of policy, the County does not endorse the products or services of a contractor. News releases concerning any resultant contract from this solicitation will not be made by a contractor without the prior written approval of the County. All proposed news releases will be routed to the Purchasing Agent for review and approval.

28. AMERICANS WITH DISABILITIES ACT REQUIREMENTS:

- 28.1. Fairfax County Government is fully committed to the Americans with Disabilities Act (ADA) which guarantees non-discrimination and equal access for persons with disabilities in employment, public accommodations, transportation, and all County programs, activities and services. Fairfax County government contractors, subcontractors, vendors, and/or suppliers are subject to this ADA policy. All individuals having any County contractual agreement must make the same commitment. Your acceptance of this contract acknowledges your commitment and compliance with ADA.
- 28.2. Fairfax County is committed to a policy of nondiscrimination in all County programs, services, and activities and will provide reasonable accommodations upon request. Bidders requesting special accommodations should call the Department ADA representative at (703) 324-3201 or

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TTY 1-800-828-1140. Please allow seven (7) working days in advance of the event to make the necessary arrangements.

29. HIPAA COMPLIANCE:

- 29.1. Fairfax County Government has designated certain health care components as covered by the Health Insurance Portability and Accountability Act of 1996. The successful vendor will be designated a business associate pursuant to 45 CFR part 164.504(e) of those agencies identified as health care components of the County, including the Fairfax-Falls Church Community Services Board, upon award of contract. The successful vendor shall be required to execute a Fairfax County Business Associate Agreement (BAA) and must adhere to all relevant federal, state, and local confidentiality and privacy laws, regulations, and contractual provisions of that agreement. These laws and regulations include, but are not limited to: (1) HIPAA – 42 USC 201, et seq., and 45 CFR Parts 160 and 164; and (2) Va Code – Title 32.1, Health, § 32.1-1 et seq. The vendor shall have in place appropriate administrative, technical, and physical safeguards to ensure the privacy and confidentiality of protected health information.
- 29.2. Successful Offerors may be required to sign a BAA or BA/Qualified Service Organization Agreement (QSOA) depending on awarded services. These agreements can be found at: <https://www.fairfaxcounty.gov/topics/hipaa-business-associate-agreements>.
- 29.3. Further information regarding HIPAA Compliance is available on the County's website at <http://www.fairfaxcounty.gov/HIPAA>.

30. STATE CORPORATION COMMISSION IDENTIFICATION NUMBER:

- 30.1. Pursuant to *Code of Virginia*, §2.2-4311.2 subsection B, a bidder or offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its bid or proposal the identification number issued to it by the State Corporation Commission (SCC). Any bidder or offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its bid or proposal a statement describing why the bidder or offeror is not required to be so authorized. Any bidder or offeror that fails to provide the required information may not receive an award.